



VILLAGE OF PINEHURST, NORTH CAROLINA
2019 COMPREHENSIVE PLAN
ADOPTED: OCTOBER 2019



ACKNOWLEDGMENTS

ELECTED & APPOINTED OFFICIALS

Nancy Fiorillo, Mayor
John Bouldry, Mayor Pro Tem
Judy Davis, Treasurer
Kevin Drum, Councilmember
Jack Farrell, Councilmember
John Cashion, Former Councilmember

Leo Santowasso, Planning & Zoning
Molly Gwinn, Historic Preservation Committee
Julia Latham, Board of Adjustment
Fred Engelfried, Former Board of Adjustment
Molly Rowell, Beautification Committee
Tom Campbell, Bicycle and Pedestrian Advisory Committee

VILLAGE STAFF

Jeff Sanborn, Village Manager
Natalie Hawkins, Assistant Village Manager
Jeff Batton, Assistant Village Manager
Darryn Burich, Planning & Inspections Director
Lauren Craig, Performance Management Director
Brooke Hunter, Financial Services Director
Angela Kantor, Human Resources Director
Jason Whitaker, Chief Information Officer
Earl Phipps, Police Chief
Carlton Cole, Fire Chief
Mike Apke, Public Services Director
Mark Wagner, Parks & Recreation Director
Melissa Holt, Communications Specialist

THINK TANK MEMBERS

Andrea Pisani Babich
Bert Higgins
Bob Boone
Bob Wilson
George Arno
John McClain
Kim Gilley
Meredith Stanton
Monica Barrow
Nitza Rothstein
Patrick Barry
Pattie Taylor

CONSULTANTS

Town Planning & Urban Design Collaborative (TPUDC)
City Explained
McGill Associates
J.Scott Lane
Randall Gross / Development Economics

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2019 Comprehensive Plan At-a-Glance

The Village of Pinehurst embarked on a journey to Envision the Village in 2018 to update the 2010 Long Range Comprehensive Plan for the next 10 to 15 years. Hundreds of residents who participated in numerous interactive sessions provided vital feedback and perspective, along with a 12-member Think Tank sounding board. A number of key takeaways of this Plan are depicted below.

7 Guiding Principles

emerged that help preserve and enhance the high quality of life in the Village. (See pages 31-212)

1. Village Character & Authenticity
2. Balancing Conservation & Growth
3. Places to Live
4. Moving Around the Village: Transportation, Mobility & Parking
5. Taking Care of Business
6. Supporting Infrastructure & Facilities
7. All Things Green: Parks, Open Spaces & Natural Resources

115 Implementation Strategies

resulted from the suggestions and input from Pinehurst citizens. (See pages 217-240)

71% of the potential expenses

address three key areas important to citizens. (See page 241)

1. Moving Around the Village to collaborate with NCDOT to find solutions to reduce traffic and expand walkability
2. All Things Green to add parks & open spaces and protect natural resources
3. Supporting Infrastructure & Facilities to create storm water management solutions

5 Focus Areas

were identified to assess opportunities for development and redevelopment. (See pages 63-106)

1. Existing Extra-Terrestrial Jurisdiction (ETJ)
2. NC Highway 5 Commercial Area
3. Medical District
4. Village Place/Rattlesnake Trail Corridor
5. NC Highway 211 Commercial Area

10 Strategic Opportunities

emerged that have the potential to be game-changers for Pinehurst. (See pages 25-28)

1. Reinvigorate the Village Center by developing a Golf by Day, Arts by Night atmosphere
2. Minimize traffic congestion
3. Become a Digital Village and “Live and Work from Home” Destination
4. Promote high quality development & design
5. Become a pedestrian-friendly community
6. Create a thriving business environment
7. Seek to expand the ETJ to the north
8. Create new open spaces and neighborhood amenities
9. Expand and enhance storm water management efforts
10. Evaluate possible expansion and construction of new Village facilities.

The Plan carries forward recommendations from previous comprehensive plans to consider **character-based zoning** as a way to improve the quality of housing and development. The Plan also calls for a comprehensive update to the Pinehurst Development Ordinance to include corridor standards, conservation subdivision standards, and character-based zoning concepts. (See Pages 110-111)

This guide for the future of Pinehurst requires energetic and thoughtful input and decision-making by businesses, residents, other agencies, Village staff, and the Village Council to achieve the Village’s vision to “be a charming, vibrant community that reflects our rich history and traditions.”



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INTRODUCTION

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In 2018, the Village of Pinehurst kicked off “Envision the Village,” a community-wide initiative to update the Village’s Comprehensive Plan (also referred to in this document as the “Comprehensive Plan”, “Comp Plan”, or the “Plan”). Building on past planning efforts, especially the 2010 Comprehensive Plan, this updated Plan seeks to implement a vision that preserves and enhances the character of Pinehurst.

This process was supported by extensive and robust public participation that included residents, business owners, local interest groups, and elected and appointed officials. The updated Comprehensive Plan is the result of thoughtful public conversations spanning over one year and represents a path forward for the Village of Pinehurst to achieve its vision.

Pinehurst’s Comprehensive Plan is designed to be a guide for directing the future of the Village of Pinehurst by providing a vision and policy framework for the Pinehurst Development Ordinance and the annual Strategic Operating Plan, which includes the annual operating budget, a five-year financial forecast, and a five-year Capital Improvement Plan. It also helps manage municipal service areas and influences other planning documents. It should be used by the Village Council, the Planning and Zoning Board, and various Village departments to evaluate development applications, amend ordinances, and plan future expenditures. Together, the Comprehensive Plan and its implementation tools ensure future decision-making that is consistent with the community’s vision and residents’ expectations for a high quality of life.

The relevance of this Plan will be measured by its use during every day decision-making. Monitoring the Plan’s implementation and periodically updating the Plan should be an ongoing, collaborative, and transparent process.

Why Plan?

The Village of Pinehurst has a wonderful history and international reputation as a desirable place to live, work, and play. Its location, climate, charm, quality healthcare, and world-class golf attract new resident interests from all over the United States who desire the high quality of life provided in Pinehurst.

In nearly thirty years, the population of Pinehurst has increased from 3,038 residents (1990) to an estimated population of nearly 17,000 residents (2019). On an annual basis, this equates to an increase of nearly 475 residents per year or roughly an 8% average annual growth rate. This cumulative growth has changed the community and elicited different, sometimes strong, opinions about growth and the benefits or consequences

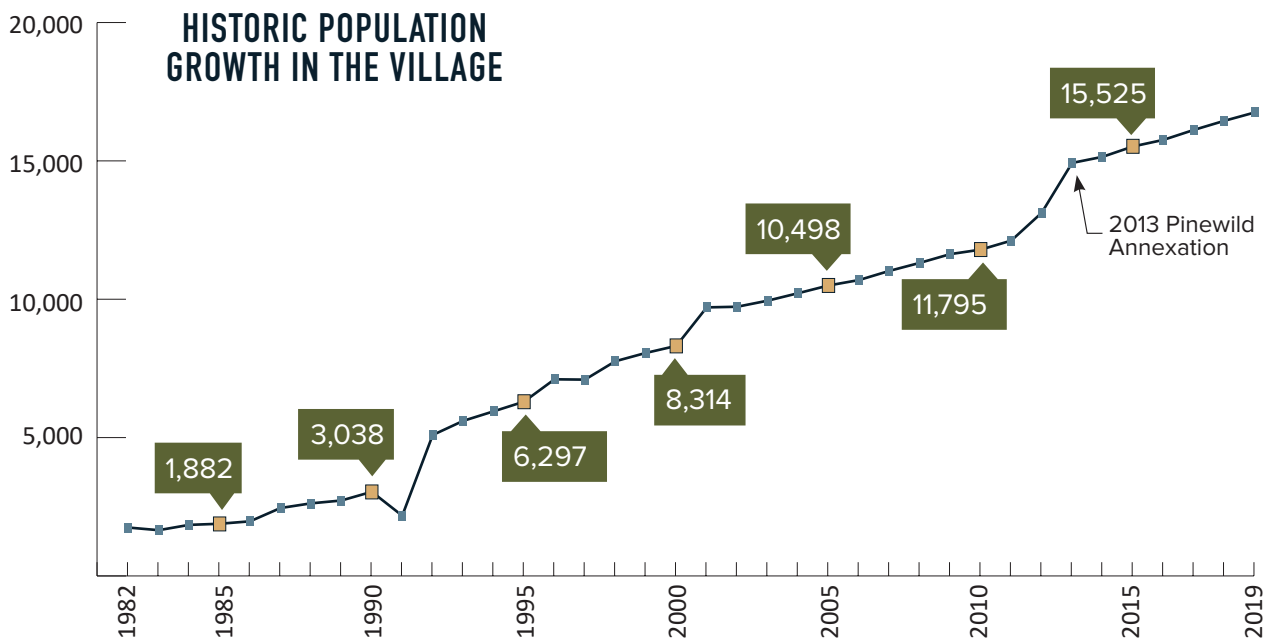
it brings to the community. Balancing the desires of Pinehurst residents to retain the charm and character of the community in the face of increasing demands of new residents and businesses is the challenge facing the Village of Pinehurst.

It is reasonable to assume the Village will continue to remain a desirable place to live, work and play, causing additional pressures in the future. Managing this pressure while striving to retain the characteristics that make Pinehurst desirable is why planning for the future of Pinehurst is so critical.

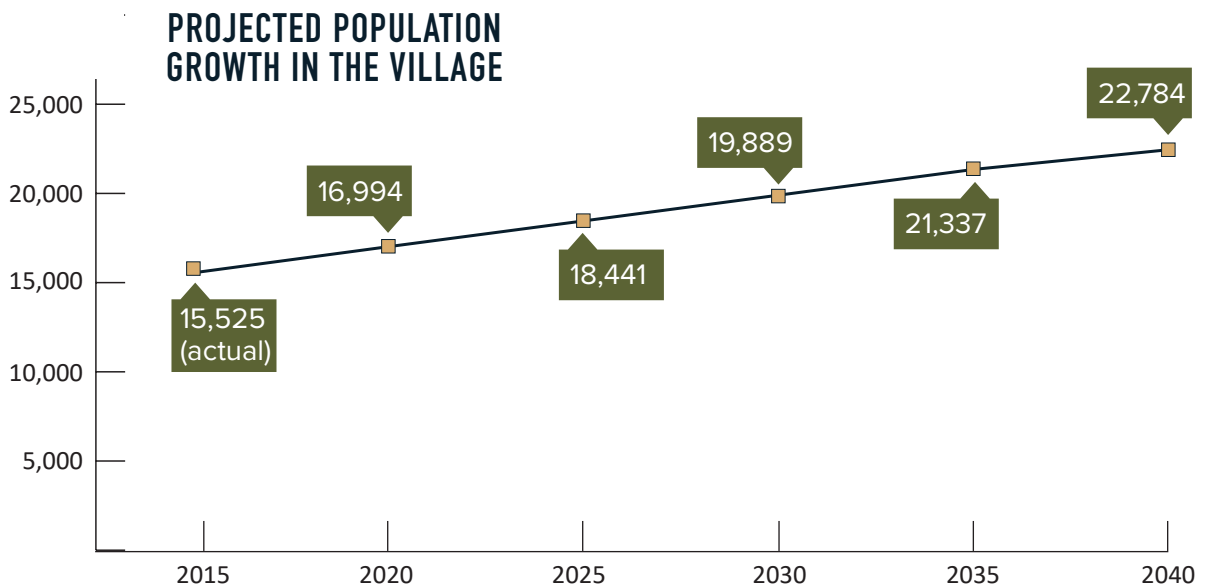
The diagrams on page 5 illustrate buildout in the Village of Pinehurst between 1980 and today.

The Pinehurst Village Council believes an effective Long Range Plan must:

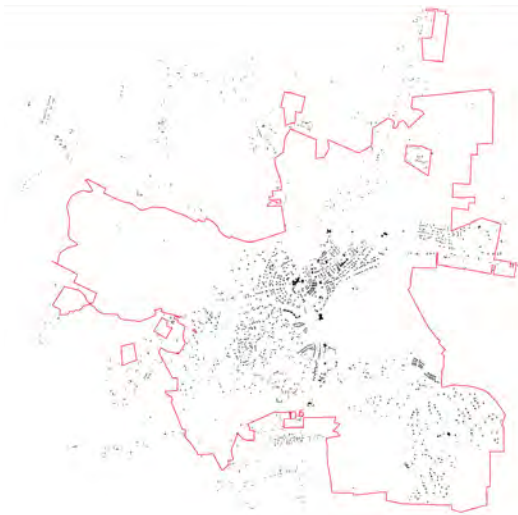
- 1. Address the long term needs of the Village.**
- 2. Include extensive public participation.**
- 3. Be prepared and implemented in collaboration with other agencies and entities.**
- 4. Be realistic.**
- 5. Be easy to read and understandable.**
- 6. Be a living document that is regularly updated.**
- 7. Address the issues that Village residents feel are important.**
- 8. Cover land area within and outside of the Village limits that impact long range planning.**
- 9. Serve as the main source of Village goals and policies for future development.**



Source: NC State Demographer annual population estimates



Source: Population projections are based on a linear trend regression analysis of the NC State Demographer annual population estimates



1980 BUILDOUT



2000 BUILDOUT



TODAY

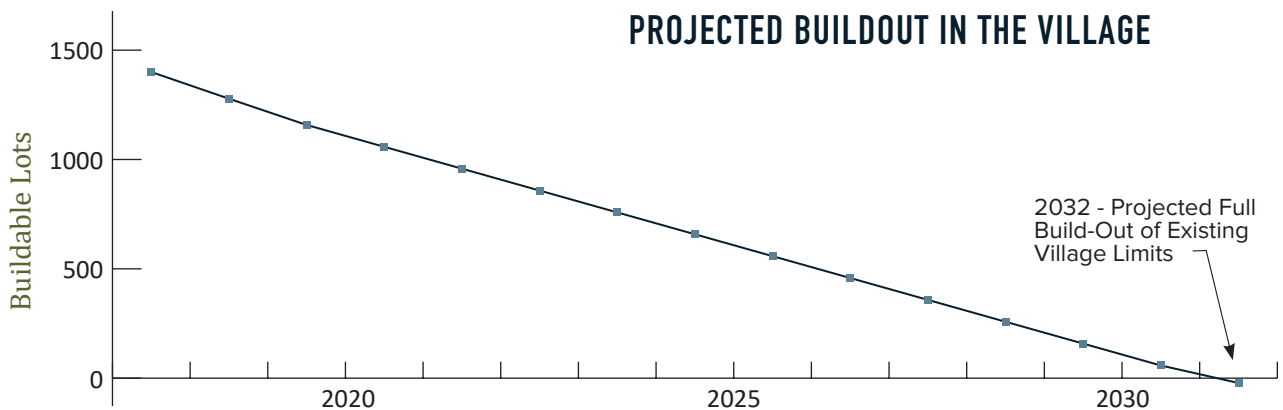
Protecting the very essence of Pinehurst that attracted current residents and businesses is the reason why officials should pro-actively plan for the Village's future.

Today, approximately 83% of the land area inside the Village municipal limits is developed or preserved as open space, with approximately 1,400 unbuilt lots remaining in existing neighborhoods scattered throughout the Village. The Village projects full buildout of existing neighborhoods could occur within the Village limits within the next 10-15 years. Outside the Village limits, but inside its extra-territorial planning jurisdiction, approximately 59% of the land is undeveloped.

Pressures to rezone land to accommodate new development is mounting and raising tensions in the community about growth, character, authenticity, and the intended or unintended consequences associated with new development.

The previous Comprehensive Plan is almost ten years old and Village staff have implemented many of the recommendations from the previous Plan. Changing market, demographic, and economic conditions over the last ten years makes now an important time to revisit the previous Comprehensive Plan and update the strategies or recommendations appropriate for moving forward over the next 10-15 years.

This new Comprehensive Plan provides Implementation Strategies needed to achieve the community's vision for the future, consistent with a set of Guiding Principles. Strategies to retain the small-town charm and rural feel of the Pinehurst and clearly defined policy or value considerations are identified throughout this Plan. In addition, preferred development types, locations, patterns, and intensities for anticipated future development are also identified. These strategies and preferred development scenarios were based on extensive public input and thoughtful conversations during the year-long Envision the Village planning process.



In order to continue to provide the high quality of life, amenities and services that make Pinehurst a wonderful place to live, the Village needs a clear vision that supports and builds on its municipal advantages, preparing the community for a long and sustainable future. Of critical importance is protecting the natural areas and resources that attract residents and visitors alike, continuing to grow businesses and strengthen the economy, providing a variety of housing types for residents of all ages and incomes, and maintaining a strong tax base so that the school system and municipal services can remain well-funded and strong.

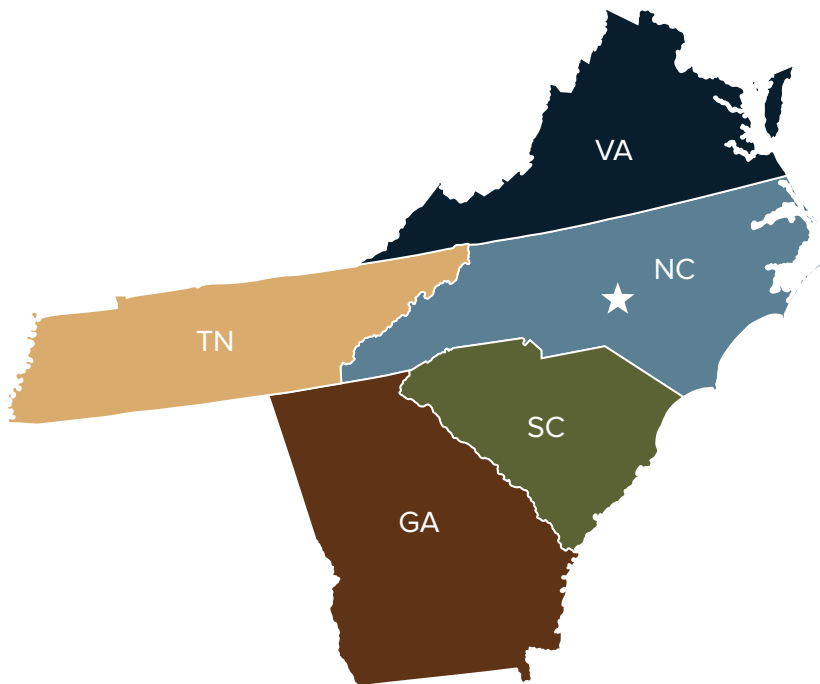
Elected officials and Village staff will use the Comprehensive Plan to inform the Village's annual strategic planning process that culminates in the adoption of the Village's five-year Strategic Operating Plan each year.

State & Regional Context

The Village of Pinehurst is located in Moore County within the Sandhills area of central North Carolina.

The Village of Pinehurst spans approximately 15 square miles and includes nearly 17,000 residents. Originally conceived as a health resort community, Pinehurst experienced extreme residential growth in the 1970's, making it the community that it is today, with a strong golf, tourism and hospital/medical industry, along with a mix of residential neighborhoods and commercial uses along major corridors, most of which are accessed primarily by automobile.

Location is one of the Village's greatest assets. Pinehurst is only two hours from white, sandy beaches; three hours from the beautiful Blue Ridge Mountains; 45 minutes from Fort Bragg; one hour from the state capitol of Raleigh; and two hours from Charlotte, with access to international airports, major museums, and other cultural arts venues.

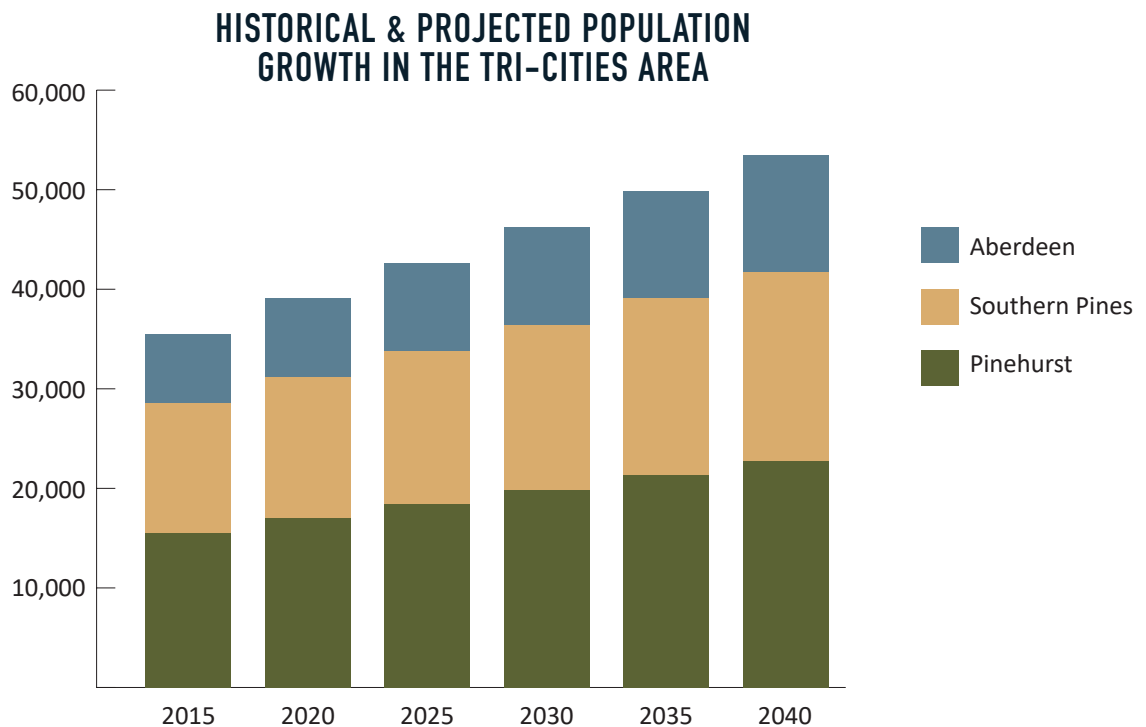


The Pinehurst-Southern Pines Micropolitan Statistical Area includes all of Moore County and has an estimated 2018 population of 98,682 people, an increase of nearly 12% since 2010, according to the U.S. Bureau of the Census.

In Southern Moore County, the three incorporated municipalities of Pinehurst, Southern Pines, and Aberdeen are referred to as the Tri-Cities Area. These three towns had a combined estimated population of over 38,000 in 2018, according to the NC State Demographer’s Office, making the area the most densely populated in the county with nearly 40% of the county-wide population.

In recent years, the high quality of life provided not only in Pinehurst, but in the Tri-Cities Area, has attracted a growing number of military families to the region who work at nearby Fort Bragg, the largest military installation in the world by population.

Residents in the Tri-Cities area and other neighboring communities visit Pinehurst to meet some of their daily needs such as work, shopping, recreation, entertainment, and medical care. Others drive through Pinehurst to reach similar destinations in Aberdeen or Southern Pines. As a result, Pinehurst is significantly impacted by growth in neighboring communities within the region.



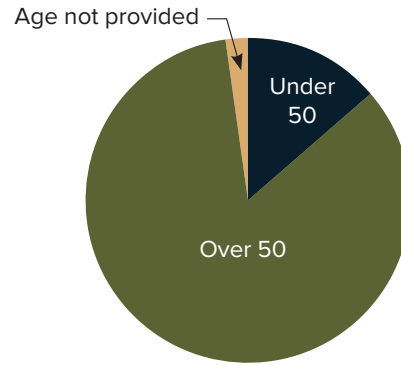
Source: NC State Demographer annual population estimates for historical population. Projections are based on a linear trend regression analysis of the NC State Demographer historical annual population estimates.

A User's Guide

1. We heard you.

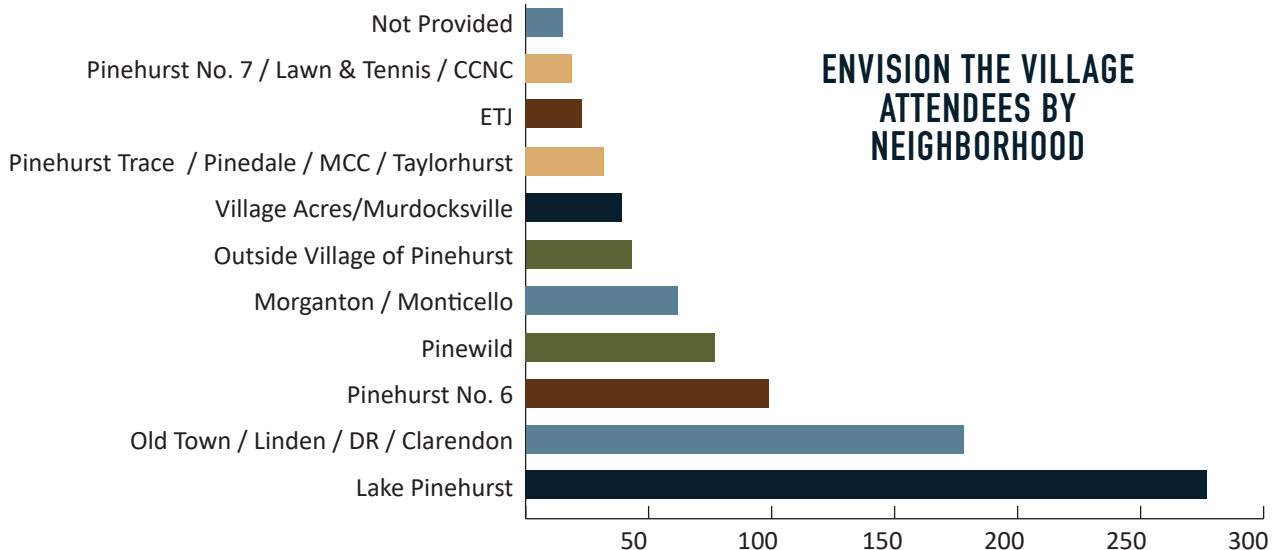
This Plan is the culmination of Envision the Village, an extensive and transparent community planning process that reflects many differing points of view. Hundreds of Pinehurst residents, businesses, visitors and stakeholders participated in the process and contributed to the creation of this Plan. Pinehurst is a place of differing opinions, and not everyone is going to agree with everything in the Plan. It is important to consider the big picture, and whether the Plan as a whole takes the Village of Pinehurst in the right direction.

ENVISION THE VILLAGE ENGAGEMENT BY AGE



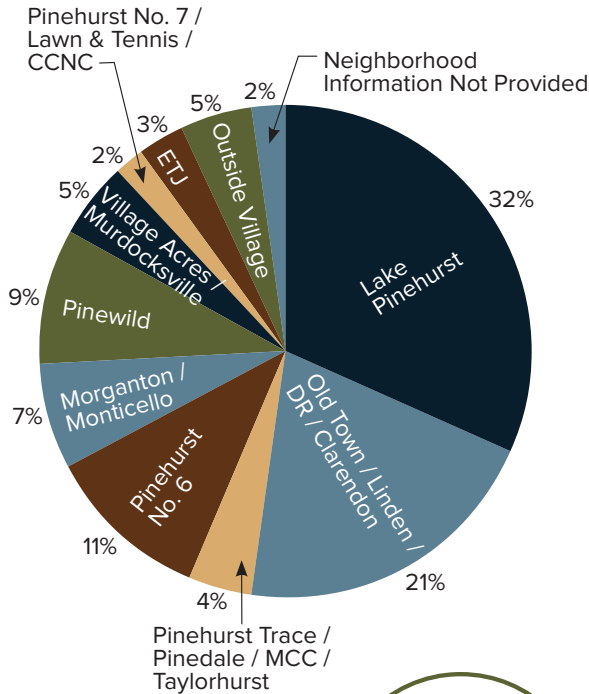
6,861
engagement
total

- Envision the Village Website Hits: **5,712**
- Think Tank Meetings: **64**
- Kick-off Event: **188**
- Visioning Workshops: **132**
- Planapalooza: **282**
- Community Open House: **483**



ENVISION THE VILLAGE ATTENDEES BY NEIGHBORHOOD

ENVISION THE VILLAGE ATTENDEES BY NEIGHBORHOOD



864
total attendees

2. Understand the element of time.

At first glance, the Plan may seem ambitious and daunting. It is important to understand that not everything in the Plan will happen all at once, and some things may not happen at all. Included are some big ideas that, if implemented, would bring about transformative change, taking years or even decades to come to fruition. Other ideas are smaller and can happen right away. Ultimately, the success of this Plan will be measured by its implementation.

3. Support, incentivize and prioritize public and private investment.

The role of this plan is to offer a vision for the future and set a course of action. Funding for the recommendations outlined in this Plan do not rest solely on the Village. Much of what will be needed to bring the vision to life is private investment on individual properties, and public investment by other government agencies such as the North Carolina Department of Transportation (NCDOT) and Moore County Public Utilities (MCPU). The Village will have to play a role in setting the stage through supportive regulations and investments in infrastructure, but most of the cost and development responsibility will fall to individual private and non-profit property owners, often in partnership with public entities.

4. Be a part of the action and implementation team.

Great ideas, like those presented in this Plan, take time, money, and capacity. For this Plan to become a reality, residents, staff, and stakeholders must decide they care enough to stay involved and help execute the Plan. Residents are encouraged to join a Village committee, participate in a citizen task force, or turn out to support new projects that are in concert with Envision the Village as they move forward.

For the Plan to be a success, it must be supported by the active engagement of citizens because communities that work together succeed.

History of Pinehurst

1920

Pinehurst establishes corporate form of ownership by establishing a charter for Pinehurst, Inc.

1895

Tufts retains Frederick Law Olmsted to design the Village. Warren Manning, an employee of Olmsted's, directs the import of 220,000 plants and seeds to begin creation of a first class resort

1915

Pinehurst Race Track established



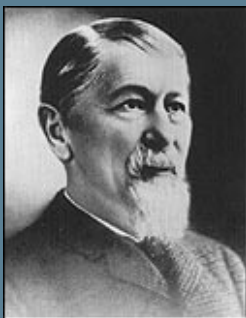
1916-1924

Annie Oakley and Frank Butler manage the Pinehurst Gun Club, teaching shooting skills to country club members



1895

5,500 acres of land purchased by James Walker Tufts with the intent of creating a winter "health resort for people of modest means," briefly referred to as "Tuftstown."



James W. Tufts

1900

Tufts retains Donald Ross to be responsible for the development of golf in Pinehurst

1900

1907
Pinehurst No. 2, designed by Donald Ross, completed

1850

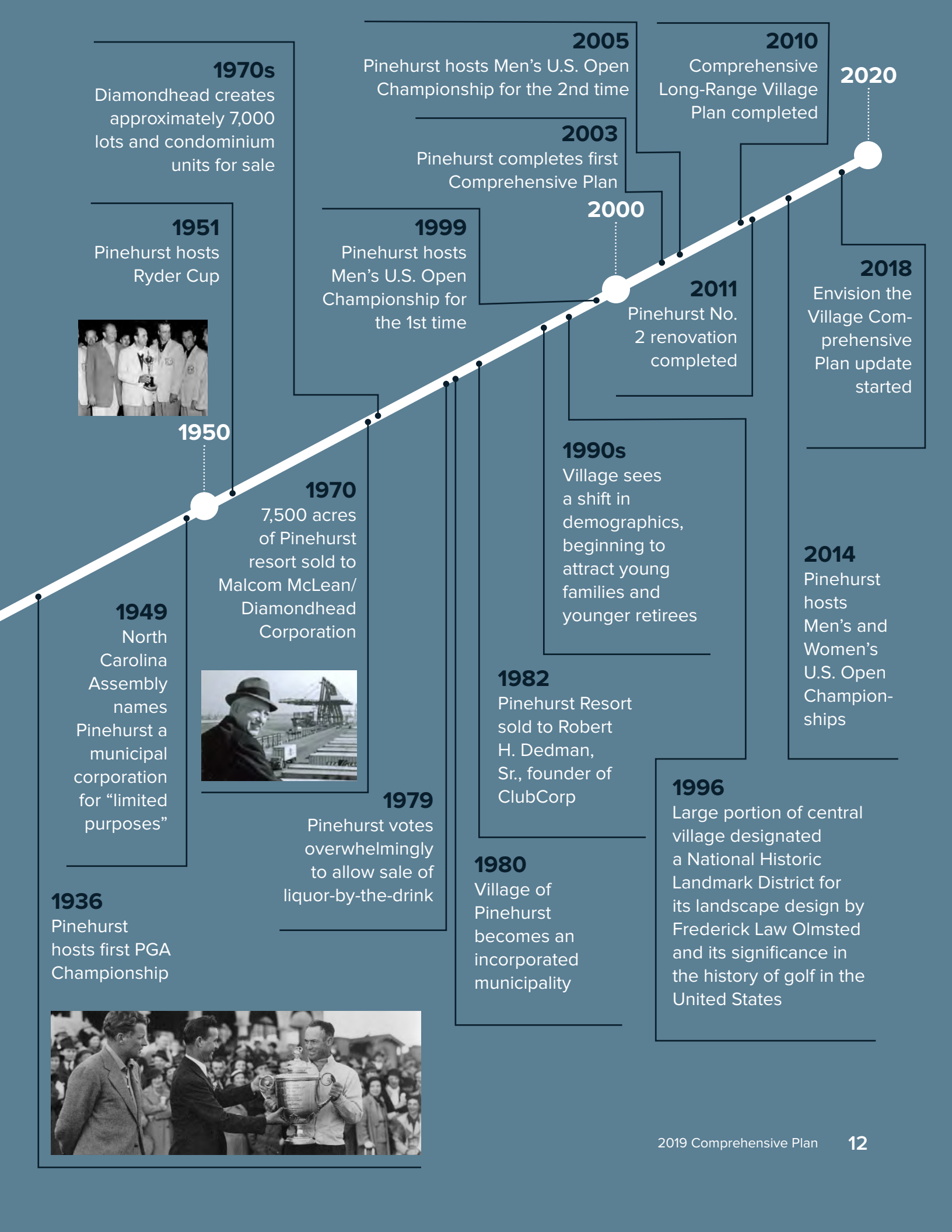
1895
Holly Inn opens

1899

Pinehurst No. 1, a small golf course by Dr. D. Leroy, was constructed

1901

The Carolina Hotel opens; First championship held at Pinehurst: Men's United North and South Amateur Championship



1970s

Diamondhead creates approximately 7,000 lots and condominium units for sale

1951

Pinehurst hosts Ryder Cup



1950

1970
7,500 acres of Pinehurst resort sold to Malcom McLean/Diamondhead Corporation



1949

North Carolina Assembly names Pinehurst a municipal corporation for "limited purposes"

1936

Pinehurst hosts first PGA Championship



2005
Pinehurst hosts Men's U.S. Open Championship for the 2nd time

2003

Pinehurst completes first Comprehensive Plan

2000

2011
Pinehurst No. 2 renovation completed

1999
Pinehurst hosts Men's U.S. Open Championship for the 1st time

1990s

Village sees a shift in demographics, beginning to attract young families and younger retirees

1982

Pinehurst Resort sold to Robert H. Dedman, Sr., founder of ClubCorp

1980

Village of Pinehurst becomes an incorporated municipality

1979

Pinehurst votes overwhelmingly to allow sale of liquor-by-the-drink

2010

Comprehensive Long-Range Village Plan completed

2020

2018
Envision the Village Comprehensive Plan update started

2014

Pinehurst hosts Men's and Women's U.S. Open Championships

1996

Large portion of central village designated a National Historic Landmark District for its landscape design by Frederick Law Olmsted and its significance in the history of golf in the United States

Envision the Village

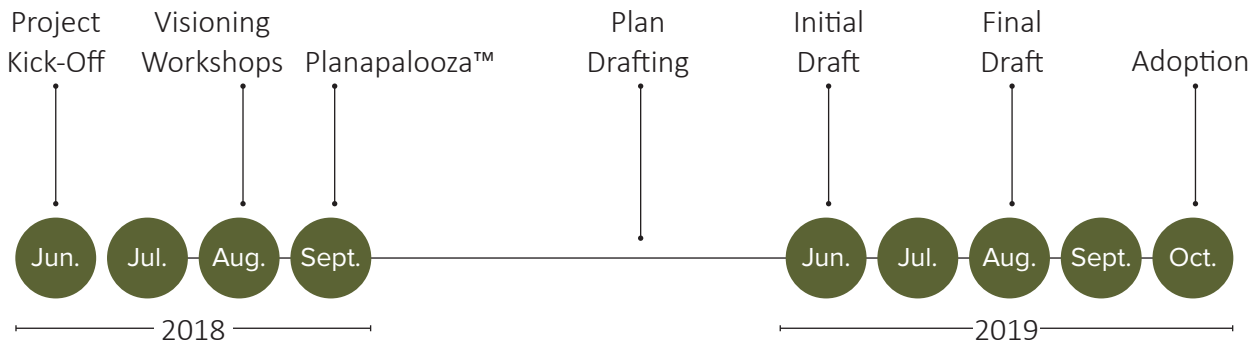
The Village of Pinehurst and its consultant team, led by Town Planning and Urban Design Collaborative (TPUDC) conducted an open public engagement process unlike any other planning effort in the Village. The process was branded “Envision the Village,” with a tag-line that expressed the community’s desire to “Shape Our Future. Honor Our Past.”

Over the course of 12 months, the Village offered a wide variety of engagement opportunities, using a number of creative techniques to reach a broad cross-section of Pinehurst residents and stakeholders. In today’s busy world, where there is no one way to reach people, the Village of Pinehurst went above and beyond to reach constituents, utilizing in-person and online ways to engage the public and solicit public input on the Plan.



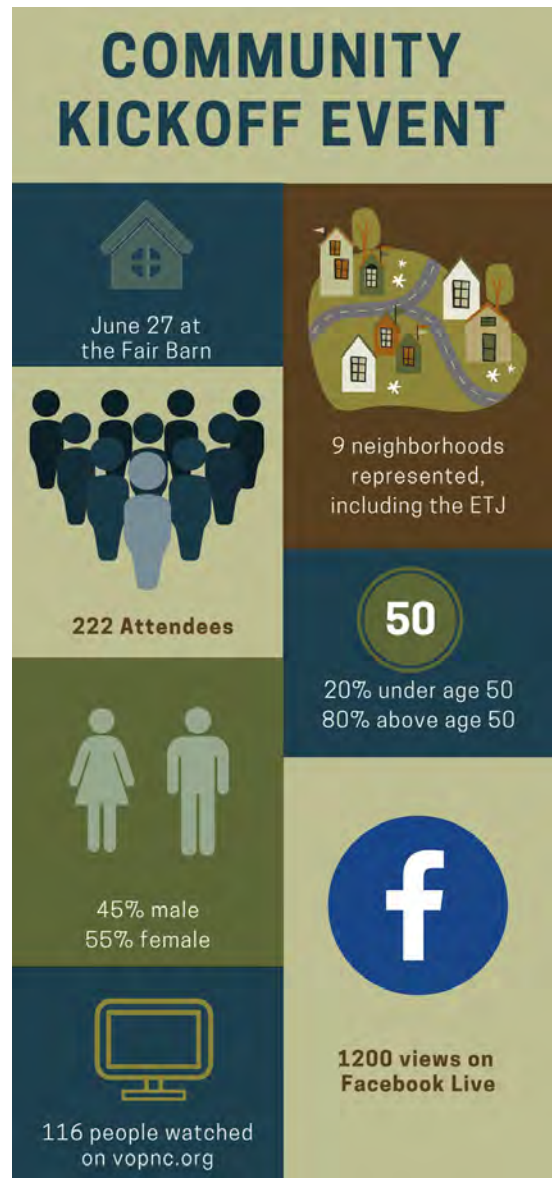
Word of Mouth

Village of Pinehurst staff and members of a representative Think Tank spent hours of time communicating directly with Village staff, stakeholders, and members of the community at large. In person, word-of-mouth communication was critical to building public interest in the project.



Community Kick-Off

In June 2018, the Envision the Village team held a Community Kick-Off event at the Fair Barn. Approximately 200 residents attended a presentation to learn about the project and the long-range planning process. After the presentation, participants asked questions and provided initial feedback on what is most important to them when it comes to the future of the Village.



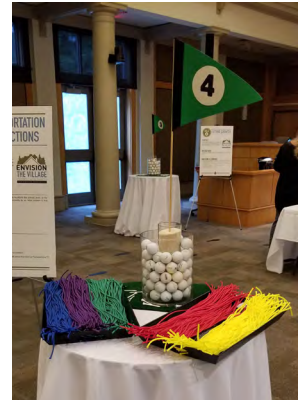
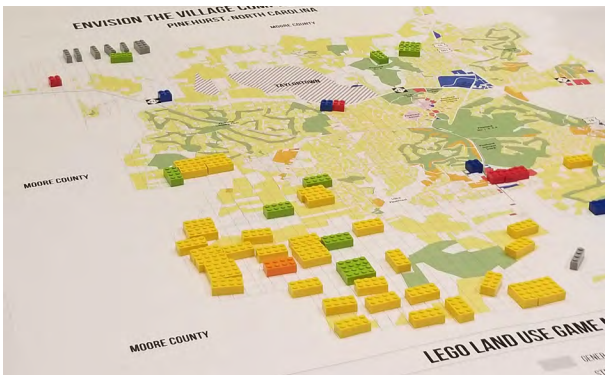
Visioning Workshops

In August 2018, the team held two interactive Visioning Workshops at Assembly Hall. These hands-on sessions included interactive activities to help identify aspirations and goals for Pinehurst's future. At the workshops, residents were able to participate in six different stations which were chosen based on public input and interviews during the Community Kick-off Event. These stations were structured to help answer the following over-arching questions:

1. Where should new residential and commercial development occur in the future? What additional types of housing and commercial development do we need?
2. How do you want to travel from your home to different types of destinations (e.g. school, Village Center, golf course, parks, restaurants, etc.) using various transportation methods?
3. What types of shopping and dining experiences are you looking for in Pinehurst? What types of neighborhood spaces would you like to have in your community or neighborhood? What types of community facilities/recreation spaces would you like to see in the future (e.g. community pool, performing arts center, public library, dog park, etc.)
4. What is the next big thing that may impact the Village? What external or societal changes do you think may impact the community positively or negatively in the future?
5. What have you seen in other cities that you wish were in Pinehurst?
6. What words would you use to describe your desired Pinehurst of the future?

The results of the Visioning Workshops were synthesized by the consultant team to gain a better understanding of what participants wanted the Pinehurst of the future to look like.





Planapalooza™

From September 19 to September 24, 2018, the citizens and stakeholders of the Village were invited to participate in a multi-day planning and design charrette called Planapalooza™ to continue honing in on the vision of the community for the future.



Planapalooza™, an intensive and fun community planning and design event, brought together residents of Pinehurst to think about the future of the Village. This interactive engagement process provided an open forum for the public to work closely with Village staff and a team of consultants led by TPUDC to identify big ideas and generate a vision that will drive policy decisions for the Village in the future. The Planapalooza™ team, along with Village planning staff, set up a full working office and studio at Village Hall, with over 280 members of the public stopping by to attend meetings, provide input, or talk with the planners.

On the first evening of the charrette, TPUDC delivered an introductory presentation on comprehensive planning and the status of the project so far. Immediately following the presentation, the TPUDC charrette team facilitated a Hands-On Workshop where the public was invited to roll up their sleeves and brainstorm their ideas over base maps to identify

key areas where infill, redevelopment, or other interventions could be focused. On the second and third day of the charrette, the team conducted technical meetings on a variety of important topics including economic development and tourism, infrastructure, transportation, development, housing, neighborhoods, quality of life, the built environment, and more. Meanwhile, members of the team began developing Focus Area plans while gathering information from these meetings in real time.

During the remainder of the charrette, members of the public continued to filter into the studio, adding their ideas and talking to the team. Feeding off this, the team entered production mode, synthesizing ideas, collaborating over design challenges, preparing renderings, and compiling precedent images.

Based on the input gathered at the Hands-on Workshop, stakeholder meetings and from drop-ins, the charrette team developed examples of how several specific areas in the Village could be developed or redeveloped. The plans depicted possible redevelopment and infill scenarios, building configurations, parks and plazas, street connections, and public facilities for a few key areas of the Village.

A final presentation took place on the last day of the charrette at the Fair Barn, at which time

all of the work produced during the week was presented and explained.

After Planapalooza™, the consultant team continued to analyze pertinent data and began developing the initial draft of the Comprehensive Plan.



Community Open House

In June 2019, the Village hosted a Community Open House in conjunction with the release of the Public Draft of the 2019 Comprehensive Plan. The Open House kicked off a month-long public review period, during which members of the community were invited to review the draft Plan and provide input.

The Open House took place over a two-day period at the Fair Barn. One interactive station provided an opportunity to review each of the 140+ Implementation Strategies proposed in the draft Plan. Participants were asked to choose the strategies they felt should be a priority for Village.

Another station was set up to show the public a series of future development scenarios for each of the five Focus Areas. Each Focus Area included a “Business-As-Usual Scenario” that showed the future buildout of the area under existing land use and zoning patterns. One or more “Alternate Scenario” options illustrated the impacts of developing the Focus Area with a different mix of intensities and land uses. A matrix of potential development impacts was provided for comparison, and participants were asked to choose the scenario they preferred.

Those who attended the Community Open House asked questions, provided input, and discussed the draft Plan with their neighbors, the consultants, and Village Staff. Surveys were designed and posted online at envisionthevillage.com to replicate the stations at the Community Open House. The results of the event and online surveys were collected and tabulated. The Village Council used the results to determine the preferred scenario for each of the Focus Areas and to review and revise the Implementation Strategies in the Plan. The result was an updated document that reflected the ideas, feedback and desires of the community at large.



Social Media and Website

TPUDC and Village Staff created an interactive public engagement project website at www.envisionthevillage.com and the Village’s Facebook page was used to help disseminate information about the project and upcoming events. Facebook Live was utilized for public presentations so that anyone interested in the project but unable to attend could watch remotely. The project website was used to share project updates and gather public input through the use of discussion boards, map-based exercises, and more. The website remained active throughout the entire process with more than 6,800 site visits.



Outreach

E-news announcements were sent to residents, businesses and community stakeholders, inviting them to participate in all public events. In the months leading up to Planapalooza™, TPUDC conducted interviews of staff, key stakeholders and policymakers including the Village Managers, the Mayor and members of the Village Council, and representatives from Partners in Progress, Pinehurst Resort, the Historic Preservation Commission, the Bicycle & Pedestrian Advisory Committee, the Beautification Committee, the Board of Adjustment and Planning & Zoning Board.

Direct Communication

Project updates and email invitations were sent directly to stakeholders who signed onto the Envision the Village website. A Code Red call was made to all Pinehurst residents in advance of key public input meetings including the Community Kick-Off, Visioning Workshops, Planapalooza™ and the Community Open House.

Village staff responded directly to questions from residents via phone calls, emails, and questions posted on the Envision the Village website. They also distributed press releases to local media outlets.

Print Media

TPUDC and Village Staff designed and produced posters and event schedules that were displayed in prominent locations throughout the Village and provided during events leading up to the public events. The Village also produced “Envision the Village” branded giveaways such as tote bags, can coolers, bracelets, and magnets to promote the project. Signage was posted at neighborhood entrances announcing public input meetings, and printed post cards were distributed at special

events, meetings, and at Village Hall. In addition, special project business cards were produced for Village Council members to distribute to members of the community.

Art Contest

As part of Planapalooza™, the Village held an Art Contest. Twelve adult participants submitted entries in two categories: Photograph and Painting. The public voted for their favorite in each category during the five days of Planapalooza™.



Mary Ann Urda won first place in the “Painting” category for her painting of “Azaleas”.



Robert Raney won first place in the “Photograph” category for his photo of the “Fair Barn at Sunset”.

Vision and Guiding Principles

Vision Statement

Throughout Envision the Village, it became clear that while the needs and desires of Pinehurst residents have changed over the years, the current Vision Statement still rings true:

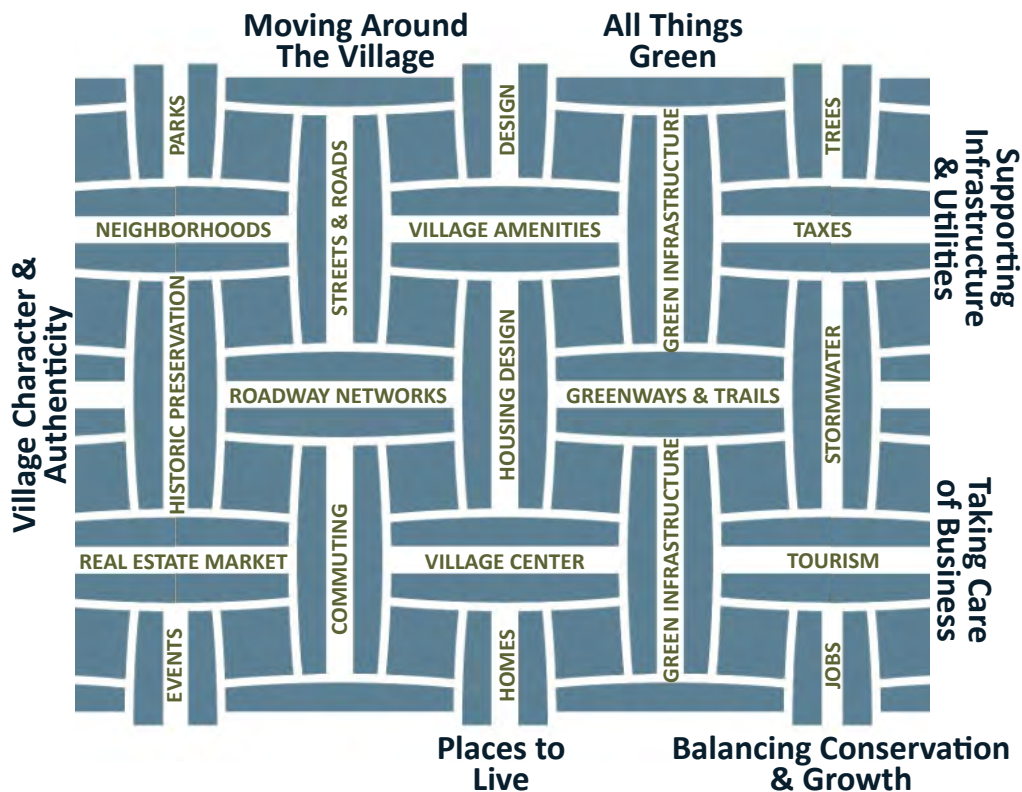
“The Village of Pinehurst is a charming, vibrant community that reflects our rich history and traditions.”

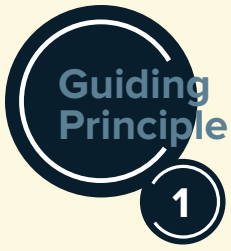
Guiding Principles

To expand upon the Vision Statement and further clarify goals of the community, a set of Guiding Principles emerged from public discussions around specific topics critical to preserving and enhancing the high quality of life in Pinehurst. These principles embody the core philosophy of embracing and celebrating Pinehurst’s history, while pro-actively planning for its future.

The means by which the Village achieves the community’s goals may evolve over time, but the vision and Guiding Principles themselves should endure for generations. Any changes to policies or direction should be evaluated against both the Vision Statement and the Guiding Principles to determine if they are in the best long-term interests of the Village and its residents, businesses, and property owners.

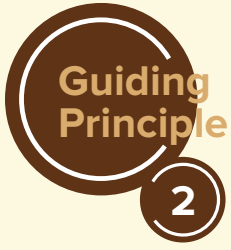
One Guiding Principle is no more important than the others, rather they are all interrelated and interdependent. The Comprehensive Plan is organized by the seven Guiding Principles, detailed on the following page.





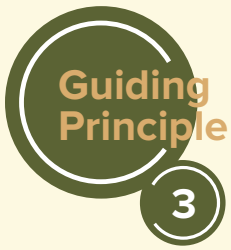
Guiding Principle 1: Village Character & Authenticity

Retain the small-town charm, scale, and character of the community to ensure a high quality of life. Celebrate and preserve the historic Village and traditions that make Pinehurst desirable and unique.



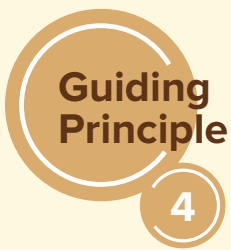
Guiding Principle 2: Balancing Conservation & Growth

Balance the need to conserve land while allowing purposeful, quality development in strategic locations to meet the needs of residents, businesses and visitors. Ensure high quality development that reflects the character of the community and maintain high quality gateways and corridors to ensure the built environment is in keeping with the character of Pinehurst.



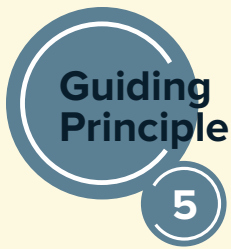
Guiding Principle 3: Places to Live

Protect and enhance the quality and character of existing residential neighborhoods. Seek opportunities to offer a variety of housing types that appeal to a wide range of households and enable residents to live in Pinehurst throughout all stages of life. Ensure neighborhoods are connected to walkable destinations such as parks, open spaces, recreational facilities, and other activity centers.



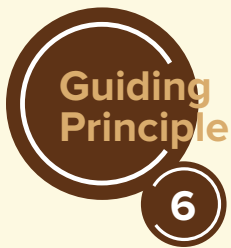
Guiding Principle 4: Moving Around the Village: Transportation, Mobility & Parking

Provide a safe, reliable and efficient transportation system that promotes and enhances mobility and connectivity between neighborhoods and destinations through a multi-modal network of complete and walkable streets, sidewalks and paths for vehicles, golf carts, pedestrians, and cyclists.



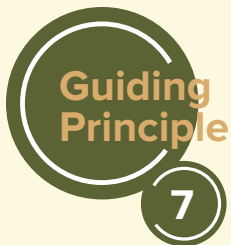
Guiding Principle 5: Taking Care of Business

Support the golf, tourism and healthcare industries that make up the economic backbone of the community by encouraging entrepreneurship, supporting diverse and innovative businesses, and developing a thriving arts, culture, and entertainment market. Encourage a variety of shopping, dining, and cultural opportunities for residents and visitors alike.



Guiding Principle 6: Supporting Infrastructure & Utilities

Ensure supporting infrastructure and community facilities exist to meet the needs of existing and future Pinehurst residents, businesses, and visitors. Partner with other providers to plan for and expand infrastructure as necessary to ensure a high quality of life.



Guiding Principle 7: All Things Green: Parks, Open Spaces & Natural Resources

Preserve, conserve, and feature Pinehurst's natural resources with expanded parks, open spaces, and events that enhance the health and well-being of the community and the environment.

Top 10 Strategic Opportunities

Protecting the character and authenticity of Pinehurst in a way that ensures a continued high quality of life and retains the small-town charm of the Village is a pervasive theme of the 2019 Comprehensive Plan. Residents made it very clear during Envision the Village that Pinehurst is special for a lot of reasons and residents want to keep it that way.

As members of the Pinehurst community actively participated in the planning process in community meetings, focus group meetings, workshops, and online interactions, several key themes began to emerge. These key themes can be seen as strategic opportunities for the Village to create the Pinehurst of the Future the community desires... a future that ensures a continued high quality of life and a desirable place to live, work, and play.

As these themes emerged, several Implementation Strategies, or actionable recommendations, were formulated to address these strategic opportunities. These Implementation Strategies are clearly identified and can be found throughout the Plan document. In addition, the Implementation Matrix in the “Driving Success” section of the Plan also contains a comprehensive list of all of the individual Implementation Strategies contained in the Plan.

Often there are multiple Implementation Strategies to address a single strategic opportunity that is aligned and integrated with the Village’s Vision Statement and Guiding Principles previously described.



While there are many other opportunities identified in the Plan that could positively influence the future of Pinehurst, these Top 10 Strategic Opportunities have the potential to be “game changers” that could help move the community forward. The Top 10 Strategic Opportunities of the 2019 Comprehensive Plan, in no specific order, include:

1 **Reinvigorate the Village Center by developing a thriving arts, culture, and entertainment market to create a “Golf by Day, Arts by Night” atmosphere.**

Residents expressed an interest in enhancing the arts in Pinehurst with galleries, performing arts venues, and expanded cultural events. In addition, opportunities exist to expand arts related businesses in and around the Village Center to help create a thriving and vibrant downtown area.

2 **Seek ways to minimize traffic congestion throughout the Village, especially at the traffic circle and on NC Highway 5, to address resident concerns.**

As Pinehurst and the surrounding communities have grown in recent years, the Village has experienced increased traffic congestion that is negatively impacting the quality of life. The Village can work closely with the NC Department of Transportation to seek appropriate solutions to minimize traffic congestion to the extent possible. This could include not only roadway and intersection improvements, but installation of pedestrian facilities as well.

3 **Become a Digital Village and a premier destination to “Live and Work from Home” with expanded high speed Internet and wireless infrastructure.**

Expanded digital infrastructure combined with Pinehurst’s high quality of life could make the Village a very attractive community for innovative businesses and residents who want to work from home.

4 **Promote high quality development and design through an update to the Pinehurst Development Ordinance that includes character-based zoning concepts and the use of pattern books.**

Pinehurst’s small-town charm and appeal is due in a large part to the scale and architectural design of its buildings as well as its lush landscaping throughout the community. Updating and modernizing the Pinehurst Development Ordinance could help ensure that future development is of the desired scale and character favored by Pinehurst residents.

5 **Become a pedestrian friendly community with expanded pedestrian, bicycle, and golf cart connectivity.**

Residents made it clear that there is a large segment of the community that would like to see expanded options for non-vehicular travel. Seeking ways to expand pedestrian, bicycle, and golf cart connectivity could benefit the community by encouraging a more active lifestyle and reducing reliance on vehicles that could also help to minimize traffic congestion.

6 Create a thriving business environment that encourages innovation and creativity with “innovation hubs”, co-working spaces, and artist studios in the Village Place area near the Village Center and the NC Highway 5 commercial area.

As a primarily residential community, there is limited land available for business expansion. However, the Village Place area near the Village Center and the NC Highway 5 commercial area are two places that could accommodate a different mix of innovative and creative businesses. Both areas are ripe for redevelopment as mixed use centers that are both more in keeping with Pinehurst and could provide more diversified housing options for Pinehurst residents.

7 Seek to expand the extra-territorial planning jurisdiction to the north of NC Highway 211 and west of US Highway 15-501 to ensure appropriate development along corridors into the Village.

Expanding regulatory authority over development to the north and west of the Village’s existing corporate limits could have a number of benefits on the future of Pinehurst. It will not only help to ensure that development types and patterns in areas surrounding the Village’s borders complement the existing character of the community, but can also help to ensure more efficient and effective delivery of government services in the long term.



8 Create new open spaces and amenities within neighborhoods such as neighborhood parks, dog parks, gathering spaces, and community gardens.

Pinehurst residents love and value their neighborhoods. They indicated, however, that there are opportunities to enhance them even further with additional open space amenities that could create a greater sense of community with neighborhood gathering spaces.

9 Expand and enhance storm water management efforts to protect property owner interests.

The Village's storm water systems could benefit from more extensive and holistic storm water management efforts to keep systems from failing during significant rain events. Instead of managing individual storm water issues as they arise, a comprehensive approach to storm water management could help to protect property owners from damage caused by failed storm water systems.

10 Evaluate possible expansion and construction of new Village facilities such as a library, arts and entertainment venues, municipal buildings, and community parks to meet the needs of a growing and diverse population.

As a premier destination to live, Pinehurst residents desire high quality facilities. Construction and expansion of exceptional facilities, such as the new Community Center, could better position the Village to meet the needs of a growing and diverse population and increase the quality of life for Pinehurst residents.

This Comprehensive Plan describes the specific Implementation Strategies, or actionable recommendations, the Village can implement to address these Top 10 Strategic Opportunities. Preserving the high quality of life in Pinehurst in ways that retain the character and authenticity of the Village will help meet the needs of today's residents as well as position the Village to meet the needs of future residents.

One only needs to look back 15 years to see the amount of change Pinehurst has experienced in its recent history. A concerted effort to address these Top 10 Strategic Opportunities to shape the next 15 years could pay big dividends for the Village with more satisfied residents and more successful businesses.

We encourage you to read further as this Plan provides background information and the basis for the recommendations that were formulated with extensive input from the Pinehurst community during the year-long Envision the Village process.

VILLAGE CHARACTER & AUTHENTICITY

- 31 What “Character” Means to Pinehurst
- 39 Golf and Tourism in Pinehurst
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- 45 Promote Preservation of Historic Properties
- 47 Enhance Gateways to the Village



Guiding Principle

1

Retain the small-town charm, scale, and character of the community to ensure a high quality of life. Celebrate and preserve the historic Village and traditions that make Pinehurst desirable and unique.

What “Character” Means to Pinehurst

During Envision the Village, when asked to describe the “character” of Pinehurst, members of the community provided a broad range of responses. Unsurprisingly, golf and outdoor recreation were frequently mentioned. Some residents attributed character to the unique pine barren eco-climate and landscape: the tall pines above, the pine straw underfoot, and the abundant indigenous plant materials. Residents and visitors alike identified Pinehurst by its historic Village Center, appreciating the eclectic mix of architecture and the New England-style charm. Several commented on the way one moves around the Village, whether by foot, golf cart, or car, along curvilinear streets lined with pine trees and magnolias. Others referenced the amenities and activities, remarking that there is always something to do, and that at times it can feel like a “summer camp for Boomers.” Many people described a sense of welcoming and community, a feeling that people in the Village genuinely care about one another. The majority of residents talked about the intangible “feeling” of the place, using adjectives like “calm,” “slow,” “warm,” and “charming.”

The three most distinctful physical factors contributing to character in Pinehurst are its: 1) well-maintained landscaping and natural environment, 2) architecture, and 3) curvilinear streets. Landscaping, vegetation, and the appearance of buildings and other elements of the built environment are vitally important to the overall appearance of the Village and the perception of community character, especially along major roads and gateways to the Village. Landscape and architecture are equally important on both public and private properties, and in new

and existing development. Curvilinear streets and the traffic circle are also defining characteristics.

The “*Balancing Conservation & Growth*”, “*Moving Around the Village*”, and “*All Things Green*” sections of this Plan focus on architecture, transportation, landscape, and natural resources in detail.

Pinehurst is also primarily a residential community, making up approximately 75% of the total real property tax base. During Envision the Village, residents frequently expressed their neighborhoods and the feeling of community within neighborhoods as a significant contributor to the character of Pinehurst. See the “*Places to Live*” section of this Plan for additional discussion about Pinehurst neighborhoods.

There is no doubt that the Village of Pinehurst is a place like no other, and the reasons are plentiful. Preserving and enhancing the unique character and small-town charm of the community, especially the historic Village Center, has always been the number one priority when planning for the future of the Village. The recommendations, or Implementation Strategies, identified in this Comprehensive Plan are presented in an effort to preserve and enhance the character of the Village.

Quality of Life in Pinehurst

The Village's vision is to "Promote, enhance, and sustain the quality of life for residents, businesses, and visitors." Input received during Envision the Village support the results of the annual Community Survey where 99% of residents consistently rate the quality of life in the Village as good or excellent. Like character, Pinehurst residents define quality of life in a variety of ways. Contributing factors include neighborhood safety, community events, outdoor recreation and active lifestyle opportunities, high-quality amenities and facilities, and a sense of community spirit and togetherness. Quality of life is made possible in communities that provide choices – different places to live, work, shop, visit, and recreate. Maintaining and enhancing quality of life can be accomplished through a variety of means, including:

- Preserving the historic character of the Village Center.
- Preserving and enhancing existing residential neighborhoods
- Celebrating golf and its undeniable importance to Pinehurst, while diversifying the types of recreational opportunities available in the Village and finding new ways to incorporate golf-related businesses and amenities.
- Protecting natural resources by taking steps to preserve open space, vegetation, wildlife, water and viewsheds.
- Supporting the elements that contribute to an active lifestyle, including multi-modal transportation, outdoor recreation and amenities, neighborhood design and accessibility for residents of all ages.
- Protecting property values by ensuring high quality development standards are in place.
- Maintaining a strong economy and tax base in order to provide high-quality, safe and attractive community facilities and amenities.
- Expanding arts, culture, and entertainment in Pinehurst.
- Continuing to organize and provide inclusive community events to build community spirit and foster relationships between neighbors.
- Adapting to change. Pinehurst's residents are becoming more diverse in age, interests and backgrounds, and their needs are expected to change as the demographic and socioeconomic composition of the community changes.



The Tufts and Olmsted Vision

In 1895, James Walker Tufts hired the firm of Olmsted, Olmsted, and Eliot to make his vision for a health-centered resort in North Carolina a reality. The project was led by nationally renowned landscape architect Frederick Law Olmsted and his assistant, horticulturist and landscape planner Warren G. Manning. Olmsted and Manning are known for their work on projects such as the Biltmore Estate in Asheville; the Boston Metropolitan Park System; and the World's Columbian Exposition in Chicago.

Olmsted's plan for Pinehurst featured curvilinear streets and abundant green spaces designed to promote a leisurely and tranquil experience. In the first two years, over 220,000 plants, including pines, hollies, magnolias, laurels, evergreens and winter flowering shrubs were used to create a year-round park-like village.

Pinehurst's golf legacy began several years after the initial creation of the Resort, when the Tufts family brought on famed golf course architect Donald Ross. Both Manning and Ross continued to work with the Tufts family for many decades, building more golf courses, developing private residential lots, and adding resort amenities and recreational facilities such as the Pinehurst Harness Track, all the while respecting the original Tufts and Olmsted vision. Thanks to their work, Pinehurst has become an iconic example of golf, resort, and community planning. As a result, the Secretary of the Interior designated the Village of Pinehurst a National Historic Landmark in 1996, in recognition of its landscape design and its significance to the history of golf in the United States.

While the original plans for Pinehurst have been amended and adapted over the years, the community still values the importance of the history of the Village and the intent of its founders. Major planning decisions are still evaluated against the original vision to determine the appropriateness of redevelopment and new construction.

Warren G. Manning described the vision for Pinehurst as “a healthful, convenient, and attractive town in which home-like accommodations and varied means of recreation could be secured at a moderate cost.” (The Pinehurst Outlook, December 10, 1897).



WATER FACILITIES: Gravity system of water works owned by Pinehurst Inc. Supply is from Free Flowing Springs & brook which flows by gravity from dams to filtering reservoir & pumping stations - N#1 is old station water flows through 10" main from dam to 200,000 gal. sand filter & reservoir from filters is forced by two steam pumps of 175 gals & 275 gals respectively & one elec. driven P.P. of 175 gals capacity into water tank (Sheet 4). Capacity of 100,000 gals on steel tower as high situated on ground 100' higher than tower No. 2 (Sheet 5) - N#2 or new station water flows through 10" pipe from dam to 200,000 gal sand filter & reservoir located 1/2 mile N. from N#1 - from filters water is pumped by 1 Worthington P.P. driven by 60 h.p. elec. motor to junction with pipe from N#1 station thence through 2-6" pipes to water tank above described - In reserve at tower No. 2 is reservoir of 100,000 gal capacity supplied by 13-5 artesian wells & flowing spring water is thence forced by one Worthington P.P. capacity 400 gals per min. into water tank above described.

FIRE DEPT: 1 full paid chief & driver & 12 Volunteers - Apparatus: 1 American La France 90 h.p. auto combination, 40 gal. chemical tank & hose wagon, 200' 2 1/2" hose, ladders one 94 extension & two 12' & scaling ladders, 2 3 gal. chem. erigis, 1 Pyrene, 2 hand reels with 400' 2 1/2" hose each, 500' 2 1/2" hose in reserve in fair condition. - Datum for elevations shown in detail sheets is Tide water. Roads are hard called gravel - Public lights elec. - No fire limits.

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KEY

- WATER TOWER
- WATER RESERVOIR
- WATER TANK
- WATER PUMP
- WATER MAIN
- WATER SERVICE LINE
- WATER VALVE
- WATER METER
- WATER HYDRANT
- WATER PIPE
- WATER CONDUIT
- WATER TRENCH
- WATER DUCT
- WATER TUNNEL
- WATER PIPE
- WATER CONDUIT
- WATER TRENCH
- WATER DUCT
- WATER TUNNEL

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STREETS	SHEET	SPECIALS	SHEET
Azalia Road, A	2	Berkshire Hotel, B	2
Barrett Road, B	3 & 4	Carolina Hotel, C	4
Blue Road, B	3 & 4	Community Garage, C	4
Broad Branch Road, B	4 & 9	Fire Department, F	5
Caddell Road, C	5-8	Franklin Plaza, F	6
Carolina Vista, C	5-8	Hickory Inn, H	7
Cherokee Road, C	15-58	Holly Inn, H	7
Chispaquin Road, C	6	Lexington Hotel, L	5
Community Road, C	15-45	N.S.R.'y Freight House & Passenger Depot, etc., N	2
Culdee Road, C	4	Pine Crest Inn, P	5
Dogwood Road, D	1, 2 & 5	Pinchures Chapel, P	1
Dundee Road, D	5	Country Club House, C	6
Everette Road, E	1 & 5	Dairy, D	6
Ferguson Road, F	3, 3 & 4	Fair Association and Buildings, F	6
Fisk Road, F	1 & 5	Gun Club House, G	6
Fry, F	3	Inc. Greenhouses, G	6
Garage Lane, G	5	Plan g Milk Builders' Materials Factory, F	6
Green House Lane, G	5	Relief Club House, R	6
Highway to Southland Pines, H	5	Water Works, Pump Station & Filters, W	4
		Public School, S	4
		Warehouse Road, W	4
		Roman Catholic Chapel, R	4

NOTE - House Numbers given are arbitrary.



The Historic Village Center

When most people think of Pinehurst, they think first of its historic downtown core, or the Village Center. The center is what makes Pinehurst unique, and is the place that residents view as the social heart of the community. While its role has changed over the last 120+ years, its character and ambiance are still treasured among Village residents.

First constructed as an amenity for the Resort, the Village Center was once part of the day-to-day life of many residents and visitors to Pinehurst. There they could find a variety of retail shops, restaurants, pubs, a theater, and more. In more recent years, the composition of businesses in the Village Center has changed. Many spaces that once housed shops have been converted to office use. The expansion of the Village and development in the neighboring communities of Aberdeen and Southern Pines led to commercial development along the corridors outside of Pinehurst's historic core. Residents of Pinehurst no longer rely on businesses in the Village Center for their daily retail and service needs.

The Village Center has a few challenges, both actual and perceived, that have prevented it from achieving its full economic potential. Location and size are limiting factors. The curvilinear roads and indirect approach can make the Village Center somewhat difficult to find and navigate for newcomers. The small, human-scale design of commercial buildings that are surrounded by

historically significant homes make significant redevelopment difficult. Former retail spaces have been converted to office use, making the pedestrian experience less interesting with fewer retail shopping options. There is also the perception that there isn't enough parking in the Village, though evidence suggests this may only actually be a problem during large events. When people only have one errand to run in a place, they prefer to park as close as possible to the business. However, if they have several things to do, like grab a cup of coffee, visit a gallery, purchase a gift, and meet a friend for lunch they are more likely to park once and walk between businesses.

Recent efforts to redevelop the Village Place area of the Village, adjacent to the historic core, have helped invigorate the Village Center. The 2008 NewCore Master Plan was created in an effort to continue to preserve the unique ambiance of the historic village while planning for infill in the adjacent Village Place area. Further plans have considered the link between the historic Village Center and any new development in Village Place.

Specific recommendations related to economic vitality, transportation and parking in the Village can be found in the "*Taking Care of Business*" and "*Moving Around the Village*" sections of the Plan.



Historic Designations

There are two designations of historic districts in the Village of Pinehurst: a National Historic Landmark (NHL) District and a Local Historic District. The two districts have different boundaries and different purposes, as described in the sections that follow. The NHL is an honorary designation, while the Local Historic District was established by the Pinehurst Village Council to safeguard the Village's heritage by preserving this area that embodies important elements of the Village's culture and history.

National Historic Landmark

The Village of Pinehurst has been recognized as a National Historic Landmark (NHL) since 1996. It is the first golf resort and community to have received this honor from the U.S. Park Service, in recognition of its landscape design and its importance to the development of golf in the United States. This Landmark status is undoubtedly a point of significant pride in the community and helps distinguish Pinehurst from other communities.

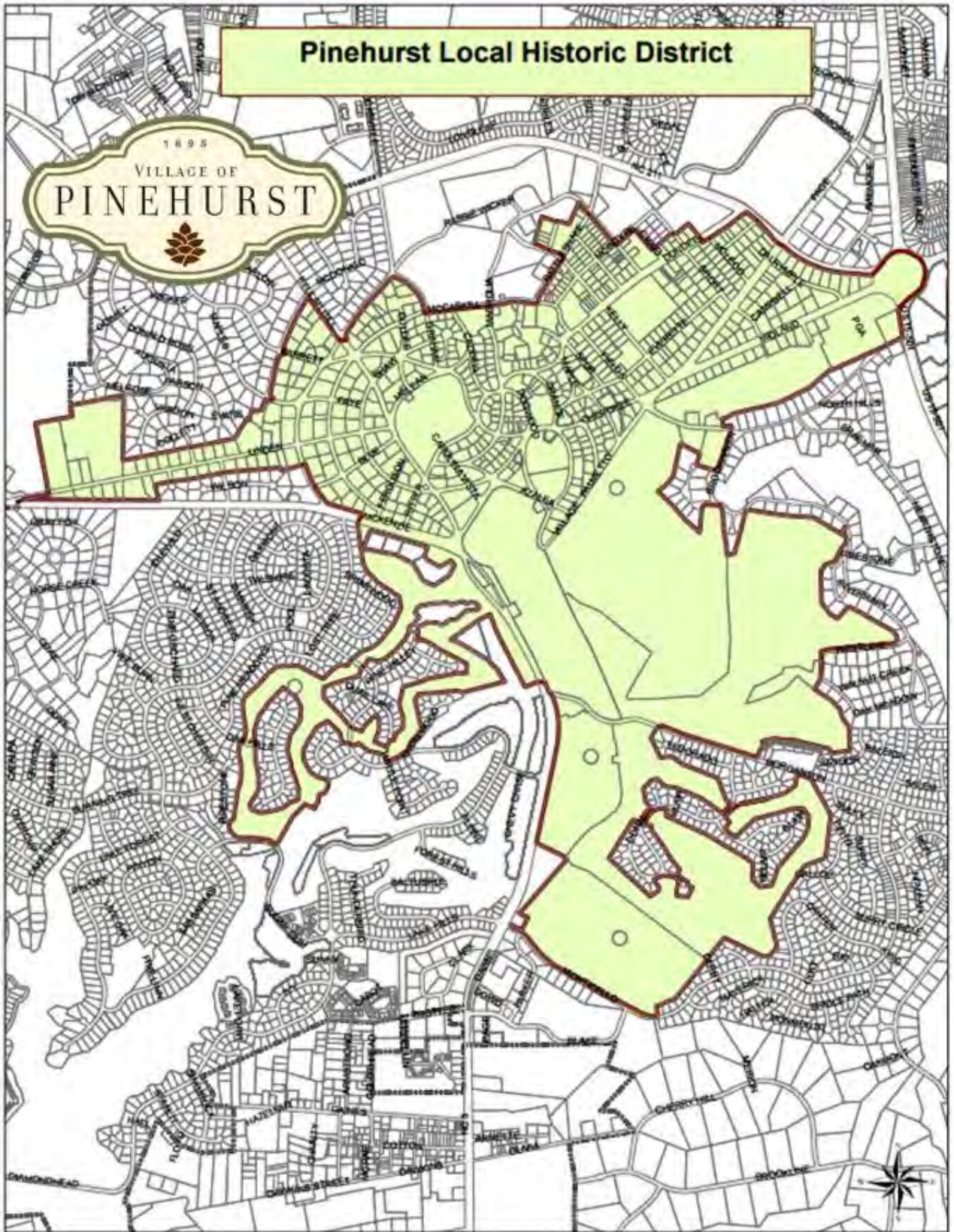
Pinehurst Local Historic District

In 2006, the Village of Pinehurst established the Pinehurst Historic Preservation Commission (HPC) to help preserve and maintain the historic character of the Village. In accordance with NC General statutes, the roles and responsibilities of the HPC authorized by the Village Council are to inventory properties of historical, architectural and/or cultural significance; to recommend properties in the Village to be designated as "Historic Districts" or "Landmarks;" to acquire such properties for the purposes of preservation and public access; to restore, preserve, and operate historic properties; to review proposals

for alterations, demolitions or new construction of historic properties; and to recommend design guidelines to the Village Council.

In 2006, the Village Council also adopted a Local Historic District comprised of all properties located within the National Historic Landmark district, and several additional properties recommended by citizens and an outside consultant. Changes to properties within this district are subject to the Historic District Guidelines and to review by the Pinehurst Historic Preservation Commission. The Historic District Guidelines provide design principles and standards for structures, landscaping, and development within the Local Historic District.

The Historic Preservation Commission recently completed an extensive review of the Historic District Guidelines and the Village Council adopted updated guidelines in May 2019. The guidelines adopted in 2019 utilized character-based or form-based concepts with illustrations and graphics to explain design concepts that help ensure renovation and development reflects the character of the Historic District (i.e. is congruous with the Pinehurst Local Historic District). See the "*Balancing Conservation & Growth*" section of the Plan.



Golf & Tourism in Pinehurst

The Village's largest historical attraction is the Pinehurst Resort itself. Pinehurst is known as "the cradle of American golf" and golf enthusiasts from around the world visit Pinehurst Resort to walk in the cleated footsteps of legends like Jack Nicklaus and Arnold Palmer. Without Pinehurst Resort, there would be no Pinehurst Village. The Resort and the municipality work hand-in-hand to attract new residents, organize community events, and share the reputation and history of the unique place.

In order to ensure the long-term viability of both the Village and the Resort, it is important to maintain and strengthen this important partnership and work together to achieve common goals.

Tourism in Pinehurst has changed significantly over the years. When the Resort was first founded, guests came to Pinehurst primarily from the North East to vacation and establish second homes during the winter. Visitors in the early days were golfers, and golf was the main (if not only) focus of their time in the Village.

As the Resort has expanded over the years, the demand for a wider variety of amenities and attractions has grown for both full-time Pinehurst residents and visitors. The Resort boasts programs for men, women, and children of all ages and abilities. People come to Pinehurst not only for the world-class golf, but to enjoy events and other outdoor activities.

As tourists diversify, so do their demands when it comes to things to do and activities to enjoy. The Village must continue to adapt in order to support its vital tourism industry.

Pinehurst Resort is no longer the only overnight accommodation in the Village. There are plenty of hotels in the greater Southern Pines/Aberdeen area, and it is easier than ever to visit Pinehurst for a day of golf. There was some discussion during Envision the Village about the opportunity to provide more evening activities, such as gallery events and concerts or other performing arts, in order to attract tourists to stay overnight in Pinehurst. At the same time, there is also an untapped market for "day-trippers" who may not be interested in golf. Pinehurst could benefit from the addition of more arts-and culture-related activities, experiential retail, and outdoor recreation.

Specific recommendations related to golf and tourism in the Village can be found in the "*Taking Care of Business*" section of the Plan.



Retain the Small-Town Charm and Rural Feel of the Village

Throughout the Envision the Village process, there emerged a shared theme among members of the community: the importance of retaining the small-town charm and rural feel of the Village of Pinehurst. This over-arching goal is a common thread that has been woven throughout the 2019 Comprehensive Plan, and there are a number of specific Implementation Strategies intended to help achieve this goal.

The “small-town charm” and “rural” feeling described by many residents of Pinehurst can be attributed to a number of factors. The Village is primarily a low-density residential community, with a few small nodes of mixed-use and non-residential activity. With the exception of the Medical District, the scale of the development in most parts of the Village is small, with few buildings exceeding two or three stories. In the residential neighborhoods, setbacks are generous, and landscaped front yards further lend to the rural feel. Maintaining the scale and intensity of existing development in all but a few specific Focus Areas is important to preserving the physical character of the community.

- Recommendations in the “*Village Character & Authenticity*” section address ways to continue preservation efforts in the Village Center to ensure character is maintained.
- Recommendations in the “*Balancing Conservation & Growth*” section address the creation of small area plans for specific Focus Areas, and provide recommendations for building heights in these areas. This section also recommends considering the development and adoption of character-

based zoning and Pattern Books to promote high-quality design and development, and recommends reviewing the existing zoning regulations to ensure that zoning adequately addresses development scale and intensity.

- Recommendations in the “*Places to Live*” section address strategies to regulate residential design and neighborhoods.

The way that people move around the community can also contribute to the “rural” or “small-town” feel. Curvilinear roads and meandering walkways are clear indicators of a rural setting. Being able to walk, bike, or drive a golf cart between destinations can help reduce traffic. Improving non-vehicular connections and mitigating the impacts of traffic in the community can make the Village seem smaller and easier to get around. Additionally, providing a variety of trails, paths, walkways and sidewalks can enhance the character of different parts of the Village. Dirt and sand clay paths may be appropriate in parks and more rural areas; while brick and asphalt are more likely to be found in pockets of commercial and mixed-use activity. The presence of sidewalks in residential areas is a major contributing factor to the character of these neighborhoods, and a topic of some debate among some residents.

- Recommendations in the “*Places to Live*” section address monitoring resident preferences in regards to sidewalks, paths, trails, and lighting and identifying opportunities to enhance existing networks and facilities.

Center, support the efforts of the Historic Preservation Commission, and maintain the Local Pinehurst Historic District.

- Recommendations in the *“Balancing Conservation & Growth”* section address the adoption of character-based zoning and/or Pattern Books to ensure high-quality design in the Village Core and other areas of the community.
- Recommendations in the *“Moving Around The Village”* section address parking needs and improving parking design by requiring parking in the rear of buildings and looking for opportunities for shared parking arrangements. Additional recommendations address the expansion of shuttle services and the demand for parking during downtown events.
- Recommendations in the *“Taking Care of Business”* section address streetscape enhancements and ways to further vitalize the Village Core. This section includes recommendations to promote first floor retail and destination uses in the Core, and to expand arts and cultural facilities.

Open spaces, natural resources and landscape are even more factors that contribute to the rural, small-town character of Pinehurst. The abundance of magnolias, pine trees and other native vegetation is one of the main distinguishing features of the Village. Maintaining viewsheds, open spaces and landscaped areas is critical to preserving Pinehurst’s unique character.

- Recommendations in the *“All Things Green”* section ensure the conservation of land and protection of wildlife.

Beyond the natural and built environment, there are other intangible factors that contribute to the “small-town” character of the Village. Community social events, engagement in civic activities, and the celebration of historic and cultural resources all foster a sense of community and Village pride. Some of the “small-town charm” in Pinehurst may be ascribed to the perception of a slower pace of life. Pinehurst is, at its roots, a resort community. The high percentage of retirees, and the omnipresence of golf and other recreational activities contribute to the relaxed, leisurely mindset among many residents and visitors.

- Recommendations in the *“Village Character & Authenticity”* section address the promotion of historic and cultural resources within the Village.
- Recommendations in the *“Taking Care of Business”* section address the support of existing special events and festivals, and encourage exploring additional opportunities for such events. This section also encourages the expansion of arts and culture facilities and experiences in Pinehurst.
- Recommendations in the *“Supporting Infrastructure & Utilities”* address assessing community support for amenities including a Village-funded library and/or a performing arts venue. These types of gathering spaces can provide additional opportunities for community events.
- Recommendations in the *“All Things Green”* section address the identification of neighborhood parks, community gardens, and other places for residents to gather and socialize.

These character-enhancing recommendations are further detailed in the sections that follow.

A Little Bit of Heaven

Music & lyrics by Pinehurst resident, Cliff Aikens

In the Sandhills there is a little bit of Heaven
With its flower-scented air and gentle breeze
The magnolias and the hollies and the long leafs
Make an archway for the songbirds in the trees

So, today I think I'll show my love for Pinehurst
And the kind and gentle people who live there
And the beauty and the charm of Old Town Pinehurst
There's really nothing like it anywhere

And you're welcome at the Hotel Carolina
And the Country Club and the Holly Inn as well
And the churches here are all so warm and friendly
And especially when answer the bell

If you're yearning for a little bit of history
You can find it in the famous Tufts Archives
It's preserved for you at the Given Library
Dating all the way to eighteen-ninety-five

In the Village you can hear a freight train rolling
As it wends its way around and through the Town
And sometimes you'll hear the chapel bell a-tolling
For a fallen Fort Bragg soldier, who's gone down

And we all know we're in a little bit of Heaven
When we walk around the Town and view our lives
So, we hope and pray that we can be forgiven
For saying, Pinehurst is one-of-a-kind

So today we think we'll show our love for Pinehurst
And the kind and gentle people who live there
And the beauty and the charm of Old Town Pinehurst
There is really nothing like it anywhere

Promote Preservation of Historic Properties

The consensus among participants in Envision the Village was that the historic Village Center of Pinehurst is an invaluable part of the community, and that the historic buildings and landmarks that contribute to the character of the Village should be preserved and celebrated. Historic preservation has always been a top priority, and the community has taken important steps towards this goal.

The Pinehurst Historic Preservation Commission should continue its efforts to ensure that new development and improvements to existing properties located in the Local Historic District are congruous with the Pinehurst Historic District. The Village may also want to consider expanding the existing role of the Historic Preservation Commission to partner with others to help facilitate either public or private acquisition of historic properties to ensure their preservation.

A few years ago, the U.S. Park Service indicated that some recent and proposed changes in the National Historic Landmark (NHL) District could compromise the Village's NHL status (e.g. Carolina Vista roundabout, the Village Green parking lot, and proposed expansion of the Given Memorial Library). As future changes within the National Historic Landmark District are evaluated, Village officials might consider consulting with the U.S. Park Service and its own Historic Preservation Commission to find ways to balance the needs of a growing and changing community with the Village's desire to maintain the NHL designation. Striking the right balance of retaining the NHL designation while allowing the district to evolve is important.

► Implementation Strategies:

- 1.1 Promote private preservation efforts in the historic Village Center and support the efforts of the Historic Preservation Commission.
- 1.2 Consider consulting with the U.S. Park Service to evaluate future development proposals in the NHL District to balance the changing needs of the community with the Village's desire to maintain the NHL designation.
- 1.3 Continue to maintain the Local Pinehurst Historic District.
- 1.4 Consider partnering with others to promote private, or public, acquisition of historic properties to hold, manage, preserve, restore, and improve properties to promote historic preservation efforts.
- 1.5 Periodically review and amend the Historic District Guidelines.



Enhance Gateways to the Village

Pinehurst is a place with a unique “feel” and its reputation is based in part on its appearance, including the built environment and landscape. In order to maintain this distinction and support the perception of community character by residents and visitors, it is important to maintain and enhance gateways to the Village.

The purpose of gateways is to provide a defined “edge.” Gateways typically incorporate signage, landscape features and other signature elements to provide residents, and especially visitors, with a visual clue that they have entered the Village of Pinehurst.

The Village uses the term “gateway” to describe not only the moment in time that someone travels across a Village boundary, but the thoroughfare that one takes towards the center of the Village. Streets that lead into the Village can signal a gateway through simple changes like landscaping and signage. For example, as one travels from west to east along NC Highway 211 towards the traffic circle, they are provided with visual clues like a gateway sign, landscaped medians, and a unified street sign design.

In most places around the Village, the current edge corresponds to the Village limits. However, as municipal limits may expand in the future, there may eventually be the need to redefine the edge, and therefore the gateway.

As motorists travel into the Village of Pinehurst from outside the area, the main gateways into the Village include:

1. NC Highway 211 at Olmsted Village

2. NC Highway 2/Midland Road, east of the traffic circle
3. US Highway 15-501 at the entrances of Village Acres and Pinehurst No. 6, north of the traffic circle
4. US Highway 15-501, south of the traffic circle
5. NC Highway 5 at Blake Boulevard
6. Morganton Road near the entrance to CCNC

Development along major highway corridors leading into the Village also help define the community and provide visitors with a “first impression.” It is important that the quality of development along major corridors, in and around gateway locations, is consistent with the character of the community and the type of first impression the Village wants to foster. To this end, the Village is in the process of evaluating highway corridor standards that are discussed in the “*Balancing Conservation & Growth*” section of the Plan.

► Implementation Strategies:

- 1.6 Maintain gateway signage and enhance landscaping at gateways to the Village to provide residents and visitors clear visual clues they have entered the Village of Pinehurst.
- 1.7 As municipal limits expand in the future, relocate gateways to the appropriate locations.

Also see Implementation Strategy 2.21 in the “*Balancing Conservation & Growth*” section of the Plan.





BALANCING CONSERVATION & GROWTH

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Guiding Principle

2

Balance the need to conserve land while allowing purposeful, quality development in strategic locations to meet the needs of residents, businesses and visitors. Ensure high quality development that reflects the character of the community and maintain high quality gateways and corridors to ensure the built environment is in keeping with the character of Pinehurst.

Conservation & Growth Context

Importance of Balancing Conservation & Growth

As previously discussed in the *“Introduction”* and *“Village Character & Authenticity”* section of the Plan, retaining the character of Pinehurst is extremely important to maintaining the high quality of life in Pinehurst. As demands to grow continue in the future, it is critical that the Village balance those demands with the need to conserve and preserve what makes Pinehurst so special.

Planning for the future involves a careful balance between retaining community character and authenticity, ensuring available infrastructure to meet the needs of the community, and ensuring continued economic vitality. It demands a diversified strategy that identifies which areas of the community should be places to conserve or preserve and which areas should be allowed to grow or develop.

Areas to conserve include environmentally-sensitive lands in rural landscapes and historic properties in and around the Village Center. These areas can provide meaningful opportunities to link residents with nature and the Village’s history. The Village should also retain and preserve, its existing residential neighborhoods, many of which surround golf courses. Preserving the residential character of neighborhoods, which represent most of the land in Pinehurst, is important to protecting the unique brand and character of the community.

The Village regulates conservation and growth through administration of the Pinehurst

Development Ordinance (PDO). These regulations are approved by the Village Council and detail land uses and development standards applicable to new development and redevelopment of property located in the Village’s planning jurisdiction. The Village’s planning jurisdiction includes not only property located in the municipal limits, but also land in the Village’s extra-territorial jurisdiction (ETJ).

Because land within the Village’s existing corporate limits is largely built-out, there are limited areas there for future growth. There are however, a few key areas in the municipal limits where opportunities exist for redevelopment and growth that if well-planned could enhance the Village’s character and better meet resident needs.

These are the areas where the Village could strive to increase infrastructure capacity and availability, improve proximity of activity centers to nearby neighborhoods, and encourage private investment in order to meet the needs of Pinehurst residents, businesses, and visitors. New development will add stress to existing infrastructure and simple expansion of facilities to add more capacity is not always feasible because Pinehurst desires to protect its character and authenticity. For example, widening NC Highway 5 in the Village would have a detrimental effect on the character of the community. It is important, therefore, that any future growth be targeted in places where infrastructure capacity exists or can be expanded efficiently and in a way that is appropriate for the community.

Any new development ought to be purposeful and in support of the Guiding Principles of the Comprehensive Plan to ensure a continued high quality of life. It should reinforce the unique, one-of-a-kind experience associated with being in Pinehurst and its historic charm, character, and scale that has earned it a great international reputation.

New development can have both positive and negative impacts on a community, so it is important the Village balance the needs of the community to preserve its character while also allowing appropriate development. Commercial development in strategic locations can help support the community with jobs, retail offerings, recreation, and cultural and entertainment offerings. Residential development can also offer more variety in home choices for existing and future residents. See the *“Taking Care of Business”* and *“Places to Live”* sections of the Plan for additional information.

Development in Pinehurst has traditionally occurred in a lower-density, single-use, and auto-oriented fashion. Newer neighborhoods

often lack connectivity to the Village and a mix of uses, forcing residents to use their cars for trips to the store, school, work and other activities. The predominant neighborhood design of separated neighborhoods with a few collector roads terminating on major state roads brings increased traffic on the main corridors, creating more congestion, especially during rush hour.

This sprawling pattern of development also increases costs. Stakeholders pay for sprawl in various ways, either directly or indirectly. Businesses pay the cost of sprawl when road congestion leads to delayed deliveries and rising transportation costs. Commuting itself raises mental and physical health issues and employee absenteeism. Homeowners find themselves dependent on their cars for transportation, increasing the cost and risk of injury and higher obesity levels.

These increased costs can be minimized with effective planning, which involves a careful balance of retaining community character while allowing appropriate development to meet the needs of the community.



What Influences Community Growth?

The Village of Pinehurst is a world-class resort community that attracts resident, business, and tourism interests from all across the United States and the world. Village officials recognize part of what makes Pinehurst unique is its small-town history, charm, scale, character, and appearance. With an international reputation for top-notch golf facilities, exceptional medical facilities, and low crime rates, the Village has seen modest growth for the past several years as new residents seek the high quality of life provided in Pinehurst. An attractive community like Pinehurst could expect to see increasing demands for development in the foreseeable future because it is such a wonderful place to live, work, and visit.

Demands for development in communities are generally influenced by five general growth factors: 1) market demand, 2) available capital, 3) growth outlook, 4) developer interests, and 5) government policies and ordinances. The influence of each factor in relation to the others changes over time and often varies by location or land use category. Nonetheless, each factor is present to some degree when development occurs, or does not occur, in a community:

Five General Growth Factors:

1. Market Demand

The demand for different development types, patterns, and intensities is established by future buyers or renters attracted to the area (and their purchasing power) that will fill new products or pay different price points.

2. Available Capital

Banks and other institutions establish minimum lending criteria and set interest rates for borrowing money needed to fund new development.

3. Growth Outlook

The local economy influences how quickly development occurs in an area, most often influenced by new employment opportunities and their ability to bring new residents (and other businesses) into the community and the larger region.

4. Developer Interests

The private sector helps decide who builds, what they build, where they build, and why they build in a community, which is driven primarily by when a developer is confident about the other growth factors and decides to 'take the chance' to start a new project.

5. Government Policies and Ordinances

Government policies and ordinances are used to promote (or restrict) development in line with a community vision established for the area, funds available for extending infrastructure, local politics, etc.

The Comprehensive Plan contains several recommendations for how the Village can implement policies and ordinances to conserve land and guide future growth and development in the community to take advantage of opportunities when they present themselves.



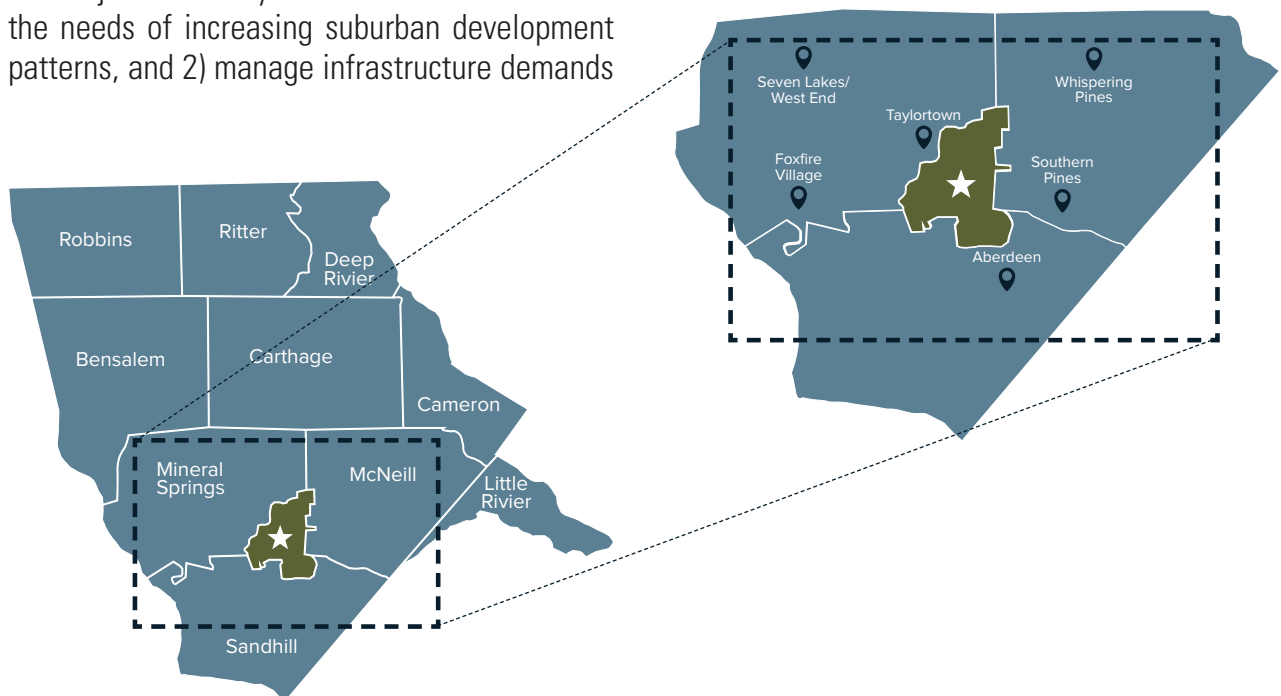
Regional Context

As previously discussed, the Village of Pinehurst is located in the fast-growing Tri-Cities area of Moore County, which includes Pinehurst, Southern Pines, and Aberdeen. The Town of Taylortown, Village of Whispering Pines, Foxfire Village, and West End/Seven Lakes communities are also nearby. Residents in these nearby communities visit Pinehurst to meet some of their daily needs — work, shopping, entertainment, recreation, medical care, etc.—or drive through Pinehurst to reach similar destinations in Aberdeen or Southern Pines. The three Tri-Cities communities are influenced greatly by the decisions and actions of the others, and the Tri-Cities Group facilitated by the Triangle J Council of Governments coordinates their plans, policies, and ordinances within ¼ mile of the shared borders and along common corridors.

Some in the Pinehurst community would like to eliminate, or at least slow significantly, future growth inside the Village to: 1) preserve the historic character and scale of development by avoiding more ‘just like anywhere’ solutions to meet the needs of increasing suburban development patterns, and 2) manage infrastructure demands

and preserve infrastructure capacities. The Comprehensive Plan recognizes infrastructure availability, Village character and authenticity, and quality-of-life as critical items to address as the Village responds to development demands.

Businesses within and outside North Carolina are likely to be attracted to the quality of life Pinehurst can offer its business owners and employees. Likewise, it is important to recognize the regional context of the Village and be aware that growth and development in the communities and rural areas that surround the Village can have a significant impact on Pinehurst and its infrastructure. The effect of over-restricting growth within Pinehurst’s planning jurisdiction would be to push future development just outside the Village, create undesirable urban sprawl in rural areas, and exacerbate traffic congestion problems by causing future regional residents to commute farther to meet their daily employment, recreation, shopping, dining and other needs.





Conservation & Growth Map

Conservation, Preservation & Innovation Framework

This section provides a description of the Conservation and Growth Map that establishes a Village-wide framework for conserving open spaces, preserving the character of residential neighborhoods, investing in areas supported by existing infrastructure, and identifying preferred development patterns in five specific Focus Areas that have potential for development or redevelopment.

The identified Focus Areas include places for infill, redevelopment, and/or retrofit. Future zoning changes and other policy decisions ought to be based on the framework provided here to preserve the character of the Village while strengthening its municipal advantage.

The Conservation and Growth Map provides a framework for conservation and development that attempts to retain the high quality of life that Pinehurst residents enjoy. It seeks to anticipate where future development or redevelopment may occur and to plan for orderly development of these areas in a way that will meet the needs of future residents, while maintaining the character of the community. As previously discussed, there is limited land left undeveloped in the Village's municipal limits. Identifying preferred land uses and the types of development desired by residents in specific Focus Areas helps to ensure purposeful development that is in keeping with the Village's desire to maintain the special charm and character of Pinehurst.

Purpose of the Map

Community input supports the concept of a Conservation and Growth map, focusing on land conservation first; preservation of existing neighborhoods second; and preferred scenarios for development in specific Focus Areas that are described later in this section of the Plan third. This approach affirms the community's assertion that existing residential neighborhoods should be kept relatively unchanged, with redevelopment and new development concentrated in specific places within and around the Village.

The Conservation and Growth Map organizes the community into areas prioritized for varying degrees of land conservation, including both permanently protected and recreational open spaces, existing developed neighborhoods, and Focus Areas that could support existing and proposed walkable, complete activity centers. Existing suburban-style residential areas should remain in their current land use designations with the possibility of some very minor modifications.

The Conservation and Growth Map will guide near-term revisions to the Village's Pinehurst Development Ordinance (PDO) to assure that land use regulations are consistent with the vision set forth in this Plan. The assignment of Focus Areas provides a framework for a new approach to zoning that specifically addresses resident concerns related to enhancing community character Village-wide. By organizing the Village according to conservation and growth, intentional and informed decisions can be made about how to most efficiently spend available funds on infrastructure improvements that will support the Comprehensive Plan.

It is important to recognize that the Conservation and Growth Map is not a zoning map. Rather, it is intended to show, in a general sense: 1) the desired amount of conservation and preservation, and 2) the general patterns and locations of future development or redevelopment. The boundaries shown may be imperfect and are intended only to reflect the general pattern of desired future development. The Village's zoning map, which identifies specific zoning by parcel, will need to be updated with significant public involvement as a part of an update to the PDO to ensure zoning classifications are consistent with the Conservation and Growth Map.

Organization of the Map

The Conservation and Growth Map is organized around designated areas which set out conservation and preservation priorities and inform the intensity and character of new development. This varies from the approach used by a conventional Future Land Use Map that focuses primarily on separating land by use rather than grouping areas with similar existing or desired future character. The Conservation and Growth map is used to guide where and to what extent conservation and development are to be encouraged and directed.

Pinehurst's Conservation and Growth Map includes two types of open space:

1. Public Open Space
2. Private Open Space

It also includes three existing development types:

1. Rural
2. Suburban Neighborhood
3. Suburban Center

These open space and existing development types are all expected to be conserved or protected, with little or no change to their existing character.

The map also includes "Village Core" areas, which correspond to existing historic non-residential uses in the center of the Village.

Other areas are designated as "Mixed Use Center - Stacked Residential," "Mixed Use Center - Standalone Residential," and "Major Employment Center." These three areas represent the areas that have the most potential for future development or redevelopment in primarily the five Focus Areas depicted in the Plan.

In addition, the area to the north of the existing Village limits on NC Highway 211 and west of US Highway 15-501 represents an "Area of Interest" that could be included in a future expansion of the Village's extra-territorial jurisdiction (ETJ). Currently, NC law allows municipalities to extend its corporate limits up to 2 miles from existing corporate limits when certain conditions are met. Additional discussion of this area is contained later in this section of the Plan.

Specific descriptions of each of the areas designated on the Conservation and Growth Map follow:

Public Open Space

These are areas protected from development in perpetuity, including those under environmental protection and land acquired for conservation through purchase, or by easement, with efforts to protect in perpetuity when the opportunity is presented. Public Open Space areas may include water bodies, protected wetlands, floodplains, protected habitat, purchased open space, conservation easements, wildlife corridors and transmission line corridors and cemeteries.

Private Open Space

These are areas in private ownership used for landfill or outdoor recreation purposes. In Pinehurst, the vast majority of Private Open Space areas are golf courses. The Moore County Landfill is also considered Private Open Space.

Rural

As most of Pinehurst within the Village boundaries is built out, all of the areas designated as "Rural" are in the southwest Extra-territorial Jurisdiction (ETJ). These areas are those currently under very low-intensity residential zoning.

Suburban Neighborhoods

These areas make up the largest portion of the Village; developed with residential neighborhoods that should remain "as is." This area is defined by conventional suburban development patterns of primarily detached single-family houses, but may also include multi-family, churches, schools, parks and other public/civic uses.

Suburban Center

These primarily non-residential areas are portions of the Village that are mostly developed but may still contain underutilized parcels. They were developed in a conventional, auto-oriented suburban pattern with smaller footprint businesses that mainly target the local users and customers. New development, re-development, or the reuse of existing land and buildings should be encouraged. Even though access to these various nodes will likely continue to be via automobiles, a sensitive approach to re-development in the future could allow for the creation of more walkable environments once there.

Village Core

These areas include the majority of non-residential land in the historic Village Center, including hotels, Village Core businesses, and the Village Place area. While there are opportunities for development and new development, these areas are subject to the Historic District Guidelines, and most are part of the area of the Village designated as a National Historic Landmark. Preservation of the design and scale of the development in this area is critically important to preserving the character and authenticity of the Village.

Mixed-Use Center - Stacked Residential

These areas are opportunities for future walkable mixed-use developments in proximity to existing neighborhoods, roads and utility infrastructure. Concentrating development in these areas will help the Village meet its goals of providing a wider variety of housing types and achieving more walkable and bikeable nodes of activity. This Mixed-Use Center would allow housing to be stacked on top of non-residential uses.

Mixed-Use Center - Standalone Residential

These areas are similar in character to the Mixed-Use Center - Stacked, but do not require a vertical mix of uses. Residential and non-residential uses may be mixed within a block, or adjacent to one another, but residential uses do not need to be in the same building as non-residential uses.

Major Employment Center - 4 Stories Max

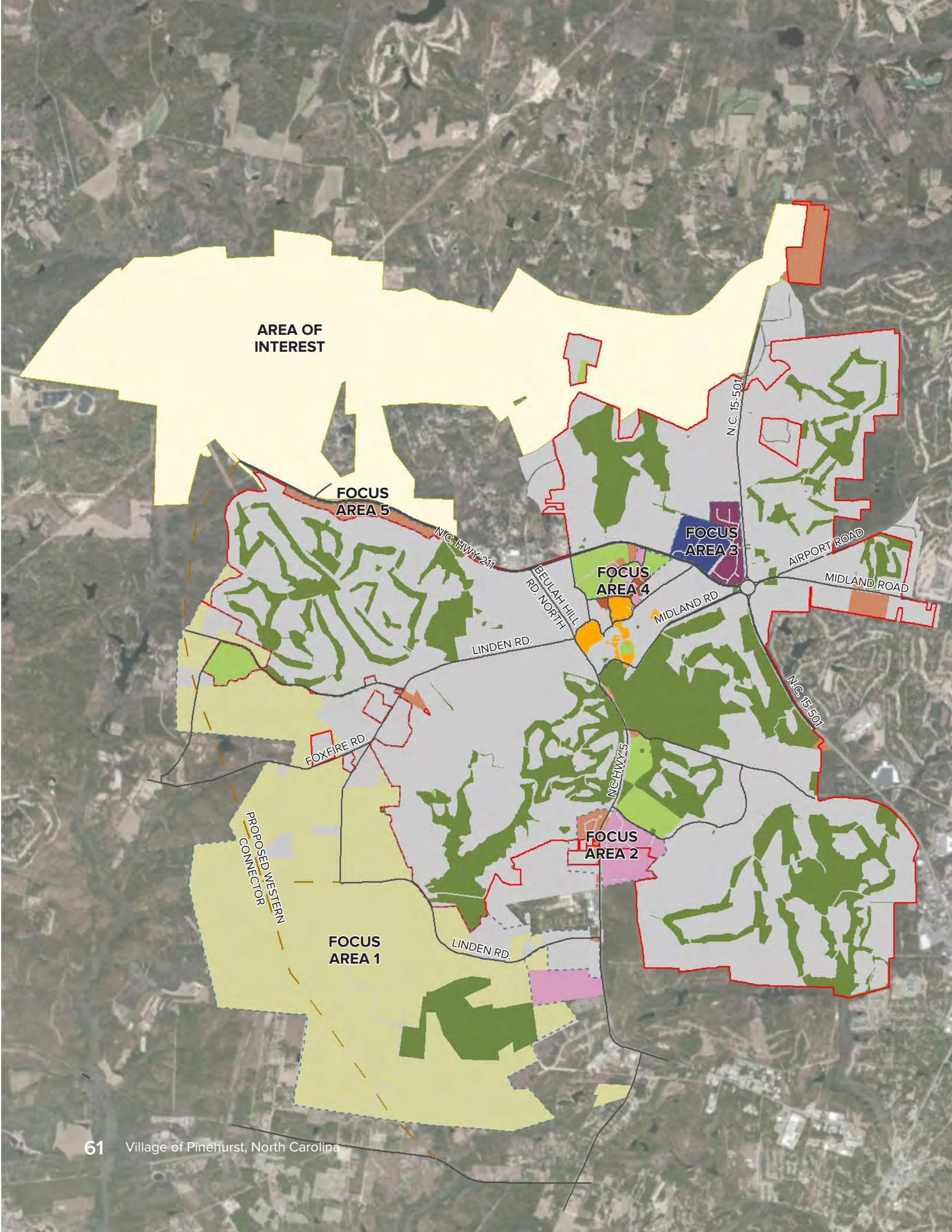
Major Employment Center - 6 Stories Max

The area around FirstHealth Regional Hospital has been identified as the greatest opportunity for new businesses and job creation in the Village. Concentrating the highest density of development in this area will help preserve the character and rural nature of the community, while maintaining a stable and thriving economy. The area immediately surrounding the hospital may be up to 6 stories, while adjacent areas to the northeast and southeast may be 4 stories.

Area of Interest

This area north of the existing Village Limits on NC Hwy 211 and west of NC Hwy 15-501 represents an area that could be included in a future expansion of the Village's ETJ.





AREA OF INTEREST

FOCUS AREA 5

FOCUS AREA 3

FOCUS AREA 4

FOCUS AREA 2

FOCUS AREA 1

N.C. HWY 211

BEULAH HILL RD. NORTH

LINDEN RD.

MIDLAND RD.

AIRPORT ROAD

MIDLAND ROAD

FOXFIRE RD.

PROPOSED WESTERN CONNECTOR

LINDEN RD.















N.C. HWY 5

N.C. 15-501

N.C. 15-501

Conservation and Growth Map

Legend

-  Public Open Space
-  Private Open Space
-  Rural
-  Suburban Neighborhood
-  Suburban Center
-  Village Core
-  Mixed-Use Center - Stacked Residential
-  Mixed-Use Center - Standalone Residential
-  Major Employment Center - 4 Stories Max
-  Major Employment Center - 6 Stories Max
-  Area of Interest
-  Focus Area Boundary
-  Village Limits
-  Proposed Future Western Connector

Focus Areas

Identifying Focus Areas

During the Visioning Workshops in August 2018, residents participated in an exercise to identify where they would prefer future residential and commercial development to occur in and around the Village. Participants were asked to choose from a “Compact” or a “Decentralized” future growth scenario. A compact development pattern includes a mix of uses at higher densities, while a decentralized growth pattern favors single-use, lower-density development in generally isolated areas. Compact development patterns take the shape of neighborhoods and village centers, with a mix of housing, employment, and recreation opportunities in a centralized area. With the exception of the Village Center, most of Pinehurst has developed in a decentralized pattern, with single-use suburban neighborhoods separated from commercial and other uses with limited connectivity. The compact development pattern was more frequently selected during the Visioning Workshops and in the complementary exercise on www.envisionthevillage.com, indicating a majority of residents prefer mixed-use development in specific areas of the community, rather than lower-density suburban-style development.

As previously discussed, the Village of Pinehurst is largely built-out today and likely to see full buildout within the municipal limits within the next ten years or so. Therefore, it is important to identify today where development and redevelopment could likely occur in the future so Village officials can plan for orderly and purposeful growth.

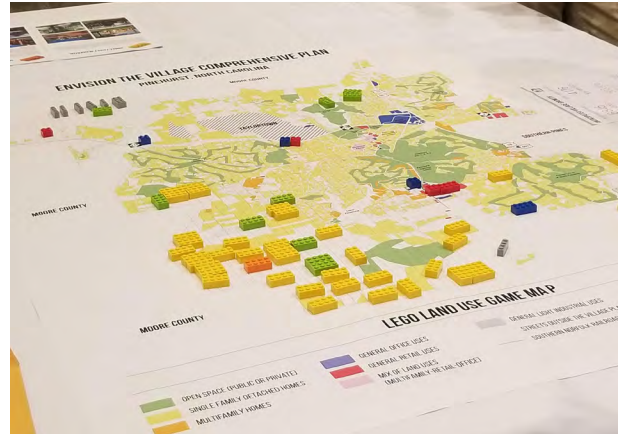
Five Focus Areas

Using the extensive input of the community during Envision the Village and other data obtained, the Village identified five Focus Areas that were evaluated during the comprehensive planning process:

1. Existing Extra-Territorial Jurisdiction (ETJ)
2. NC Highway 5 Commercial Area
3. Medical District
4. Village Place/Rattlesnake Trail Corridor
5. NC Highway 211 Commercial Area (located in the ETJ)

These five areas represent the most important areas to influence as development in these areas could have the most significant impact on shaping the Pinehurst of the future.

During the Community Open House as part of Envision the Village and in the weeks following the open house, residents were presented with alternative scenarios to evaluate for each of the five Focus Areas. Residents indicated their preferences for how they would like to see the Focus Areas develop in the future and this input was used to identify the vision for the Focus Areas described in the Plan. Specific Focus Area measures were developed for all of the scenarios presented to help inform residents of the impacts of the various alternatives presented.



Focus Area Measures

The types of specific performance measures for each Focus Area are summarized below and were identified to help quantify the likely impacts on the community if the area is allowed to develop in the future as presented in the Focus Area.

It is important to note that all of these performance measures represent what might be expected at full build-out (or its theoretical maximum potential), which could take decades to occur or may never occur at all. Market conditions, land ownership interests, or Village rules and regulations for development may yield a development program that is less than the theoretical maximum potential in the future.

Use Allocation

The use allocation summarizes the number of acres of preserved open space, the number of residential dwelling units (du), and the square footage (sf) of non-residential uses anticipated for the area at full build-out.

Community Character

Community character is the distribution of land uses by category on a percentage basis, including: open space, rural, suburban neighborhood, suburban center, mixed use center, or major employment center. The distribution of land uses in the Focus Area adds up to 100-percent.

Community Characteristics

This measures the theoretical maximum number of new residents and new employees that could result from full build-out of the Focus Area.

Likely Infrastructure Impacts

A summary of likely impacts to infrastructure provides high-level, first-pass estimates for new demands on public facilities and services for the Focus Area, including: the number of new students; potential new water demand, reported in million gallons per day (mgd); potential new sewer demand, reported in million gallons per day (mgd); and potential new daily vehicle trips. The estimates for the likely infrastructure impacts could vary dramatically based on the final mix of land uses, different development densities and intensities, or infrastructure technologies available at the time of development for the Focus Area.

Home Choices

Home choices are summarized using three general categories: 1) single-family detached, 2) single-family attached (townhome), and 3) stacked multifamily (apartments, condominiums, and senior living units).

Special Intensity Allocation

The planning area for the Village of Pinehurst lies in two different river basins, the Lumber River and Cape Fear River basins. Both are classified as water supply protection areas (WS-II for the predominately undeveloped watershed serving the Lumber River Basin, and WS-III for the low to moderately developed watershed serving the Cape Fear River Basin). Both watersheds limit the maximum amount of impervious surface allowed for new development unless a 'special intensity allocation' is granted by the Village Council from a limited number of acres allocated. Statistics reported for the Focus Area estimate the number of acres that may be needed for special intensity allocations at full build-out.

Performance measures for each of the five Focus Areas are shown in the tables that accompany the maps and descriptions. As stated previously, these measures indicate the likely impacts on the community if the area is fully-built out, which could take decades or never occur at all.

Focus Area 1: Extra-Territorial Jurisdiction (ETJ)

Focus Area 1: Existing Extra-Territorial Jurisdiction (ETJ)

The Village's existing ETJ to the south and west of the municipal corporate limits represents the single biggest land area opportunity to shape future conservation and development patterns in Pinehurst. The location of the existing southwest ETJ is in the area west of NC Highway 5, south and west of Linden Road, and south of Chicken Plant Road. Approximately 4,000 acres in this Focus Area are represented by 591 different parcels, with 66% of the land undeveloped in 2018.

The Western Connector, a four-lane, controlled access, divided highway that provides a bypass for non-local traffic moving through Pinehurst, is proposed in the Moore County Comprehensive Transportation Plan to one day pass through portions of the existing southwest ETJ. See the *"Moving Around the Village"* section of the Plan for a more thorough discussion of the Western Connector.

During the Community Open House and the public comment period that followed, residents were asked to indicate their preferred development scenario for the ETJ. This Plan recommends the Village continue to allow development at one unit per five acres in this Focus Area, but study the concept of conservation neighborhoods. Conservation neighborhoods are envisioned to be connected, walkable neighborhoods with varying densities and housing types (e.g. single-family, townhomes, apartments) that are self-supported with recreation facilities, neighborhood open

spaces, and small-scale retail and office uses. Typically, conservation neighborhoods are required to contain 40% - 50% open space.

The benefits of conservation neighborhoods include the conservation of natural resources and wildlife habitat, infrastructure efficiency, neighborhood walkability, and preservation of rural character. See the discussion on implementing best practices in mixed-use neighborhood design later in this section of the Plan for more information.

Allowing conservation neighborhoods in the southwest ETJ would require the Village to amend the Pinehurst Development Ordinance (PDO). Any amendment to the PDO would need to include strict standards on neighborhood design, density, buffers, and scale to ensure conservation neighborhoods that may be allowed in the future are in keeping with the character of Pinehurst and in the ETJ. In addition, the Village will need to carefully consider environmental factors to ensure watersheds and other valuable natural resources, such as wildlife, are protected to the extent possible. See the *"All Things Green"* section of the Plan for additional information. Finally, the likely impacts of conservation neighborhoods would also need to be evaluated, with thoughtful analysis of the associated impacts on traffic and transportation systems. See the *"Moving Around the Village"* section of the Plan for additional information.

Future conservation neighborhoods in the ETJ would require the extension of water and sewer infrastructure. As discussed in the *"Supporting Infrastructure & Facilities"* section of the Plan,

extension of water and sewer infrastructure is generally the responsibility of the developer. However, it may be appropriate for Village or County officials to pro-actively invest in water and sewer extensions in order to steer development to the most desirable areas.

To ensure any future conservation neighborhoods receive adequate and efficient government services such as solid waste collection and police protection, the Village might implement a mechanism to include these neighborhoods within the corporate limits of the Village. One such way would be to use a tool commonly used in North Carolina to require a voluntary annexation petition when utilities are extended to developments. Because the Village does not operate its own water and sewer utility system, it would need to partner with Moore County to institute such a policy requirement.

► **Implementation Strategies:**

- 2.1 Consider allowing conservation based neighborhoods or subdivisions in the ETJ after amending the Pinehurst Development Ordinance to include associated standards.
- 2.2 Coordinate with Moore County to identify opportunities to amend its current Water and Wastewater Extension Policy and Procedures Manual to require voluntary annexation petitions if/when the Utility extends water and sewer service in the Village’s extra-territorial jurisdiction.

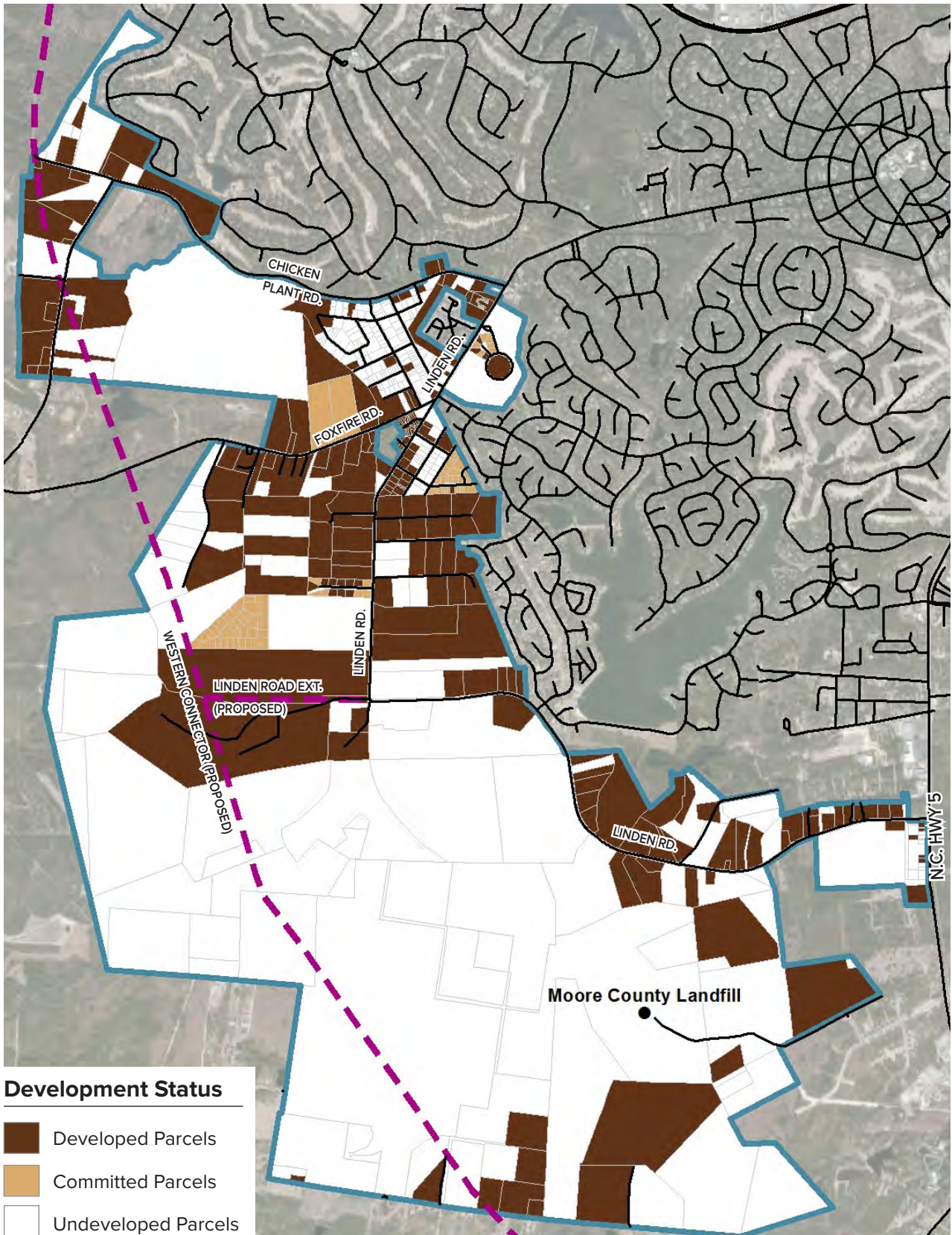
Also see Implementation Strategies 2.10, 2.11, 2.12, 2.13, 2.15, 2.16, 2.17, 2.18, 2.19, and 2.20 in this section of the Plan.

Also see Implementation Strategies 3.1, 3.4, and 3.8 in the “*Places to Live*” section of the Plan.

Also see Implementation Strategies 4.2, 4.5, 4.13, 4.14, and 4.15, in the “*Moving Around the Village*” section of the Plan.

Also see Implementation Strategies 6.11 and 6.12 in the “*Supporting Infrastructure & Facilities*” section of the Plan.

Also see Implementation Strategies 7.3, 7.9, 7.14, 7.15, 7.16, 7.17, and 7.18 in the “*All Things Green*” section of the Plan.



This scenario illustrates how the existing Extra-Territorial Jurisdiction area to the southwest of the Village limits might develop following the Village’s 2010 long-range comprehensive plan and current zoning ordinance. Residential development throughout the area would be very low-density—generally one dwelling unit per five acres. There may be opportunities for conservation neighborhoods or subdivisions in some areas of the ETJ. Existing and committed development in the area would remain unchanged.

Use Allocation

Open Space (acres)	282
Single-Family Detached (d.u.)	682

Likely Infrastructure Impacts

New Students (students)	484
New Water Demand (mgd)	0.18
New Sewer Demand (mgd)	0.15
New Daily Trips (trips)	6,820

Community Character (% of acres)

Private Open Space	6.3%
Rural	91.2%
Suburban Neighborhood	2.4%
Suburban Center	0.02%

Home Choices

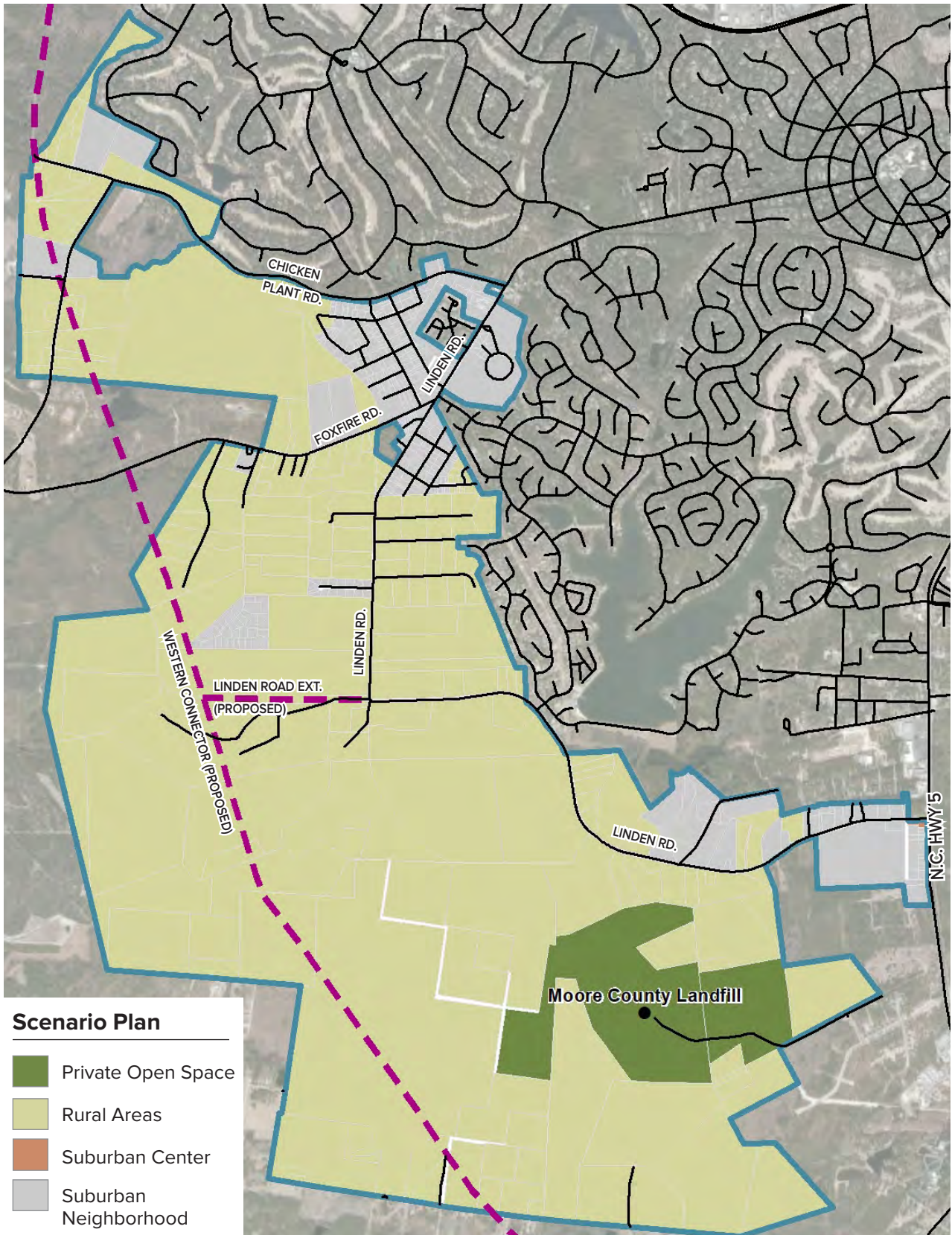
Single-Family Detached	100.0%
Single-Family Attached	0.0%
Stacked Multi-Family	0.0%

Community Characteristics

New Residents	1,500
New Employees	0

Special Intensity Allocation

WS-II BW Watershed (acres)	102
WS-III BW Watershed (acres)	-





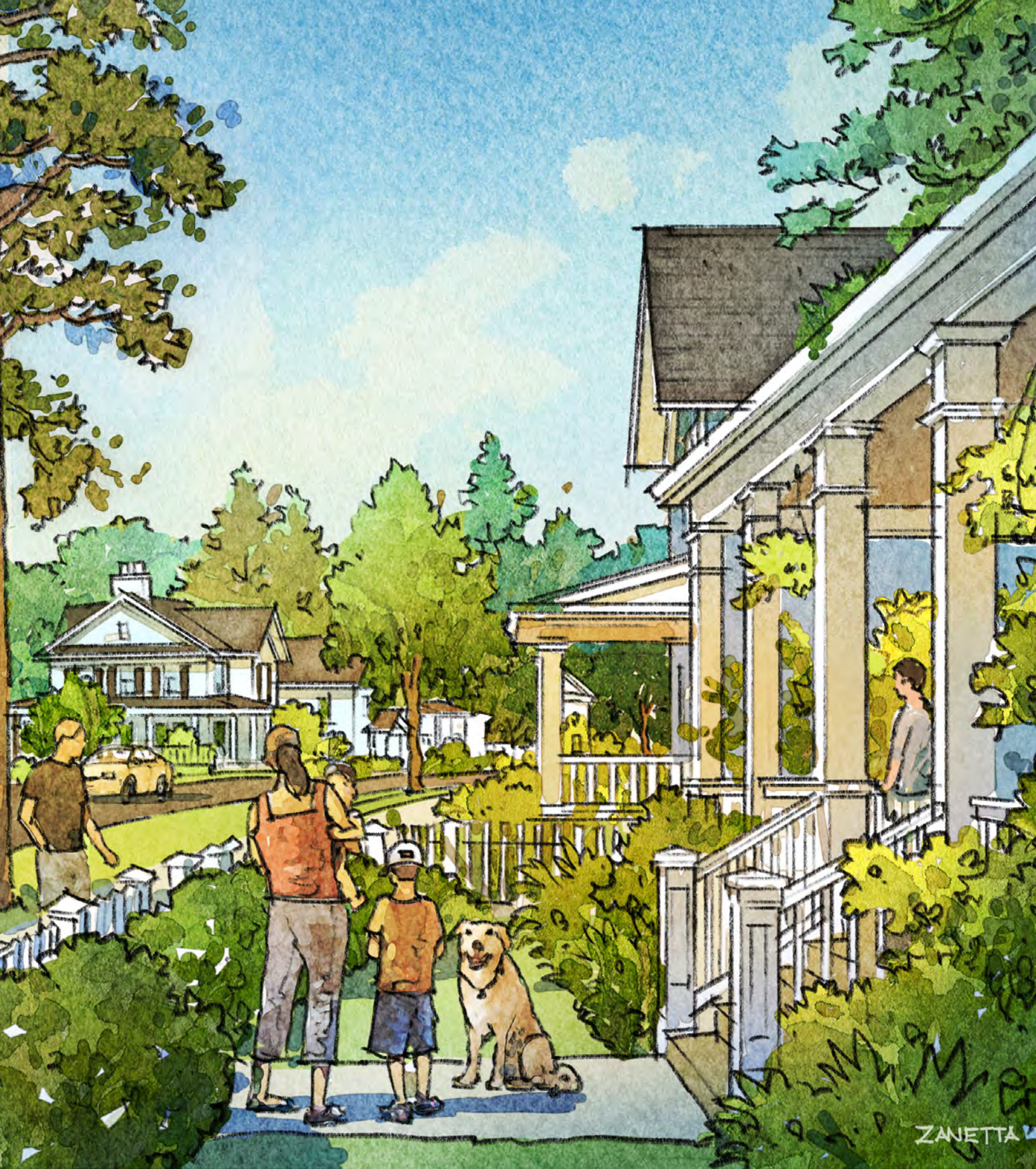
A proposed conventional site plan



A conservation subdivision plan for the same site

This concept drawing is for illustrative purposes only, and is intended to provide an example of the type of Conservation Neighborhood that could occur in the Extra-Territorial Jurisdiction. This illustration depicts a compact, walkable residential development pattern that prioritizes the preservation of open spaces.





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This concept drawing is for illustrative purposes only, and is intended to provide an example of the type of Rural Areas in the Extra-Territorial Jurisdiction. This illustration depicts a large lot residential development pattern that prioritizes rural character and the preservation of open spaces.

Focus Area 2: Highway 5 Commercial Area

Focus Area 2: Highway 5 Commercial Area

New investment in the existing employment center on NC Highway 5, near the intersection of Blake Boulevard, provides interesting options to expand job opportunities in Pinehurst and increase access to facilities and services needed by residents. Approximately 290 acres in the Highway 5 Commercial Area Focus Area are represented by 145 different parcels. 47% of the land was identified as undeveloped in 2018, and additional land may be appropriate for redevelopment or infill development.

During Envision the Village, residents voiced concerns about how development of this Focus Area may impact traffic volumes on NC Highway 5 and Monticello Drive. Despite this, there was a recognition that current development in some portions of this Focus Area is not necessarily in keeping with the character of the Village and could be enhanced as redevelopment occurs.

This Plan recommends the Village consider creating a small area plan for this Focus Area with additional public input to ensure high quality development in keeping with the character of Pinehurst in the future. As discussed in the *"Taking Care of Business"* section of the Plan, the Village recognizes the need for the medical community to expand and the need to provide co-working and creative entrepreneurial spaces in the Village. With limited land designated for non-residential uses in the Village, this Focus Area may be a suitable area to provide adequate office space to support the local economy with an eye toward the workforce of the future. However, strict requirements for

scale, density, and buffering requirements would need to be evaluated and considered. This can be accomplished by creating a small area plan, similar to the 2008 New Core Master Plan, which creates one connected master planned area with a primary focus on office, medical, life science, and research facilities with small-scale supporting retail services to create an "Innovation Hub". It could also include a residential component as well.

► Implementation Strategies:

- 2.3 Create a small area plan for the NC Highway 5 Commercial Area depicted in Focus Area 2 to facilitate redevelopment as an "Innovation Hub" with office, medical, life science, and research facilities supported with small-scale retail services and residential uses.

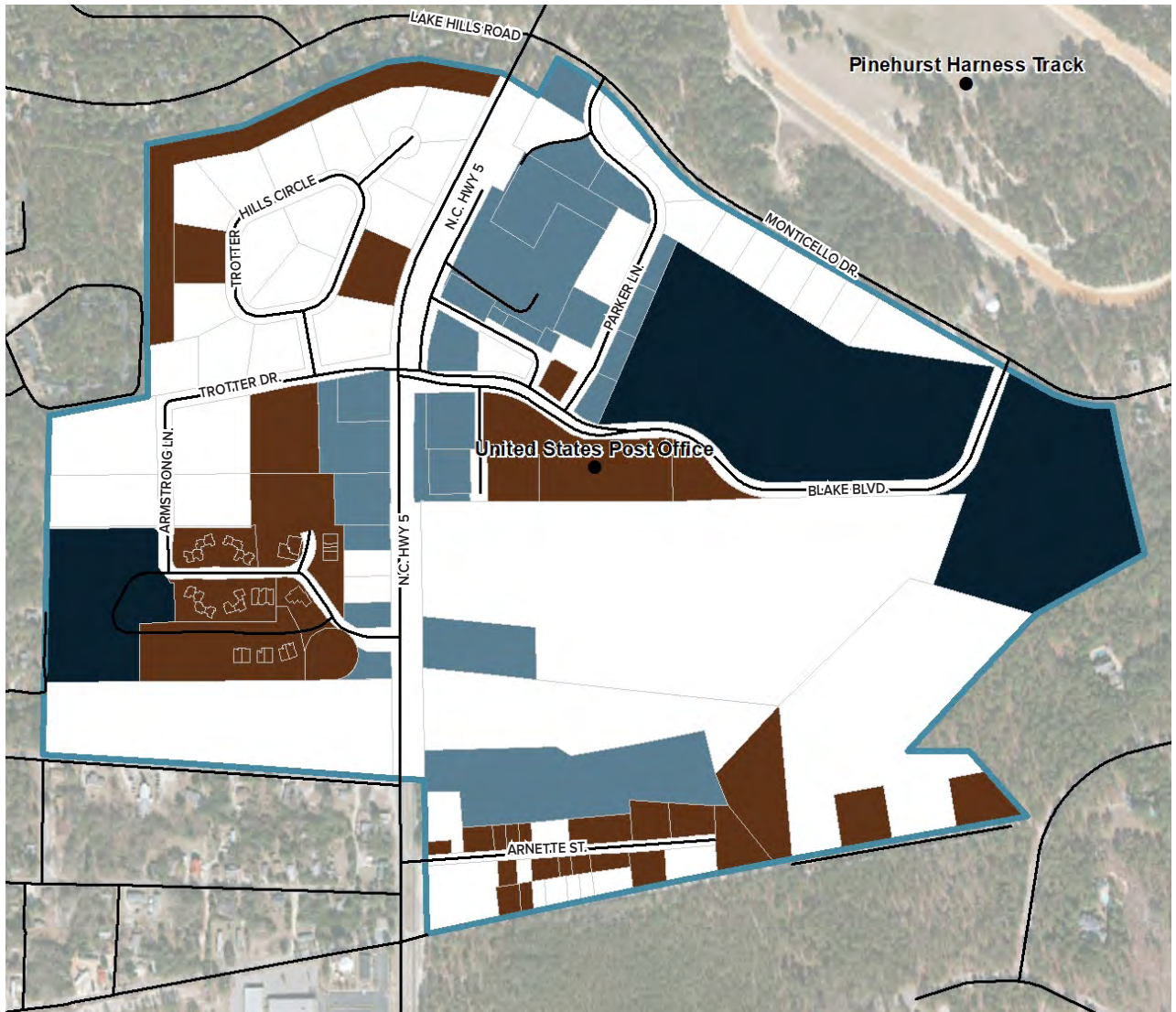
Also see Implementation Strategies 2.10, 2.11, 2.12, 2.13, 2.15, 2.16, 2.17, 2.18, and 2.20 in this section of the Plan.

Also see Implementation Strategies 4.2, 4.3, 4.6, 4.13, 4.14, and 4.15 in the *"Moving Around the Village"* section of the Plan.

Also see Implementation Strategies 5.12 and 5.13 in the *"Taking Care of Business"* section of the Plan.

Also see Implementation Strategies 6.1, 6.11, and 6.12 in the *"Supporting Infrastructure & Facilities"* section of the Plan.

Also see Implementation Strategy 7.14 in the *"All Things Green"* section of the Plan.



Development Status

- Developed Parcels
- Committed Parcels
- Re-development Potential
- Infill Development Potential
- Undeveloped Parcels

This scenario illustrates how the area might develop if it was transformed into an innovation hub, targeting greenfield development, infill development, and re-development opportunities in one connected master plan concept. Primary uses targeted for this area include medical, life science, and research facilities. Supporting uses may include retail, service, and some residential above first-floor, non-residential uses. New buildings in the area may be one to two stories tall. Surrounding residential neighborhoods would be connected to the village via a grid of walkable streets.

Use Allocation	
Single-Family Detached (d.u.)	8
Stacked Multi-Family (d.u.)	181
General Office (s.f.)	351,501
Medical Office (s.f.)	266,841
General Retail (s.f.)	209,976

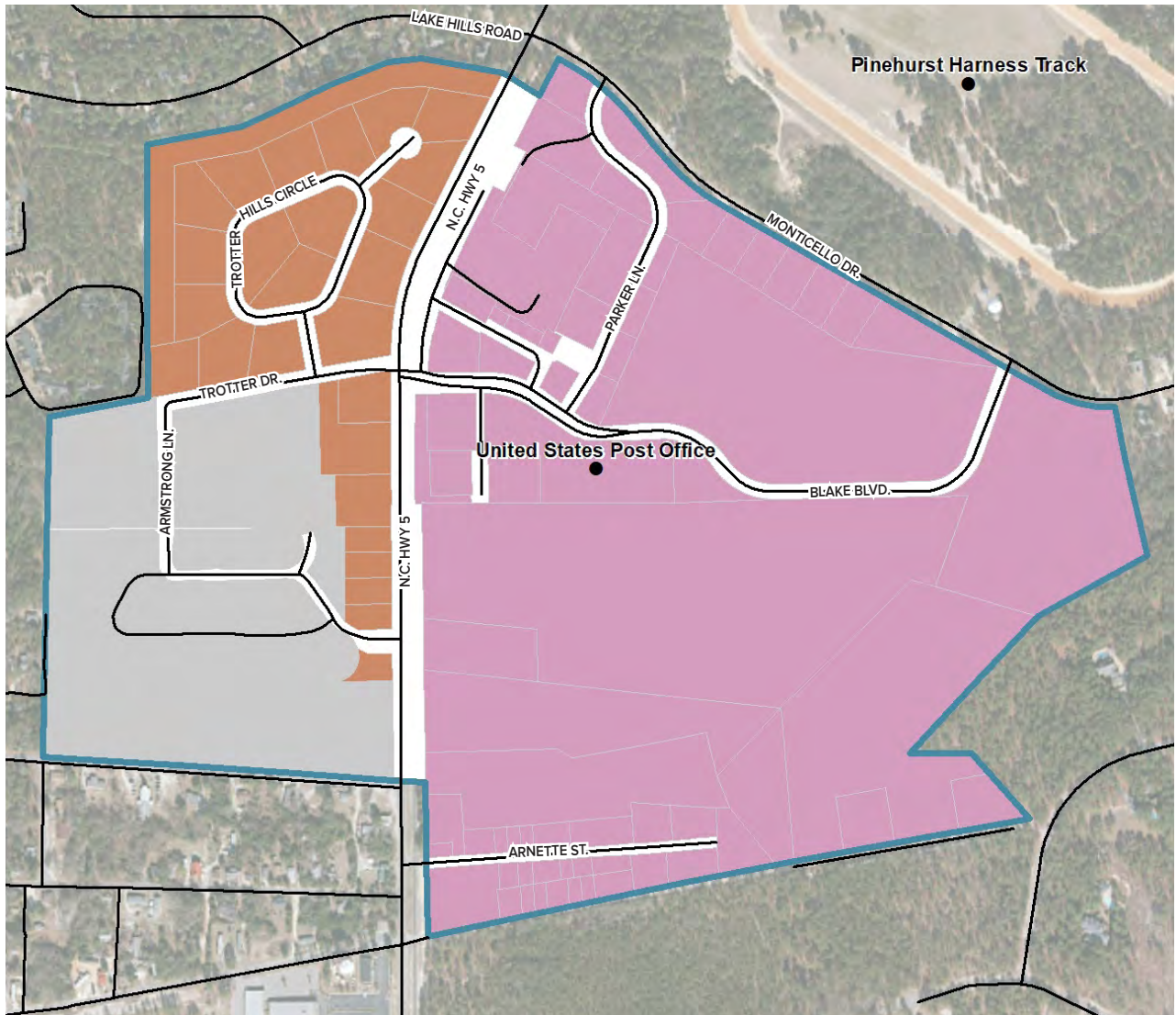
Likely Infrastructure Impacts	
New Students (students)	95
New Water Demand (mgd)	0.11
New Sewer Demand (mgd)	0.10
New Daily Trips (trips)	15,500

Community Character (% of acres)	
Suburban Neighborhood	19.9%
Suburban Center	14.8%
Mixed-Use Center - Stacked Residential	65.3%

Home Choices	
Single-Family Detached	4.2%
Stacked Multi-Family	95.8%

Community Characteristics	
New Residents	275
New Employees	3,137

Special Intensity Allocation	
WS-II BW Watershed (acres)	138
WS-III BW Watershed (acres)	-



Scenario Plan

- Mixed Use Center - Stacked Residential
- Suburban Center
- Suburban Neighborhood



This concept drawing is for illustrative purposes only, and is intended to provide an example of the type of “Innovation Hub” type development that could occur in Focus Area 2. This illustration depicts a mix of uses in a compact, walkable development pattern. A variety of open spaces including parks, plazas and greenways are provided for the enjoyment of residents and employees. The large central park area is intended as a space for gathering and collaboration.



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Focus Area 3: Medical District

Focus Area 3: Medical District

The medical district in Pinehurst serves the healthcare needs of Moore County residents and the surrounding region. Continued investment in existing facilities and expanding services for the hospital and its surrounding uses are quickly consuming remaining available land. Future demand exists to substantially change the landscape in this portion of the Village with taller buildings, parking structures, and more compact development patterns if the supporting infrastructure and facilities can support it. Approximately 180 acres in the medical district Focus Area are represented by 100 different parcels, with 3% of the land undeveloped in 2018. However, much of the existing land may be available and appropriate for redevelopment or infill development.

As discussed in the *“Taking Care of Business”* section of the Plan, healthcare is by far the largest employment sector in Pinehurst which draws employees and patients from neighboring towns and surrounding counties. The medical district is therefore considered to be a major employment center with a significant concentration of medical care facilities and offices in one central location. Healthcare officials have expressed their desire to expand facilities in this central location to ensure convenient access to patients and employees.

Because the medical district is adjacent to the traffic circle, this employment center significantly contributes to traffic congestion at the circle.

Despite this, residents during Envision the Village supported allowing the medical district to contain higher buildings to allow the healthcare market to expand.

Convenient access to quality healthcare is one thing that distinguishes Pinehurst, contributes to the overall high quality of life in the Village, and is a primary reason why many residents choose to live to Pinehurst.

Based on resident input during Envision the Village, supporting the medical community to ensure continued high quality medical care is important to Pinehurst residents and officials, as evidenced by the vast majority of residents who supported allowing taller structures in this Focus Area. This Plan recommends office buildings in this Focus Area be allowed to go up to four stories tall, with buildings in the Hospital District zoning district allowed to be up to six stories tall.

Also, as discussed in the *“Taking Care of Business”* section of the Plan, there is currently a parking shortage in the medical district so the Plan recommends allowing taller parking structures than currently allowed. Because this Focus Area is a major employment center, ensuring convenient parking and safe pedestrian crossings for both employees and patients in the medical district is critically important.

► Implementation Strategies:

- 2.4 Amend the Pinehurst Development Ordinance to allow up to 4 story buildings in the Office and Professional zoning districts depicted in Focus Area 3.

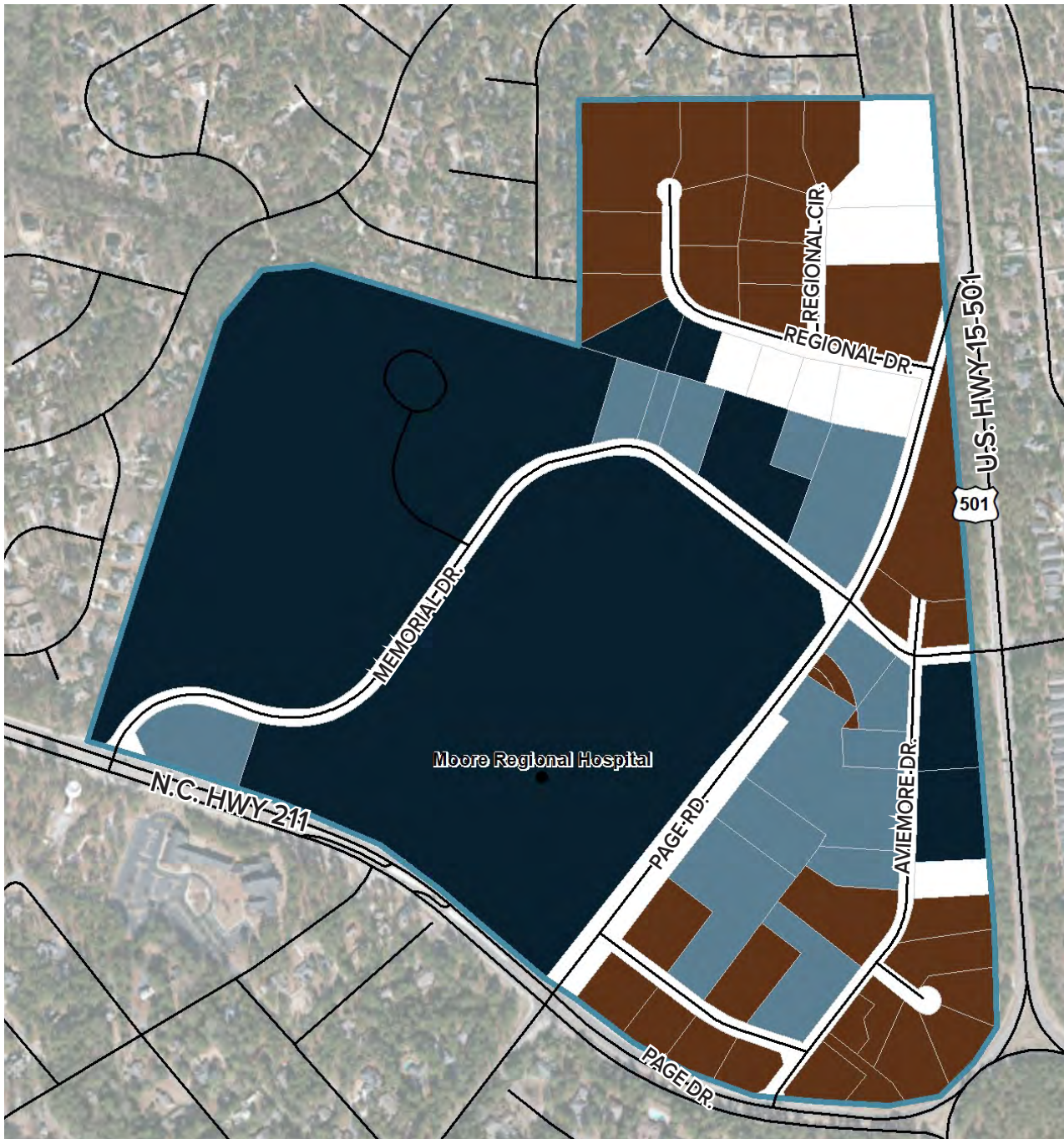
- 2.5 Amend the Pinehurst Development Ordinance to allow up to 6 story buildings in the Hospital District zoning districts depicted in Focus Area 3.
- 2.6 Amend the Pinehurst Development Ordinance to allow taller parking structures in the Hospital District zoning districts depicted in Focus Area 3.
- 2.7 Consider ways to ensure safe pedestrian crossings on Page Road and Memorial Drive in the Medical District depicted in Focus Area 3.

Also see Implementation Strategies 2.10, 2.11, 2.12 and 2.13 in this section of the Plan.

Also see Implementation Strategies 4.2, 4.3, 4.4, 4.6, and 4.9 in the "*Moving Around the Village*" section of the Plan.

Also see Implementation Strategy 5.12 in the "*Taking Care of Business*" section of the Plan.

Also see Implementation Strategies 6.1, 6.11, and 6.12 in the "*Supporting Infrastructure & Facilities*" section of the Plan.



Development Status

- Developed Parcels
- Re-development Potential
- Infill Development Potential
- Undeveloped Parcels

This area could be redeveloped into a more interconnected medical campus if redevelopment of existing surface parking lots and small areas of vacant land between buildings were targeted for infill development. The scenario assumes the six retail parcels near the traffic circle are redeveloped as general office uses to support the medical campus. New office buildings in the area could be four stories tall with buildings on the west side of Page Road up to six stories. Structured parking will help meet parking needs. A local transit circulator and interconnected sidewalks could connect patients, doctors, etc. with their final destinations on campus.

Use Allocation	
General Office (s.f)	153,239
Hospital/Medical Office (s.f.)	1,225,916

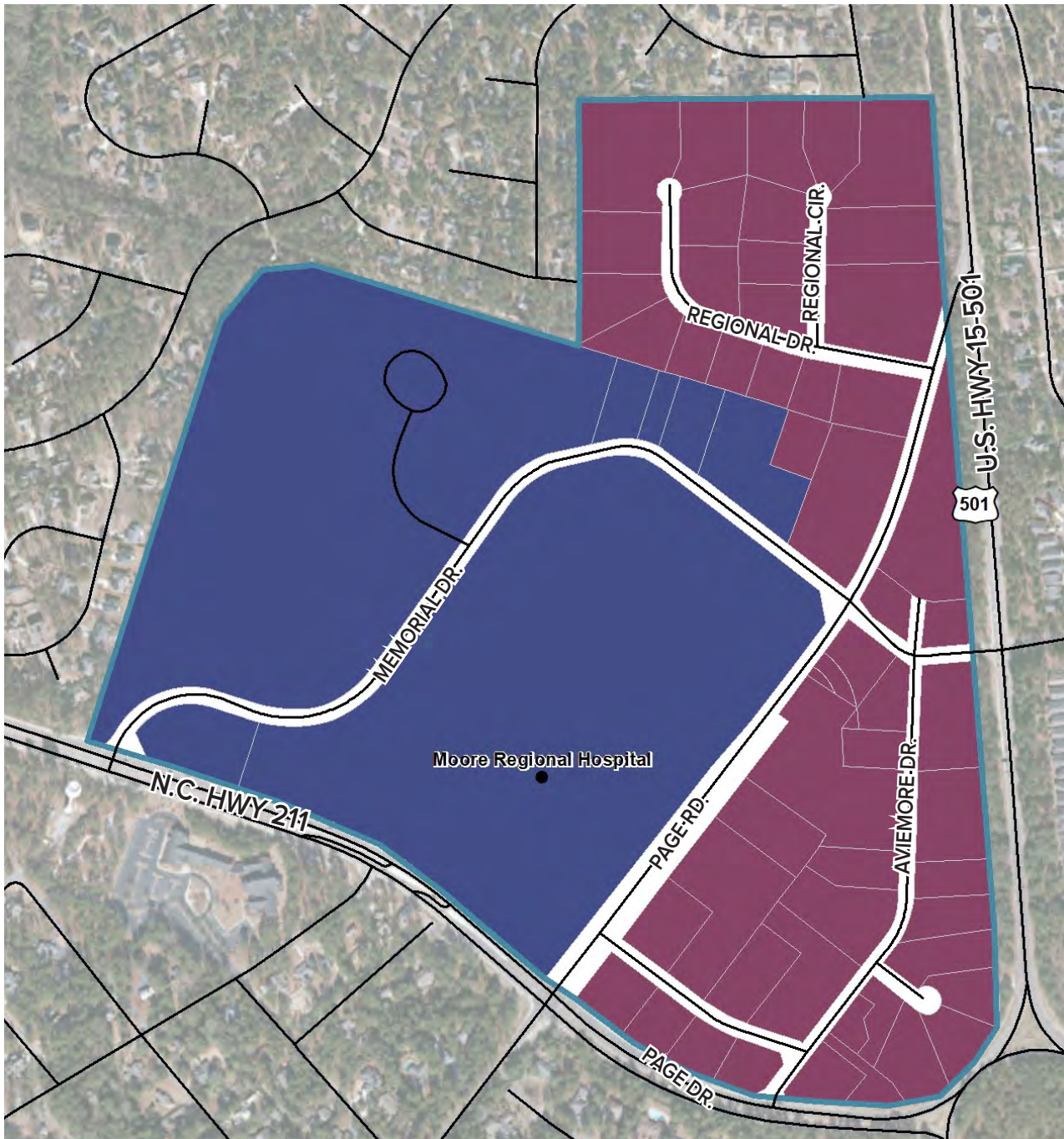
Likely Infrastructure Impacts	
New Students (students)	0
New Water Demand (mgd)	0.12
New Sewer Demand (mgd)	0.12
New Daily Trips (trips)	37,348

Community Character (% of acres)	
Major Employment Center - 4 Stories	43.8%
Major Employment Center - 6 Stories	56.2%

Home Choices
Not Applicable

Community Characteristics	
New Residents	0
New Employees	5,599

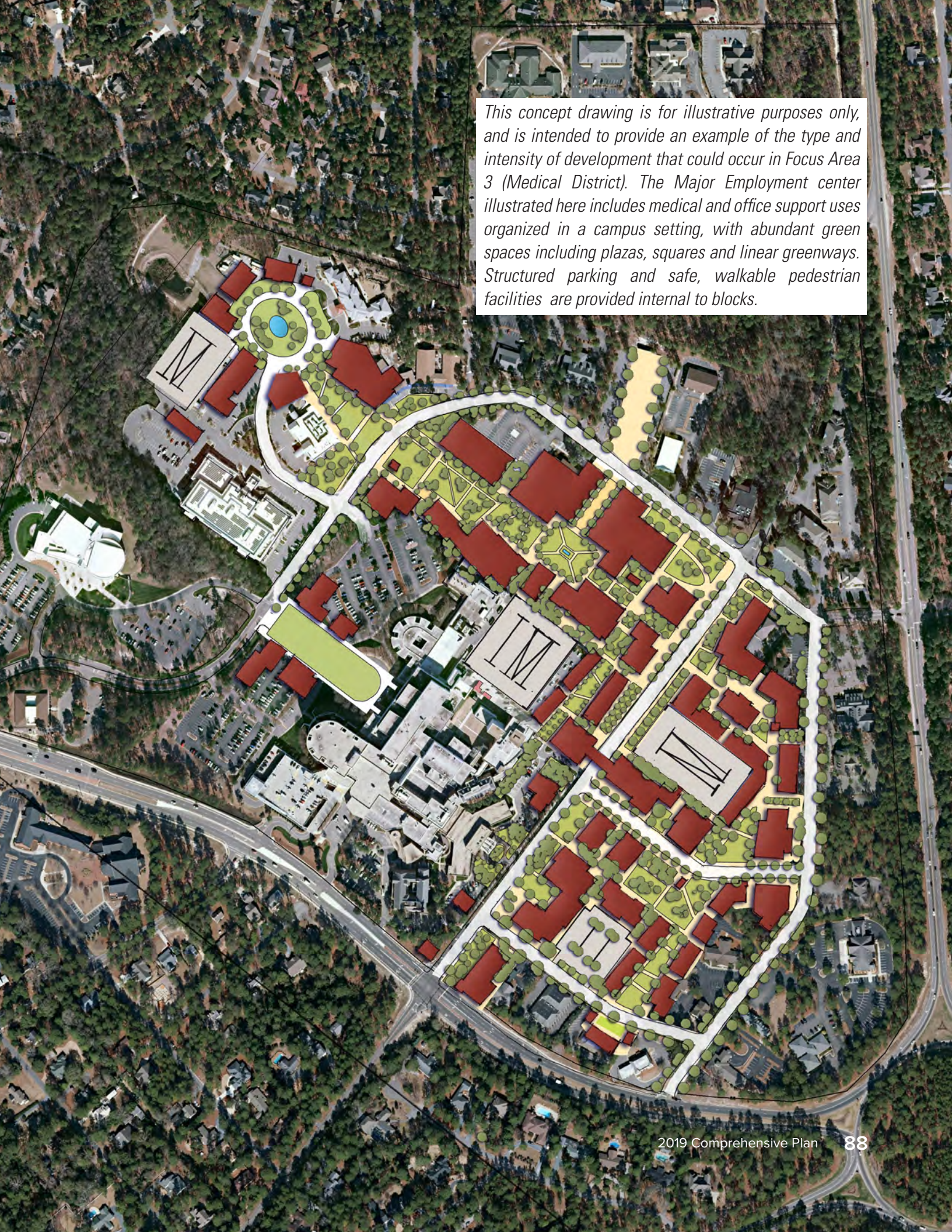
Special Intensity Allocation	
WS-II BW Watershed (acres)	-
WS-III BW Watershed (acres)	14



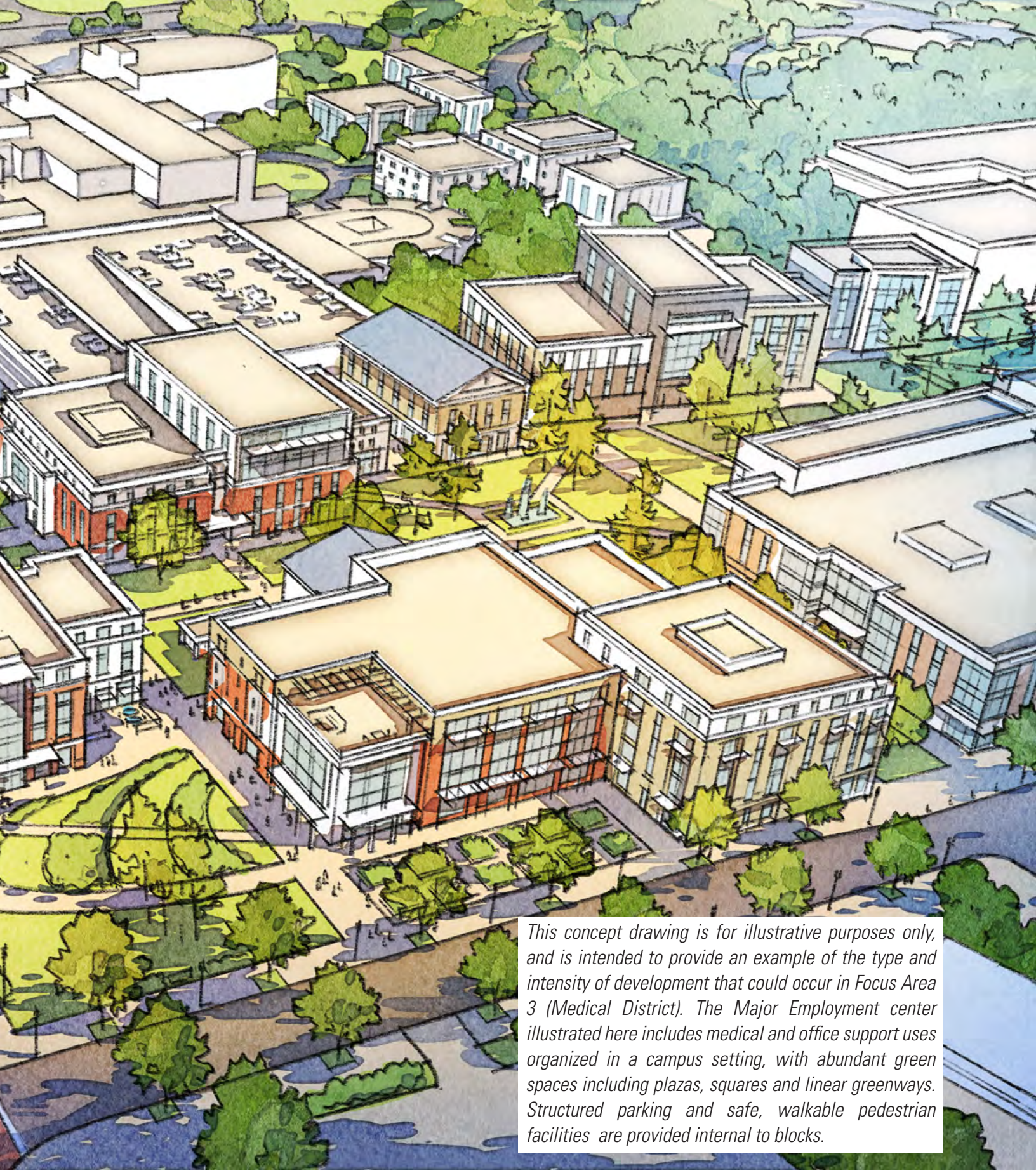
Scenario Plan

- Major Employment Center - 4 Story Max.
- Major Employment Center- 6 Story Max

This concept drawing is for illustrative purposes only, and is intended to provide an example of the type and intensity of development that could occur in Focus Area 3 (Medical District). The Major Employment center illustrated here includes medical and office support uses organized in a campus setting, with abundant green spaces including plazas, squares and linear greenways. Structured parking and safe, walkable pedestrian facilities are provided internal to blocks.







This concept drawing is for illustrative purposes only, and is intended to provide an example of the type and intensity of development that could occur in Focus Area 3 (Medical District). The Major Employment center illustrated here includes medical and office support uses organized in a campus setting, with abundant green spaces including plazas, squares and linear greenways. Structured parking and safe, walkable pedestrian facilities are provided internal to blocks.

Focus Area 4: Village Place/Rattlesnake Trail Corridor

Focus Area 4: Village Place/Rattlesnake Trail Corridor

Village Place and the Rattlesnake Trail corridor offer interesting opportunities to expand the footprint of the Village Center and provide a new front door to the historic downtown area from NC Highway 211. Approximately 100 acres in the focus area are represented by 70 different parcels. 13% of the land was identified as undeveloped in 2018, but significant land may become available in the future for redevelopment or infill development. Property owned by the Village along McCaskill Road (the Public Services Complex) provides the Village with an opportunity to influence development types and intensities in and around this walkable activity center.

During Envision the Village, an overwhelming majority of residents indicated their preference to convert existing development in the Village Place/Rattlesnake Corridor to a more mixed use, walkable destination that is in keeping with the character of the existing Village Center. This is consistent with resident input received throughout the entire Comprehensive Plan process that residents want walkable activity centers that are linked to open spaces and recreational areas and can offer a broader range of housing options beyond the traditional single-family neighborhood

In 2008, the Village adopted the New Core Master Plan, or a small area plan, for a portion of this Focus Area. This plan has guided recent development in this area, including the newly

refurbished historic steam plant that now houses the Pinehurst Brewery. This Plan recommends extending the planning area to the Rattlesnake Trail corridor to include this important gateway into the Village off NC Highway 211, which has been widened since the adoption of the New Core Master Plan. It is important that any future redevelopment of this area compliment and support, rather than harm, the cherished and well-loved Village Center. To affect redevelopment of this area, the Village will also need to consider relocating its current Public Services Complex. See the *"Supporting Infrastructure & Facilities"* and *"Taking Care of Business"* sections of the Plan for additional discussion and information.

During Envision the Village, residents expressed an interest in relocating office uses on the first floor in the Village Center to Village Place. They also identified Village Place as an opportunity to re-invigorate the Village with arts related businesses and cultural attractions. As the Village contemplates future uses in this area, it will be important to address the need for parking. Creating an updated small area plan for Village Place, with additional public input, can help articulate the community's vision for this area and help encourage the redevelopment of this often referred to as "blighted" area that is not consistent with the character of Pinehurst today.

► Implementation Strategies:

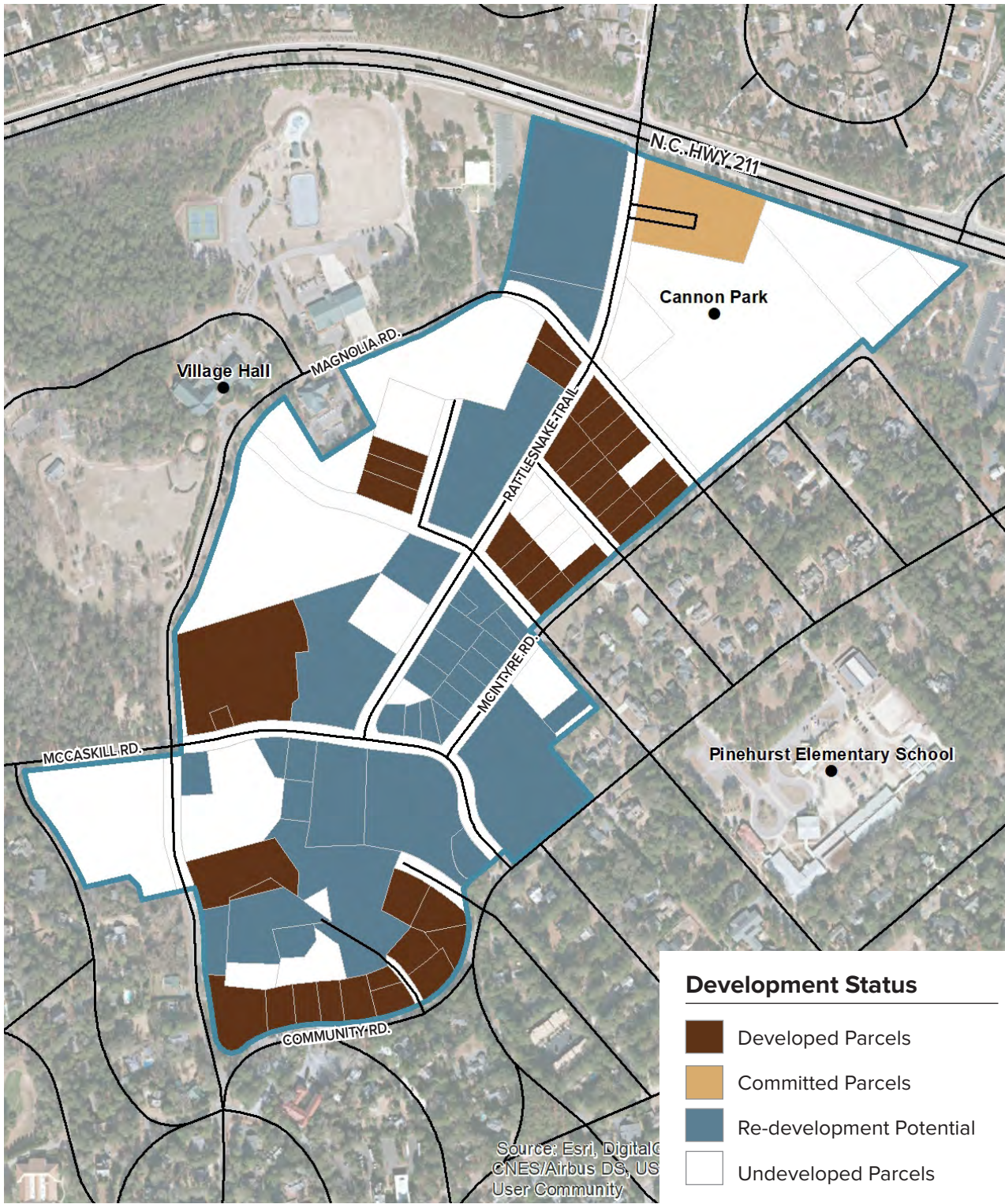
- 2.8 Create a small area plan for the Village Place/Rattlesnake Trail Corridor depicted in Focus Area 4 to create a mixed-use, walkable destination area that is connected to the Village Center.

Also see Implementation Strategies 2.10, 2.11, 2.12, 2.13, 2.15, 2.16, and 2.20 in this section of the Plan.

Also see Implementation Strategies 4.7, 4.8, 4.9, 4.13, 4.14, and 4.16 in the *“Moving Around the Village”* section of the Plan.

Also see Implementation Strategies 5.1, 5.2, 5.3, 5.4, 5.5, 5.9, 5.11, 5.13, and 5.14 in the *“Taking Care of Business”* section of the Plan.

Also see Implementation Strategy 6.1, 6.5, 6.11 in the *“Supporting Infrastructure & Facilities”* section of the Plan.



This scenario illustrates how the Rattlesnake Trail Corridor area might develop if resources are (re) targeted to make it into a mixed-use, walkable destination in the Village that extends the historic core north along Rattlesnake Trail to NC Hwy. 211. Existing industrial, retail, and multifamily uses in the area would be redeveloped into destinations that reinforce the one-of-a-kind village-character of Pinehurst. New buildings in the scenario are assumed to be one to three stories tall. Parking would be accommodated in a parking deck and series of surface lots and on-street parking. The scenario also assumes completion of the new recreation center at the corner of NC Hwy. 211 and Rattlesnake Trail.

Use Allocation	
Open Space (acres)	26.9
Single-Family Detached (d.u.)	5
Single-Family Attached (d.u.)	11
Stacked Multi-Family (d.u.)	214
General Office (s.f.)	158,140
General Retail (s.f.)	316,280

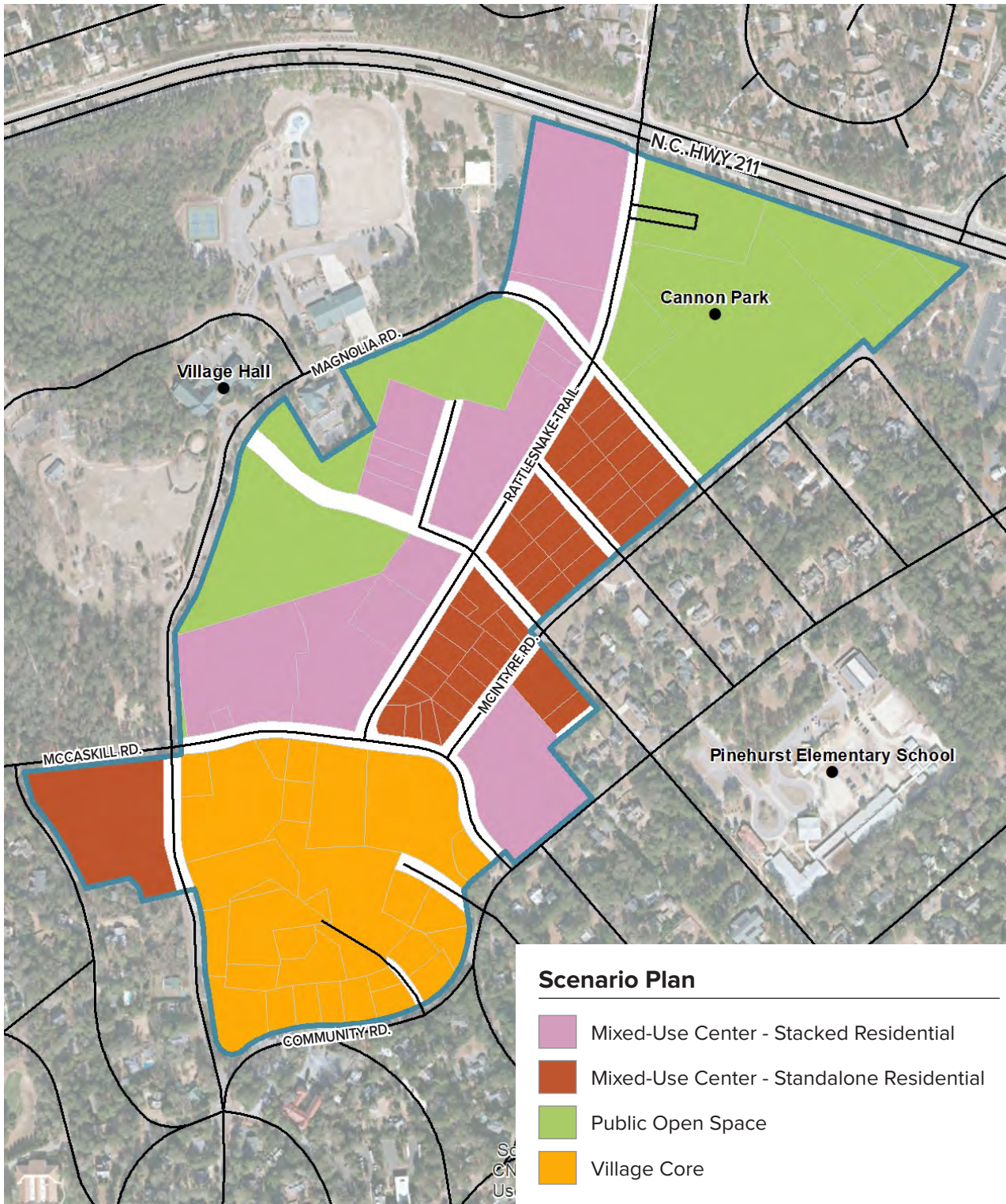
Likely Infrastructure Impacts	
New Students (students)	116
New Water Demand (mgd)	0.08
New Sewer Demand (mgd)	0.07
New Daily Trips (trips)	7,810

Community Character (% of acres)	
Public Open Space	23.3%
Mixed-Use Center - Stacked Residential	30.1%
Mixed-Use Center - Standalone Residential	19.2%
Village Core	27.4%

Home Choices	
Single-Family Detached	2.2%
Single-Family Attached	4.6%
Stacked Multi-Family	93.2%

Community Characteristics	
New Residents	128
New Employees	1,560

Special Intensity Allocation	
WS-II BW Watershed (acres)	17
WS-III BW Watershed (acres)	-







This concept drawing is for illustrative purposes only, and is intended to provide an example of the type of development that could occur in Focus Area 4 (Village Place). This illustration depicts a cottage court surrounding a small neighborhood park, providing a variety of housing and a gathering space for residents.



This concept drawing is for illustrative purposes only, and is intended to provide an example of the type of development that could occur in Focus Area 4 (Village Place/Rattlesnake Trail Corridor). This plan prioritizes connections to the historic Village Center and creates a northward extension of the Village along Rattlesnake Trail. A variety of civic spaces include parks and squares and pocket parks. Additional parking needs would be accommodated with a mix of surface and structured parking.





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Focus Area 5: Highway 211 Commercial Area

Focus Area 5: Highway 211 Commercial Area

Land on NC Highway 211, generally north of the Pinewild neighborhood and near the intersection of Juniper Lake Road, provides a small opportunity to concentrate employment or commercial uses in the northwest extra-territorial jurisdiction (ETJ) of Pinehurst, near Taylortown and West End. The NC Highway 211 Focus Area has the potential to concentrate non-residential development outside of the Village Center. Approximately 67 acres in the Focus Area are represented by 35 different parcels. 100% of the land was identified as undeveloped in 2018.

The vast majority of Pinehurst residents expressed a desire to see the Highway 211 Commercial Area remain as office use as opposed to retail during Envision the Village. As a result, this Plan recommends the area be developed in the future with office uses, or as it is currently zoned.

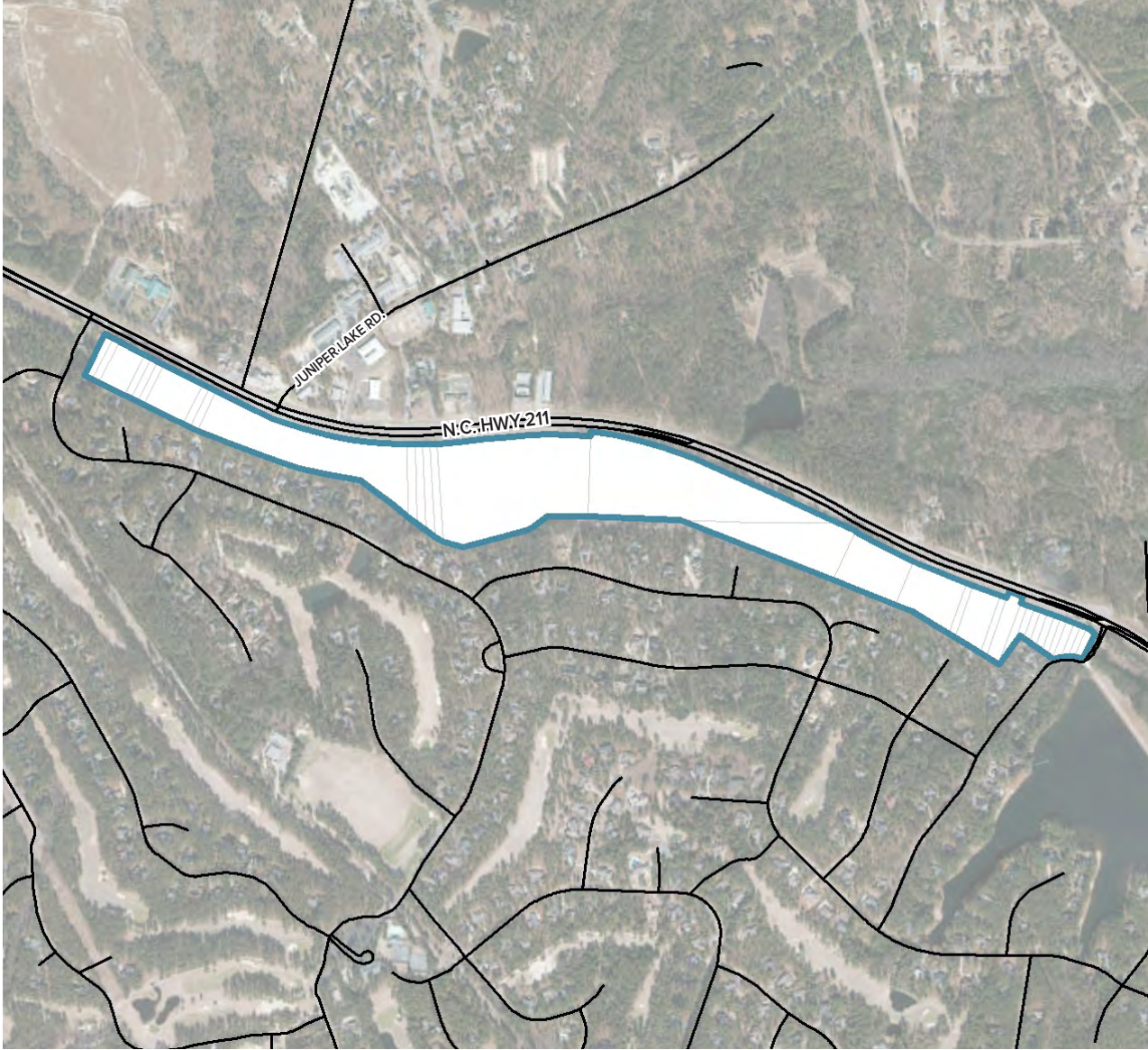
During Envision the Village, the Highway 211 corridor received a lot of discussion. Specifically, the importance of making this corridor more in keeping with the character of Pinehurst. See the discussion on establishing corridor standards in this section of the Plan for more information.

► Implementation Strategies:

See Implementation Strategies 2.10, 2.11, 2.12, 2.13, 2.17, 2.20, and 2.21 in this section of the Plan.

Also see Implementation Strategies 5.12 and 5.13 in the *"Taking Care of Business"* section of the Plan.

Also see Implementation Strategy 6.11 in the *"Supporting Infrastructure & Facilities"* section of the Plan.



Development Status

Undeveloped Parcels

This scenario contemplates how the area might develop following the Village’s currently-adopted long-range comprehensive plan and zoning ordinance. General office uses targeted for the site would be similar in style and intensity to Turnberry Woods on Morganton Road. Some medical office uses may be included to complement activities in the Medical District area (Focus Area 3).

Use Allocation	
General Office (s.f.)	627,731

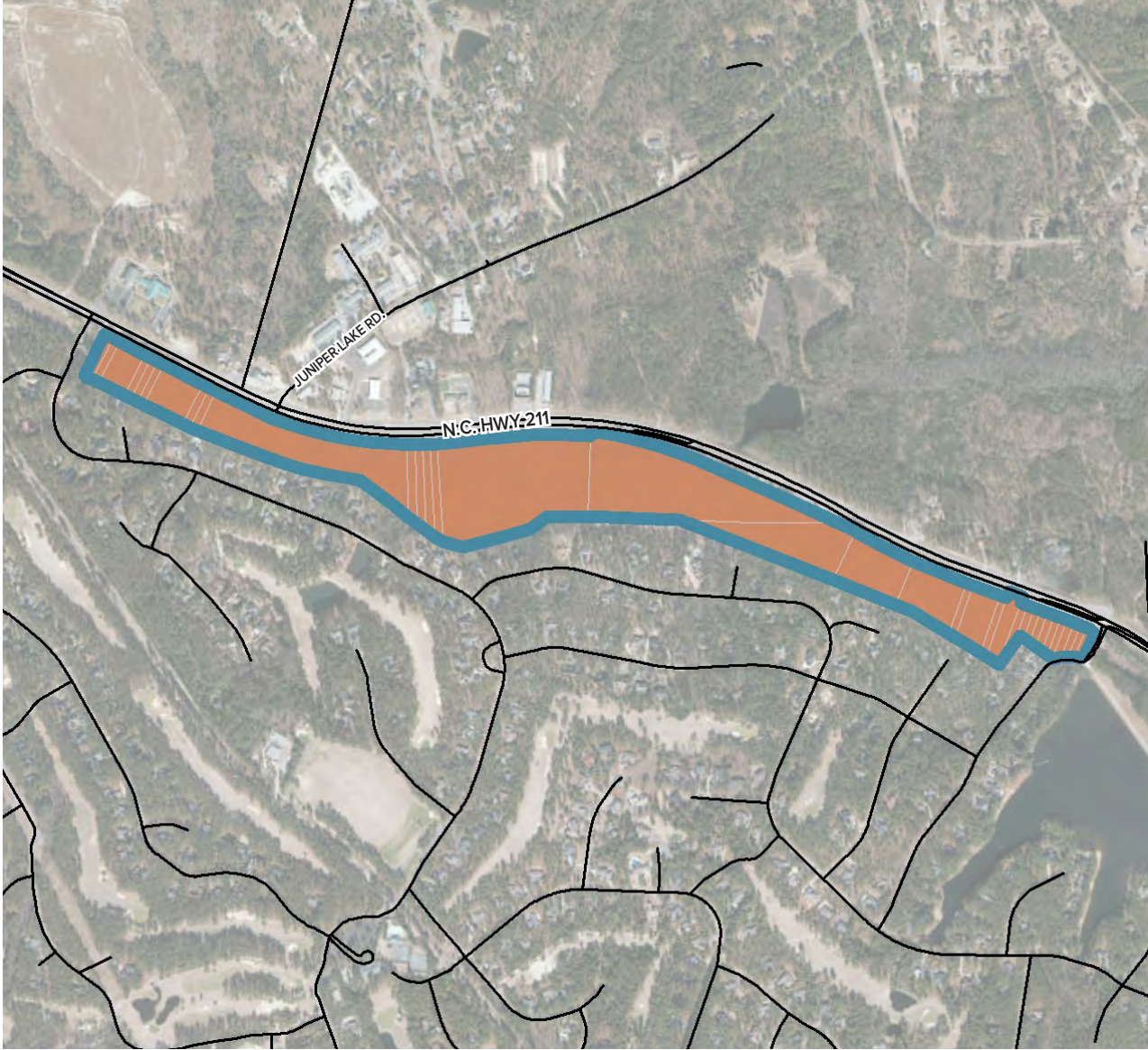
Likely Infrastructure Impacts	
New Students (students)	0
New Water Demand (mgd)	0.06
New Sewer Demand (mgd)	0.06
New Daily Trips (trips)	4,296

Community Character (% of acres)	
Suburban Center	100.0%


Home Choices
Not Applicable

Community Characteristics	
New Residents	0
New Employees	2,599

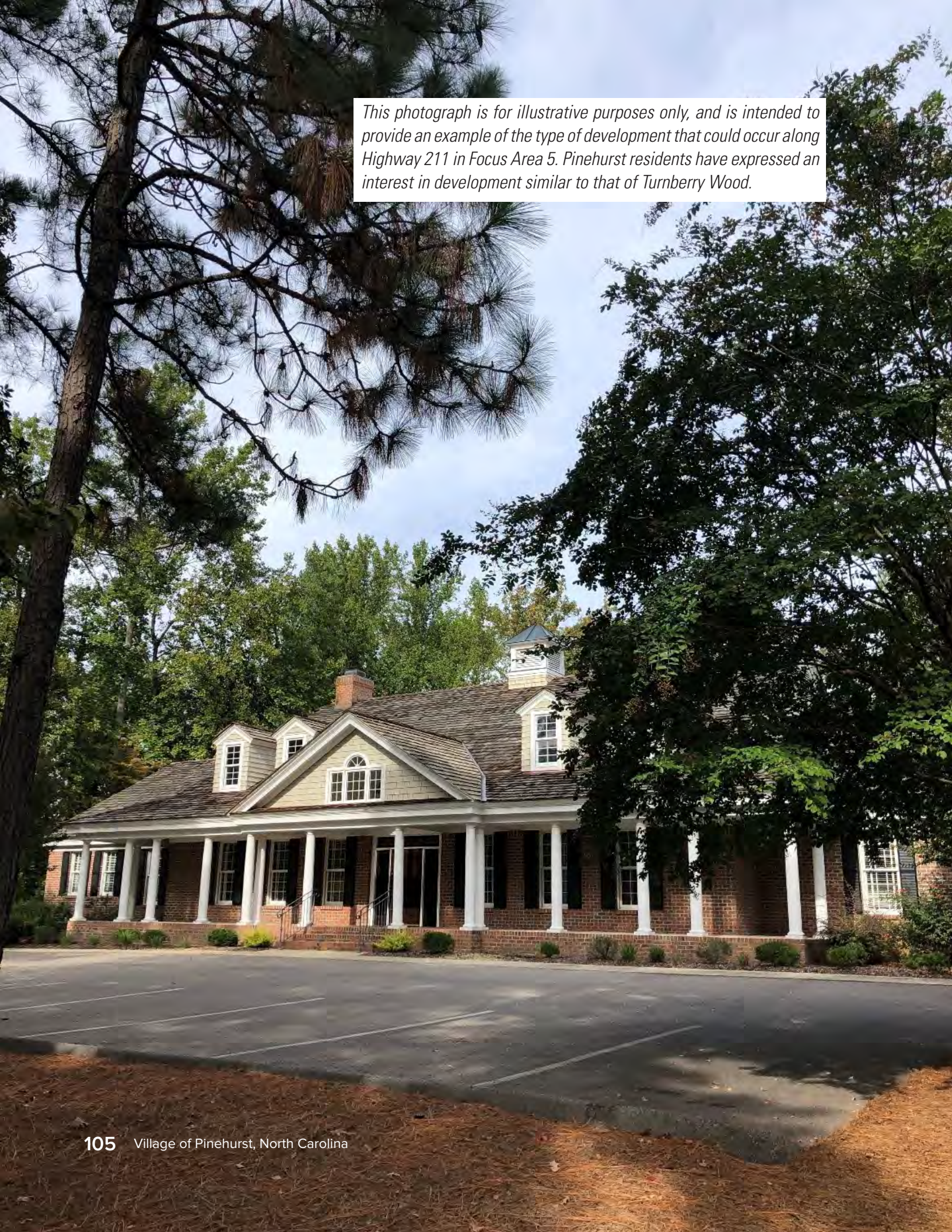
Special Intensity Allocation	
WS-II BW Watershed (acres)	0
WS-III BW Watershed (acres)	-



Scenario Plan

 Suburban Center

This photograph is for illustrative purposes only, and is intended to provide an example of the type of development that could occur along Highway 211 in Focus Area 5. Pinehurst residents have expressed an interest in development similar to that of Turnberry Wood.



Focus Area Impacts

The Village is responsible for most community facilities and services provided in Pinehurst, including police protection, fire protection, streets and grounds maintenance, solid waste collection, parks, and recreation programs. It also coordinates with Moore County for water and sewer service and the North Carolina Department of Transportation for major roads and highways. Measuring impacts to these facilities associated with build out of the Conservation and Growth Map helps Village officials make more informed decisions and prepare for the impacts of future growth. See the "*Supporting Infrastructure & Facilities*" section of the Plan for more information.

In general, the potential impacts of development that may occur in the five Focus Areas on the Conservation and Growth Map could be significant, but manageable with thoughtful planning and infrastructure investments that increase capacity in key parts of the planning areas. Village officials should consider the impacts as they program and prioritize resources to keep up with the growing needs of the community. Village officials should also coordinate with Moore County, Moore County Schools, and the North Carolina Department of Transportation for infrastructure under their responsibility.

Recommendations in the Comprehensive Plan provide guidelines, targets, and priorities for shaping future growth and development patterns, and they can be used in this context to evaluate future development applications in the Village's planning area. From time-to-time, a development application may bring into conflict one or more of the recommendations presented in this Plan,

and both the Planning and Zoning Board and Village Council will need to balance competing interests and make choices that maximize intended outcomes stated in the Plan to the best of their abilities. The primary intention of the Comprehensive Plan is always to promote and protect the health, safety, welfare, and quality of life in Pinehurst.

Recommendations in the Comprehensive Plan are not a substitute for specific rules and regulations contained in the Pinehurst Development Ordinance, which will need to be amended to achieve the vision set forth in this Plan. See the discussion on ensuring high quality development later in this section of the Plan for more information.

Expand the Extra-Territorial Jurisdiction (ETJ)

As previously discussed, the Village has zoning, land use, and development approval jurisdiction for the extra-territorial jurisdiction (ETJ), most of which is southwest of the Village's corporate limits.

As the largest incorporated municipality in Moore County, Pinehurst's population has grown from 1,746 at incorporation in 1980 to nearly 17,000 today. The Village's last ETJ extension occurred in 1986, when the Village had only 1,970 residents.

Having regulatory authority over the ETJ that surrounds a municipality's limits can be beneficial to the community for several reasons. First, it can ensure that development types and patterns in areas surrounding the Village's borders complement the existing character of the community to minimize any negative impacts of development and preserve vital gateways and corridors. Second, it can help ensure more efficient delivery of government services in the long term. Finally, it can provide a mechanism for property owners who want to receive municipal services to request to be voluntarily annexed into the Village.

The Village is surrounded by the Town of Southern Pines to its east, the Town of Aberdeen to its south, the Town of Taylortown to its north, and the Village of Foxfire to its west. However, there is a significant opportunity to expand the Village's ETJ to the north of NC Highway 211 and to the west of US Highway 15-501. Currently, the Village does not have any ETJ in this area, which is depicted as the Area of Interest on the Conservation and Growth map.

In North Carolina, a city may not extend its regulatory powers beyond the city limits without specific legislative authority. NC General Statutes (NCGS) 160A-360 provide the legislative authority

to the Village of Pinehurst to extend its ETJ. In addition, Senate Bill 308 passed in the 1985 General Assembly (Session Law 1985-308) is a local bill that allows Pinehurst to extend its ETJ up to two miles without Moore County approval. While it is not currently clear which legislative authority takes precedence, it is clear that the Village could seek to extend its ETJ under the existing statutory framework in NC.

Historically, a principal concern with granting municipalities with extraterritorial power has been the lack of political representation for extraterritorial residents. It is important that if the Village does decide to extend its ETJ to the north of NC Highway 211 that it actively engage property owners in the proposed ETJ area.

It is also important to note that there are two steps in the process of establishing extraterritorial zoning and that they can be accomplished concurrently or separately. The first step is the establishment of the extraterritorial jurisdiction and the second step is the actual zoning of the extraterritorial area.

Given recent increased development interests in the Area of Interest shown on the Conservation and Growth Map, the Village should thoughtfully consider extending its ETJ to the north of NC Highway 211 to ensure development in this area is consistent with and compliments the existing Pinehurst community appearance and character.

► Implementation Strategies:

- 2.9 Consider expanding the Village's extra-territorial jurisdiction north of NC Highway 211 and west of US Highway 15-501.

Monitor and Quantify the Impacts of Development

Development types, locations, patterns, and intensities of future development will impact the Village in a number of ways as shown in the Focus Area Measures. It is critical that elected officials and Village staff fully understand the potential impacts future development proposals may have on the community. There are several ways the Village can anticipate and quantify the impacts of future development and the Village could benefit from expanding its capabilities to summarize and report this information prior to approvals of future development. Doing so can help ensure that elected officials and the community fully understand potential impacts on needed infrastructure and the ability of the Village and other service providers to provide services needed to support new development.

This Plan recommends the Village utilize the CommunityViz model created for this Comprehensive Plan to evaluate alternative development scenarios. This Geographical Information System (GIS) software for land-use planning would allow Village staff to monitor and quantify the impacts of future development and report a variety of performance measures identified for new development proposals, such as those shown in the Focus Area Measures. It would also allow staff to perform “what-if” analysis on alternative development scenarios for planning purposes.

To ensure fact-based and informed decision making, the Village could create a methodology to report the ‘likely impacts to infrastructure’ in staff reports that are submitted to the Village Council for their review as they contemplate development proposals in the future.

► Implementation Strategies:

- 2.10 Utilize the new Pinehurst CommunityViz Model developed for the Comprehensive Plans as a monitoring tool and scenario planning (what-if) platform.
- 2.11 Utilize and maintain the CommunityViz model to evaluate the potential impacts of significant development proposals.
- 2.12 Include likely impacts of significant development proposals in Planning staff reports to better inform land use decisions.

Ensure High-Quality Development

Most negative responses to new development in Pinehurst are typically based on the appearance of the built environment, more so than the use itself, and the related impacts on infrastructure, namely traffic. It is important that any new development or redevelopment in the Village be of high-quality and in keeping with the character of the Village. See the “*Moving Around the Village*” section of the plan for a discussion of transportation issues.

The Village of Pinehurst can be proactive in encouraging high-quality future development through its development standards contained in the Pinehurst Development Ordinance (PDO) and possibly by creating a recruitment strategy for high-quality development. Clearly articulating the community’s desired vision for an area targeted for development or redevelopment through small area plans and actively recruiting development proposals may help the Village obtain the type and quality of development it seeks.

The PDO will need an “upgrade” to support the community’s vision for the future articulated in this Comprehensive Plan (e.g. amend the PDO to include conservation subdivision standards, corridor overlay standards, and character-based elements, etc.). The Village’s existing zoning does a fairly good job of regulating the built environment, but could be enhanced to further protect the character of the Village and promote high quality of development in Pinehurst. In 2014, the Village adopted an updated PDO that underwent an extensive review, but few amendments have been made since then to address the changing needs and priorities of the community. As the Village contemplates how

it wants development to proceed in the Focus Areas and other areas of the Village, changes to the PDO will be necessary to provide the needed regulatory framework to ensure future development is in keeping with the vision of the Comprehensive Plan.

As a result of the way in which the existing zoning in Pinehurst is written, the predominant form of development outside the Village Center over the past 50 years has been detached single-family homes with small pockets of multi-family and other non-residential development along the main thoroughfares. Because of this zoning, Pinehurst has a limited range of lifestyle options, making it difficult for seniors and others who may desire smaller homes and apartments within walking distance of amenities. While improvements are possible within the boundaries of the existing regulatory system, the Village may want to consider an approach that focuses more on streetscape and building character, with less emphasis on separation of uses.

While the vast majority of those who participated in Envision the Village agreed that existing neighborhoods should be preserved to maintain the lifestyle preference of those who like Pinehurst the way it is, there was some consensus that new development in some of the Focus Areas could occur in the form of clearly defined, compact, walkable, mixed-use centers. This approach would provide greater lifestyle choices so that there is something for everyone. Unfortunately, the current development ordinance has limited capacity to enable, encourage, and promote the diversity of high-quality places desired by the community.

Modernize & Simplify the Development Ordinance

Character-Based Zoning Codes

While conventional zoning may still be appropriate for existing single-family residential neighborhoods, the adoption of an ordinance that incorporates character-based (or form-based) elements will assist in achieving high quality development that is in keeping with the character of Pinehurst.

In contrast with conventional zoning that emphasizes separating uses, a character-based (or form-based) code uses character, or the look and feel of a place, as the primary organizing principle. While character-based concepts can be applied anywhere, they are most successful in areas that have a mix of uses and in historic districts.

Character-based (or form-based) codes are used to: 1) create neighborhoods where development is appropriately scaled to surrounding land uses and the public realm, 2) encourage active transportation (e.g. walking, biking, etc.), and 3) encourage social cohesion. A character-based approach to land use regulation in Pinehurst can yield more walkable, compact, diverse, mixed-use environments.

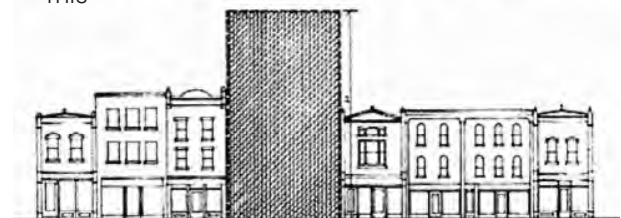
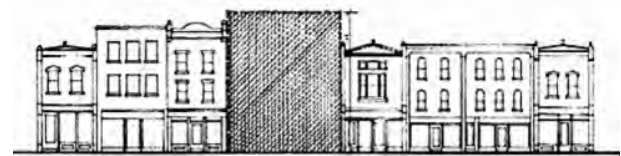
One advantage of character-based coding is simplicity. The code is written in plain English rather than in complicated “legal speak” and easy-to-understand diagrams supplement text. The goal of a character-based (or form-based) code is to make it clear to the public and to land owners what type of development is allowed and how it is to look. This approach would help consolidate, simplify, and update Pinehurst’s existing zoning language to reflect the desires of the community.

Zoning Definitions

Conventional zoning traditionally focuses on the segregation of land-use types, permissible property uses, and the control of development intensity through numerical parameters such as dwellings per acre, height limitations, setbacks, parking ratios, etc.

Character-based zoning is a means of regulating development by using physical form as the organizing principle, with a lesser focus on land use to achieve a particular type of “place” or built environment.

Because character-based (or form-based) codes emphasize character and the design and context of development, a number of elements continue to be regulated including the height and placement of buildings, the location of parking, the frontage, sidewalk, planting area, drainage, density, and the street itself. All of this information is conveyed through easy-to-understand diagrams or other graphic illustrations.



Pattern Books

As a complement to character-based zoning, Pattern Books can serve as a framework for architectural patterns, styles and details. They can provide guidelines and standards for building types, building composition and massing, building materials, roof types and details, windows, doors, porches and other architectural elements. Pattern Books can also include standards for landscaping, lighting, fences, walls, signage and other outdoor elements. The jurisdiction of a Pattern Book can be Village-wide, or can be limited to specific neighborhoods or activity centers.



► Implementation Strategies:

- 2.13 Consider the adoption of character-based zoning and Pattern Books to promote high quality design and development.
- 2.14 Re-evaluate the need for minimum square footage requirements in the Pinehurst Development Ordinance.
- 2.15 Consider amending the Pinehurst Development Ordinance to allow mixed use development centers identified in the Focus Areas.
- 2.16 Consider changes to the Pinehurst Development Ordinance to allow a broader range of housing types, including attached and multi-family housing in the mixed-use Focus Areas and in areas around employment centers.
- 2.17 Review the zoning regulations for areas identified for future development to ensure that the zoning permits the desired scale of development. Conversely, ensure that the zoning in place for any new areas identified for development does not permit undesirable building patterns.

The appearance of any town or village is not dependent upon the few good pieces of architecture which it possesses, but upon the average of all the work, and Pinehurst is singularly fortunate in possessing not only a few buildings of outstanding merit, but in having practically nothing which is offensive architecturally, so that the average of all the buildings is exceedingly high, and no matter where one turns, one feels that the community possesses good taste, and demands an agreeable background to the business of living.

Aymar Embury II, "The Pinehurst Outlook," December 10, 1932

Implement Best Practices in Mixed-Use Neighborhood Design

Because the Village of Pinehurst is such an attractive and desirable place to live, work and recreate, it is likely to expect that people will continue to want to move to Pinehurst in the future. As residents have expressed a desire for mixed-use centers that include a residential component during Envision the Village, the Village may want to consider implementing some best practices in mixed-use neighborhood design.

This will be especially important as the Village looks to provide the regulatory environment conducive to redevelopment of the Village Place/Rattlesnake Trail Corridor (Focus Area 4) and the NC Highway 5 Commercial Area (Focus Area 2). It will also be important to consider best practices when evaluating the potential design of conservation neighborhoods in the southwest ETJ (Focus Area 1). These best practices, if implemented, can help the Village achieve its desired vision for underutilized areas.

Strategies and policies focused on the built environment can help conserve and enhance the aspects of the Village that make it so special to residents and visitors, while having a meaningful impact on the quality of life of those who live here. Planning interventions related to land use, housing, transportation, public facilities, and the relationship between the built environment and the natural environment can have a direct impact on physical health and well-being, access to opportunities, increased safety, and overall place making.

The decisions the Village makes regarding its built environment can have widespread and varying impacts. A few examples:

- A new single-family residential development might eliminate valuable wildlife habitat and add to traffic congestion. Alternately, a cluster of infill townhomes close to an existing center of activity may provide much-needed housing for Pinehurst's aging population and/or workforce, improve the pedestrian experience by filling in a gap in the streetscape, and enhance the economic viability of the businesses within the center by increasing the number of residents able to walk to those businesses.
- A conventional suburban business with a parking lot separating it from the street can feel unsafe and uninviting to pedestrians and requires the owner to rely on signage to tell passersby what kind of business it is. On the other hand, a more traditional-style Village Center building with limited convenience parking in the front and shopfronts along the sidewalk creates a much more attractive streetscape and a welcoming pedestrian experience.

Over the past four decades, planners and urban designers have been studying the most-loved cities, towns, villages and neighborhood centers around the world to understand what makes them so adaptable, vibrant, and livable. They have identified a set of five principles that cities, towns, and villages should consider when designing new mixed-use centers that include: 1) walkability, 2) connectivity, 3) development intensity, 4) scale, and 5) careful consideration of parking locations.

Principle #1: Increase Walkability

The term “walkability” is used to describe an environment where there is a combination of alternative modes of transportation, and most importantly, an environment in which people feel comfortable walking. In Pinehurst, sprawling development patterns and a disconnected network of pedestrian facilities can make it difficult to travel by foot in some areas, especially for those who may use mobility devices. Some of the sidewalks, even in the Village Center, lack adequate lighting to make them safe options for travel after dark. Even though Pinehurst is a very safe place in terms of criminal activity, Pinehurst dark skies and the natural setting with abundant pines and landscaping create trip and fall hazards on sand-clay paths, brick sidewalks, and other pathways.

The 2015 Comprehensive Pedestrian Plan establishes several goals related to pedestrian facilities and amenities in Pinehurst, and should be used as the guide for any decisions related to walkability in the Village. More information can be found in the “*Moving Around The Village*” section of the Plan.

Principle #2: Improve Connectivity

In typical communities, connectivity means that streets are connected to other streets, maximizing the number of routes to and from a destination. By avoiding dead ends and cul-de-sacs and creating an interconnected street network instead, drivers, cyclists, and pedestrians, as well as emergency services, can choose from several different options. Having greater connectivity allows for traffic to disperse, minimizing congestion by providing multiple ways to get from point A to point B. It also enhances the functionality of major intersections and limits costly improvements and congestion.

Pinehurst’s existing pattern of development makes such an interconnected network of streets more difficult to achieve, exacerbating traffic on some of the major roads through the Village and at the traffic circle. For example, US Highway 15-501 bisects the east portion of the Village, effectively cutting off the Pinehurst No. 6 and Pinehurst Trace communities from the rest of the Village. Participants in Planapalooza™ discussed connectivity in terms of increasing pedestrian, golf cart and cyclist access throughout the community, along streets, sidewalks, paths, and trails. Specific recommendations to improve connectivity can be found in the “*Moving Around The Village*” section of this Plan.

Principle #3 Development Intensity

Developing in a more compact and higher density pattern in strategic locations, where multi-story, mixed-use buildings are located closely together, is both environmentally sustainable and conducive to the creation of more walkable, activated neighborhoods. Developing in areas where infrastructure is already present also can

reduce the costs associated with development. Density can also minimize air and water pollution and produce reductions in energy consumption and CO2 emissions both directly and indirectly. Concentrating development in areas that are already connected, or have the potential to be connected, to other development centers and neighborhoods, helps reduce vehicle miles traveled by enabling more people to walk or bike to work or to run errands. Higher density development may offer more choices and opportunities when it comes to housing, services, and social interactions.

In Pinehurst, the five Focus Areas identified during the planning process present opportunities for increased development intensity so that the surrounding natural environment, open spaces, and existing single-family neighborhoods can be better preserved in lower density areas of the community.

Principle #4: Scale and Design

Scale refers to the size of buildings and their relationship to their occupants, nearby pedestrians, and the other buildings around them. The term human-scale refers to a size that feels comfortable to people. Both short and tall buildings can be human-scale, and having variation is important. The proportions of doors and windows, the height of each story, and the relationship between details of the building and the way a building relates proportionally to the spaces that surround it where people walk and gather all impact whether a building is at a scale that feels right to a person. In the design of walkable places, it is important to create a sense of enclosure and human-scale by locating buildings close to the street and minimizing large expanses of asphalt that can make a pedestrian feel exposed and out of place. The most important aspect of creating buildings

that are scaled appropriately is the design of the first floor and how it relates to the sidewalk and pedestrian areas adjacent to it.

The buildings in Pinehurst, unlike those in larger towns and cities, do not vary widely in scale, with the notable exception of the FirstHealth Moore Regional Hospital complex, the larger Resort hotels, and the Greens at Arboretum apartment building at the corner of Rattlesnake Trail and McCaskill Road. The perception of some that the Greens at the Arboretum apartment building may be out of scale with its surroundings emphasizes the importance of considering scale. Also important is the positioning of buildings on the lot, the location of parking and other building elements.

Principle #5: Better Parking Design

In order to enhance the pedestrian experience, parking should be hidden behind buildings whenever possible to screen the parking and activate the street or civic spaces. Visible parking lots in front of and beside buildings can have a detrimental effect on people's willingness to walk. If a pedestrian must walk past large gaps in the streetscape, especially parking lots, they lose the comforting sense of enclosure and visual interest, making the walking experience less desirable. This begins to make them less likely to walk this route in the future. See the "*Moving Around the Village*" section of the Plan for additional discussion on parking design.

As the Village contemplates new development not only in the Focus Areas, but throughout the Village, it should seek to address the community's demands for higher quality development that incorporates these principles. These principles can also be used to enhance existing neighborhoods as well. See the "*Places*

to Live” section of the Plan for more discussion on improving the quality of housing in the Village.

► **Implementation Strategies:**

- 2.18 Explore ways to enhance the overall quality of new housing in the Village.
- 2.19 Investigate ways to require covenants and architectural review committees for new subdivisions/housing developments to help improve housing design.

Also see Implementation Strategy 3.1 in the “Places to Live” section of the Plan.

Pursue Public/Private Development Partnerships

As previously discussed, there are two Focus Areas identified where an opportunity exists to enhance the quality of development of mixed-use centers that are currently not in keeping with the character of Pinehurst: the Village Place/Rattlesnake Trail Corridor (Focus Area 4) and the Highway 5 Commercial Area (Focus Area 2). As the Village seeks to provide an environment conducive to redevelopment of these underutilized and out of character places, the Village may wish to consider taking a more proactive role in facilitating their redevelopment. Often, cities and towns that take a more active role in the redevelopment process not only create small area plans to articulate the community’s vision for the area, but issue a Request for Development Proposal (RFDP).

A RFDP is often done in conjunction with private owners to solicit bids from developers that incorporates development criteria to ensure any development is consistent with the community’s vision. In Pinehurst, any RFDP should include developing residential housing product that provides market rate housing options that will increase both the variety and price point of housing product in Pinehurst. See the discussion on expanding housing options in the “Places to Live” section of the Plan.

► **Implementation Strategies:**

- 2.20 Work with property owners and developers to pursue public/private development partnerships that attract high quality development and provide needed infrastructure for areas identified for development or redevelopment. Consider issuing Requests for Development Proposals (RFDP), as needed.

Establish Corridor Standards

The Village is currently collaborating with the Tri-Cities work group to evaluate shared highway overlay corridor standards and plans to make recommendations to the Village Council. The group has identified minimum standards for lot dimensions, setbacks, landscape buffers, building heights, driveway access, parking locations, signage, and lighting. While this effort is intended to provide more consistency in the visual appearance of the main corridors where the jurisdictional boundaries of Pinehurst, Southern Pines, and Aberdeen meet, the Village can still differentiate its gateways with standards higher than the agreed upon minimum standards, such as landscaping and signage.

As the Tri-Cities work group comes to agreement on minimum standards for corridors, the Village should also identify corridor standards for those corridors that fall outside of the Tri-Cities purview, or NC Highway 211 and US Highway 15-501 north of the traffic circle. These corridor standards would be implemented by an amendment to the Pinehurst Development Ordinance with the creation of highway corridor overlay districts that the Council plans to consider in 2020. Moore County could also consider adopting similar corridor standards for areas on these corridors that fall within their planning jurisdiction.

► Implementation Strategies:

- 2.21 Continue to support the efforts of the Tri-Cities work group to create and enforce standards for critical corridors into the Village.

PLACES TO LIVE

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Guiding Principle

3

Protect and enhance the quality and character of existing residential neighborhoods. Seek opportunities to offer a variety of housing types that appeal to a wide range of households and enable residents to live in Pinehurst throughout all stages of life. Ensure neighborhoods are connected to walkable destinations such as parks, open spaces, recreational facilities, and other activity centers.

Pinehurst Neighborhoods & the Housing Market

Pinehurst Neighborhoods

Neighborhoods are the backbone of society. In Pinehurst especially, residents greatly value their neighborhoods; some for the rural quaintness and tranquility they offer, for others, the social aspects of gathering with neighbors. Village residents have different lifestyles and choose to live in Pinehurst for different reasons, but most would agree that they want to preserve their neighborhood and its character.

In addition to being places to live, neighborhoods also provide the essential components for complete living, including places to socialize, stores to purchase necessities, and nearby schools and employment centers. Traditionally, neighborhoods are organized around an interconnected network of streets, which allowed easy movement for both vehicles and pedestrians. Pinehurst's development patterns, with separate and distinct residential neighborhoods, have resulted in some areas of limited connectivity, but these neighborhoods are loved by residents nonetheless.

Housing in Pinehurst is largely single-family detached houses in conventional suburban residential patterns, with a few multi-family and senior housing developments. The majority of Pinehurst's single-family housing stock was built in the 1970s and 1980s after the Diamondhead Corporation subdivided vast amounts of land into thousands of residential lots.

Pinehurst is comprised of several large, single-family residential neighborhoods. The Village commonly distinguishes between eight (8)

primary residential areas based on geographical area that have some similar neighborhood characteristics. Service requests and annual community survey responses are segmented by these eight residential neighborhood areas:

1. Pinehurst No. 6
2. Pinehurst Trace, Pinedale, Midland Country Club, and Taylorhurst
3. Pinehurst No. 7, Lawn & Tennis, and the Country Club of North Carolina
4. Morganton Road and Monticello Road area
5. Lake Pinehurst, Burning Tree Road, St. Andrews Road, and Cotswold
6. Pinewild
7. Old Town, Linden Road, Donald Ross, and Clarendon Gardens
8. Village Acres and Murdocksville Road

Within each of these eight neighborhood areas are smaller neighborhoods with their own style of homes and various levels of density, but most can be characterized by their winding roads and the abundance of tall pines. There are three larger single-family neighborhoods located in gated communities that surround private golf courses - Pinewild, the Country Club of North Carolina, and Pinehurst No. 7.

Pinehurst's residential neighborhoods make up approximately 75% of the Village's tax base and are essential to the sense of community among residents. Preserving and enhancing these neighborhoods has always been a high priority for the Village of Pinehurst.

The two primary goals when it comes to Pinehurst's residential neighborhoods are to (1) Protect existing neighborhoods and (2) Take a strategic approach to new residential development to address future housing needs.



National trends, as well as comments received during the planning process, indicate that the active empty nester population, aging seniors, along with young families, are seeking housing types that go beyond the traditional single-family model. There are opportunities to create a more diverse set of housing options in the community to satisfy all potential residents, but the Village must do so carefully and strategically. During the planning process, some residents expressed concerns about new multi-family development in the Village, specifically the design and scale of development. Identifying the appropriate form and type of new housing variety in the Pinehurst is critical to maintaining the overall Village character that residents value so much.

The Housing Market

When evaluating the health of the housing market, experts often look at both the for-sale market and the rental market for indicators.

For-Sale Housing

Pinehurst is part of the Moore County housing market area. Military families are a growing part of the market, comprising 25% of the current for-sale housing market, as estimated by some real estate professional accounts. The nearby Fort Bragg, the largest military base in the world, has brought intellectual capital to Fayetteville and the region, with an increasing number of professional military families choosing to live in Pinehurst because of the high quality of life and exemplary schools. Many of the military families are headed by young entrepreneurs who have their own businesses. Unfortunately, active military positions are transient by their nature and some military families are not located in the area long enough to put down roots. Nevertheless, these families seek the same high quality of life and amenities that are sought by other residents of Pinehurst.

The for-sale market is also described by local realtors as being comprised by 25% of the children of existing older residents who move closer to family and another 25% represent commuters who work in the Triangle, Fayetteville, Charlotte, and the Triad. Finally, local realtors indicate the remaining 25% is comprised of the working retired and second-home owners. This segment represents a declining share of the market, which reflects demographic shifts in recent years.

According to realtors interviewed during Envision the Village, Pinehurst sees a relatively consistent volume of home sales of about 250 to 300 sales per year, with a median sales price of approximately \$255,000. Current home sales are often to military officers, working retired, and golfers. The latter segment has declined in recent years. Many of the retired buyers traditionally originated as “snowbirds” from the northeast and Midwest, and so-called “half-backs” from Florida.

With recent changes in the membership structure of the Pinehurst Resort, members no longer have to own property within the Village of Pinehurst to obtain a club membership. This means that those moving to the area who want a club membership can now choose to purchase homes in other neighborhoods or new developments outside of the Village.

There is concern among residents and real estate professionals that the quality of new housing in the Village is not meeting the expectations set by the more traditional, historic housing developers and builders in Pinehurst. According to some brokers, new home construction is coming online with costs averaging in the \$100 per square foot range, rather than the \$150 per square foot cost associated with previous building patterns in the area. This reflects an increasing demand for



more affordable housing in the Village, as home buyers now include a rising number of younger families.

New households in Pinehurst also represent a lower income demographic than in the past. There is some desire to attract higher-wage jobs and higher-income residents to help restore the perceived traditional market for Pinehurst.

On the other hand, workers who provide much-needed services to Pinehurst residents, in both the medical and hospitality industries, may not always be able to find affordable housing to accommodate their needs. Providing a broader range of housing types at a range of price points can help ensure that those who want to live and work in the Village can. The Village should

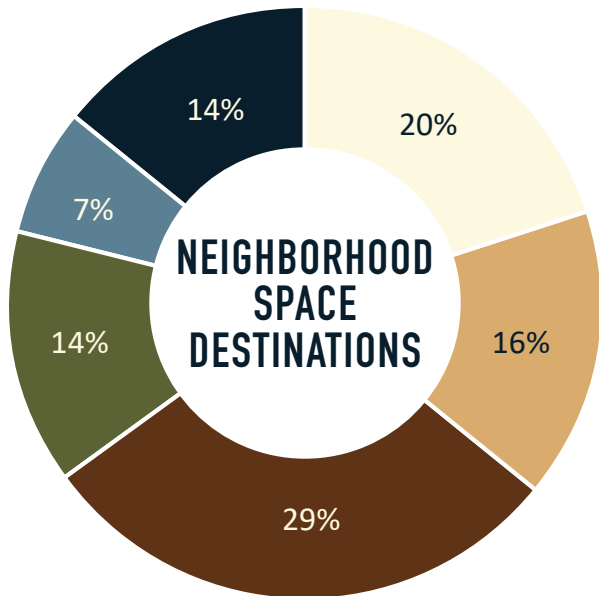
pursue future development that meets the needs of those groups or targeted demographics.

Rental Market

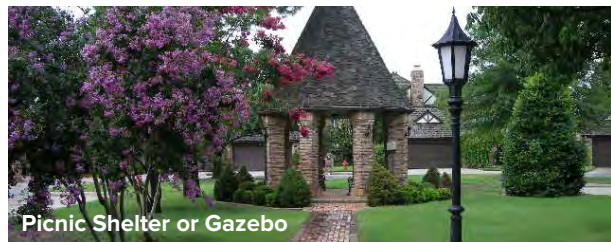
Pinehurst's rental market is driven by job-related relocations, which account for an estimated 65% of all new tenancy, according to a sample of rental managers. These relocations originate from a variety of locations, most notably Texas, the Northeast, Florida, and the Midwest. About 20% of the relocations are military-related. Another 10% are associated with retirement or down-sizing, and 5% are families moving to Pinehurst to be located within the Moore County school district. The area's rental inventory is relatively small, especially when compared with what is available in the nearby Fayetteville or the Triangle region.

Public Input on Neighborhood Space Destinations

During the Visioning Workshops early in the Envision the Village public process, residents were asked to provide input on the types of neighborhood spaces they would like to see in the Village. Responses were mixed, but 29% of residents indicated a desire for neighborhood parks and another 20% expressed interest in community gardens. Residents also indicated they would like to have dog parks and neighborhood playgrounds as additional neighborhood amenities.



- Community Garden
- Dog Park
- Neighborhood Park
- Picnic Center or Gazebo
- Neighborhood Play Field
- Neighborhood Playground



Protect & Enhance Existing Neighborhoods

As previously stated, the community values its existing single-family residential neighborhoods, so it's important to protect and enhance them in ways that benefit residents without compromising what they already love. Some of the factors that can negatively impact single-family neighborhoods include lack of building and property maintenance; lack of safe, accessible, and attractive civic spaces and pedestrian facilities; and inappropriate uses or activities.

Improve Neighborhood Appearance

Enhancing the overall quality of new housing may be a challenge because of rising construction costs, more modest incomes of potential homeowners, and state laws limiting the powers of the Village to regulate single-family residential development outside of established local historic districts. Despite limitations of regulatory authority, the Village should strive to seek ways to ensure high quality development in existing neighborhoods as infill continues on the depleting inventory of existing single family lots.

The Village should also seek ways to ensure the tall pines and other native trees are preserved in existing neighborhoods as residential lots are developed. See the *"All Things Green"* section of the Plan for more information.

► Implementation Strategies:

3.1 Continue to enforce and periodically evaluate standards for residential design, building and property maintenance, and landscape design and planting. Amend standards as necessary to meet the needs and desires of the Village.

3.2 Continue to monitor the changing preferences of residents in existing neighborhoods using community-and neighborhood-wide surveys. Periodically evaluate the satisfaction of residents when it comes to factors such as safety; quality and availability of civic spaces and facilities; and neighborhood elements such as sidewalks, paths, trails, landscape and street lighting.

3.3 Create "How To" information guides that describe how property owners can create property owners associations in existing neighborhoods to create and enforce architectural standards.

Also see Implementation Strategies 1.3, 1.4, and 1.5 in the *"Village Character & Authenticity"* section of the Plan.

Also see Implementation Strategies 2.14, 2.17, 2.18, and 2.19 in the *"Balancing Conservation & Growth"* section of the Plan.

Also see Implementation Strategy 7.5 in the *"All Things Green"* section of the Plan.



Improve Connectivity

Another somewhat controversial issue is the lack of sidewalks and street lighting in some of the residential neighborhoods, and mixed feelings from residents on whether or not to add them. Some residents would prefer to keep their neighborhoods exactly as they are today. They are comfortable with the dark skies at night, and sharing the road with vehicles when walking around during the day. Other neighborhoods have experienced demographic shifts, with new residents coming from more walkable towns and cities where sidewalks and street lighting is the norm. They enjoy the safety of dedicated pedestrian paths, particularly for children and strollers. This split issue is one that will no doubt need additional consideration in the future.

As discussed in the “*Moving Around the Village*” section of the Plan, the Village has previously identified the need for pedestrian and bicycle facilities in neighborhoods in its Comprehensive Pedestrian and Bicycle Plans. Input from residents during Envision the Village also indicated very strong community support for increased pedestrian and bicycle connectivity.

A significant number of residents indicated they would like to walk to destinations such as the Village Center, parks, restaurants, and shopping areas. The most popular destinations for cyclists included Lake Pinehurst, parks, and the Village Center.

Another way to improve connectivity is to ensure Pinehurst residents in outlying or disconnected single-family neighborhoods are able to access key destinations via golf carts. See the “*Moving Around the Village*” section of the Plan for additional information.

► Implementation Strategies:

- 3.4 Identify opportunities to enhance connections within existing neighborhoods, and connections to surrounding neighborhoods, centers and recreation areas.
- 3.5 Prepare a Village-wide, neighborhood-specific sidewalk and street lighting plan with the understanding that implementation will be a neighborhood-by-neighborhood approach dependent on consensus in each neighborhood to add sidewalks and additional lighting.

Also see Implementation Strategies 4.7, 4.8, 4.9, 4.10, 4.12, and 4.13 in the “*Moving Around the Village*” section of the Plan.



Provide Open Spaces & Other Neighborhood Amenities

The vast majority of Pinehurst's residential neighborhoods are built out, with many of the remaining lots in existing subdivisions considered impractical to build on due to drainage, topography, or other natural factors. The neighborhoods typically have clearly defined boundaries and points of entry. Yards are relatively large, and many residents enjoy the privacy of fenced backyards and rear entertaining areas. While most homes have ample private open space, many neighborhoods lack civic spaces such as parks, squares, and playgrounds. In an ideal community, each resident is able to reach one such space within ¼ mile of their home or a five-minute walk.

The Village of Pinehurst provides a variety of parks and other open space amenities for the enjoyment of the entire community, as further

described in the "*All Things Green*" section of the Plan. While the beautiful and expansive golf courses create a feeling of abundant green open space in the Village, most of this open space is private, and dedicated to a single recreational use.

During Envision the Village, residents pointed out a lack of smaller open spaces and recreational features in their neighborhoods. The Village has recognized this imbalance in public vs. private open space and have been successful in creating greenways and additional community park spaces in the Village. However, residents of some of the existing neighborhoods still wish for smaller, neighborhood-scale spaces like pocket parks and even playgrounds - a desire that reflects the changing demographics in the Village.

Adding these types of neighborhoods spaces to existing residential neighborhoods such as neighborhood parks, community gardens, and dog parks could help to enhance neighborhoods,



build a greater sense of community and improve the quality of life for Pinehurst residents.

► **Implementation Strategies:**

- 3.6 Create new open spaces and neighborhood amenities, such as parks and playgrounds, to continue to meet the community's needs for both active and passive recreation that are within walking distance and connected with sidewalks, paths or trails. Consider purchasing lots that have not been built on due to topographic or other landscape concerns to create neighborhood open spaces and other neighborhood amenities.
- 3.7 Ensure residents of all ages and ability are able to access neighborhood amenities.
- 3.8 Consider strategies to preserve existing open spaces in neighborhoods.

Also see Implementation Strategies 7.1 and 7.2 in the "*All Things Green*" section of the Plan.

Address Short Term Rentals

The rise in short term rentals such as Airbnb and Vacation Rentals by Owners (VRBO) has resulted in an increase in Pinehurst homes in existing single-family neighborhoods on the short term rental market. Given the strong tourism market and the popularity of Pinehurst Resort among golfers across the country and the world, the use of short term rentals in the Village could likely rise even higher in the future.

Residents have complained that this new trend compromises the sense of community, diminishes the quality of existing neighborhoods, and may also negatively impact the Pinehurst Resort, as some visitors may prefer renting a house to staying in one of Pinehurst's hotels. While the actual impact on the Resort is unknown, the growth of the short-term rental availability in Pinehurst suggests that preferences have changed in the tourism industry.

The legislative authority of NC municipalities to regulate short-term rentals is unclear and other NC towns that regulate short-term rentals are currently in legal challenges that will be decided by the courts. The Village should monitor these cases and in the meantime strive to address the negative impacts of short term rentals on neighboring residents.

► **Implementation Strategies:**

- 3.9 Continue to monitor the legislative authority of the Village to regulate short term rentals and evaluate options to address the impacts of short term rentals on single-family neighborhoods.

Expand Housing Options

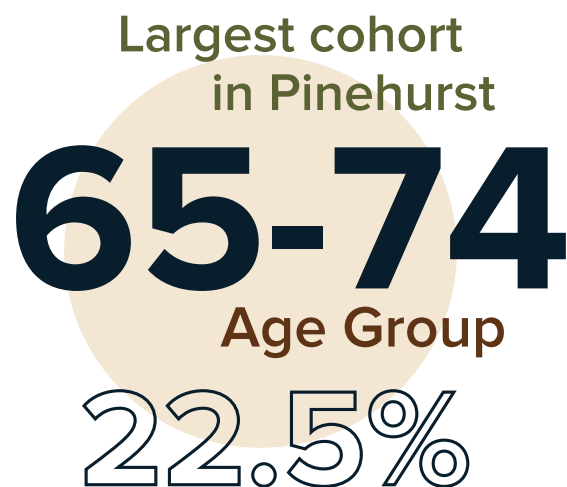
According to the U.S. Bureau of the Census, the largest cohort in Pinehurst today, or 22%, is the 65 to 74 age group, indicative of empty nesters and the working or no longer working retired. As this group ages in the coming decades, they will demand more senior-focused services, infrastructure, and housing.

Pinehurst currently has one continuing care retirement community, Quail Haven, that provides both independent living and assisted care units in garden apartments. The adjacent Pinehurst Health Care & Rehabilitation Center offers private suites and skilled nursing service for residents who need a higher level of care than those in independent living or assisted care. In addition, Brookdale Pinehurst offers assisted living and memory care.

Even with these facilities, an estimated population of about 6,375 residents aged 65 and older as of 2017 (according to U.S. Bureau of the Census) means there is a potential shortage of

housing options for this demographic. During Envision the Village, many seniors reported that they expect to have to move out of Pinehurst to find appropriate age-in-place housing. Some saw this as an acceptable eventuality, in order to preserve the single-family detached residential character of the community. Others plan to stay in their own homes as long as possible, while most hope that when the time comes, there will be more options in Pinehurst to allow them to stay in the Village they love. Those who are interested in different types of housing in the community voiced an interest in single-story, maintenance-free living with garage options for those who still drive. The current minimum square footage requirements in the Village's zoning districts may require housing that is more than some seniors in Pinehurst wish to live in and maintain.

Pinehurst faces a complex and challenging housing conundrum with recent shifts in demographics. If the Village is going to capitalize on its growing appeal to young families, it must



respond to younger residents who prefer a greater array of housing choices and more urban living options. The Village has an opportunity to direct resources to certain areas of the community and limit the extension of pricey infrastructure networks for suburban, single-family home construction. While housing is provided primarily by the private sector, strong public policies are needed to ensure a healthy balance of housing at different price points that is located in the right place and in conjunction with other types of uses. Part of this renewed housing strategy may involve the Village taking a stronger position on the design of neighborhoods and housing options to help reduce cost, create more complete neighborhoods and take advantage of infill opportunities in underutilized parts of the community.

Based on the limited amount of land still available for development within the existing Village limits, new housing development should

be concentrated around mixed-use areas like the Focus Areas identified in the “*Balancing Conservation & Growth*” section of the Plan. To better meet current and emerging trends, future development should include new, high-quality, multi-family residences in addition to single-family homes in compact, walkable development patterns.

► **Implementation Strategies:**

See Implementation Strategies 2.1, 2.3, 2.8, 2.13, 2.14, 2.15, 2.16, 2.17, 2.18, and 2.20 in the “*Balancing Conservation & Growth*” section of the Plan.





MOVING AROUND THE VILLAGE: TRANSPORTATION, MOBILITY & PARKING

- The Faded Rose
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Guiding Principle

4

Provide a safe, reliable and efficient transportation system that promotes and enhances mobility and connectivity between neighborhoods and destinations through a multi-modal network of complete and walkable streets, sidewalks and paths for vehicles, golf carts, pedestrians, and cyclists.

Background

Most of the roads—which are frequently named after native trees—are curvilinear, providing a more relaxed approach to “getting there,” compatible with a resort environment. The width of the roads was designed to be sixty feet between lot lines. Sixteen feet of this was used for a hard surfaced road made from a mixture of sand and clay (now paved). On each side of the road there was a sixteen-foot shrubbery bed and beyond each bed a five-foot sand and clay sidewalk which stopped one foot short of the lot lines.

– U.S. Dept. of the Interior/
National Park Service. National
Register of Historic Places.
National Historic Landmark –
Nomination Form, Pinehurst
Historic District

During the Envision the Village process, transportation, parking and traffic were topics of much discussion. Participants voiced concerns about traffic, especially around the traffic circle and on NC Highway 5 during rush hour. They perceived a lack of parking in the Village Center and identified some deficiencies in the Village’s overall transportation network. Many associated population growth with these issues, and while it may be one cause, there are many other factors at play when it comes to an efficient, safe system for moving around the community. Understanding the cause of traffic problems is a critical step in

identifying appropriate solutions. One thing to keep in mind is that as long as Pinehurst remains a desirable place to live and visit, the community and the area surrounding it will continue to grow, and it is imperative to plan strategically for that growth in order to alleviate further strain on the transportation system.

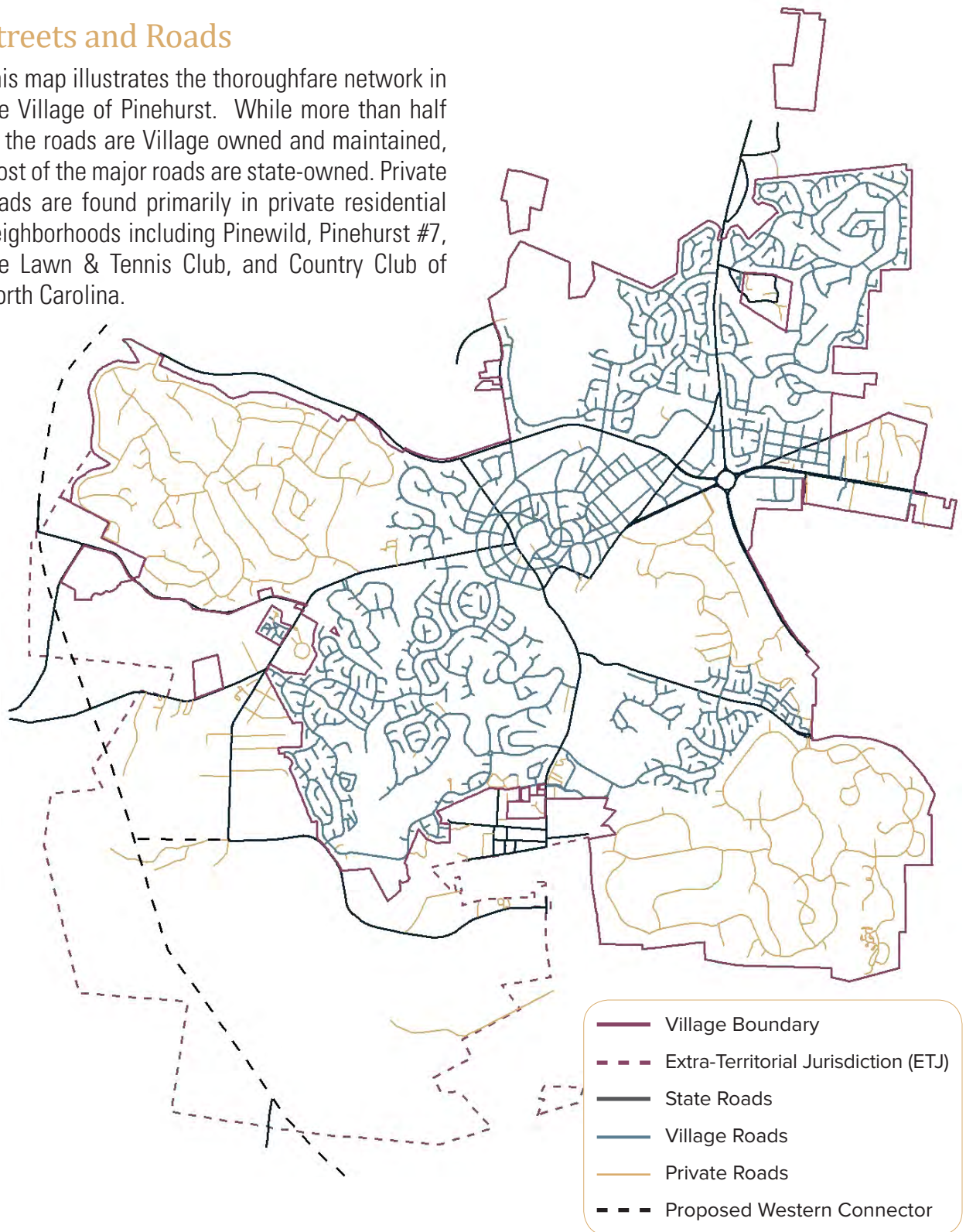
The Village of Pinehurst, like many communities around the region and country, has a transportation network which is dominated by automobiles. However, walking, bicycling, and the use of golf carts are playing increasingly important roles. The community’s street network already connects residential neighborhoods with businesses, schools, parks, surrounding communities, and other destinations. But some streets are challenged by increasing traffic and a curvilinear street network that results in some complicated intersections. While some of Pinehurst’s streets have sidewalks or shared use paths for walking and bicycling, these networks are not yet fully developed and connected. The Village also allows golf carts to travel on Village maintained roads and cross state-maintained roads. Very limited transit service is available in the Village. Improvements to these multi-modal networks should continue so that residents can choose to reduce automobile travel and costs.

In addition to considering safety, transportation decisions need to also consider Village character. As the Village is known for its tree-lined corridors, sand clay paths in and around the Village Center, and ubiquitous golf carts, these characteristics are critically important to protect.

Overview of the Transportation System

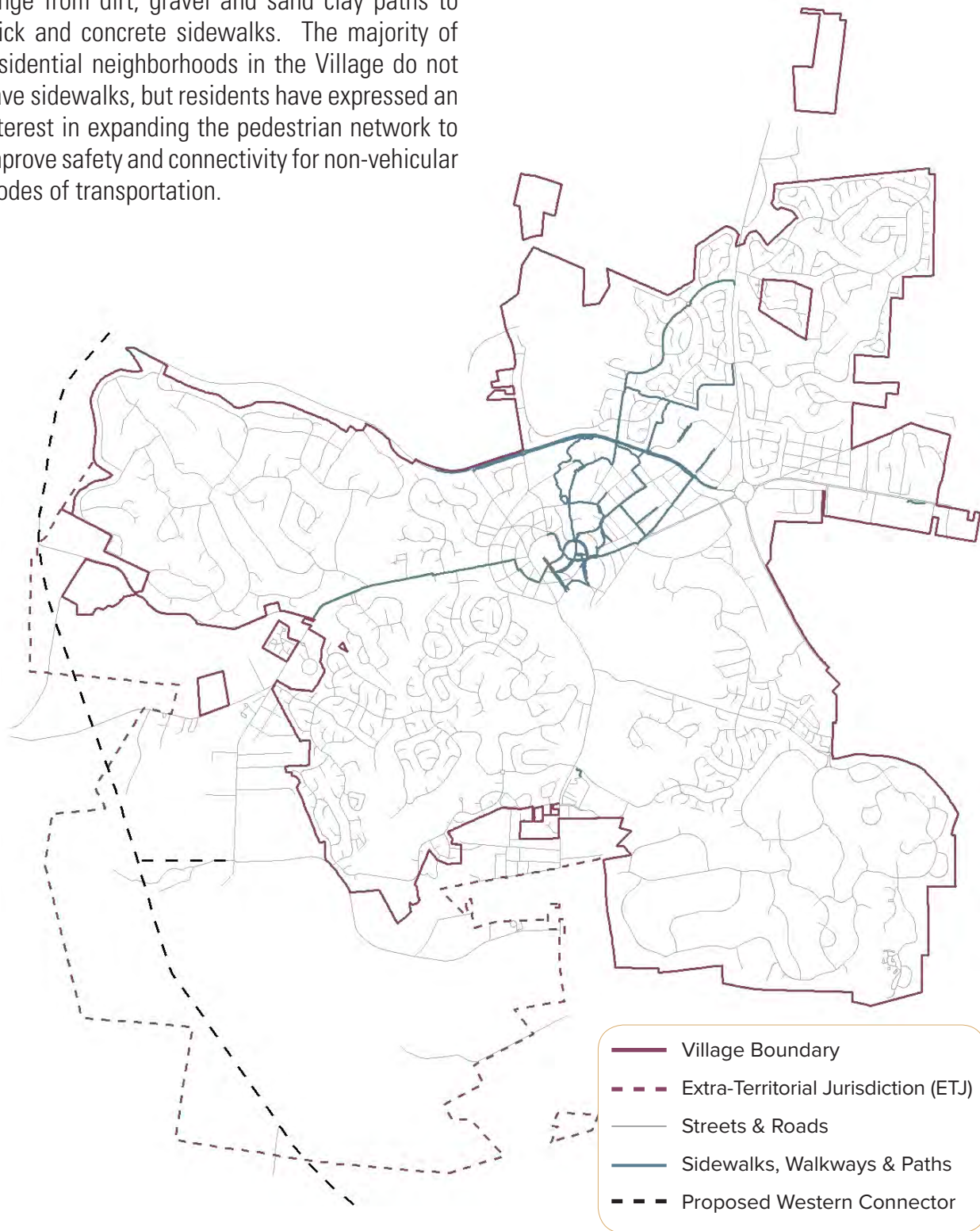
Streets and Roads

This map illustrates the thoroughfare network in the Village of Pinehurst. While more than half of the roads are Village owned and maintained, most of the major roads are state-owned. Private roads are found primarily in private residential neighborhoods including Pinewild, Pinehurst #7, the Lawn & Tennis Club, and Country Club of North Carolina.



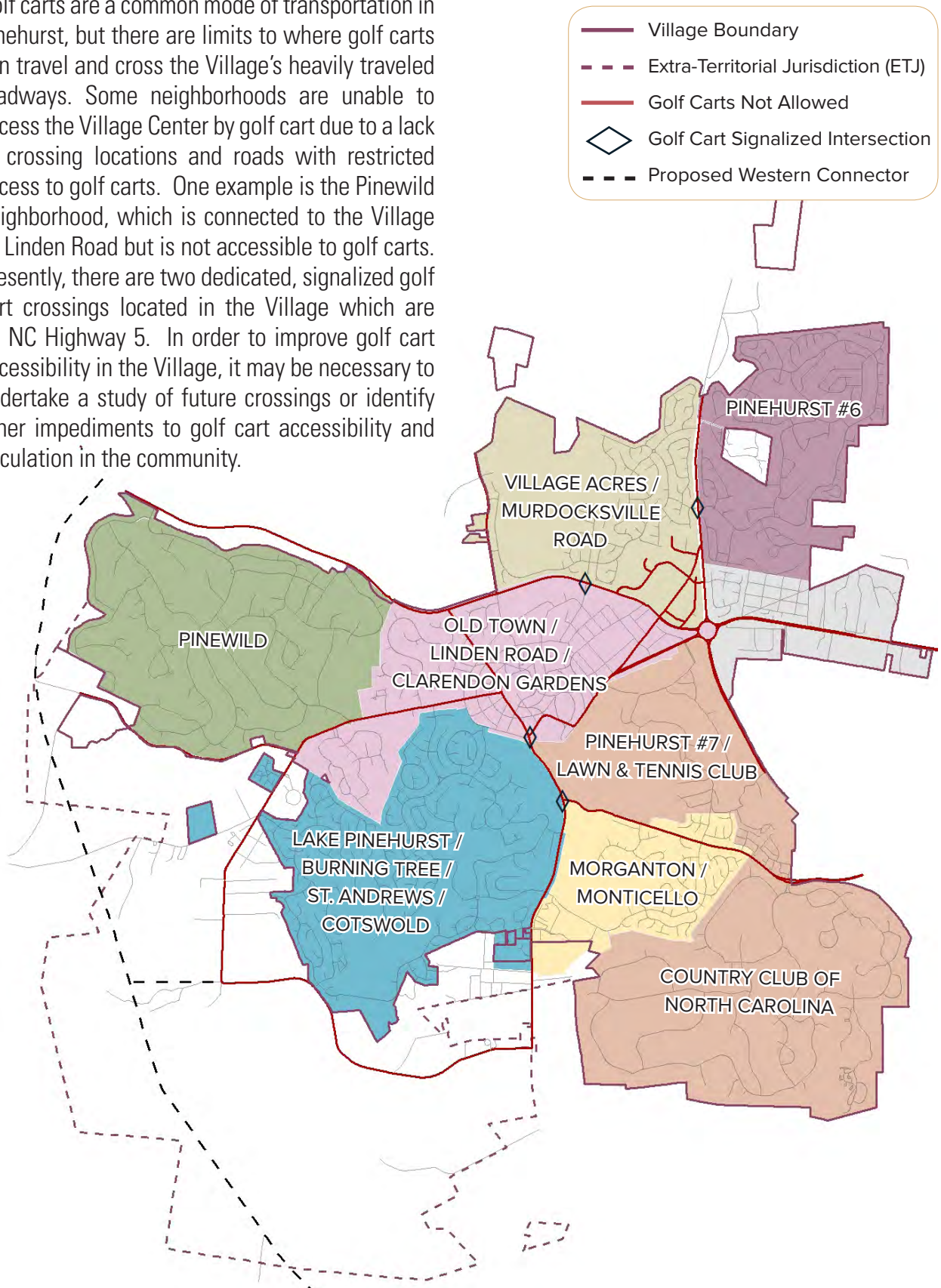
Sidewalks, Walkways, and Paths

This map illustrates the location of sidewalks, walkways and paths in the Village. Materials range from dirt, gravel and sand clay paths to brick and concrete sidewalks. The majority of residential neighborhoods in the Village do not have sidewalks, but residents have expressed an interest in expanding the pedestrian network to improve safety and connectivity for non-vehicular modes of transportation.



Golf Carts

Golf carts are a common mode of transportation in Pinehurst, but there are limits to where golf carts can travel and cross the Village's heavily traveled roadways. Some neighborhoods are unable to access the Village Center by golf cart due to a lack of crossing locations and roads with restricted access to golf carts. One example is the Pinewild neighborhood, which is connected to the Village by Linden Road but is not accessible to golf carts. Presently, there are two dedicated, signalized golf cart crossings located in the Village which are on NC Highway 5. In order to improve golf cart accessibility in the Village, it may be necessary to undertake a study of future crossings or identify other impediments to golf cart accessibility and circulation in the community.

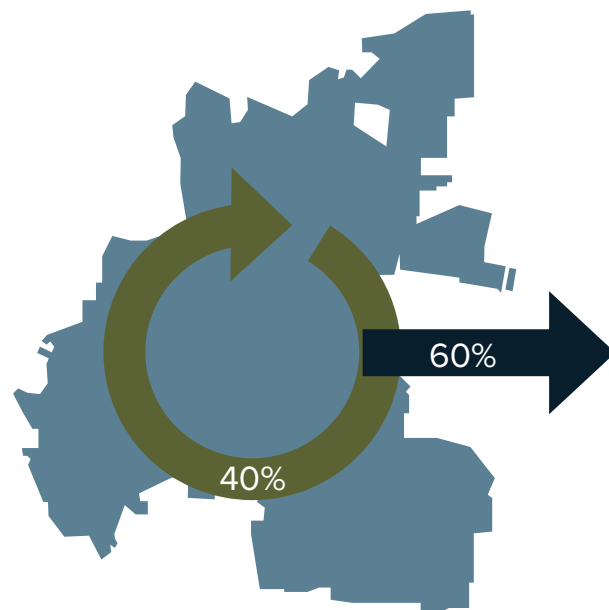


Commuting Patterns

Because Pinehurst is predominately a residential community with few major employers, the majority of working Pinehurst residents commute to jobs that are located outside of the Village or work from home. As discussed in the *“Taking Care of Business”* section of the Plan, the major employment sectors in Pinehurst are the healthcare and golf, hospitality, and tourism markets. The jobs provided in Pinehurst by these two sectors also bring a significant number of commuters who live in other towns and drive to Pinehurst to work.

Data from the U.S. Bureau of the Census and the 2013-2017 American Community Survey estimates 5,528 residents aged 16 or older are in the workforce in Pinehurst. Of that number, approximately 40% of workers have jobs within the Village, and 60% have jobs elsewhere. Pinehurst has a total of about 9,100 jobs within the Village limits, with over 7,700 individuals commuting into Pinehurst for work on a daily basis.

Commuting isn't the only contributing factor when it comes to traffic and transportation issues. Policy and zoning that separates land uses can also contribute to the number of cars on the road. If the only destination near someone's home is more housing, trips to the grocery store or park frequently require getting in the car. If land uses are mixed, trips become shorter and the broader transportation network doesn't need to be used for small, daily trips. See the *“Balancing Conservation & Growth”* section of the Plan for more discussion on mixed-use centers.



40% of employed Pinehurst residents work within Pinehurst, while 60% of employed residents work outside of the Village

Moore County Comprehensive Transportation Plan

Recognizing the growth in Moore County and the increasing demands placed on the county-wide transportation system, Moore County and NC Department of Transportation (NCDOT) officials facilitated the adoption of the Moore County Comprehensive Transportation Plan (MCCTP) in 2018. The MCCTP was prepared with extensive input from NCDOT, local and regional planning agencies, and the community at large. In October 2018, the Pinehurst Village Council voted to adopt the portion of the Moore County Comprehensive Transportation Plan that falls within the Village's jurisdiction.

The MCCTP is a long-range, multi-modal transportation plan that identifies transportation improvements needed on state maintained roads in Moore County for the next twenty years. It serves as an official guide to providing a well-coordinated, efficient and economic transportation system to enhance economic development, promote highly-reliable, efficient mobility and connectivity, and support good decision making.

The MCCTP includes several significant and important transportation projects in and around the Village, including:

- Construction of a Western Connector, a controlled access and multi-lane divided facility to connect NC Highway 211 west of Pinehurst to US Highway 1 south of Aberdeen
- Traffic circle improvements
- US Highway 15-501 widening to a 4 lane divided facility north of Page Road to Carthage
- NC Highway 5 improvements from Aberdeen to Highway 211 (2 separate projects)
- Midland Road improvements east of the traffic circle to US Highway 1

The MCCTP also incorporated the Village's Comprehensive Pedestrian and Bicycle Plans, which are discussed below.

Inclusion of a project in the MCCTP aids in obtaining state funding of transportation improvements on state-maintained roads.

Village of Pinehurst Comprehensive Pedestrian Plan & Bicycle Plans

Two Village planning documents provide the context for sidewalks and bikeways in the Comprehensive Plan. In 2015, the Village adopted both a Comprehensive Pedestrian Plan and a Comprehensive Bicycle Plan.

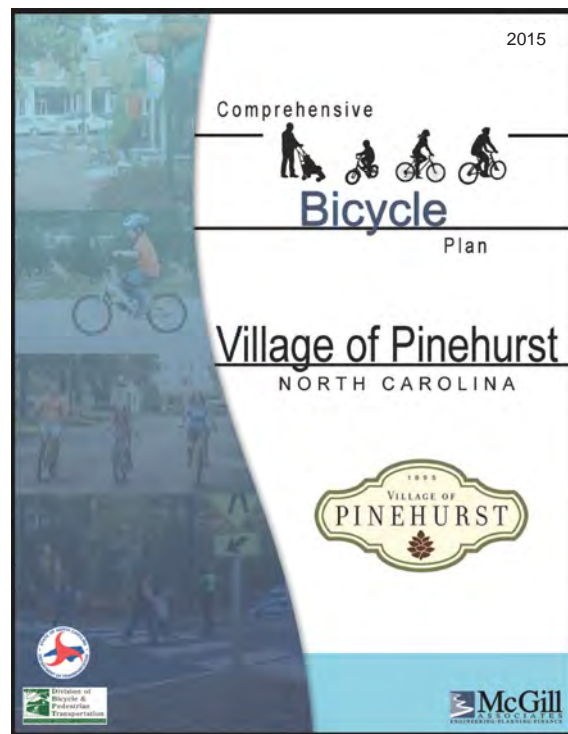
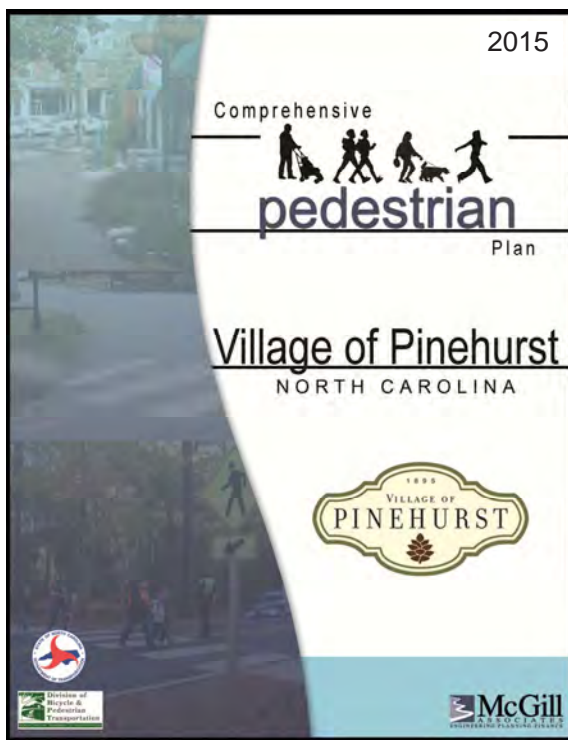
The purpose of the Comprehensive Pedestrian Plan and Comprehensive Bicycle Plan are to guide the Village of Pinehurst with development criteria for planning, design, financing, implementation, and maintenance of its proposed comprehensive pedestrian and bicycle systems.

Primary goals of these plans include:

- Increasing “walkability” in the Village of Pinehurst;
- Increasing options for bicycling as an alternate form of transportation within the Village;

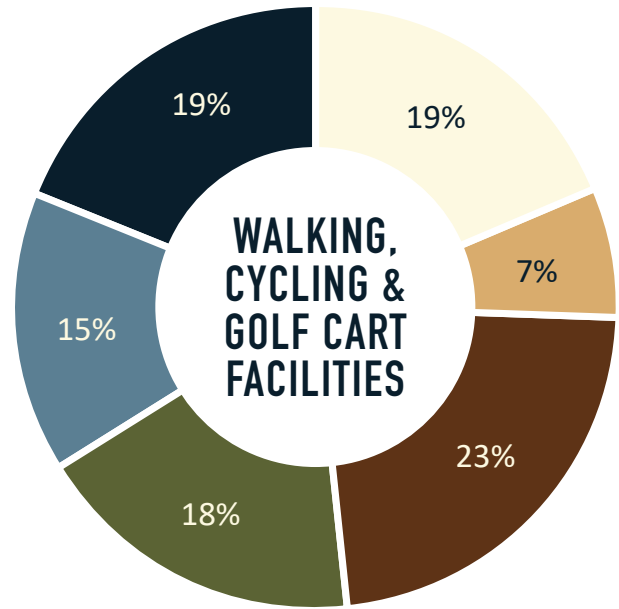
- Creating a pedestrian and bicycle network that is an important part of the urban structure;
- Promoting walking and bicycling as healthy exercises;
- Creating a pedestrian and bicycle environment that is friendly to all users – including seniors, disabled persons and children;
- Improving connections between disparate parts of the Village; and
- Promoting pedestrian and bicycle safety.

The stated goals of the Comprehensive Pedestrian Plan and the Comprehensive Bicycle Plan are consistent with the input received during the planning process for this Comprehensive Plan. These goals align closely with the vision of a safe and reliable transportation system that balances all modes of transportation and the changing demographics of the Village.



Public Input on Transportation

Participants in the Visioning Sessions held as part of Envision the Village were asked two questions related to transportation systems in the Village. The first was what types of walking, cycling and golf cart facilities they would like more of in the Village. Responses were mixed, with most residents ranking greenway trails, separated bicycle/pedestrian lanes, and sand clay paths as high on their lists.



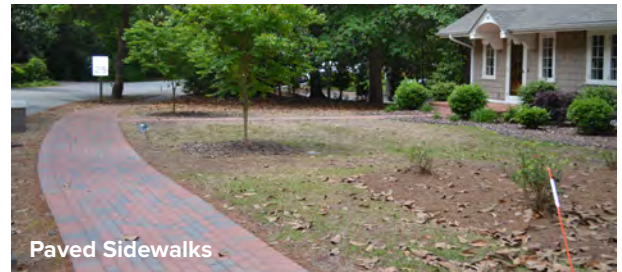
Separated Bicycle or Pedestrian Lanes



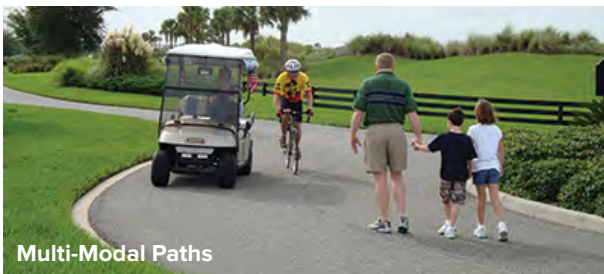
Dedicated Golf Cart Paths



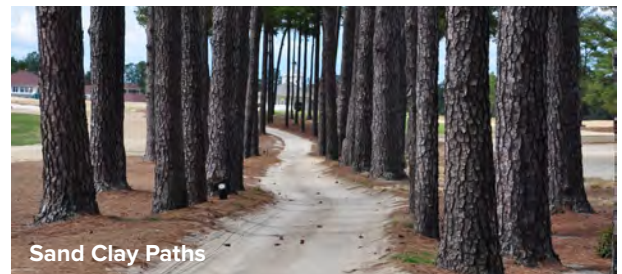
Greenway Trails









Paved Sidewalks



Multi-Modal Paths



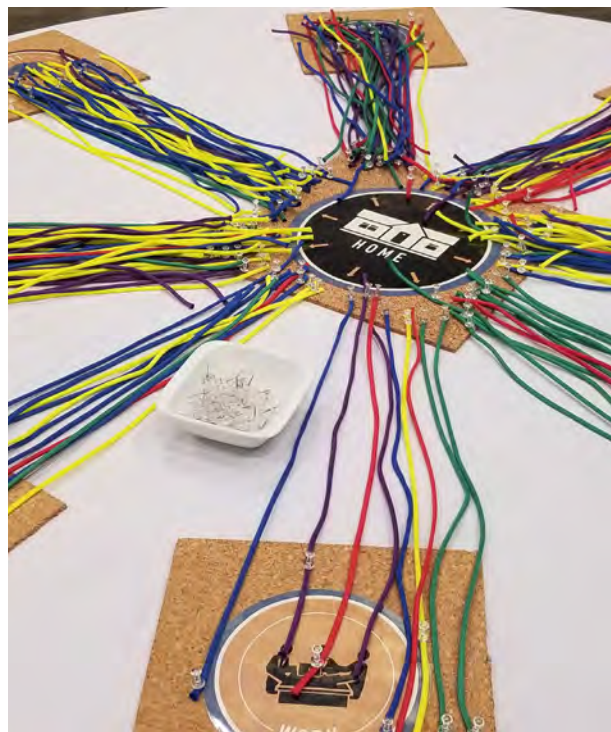
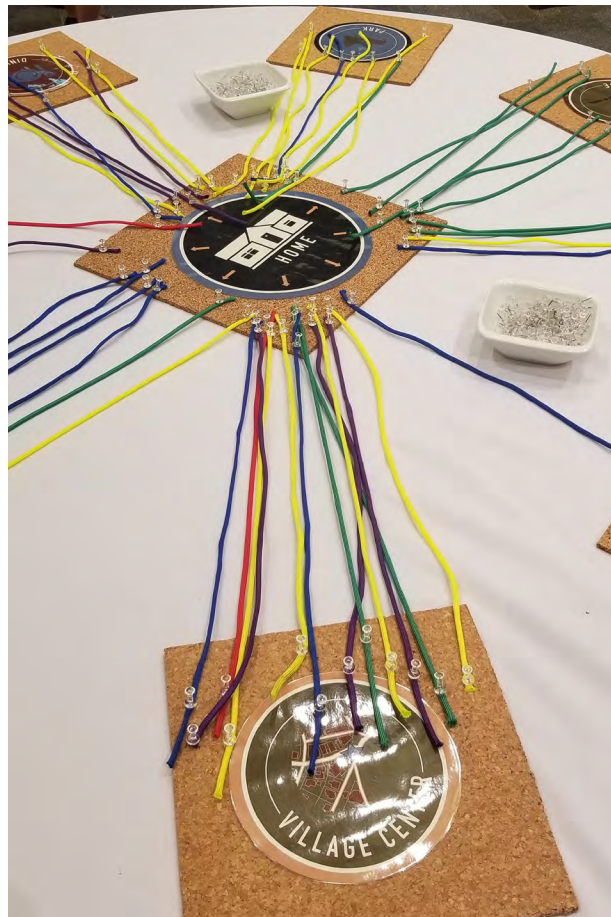
Sand Clay Paths

-  Separated Bike/Ped Lanes
-  Dedicated Golf Cart Paths
-  Greenway Trails
-  Multi-Modal Paths
-  Paved Sidewalks
-  Sand Clay Paths

In another exercise, participants were asked to identify the types of transportation connections they'd like to see more of in Pinehurst. Many responded that they would like to be able to walk to the Village Center, parks, and restaurants. Others would like to be able to bike to parks. The smaller number of responses when it came to travel from home to work is likely because the majority of residents commute outside the Village for work. There was also a large proportion of participants who indicated that they drive to shopping destinations, suggesting that many people may need to drive to shopping areas located outside the Village.



- Automobile
- Golf Cart/Low Speed Vehicle
- Walking
- Bicycling
- On-Demand or Public Transportation



Adopt Citywide Complete Streets Policy

Generally, the purpose of a Complete Streets policy is to make sure no transportation modes are ignored and all street users are accommodated fairly, especially during street planning and design projects, including new roadways, reconstructing existing roadways, and roadway retrofit projects.

Walking and biking conditions benefit from Complete Streets in many ways, by encouraging projects that have lower traffic speeds, more and higher quality bicycle infrastructure, and safer street and intersection designs.

Over 1,000 cities, towns and villages across the country have already adopted Complete Streets policies, pledging to equally consider all modes of transportation in street design projects. The North Carolina Department of Transportation (NCDOT) adopted a Complete Streets policy in 2009. The policy directs the NCDOT to consider and incorporate multi-modal transportation when building new projects or making existing infrastructure improvements. In 2019, NCDOT will host a series of workshops across North Carolina in order to educate and promote Complete Streets strategies to local transportation professionals and policymakers. To advance the vision and goals of the Comprehensive Plan, the Village should follow the lead of NCDOT and consider developing and adopting its own Complete Streets policy.

► Implementation Strategies:

4.1 Consider developing and adopting a Complete Streets policy.

Such a policy may include the following:

- A purpose and vision for the policy, including how and why the community wants to develop complete streets;
- A comprehensive approach that includes all users and is applicable on all streets;
- Community input to guide the planning process;
- Guidance for both new and retrofit street design projects;
- Tailored solutions that complement the existing conditions and the context in the community;
- Specific next steps for policy implementation, including planning, design, construction, operation, and maintenance;
- Exceptions to the policy that are clear and require a procedure for approval; and
- Performance standards and measurable outcomes to allow for evaluation of completed projects.

Implement and Update the Moore County Comprehensive Transportation Plan

As previously stated, the Village Council adopted the portion of the Moore County Comprehensive Transportation Plan (MCCTP) that falls within the Village's jurisdiction in 2018. As highways and other main roads in Pinehurst are owned and maintained by NCDOT, it is critical that the Village work closely with NCDOT to address transportation issues and improve the Village's transportation system. NCDOT has demonstrated the ability to work with cities, towns and villages to craft unique solutions that fit into the context of places like Pinehurst, while balancing traffic levels of service with other transportation objectives.

Three of the more significant and long term projects identified in the MCCTP include: 1) improvements to the traffic circle, 2) the construction of the Western Connector in the southwest extra-territorial jurisdiction (ETJ), and 3) improvements to NC Highway 5. Free-flowing traffic on Highway 5 is strategically important to the Village and future regional growth will put this in jeopardy. Minimizing traffic congestion on NC Highway 5 will require a wide range of solutions beyond transportation infrastructure improvements. While the traffic circle and Western Connector projects are not solely intended to help the situation on NC Highway 5, each of them will contribute to long-term acceptable traffic levels on NC Highway 5.

Village staff and elected officials should work closely with NCDOT to ensure state funding and ultimately construction of the projects contained in the MCCTP. The Village should also participate in regular updates to the MCCTP and routinely

review transportation conditions to identify additional projects that may be considered for inclusion in the MCCTP.

Because most key intersections are located on state-maintained roads, the Village should work with NCDOT to improve and enhance key intersections that may or may not be included in the MCCTP in the future. Key intersections on state maintained roads that have been identified as needing enhancements due to odd geometry that cause too many potential conflict points are:

1. Midland Road/Page Road / Kelly Road
2. Barrett Road East / McCaskill Road East / McKenzie Road North West / NC Highway 5
3. Memorial Drive / Page Road/ US Highway 15-501

Working closely with NCDOT and partnering with them to make needed improvements on state roads and key intersections in the Village will be critically important to addressing resident concerns about increasing traffic congestion that can ultimately negatively impact resident safety and quality of life.

It is very important that the unique character, history, and points of emphasis relevant to Pinehurst be accurately and consistently communicated to NCDOT during this process so that mainstream solutions are not applied indiscriminately.

► Implementation Strategies:

- 4.2 Cooperate with the Moore County Transportation Committee to implement the Comprehensive Transportation Plan. Ensure that the plan aligns with the goals of the Village, and make timely recommendations to amend the Plan as needed to ensure Moore

County transportation projects have the desired outcome on both character and transportation quality and efficiency.

- 4.3 Evaluate the need to include other key intersections in the MCCTP and work with NCDOT to amend the MCCTP to include these intersections improvements including pedestrian crossings, lighting, and signage as needed.

Traffic Circle

As previously stated, many residents in Envision the Village voiced concerns about increasing traffic congestion and safety at the traffic circle. In addition, residents regularly indicate high dissatisfaction levels with traffic congestion at the traffic circle in the annual Community Survey conducted by the Village. Despite the congestion, residents have repeatedly indicated a strong desire to retain the historic traffic circle that is a character-defining entryway into the Village of Pinehurst.

In addition, traffic circle congestion is negatively contributing to the traffic situation on NC Highway 5. Many motorists are using NC Highway 5 and Morganton Road to avoid the traffic circle in their commutes back and forth to major shopping and employment destinations in nearby Southern Pines and Aberdeen.

The MCCTP proposal to better manage access and make safety improvements at the traffic circle where US Highway 15-501, NC Highway 2, and NC Highway 211 intersect is crucial from not only a safety perspective, but from a traffic congestion perspective as well. Better recognition of the approach as a gateway (northbound) into the traffic circle through calming measures is warranted to create a higher awareness for people approaching this high-volume, high-crash location. Also, the current pavement markings are too close to the intersection and do not provide visitors with adequate advance notification of correct lane positioning to assist with navigation.

NCDOT staff are currently evaluating several long-term solutions to improve traffic flows at the traffic circle. Meanwhile, smaller and more immediate improvements to advance notification systems, signage, and lighting could be considered.

► Implementation Strategies:

- 4.4 Continue to work with NCDOT to come up with solutions to improve traffic flows into and around the traffic circle while protecting the character of the Village.



Western Connector

The proposed Western Connector is a four-lane divided bypass that is planned to run from NC Highway 211 west of Pinehurst to US Highway 1 south of Aberdeen. Despite opposition to the Western Connector by some residents concerned about its impact on the rural character of the Village, the majority of the Council and the majority of participants in a recent online survey supported the proposed project. The intent of the bypass is to alleviate congestion in and around the Village, especially given expected increases in traffic volumes on NC Highway 5 and other major arterials.

A key weakness of the transportation system in and around Pinehurst is a general lack of north to south highways. It is nearly six miles from NC Highway 5 to Hoffman Road – the next north-south highway west of Pinehurst. The Western Connector project directly addresses this problem. While the Western Connector is certainly not a comprehensive solution based on known traffic patterns, it is nevertheless an opportunity to route high levels of through-traffic around the Village and relieve congestion on NC Highway 5.

While the need to preserve corridors for the future construction of roadways is important for obvious reasons of fiscal responsibility, the tools are limited in a political and legal context that favors private property owners and their rights. It's a lot easier and more cost-effective to taxpayers to preserve the right-of-way than to purchase or relocate a roadway alignment. The Western Connector would be entirely, or almost entirely, crossing land with multiple land owners. There are steps that the Village and NCDOT can take to ensure that the right-of-way is protected, but care should also be taken to work with potentially affected property owners to the extent that they are willing to do so.

Passing state legislation that can be built on examples from other states (or from past actions like the State Corridor Preservation Map Act) would be helpful to preserving future corridors. But until that time, individual negotiations with property owners, the State, and local units of government are the only recourse for agencies in North Carolina wishing to secure a viable transportation corridor.

The planning process that developed this Comprehensive Plan as well as the MCCTP is critically important to allow property owners the chance to see and be involved in the corridor placement from its earliest stages as well as provide the justification for later actions.

Previously proposed corridors for the Western Connector have not been preserved in the past and development has since occurred making previous corridors no longer viable. Today, the Pinewild Country Club development sits on top of the area that was slated for the Western Connector over 30 years ago. To avoid this potential situation in the future, which could compromise the feasibility of the bypass, the Village and NCDOT should take steps to preserve and protect the Western Connector corridor.

► **Implementation Strategies:**

- 4.5 Take necessary steps to protect the Western Connector Corridor so that development is not approved in the proposed location.

Some of the steps to preserve the Western Connector corridor could include:

- Work with NCDOT to delineate the corridor and coordinate with District and Division office to update them on potential threats to the alignment from proposed developments as well as keeping the focus on moving the project forward. Acquisition of property may not be a viable condition for selecting a corridor during environmental planning and design processes.
- Amend the Pinehurst Development Ordinance to provide setbacks from the Western Connector alignment centerline in order to ensure that future acquisitions of right-of-way are not overly contentious or expensive.

NC Highway 5

During Envision the Village, many residents expressed dissatisfaction with the increasing traffic volumes on NC Highway 5. As previously discussed, these traffic volumes are not generated by growth in the Pinehurst community alone. Traffic is also impacted by people driving through Pinehurst to reach destinations in other communities. The MCCTP states that the primary purpose of the proposed Western Connector is to reduce future traffic volumes on NC Highway 5.

Recently, the nearby Town of Aberdeen has seen an explosion of significant residential and mixed-use development proposals along NC Highway 5. This, in conjunction with the new elementary school under construction on NC Highway 5 in Aberdeen, will likely exasperate the traffic issues even further.

While NCDOT is currently planning to widen NC Highway 5 from the Pinehurst limits to US Highway 1 in Aberdeen, there are limited options for widening or other improvements to NC Highway 5 in the Pinehurst village limits. This is due to limited adjacent land that is confined by the railroad and Pinehurst Resort golf courses.

The Village should work closely with NCDOT to identify feasible improvements to the southern Moore County transportation network that could divert traffic from NC Highway 5. The Village could also invest in pedestrian facilities on NC Highway 5 to potentially reduce vehicle trips.

► Implementation Strategies:

See Implementation Strategy 4.2 in this section of the Plan.

Evaluate Key Village Intersections

As previously stated, most key intersections in the Village are on state owned and maintained roads. Typically, these intersections are evaluated when new development is proposed with a Traffic Impact Analysis (TIA) that is required to be submitted with new commercial development requests. Also, NCDOT may evaluate intersections when improvements are being proposed to a broader highway or state road corridor or when requested by Village officials.

Currently the Village engages a traffic consultant annually to regularly evaluate 12 key intersections in the Village limits, with each intersection evaluated every other year to monitor the Level of Service (LOS). LOS is a qualitative measure used to relate the quality of motor vehicle traffic service. LOS is used to analyze roadways and intersections by categorizing traffic flow and assigning quality levels of traffic based on performance measures like vehicle speed, density, congestion, etc.

The Village should continue to monitor the LOS for key intersections and consider including additional key intersections in the annual evaluation. Village officials might also consider establishing thresholds of acceptable levels of service that can be used to identify when intersection improvements may be needed and then communicate that information to NCDOT staff.

► Implementation Strategies:

- 4.6 Regularly evaluate key Village intersections for Level of Service (LOS) to identify any intersection improvements needed.

Also see Implementation Strategy 4.3 in this section of the Plan.

Implement and Update the Comprehensive Pedestrian & Bicycle Plans

During Envision the Village, an overwhelming number of residents expressed a desire to have safe pedestrian and bicycle facilities that are interconnected to common destinations such as parks, the Village Center, the lake, and shopping and dining destinations.

As previously stated, the Village adopted both a Comprehensive Pedestrian Plan and a Comprehensive Bicycle Plan in 2015. While the Village has made some progress in implementing the Comprehensive Pedestrian Plan, it has not implemented any recommendations from the Comprehensive Bicycle Plan.

There are several projects identified in the Comprehensive Pedestrian and Bicycle Plans that could help improve pedestrian and bicycle mobility and connectivity throughout the Village and reduce vehicular travel. The Village should make a concerted effort to construct pedestrian and bicycle facilities to meet the needs of Pinehurst residents, businesses, and visitors in accordance with its comprehensive plans.

► Implementation Strategies:

- 4.7 Implement the recommendations set forth in the Comprehensive Pedestrian and the Comprehensive Bicycle Plans.
- 4.8 Periodically review and update the Comprehensive Pedestrian and Comprehensive Bicycle Plans every 7-10 years to ensure that the plans still align with the desires of the community.

Also see Implementation Strategy 3.5 in the “Places to Live” section of the Plan.

Address Barriers to Connectivity

In Pinehurst, some of the biggest barriers to pedestrian, cyclist, and golf cart connectivity are major state roads that run through the Village such as NC Highway 5, US Highway 15-501, and NC Highway 211. In addition, locations of the Pinehurst Resort, gated communities, and the railroad also cause connectivity issues for those not wanting to travel by car. Expanding the number of available crossings and adding new crossings for pedestrians, cyclists, and golf carts would help reduce stress on existing streets and also increase transportation safety. However, the pattern of development with large residential areas on either side of major state road corridors significantly reduces the number of crossing opportunities. The Village should strive to develop safe crossings for pedestrians, cyclists, and golf carts.

► Implementation Strategies:

- 4.9 Explore opportunities for and develop bicycle, pedestrian and golf cart crossings to increase connectivity and safety.

Also see Implementation Strategy 3.4 in the “Places to Live” section of the Plan.



Encourage Safe Walking & Biking to School

The N.C. Department of Transportation's Safe Routes to School (SRTS) program is designed to encourage walking and biking as a mode of transportation for children. Learning how to travel on foot at a young age makes people more likely to do it later in life. There has been ample evidence that shows that children walking to school don't just fight obesity-related health concerns, but actually perform better in school. Safe Routes to School plans are comprehensive school travel plans created for schools to evaluate existing conditions and make an action plan for future work. The SRTS program at NCDOT is changing, and now offers grants of between \$50,000 and \$100,000 for non-infrastructure educational and awareness programs.

Pinehurst Elementary School, in partnership with the Village's Parks & Recreation Department, has implemented several strategies including the "Pinehurst Walks!" program, which includes "Walking Wednesdays" and a "Walking School Bus." In addition, the Village partners with Pinehurst Elementary each year to host an annual "Bike to School Day." These community efforts promote physical activity for students in the Village.

Pinehurst Walks!



Encouraging walking and biking to school is only half of the puzzle, however. The Village must do its part to provide safe connections to the school from the places that students live. Many parents, teachers, and children within walking distance to the school are willing to walk, but the existing infrastructure doesn't support it. Implementing the Comprehensive Pedestrian and Bicycle Plans as previously discussed would help support and improve pedestrian safety.

► Implementation Strategies:

- 4.10 Continue to work with and support the efforts of Pinehurst Elementary School to encourage safe walking and biking by students with clinics.
- 4.11 Pursue a grant through the SRTS program at NCDOT and utilize such funds to implement transportation safety educational and awareness programs.

Also see Implementation Strategies 4.7, 4.8, and 4.9 in this section of the Plan.



Enhance Golf Cart Connectivity & Safety

In 2008, the Village amended the Pinehurst Municipal Code to regulate golf cart operation on Village and state roads in the Village limits. In a community like Pinehurst, golf carts can be an energy efficient and fun way to travel to various destinations that has the added benefit of reducing vehicle trips. During Envision the Village, residents expressed a desire to be able to travel primarily to golf courses and the Village Center in a golf cart.

Because golf carts are prohibited on state roads, there are a limited number of options for golf cart facilities and crossings for some residents in outlying or disconnected single-family neighborhoods.

The Village should review and evaluate the use of golf carts as an alternative transportation method and seek ways to ensure adequate golf cart facilities and crossings exist for residents to access the Village Center and other shopping and dining destinations.

► Implementation Strategies:

- 4.12 Explore ways to expand accessibility of golf carts on Village roads to improve golf cart safety and access to destinations such as golf courses, the Village Center and shopping and dining destinations.

Also see Implementation Strategy 4.9 in this section of the Plan.

Improve Infill Network Design

Modifying the existing roadway network during infill development can help reduce the dependence on arterial roadways. This involves reconfiguring the road network to allow motorists and pedestrians more than one way to reach their final destination and disbursing traffic to multiple routes. Removing dead end cul-de-sacs and installing new roads are common tools used with improving infill network design to help alleviate congestion.

Infill network projects would most likely occur in commercial areas, since adjustments to existing residential neighborhood circulation patterns may prove more challenging.

The Village should look for opportunities to improve infill network designs when reviewing development proposals. This could be especially critical when planning for development and redevelopment in the Focus Areas discussed in the *"Balancing Conservation and Growth"* section of the Plan, especially the Village Place/Rattlesnake Trail corridor (Focus Area 4) and the NC Highway 5 Commercial Area (Focus Area 2). One such example is the previously proposed "organizing spine" in the Village Place area to provide a more direct route to the Village Center from Rattlesnake Trail. See the *"Taking Care of Business"* section of the Plan for additional information.

► Implementation Strategies:

- 4.13 Explore opportunities for transportation network improvements in any new or redevelopment.

Also see Implementation Strategy 5.1 in the *"Taking Care of Business"* section of the Plan.

Reducing Parking Needs and Improving Parking Design

Contrary to some of the comments received during Envision the Village, parking supply overall is not a major issue in Pinehurst. However, there are ways that the Village can improve the availability and location of parking and to better manage parking needs and requirements in the Village.

Parking in Residential and Mixed Use Development Areas

Most existing homes in Pinehurst have garages and ample off-street parking. Most residential areas also have plenty of on-street space available for “party parking” (i.e. overflow parking). The issue with parking in residential neighborhoods is not the amount of parking space available, rather the location of those parking spaces. Parking in the front of houses has a detrimental effect on both walkability and the appearance of the streetscape. Moving parking to the rear of houses, preferably accessed from alleys or rear lanes, places visual emphasis on the front of the house at the street and improves the overall appearance of neighborhoods. Using rear alleys, like those in the Village Center, can also reduce the number of driveways and curb cuts, making for a safer, more pleasant walking experience.

While existing residential neighborhoods likely will not change in terms of parking location and provision, steps can be taken to set standards for parking in future residential areas.

The concept of mixed-use development can also help reduce parking needs. Encouraging mixed-

use development creates opportunities to share parking between businesses that may have different needs at different times. For example, a business that may only be open on weekdays can share parking with a church that is primarily used on weekends. Residential uses can also share parking with office uses, since most residents leave for work at the same time employees arrive to the office, and vice versa. It is important to understand that not all of the parking available to both of these uses is shared. Typically, there is a shared parking factor applied to account for residents who may work from home or work night shifts and still need a place to park during the day.

The Village should encourage parking in the rear of houses and encourage shared parking strategies in new residential and mixed use developments.

► Implementation Strategies:

- 4.14 Consider amending the Pinehurst Development Ordinance to require parking to be located in the rear of the buildings in mixed-use and conservation neighborhoods.
- 4.15 Consider amending the Pinehurst Development Ordinance to provide mechanisms to allow shared parking strategies in mixed-use areas of the Village that have inverted parking patterns.

Parking in the Village Center

Despite feedback from the community suggesting otherwise, there does seem to be plenty of parking in the Village Center on a typical day. The larger Resort parking lots are designed to accommodate peak parking volume, and the Village Center provides both on-street and off-street parking. The perception that parking is limited in the Village is likely due to parking utilization and practices, rather than the actual amount of parking.

As many Village Center businesses have been converted from retail and service uses to offices, employees in the Village have increasingly utilized parking spaces closest to their places of work. This limits the amount of parking available to customers, many of which are visitors, rather than residents, who may not know where else to find nearby parking. The Village should encourage employees in the Village Center and eventually in Village Place to park elsewhere to ensure convenient parking in front of their business. Excessive surface parking can change the character of the Village and encourages less walking, window shopping, and riding of bicycles. See the *"Taking Care of Business"* section of the Plan for a discussion on relocating first-floor office space in the Village Center.

In designating employee and customer parking areas, the Village should avoid "chopping up" parking area designations with 15-minute, 30-minute, 60-minute, two-hour, loading zone, and other types of parking, which can not only make the parking areas less efficient, but can also negatively impact the aesthetics with the proliferation of signage. For similar reasons, the Village should also avoid residential-only parking permit strategies.

Parking in the center of the Village does seem to be an issue during large community events and sometimes large events at the Carolina Hotel, but there are several strategies that can help alleviate

this problem without adding or expanding lots. Expanding transit services and providing parking in remote lots with transportation to event locations could help keep cars out of the Village Center and reduce on-street parking in front of nearby residential homes.

► Implementation Strategies:

- 4.16 Work with Village businesses to identify solutions to minimize employee on-street parking to provide convenient parking for customers.
- 4.17 Expand efforts to utilize shuttle services for Village events that are well advertised and clearly signed to reduce the demand for on-street parking during downtown events, including exploring opportunities to partner with the Resort.

Also see Implementation Strategy 5.10 in the *"Taking Care of Business"* section of the Plan.

Parking in the Medical District

FirstHealth Moore Regional Hospital serves a regional market, and has a "halo" of complementary health care clinics at its periphery, creating one of the few parking shortages in the area. The Village should consider allowing higher multi-level parking structures in the Medical District (Focus Area 3) to address parking shortages in this almost fully developed area that is likely to increase in density in the future. See Focus Area 3 in the *"Balancing Conservation and Growth"* section of the Plan for additional information.

► Implementation Strategies:

See Implementation Strategy 2.6 in the *"Balancing Conservation & Growth"* section of the Plan.

TAKING CARE OF BUSINESS

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Guiding Principle

5

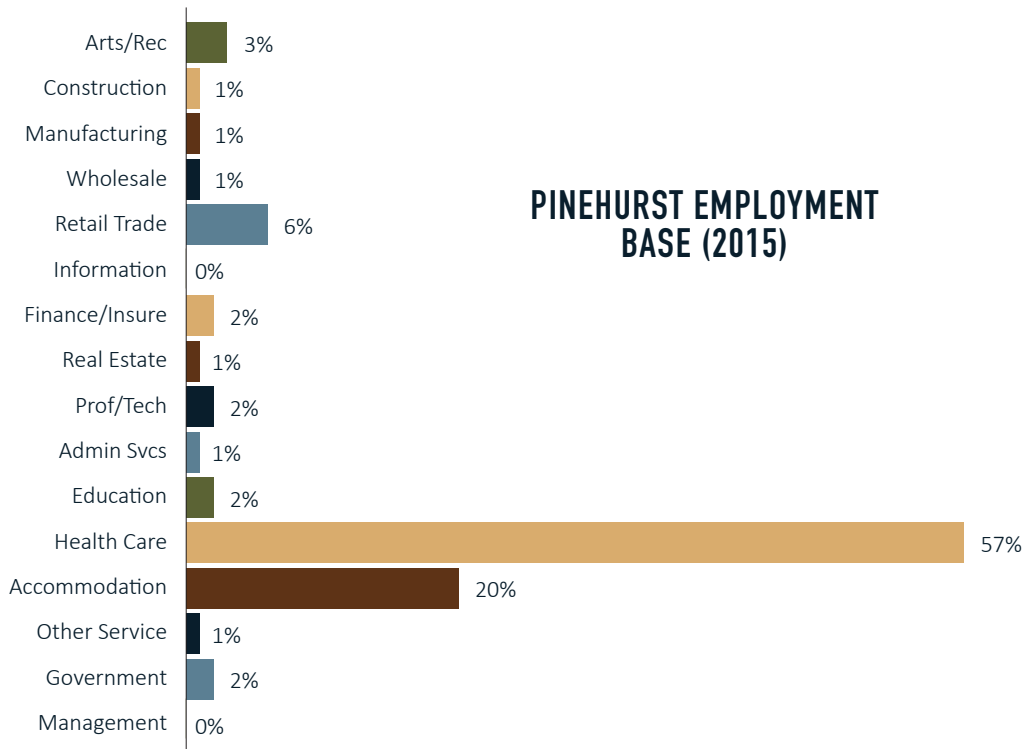
Support the golf, tourism and healthcare industries that make up the economic backbone of the community by encouraging entrepreneurship, supporting diverse and innovative businesses, and developing a thriving arts, culture, and entertainment market. Encourage a variety of shopping, dining, and cultural opportunities for residents and visitors alike.

Economic Overview

The Pinehurst economy is primarily driven by the health care and hospitality markets. Two of the three largest employers in Moore County, according to the NC Department of Commerce, are located in Pinehurst: First Health of the Carolinas, Inc. and Pinehurst, LLC.

First Health of the Carolinas, Inc. is a private not-for-profit health care network that serves 15 counties in the mid-Carolinas. Headquartered in Pinehurst, First Health operates the Moore Regional Hospital and the Reid Heart Center which draw patients from several surrounding counties. Other notable medical clinics that contribute significantly to the health care market include the Pinehurst Surgical Clinic and the Pinehurst Medical Clinic.

Pinehurst, LLC operates the Pinehurst Resort & Spa with nine championship golf courses, including the famed Pinehurst No. 2 course that hosted the 1999 U.S. Open Championship, the 2004 U.S. Open Championship, and the 2014 U.S. Open and U.S. Women's Open Championships (the first and only back to back championships played on the same course). The NC Department of Commerce estimated that the state-wide economic impact of the 2014 Open Championships was in excess of \$140 million in direct spending. The U.S. Open Championship returns to Pinehurst No. 2 again in 2024.



Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

The Village Core

Outside of healthcare and golf, the historic Village Center is the “downtown” of Pinehurst with a mix of retail, office, residential, and lodging uses. The Village Center was conceived by the Tufts family as an amenity for the Pinehurst Resort; a quaint New England-style village with unique shops and dining options. The Village Core includes the downtown area known as the Village Center and the Village Place area to the north of the Village Center (Focus Area 4).

Over the years, the Village has seen a shift in the types of businesses located in the Core. Residents and visitors can still find several pubs and restaurants, a wine shop, a deli, a number of boutique retailers, and a coffee/book shop in the former post office. However, many of the first-floor spaces in the historic Village Center are now occupied by professional offices.

According to data collected from Village business operators, the office market within the Village Center is driven by financial services, insurance and real estate (FIRE), with about 14 such firms occupying approximately 31,100 square feet. FIRE businesses account for about 50% of the total 61,600 estimated square feet of office space located in the Village Core.

There is some concern that office uses have displaced active, consumer-oriented shopping uses in the Village Core. Overall, retail still dominates building use downtown, but the specific location of office uses in highly-visible, well-trafficked locations tends to magnify the perception that office space has taken over the downtown area. Some of these office uses do cater to a “consumer-oriented” clientele, but the pedestrian traffic is lower than that which would typically be generated by active retail.

The presence of unique local retailers can add value to marketing the overall business mix as a destination for tourists and regional trade. Without those unique retailers in key locations, there can be a negative impact on marketing the Village Core as a destination. Ultimately, there should be a healthy balance of uses in the center of the Village, but certainly there is good reason to promote active uses like retail shopping anchors at highly-visible locations.

The Village Center has 35 retail businesses occupying a total of about 60,000 square feet of space. Retail is dominated by apparel and accessories, restaurants, and personal services establishments. There is only limited convenience retail located within the Village Center and no active entertainment venue. The former theater building has been transformed into retail and office uses, and now contains the Village’s George P. Lane Welcome Center.

The Village Center has a few challenges, both actual and perceived, that have prevented it from achieving its full economic potential. Location and size are the primary limiting factors. The curvilinear street pattern and indirect approach can make the Village Center somewhat difficult to find and navigate for newcomers. The smaller human-scale of the buildings make significant redevelopment difficult. Former retail spaces have been converted to office use, resulting in the deactivation of several shopfronts in the Village, making the pedestrian experience less interesting.

As discussed in the “*Moving Around the Village*” section of the Plan, there is also the perception that there isn’t enough parking in the Village, though evidence suggests this may only actually be a problem during large events. When people only have one errand to run in a place, they prefer

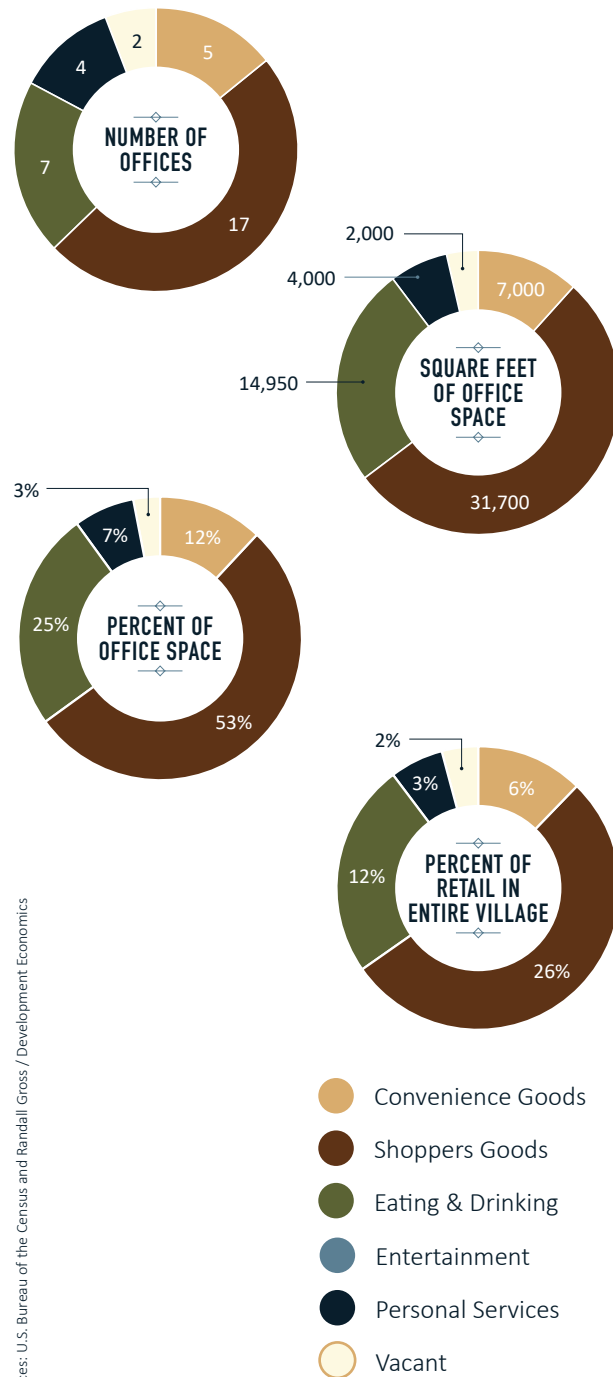
to park as close as possible to the business. However, if they have several things to do, like grab a cup of coffee, visit a gallery, purchase a gift, and meet a friend for lunch they are more likely to park once and walk between businesses.

Recent efforts to redevelop the Village Place area of the Village, just north of the historic Village Center, have helped bring some energy back to the downtown area with the renovation of the historic steam plant and Manor Inn. The 2008 NewCore Master Plan was created in an effort to continue to preserve the unique ambiance of the historic village while planning for infill in the adjacent Village Place area and providing the “downtown” with the critical mass needed to attract consumers. Further plans have also considered the link between the Village Center and any new development in the Village Place area to ensure a cohesive and interconnected Village Core.

During Envision the Village, interviews were conducted with a sample of local businesses in the Village Center to gain an understanding of the business mix, target markets, key sales trends, and other indicators of the existing retail market. According to the business owners, the existing market base is comprised of about 59% local and 41% tourist (on average). Sales average \$193 per square foot, which is fairly good for small specialty districts that lack exposure but is lower than average national productivity levels of \$250 per square foot and higher, depending on type of establishment.

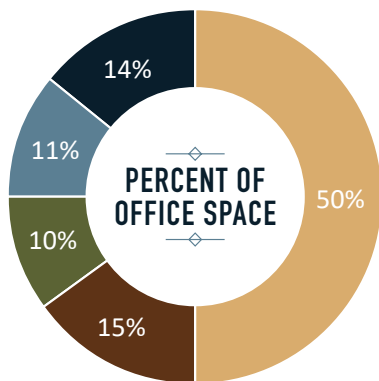
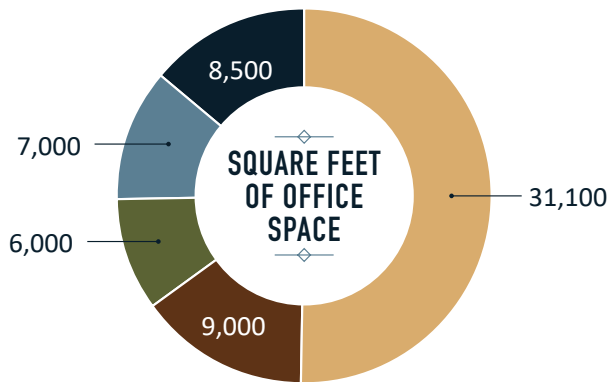
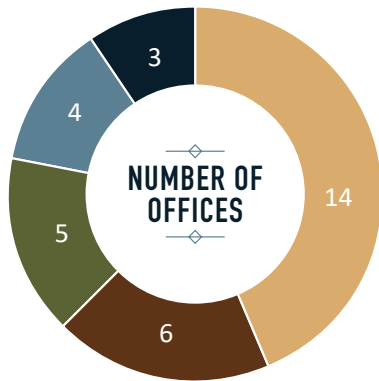
Most of the Village Center businesses have seen modest sales growth over the past five years, ranging from 0% to 15%. Retailers nationally have seen varying growth trends, depending on the impacts of competition not only from brick-and-mortar boxes but also from growing Internet-related sales. Vacancy in the Village Center is relatively low.

RETAIL SPACE BY CATEGORY, PINEHURST VILLAGE, 2018



Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

OFFICE SPACE BY USE, PINEHURST VILLAGE, 2018



- Finance/Insurance/RE
- Medical
- Professional
- Non-Profit
- Business Svcs, Const'n
- Vacant



Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

State & Regional Context

According to the U.S. Bureau of the Census, Pinehurst has a total of about 9,100 jobs within the Village limits. Pinehurst accounts for about 27% of the regional employment base of 33,600 in the Pinehurst-Southern Pines Micropolitan Area.

Pinehurst's economy is dominated by health care, which accounts for nearly 60% of the local jobs base, and tourism with 20%. Thus, just two industries account for nearly 8 out of 10 Pinehurst jobs. FirstHealth is the major regional employer located in Pinehurst, generating many of the Village's direct and indirect health care jobs. Similarly, the community's tourism industry is driven by a single employer, Pinehurst Resort, which generates a substantial direct and indirect share of the Village's accommodation and food service employment. Other jobs, especially in retail (6%), are dependent on local wages in these two industries, as well as on tourism generated through the Resort.

While many of the jobs in Pinehurst are held by local residents, about 60% of Pinehurst's working residents commute out of town for work. Pinehurst's residents commute to a variety of locations, but the most important employment hubs are The Triangle, Charlotte, Fayetteville (including Fort Bragg), and The Piedmont Triad.

Pinehurst's Role in the Regional Economy

Pinehurst is the regional center for both health care and tourism, with nearly 60% of all health care jobs and 40% of accommodation & food service jobs in the metro area. The Village also has a good financial services and real estate presence. But Pinehurst has only 15% of professional and technical jobs, 8% of

administration, 4% of management employment, and 4% of manufacturing jobs in the metro region.

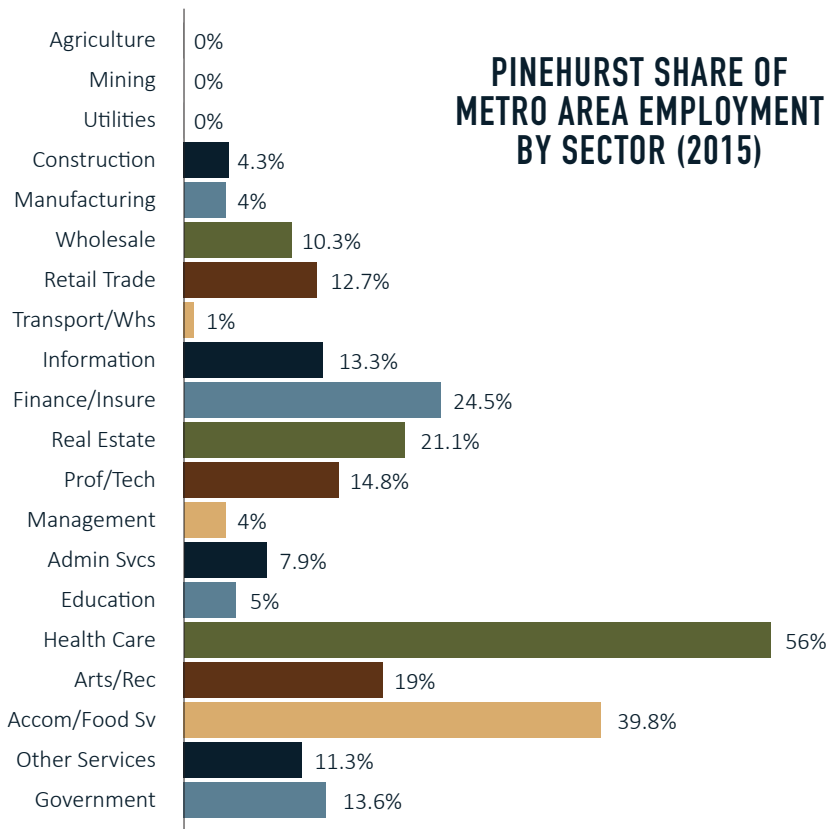
As previously discussed, FirstHealth and Pinehurst resort play a critical role in not only the Village's economy, but the larger regional economy as well.

Demographic Base

Pinehurst had an estimated resident population of 15,580 in 2017, according to the American Community Survey conducted by the U.S. Bureau of the Census. This number was up by approximately 2,450 or 19% since 2010, indicating 2.7% annual growth in population in recent years.

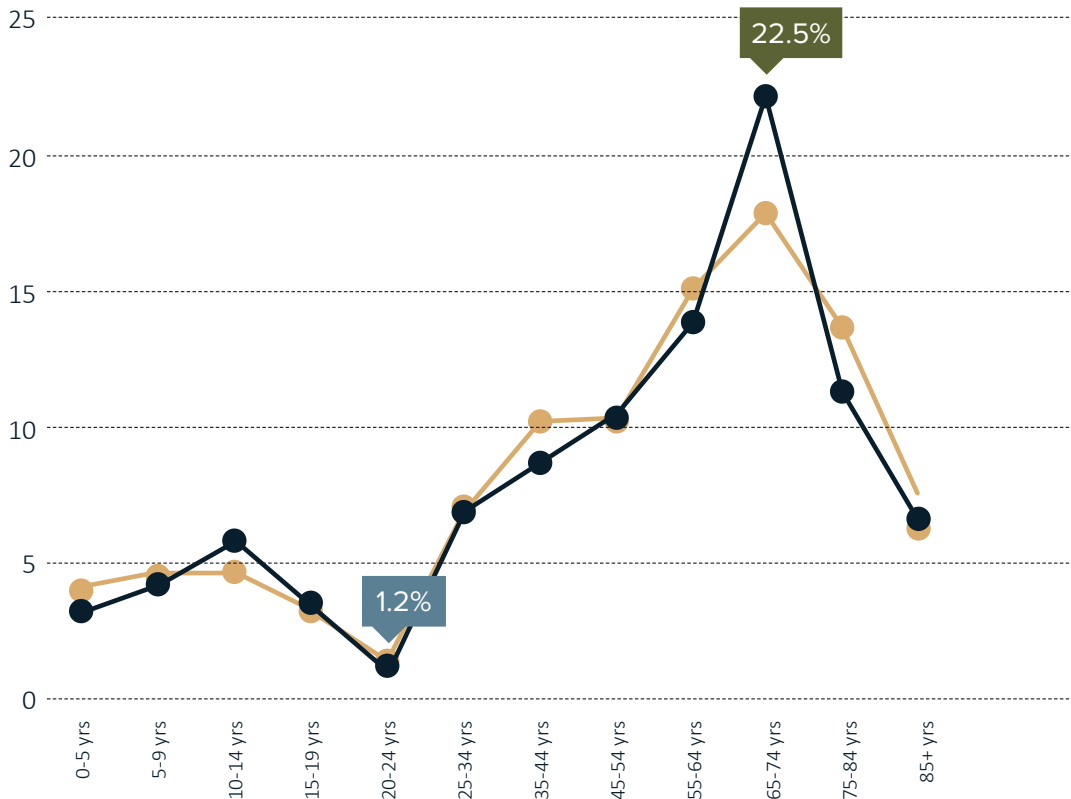
The community is still characterized by its retirement cluster, with a majority of residents (49%) over the age of 60. A plurality of residents (22.5%) is in the 65 to 74 age cohort, representing the largest single age group in the community. Less than 5% of Pinehurst residents are in their 20s (and only 1.2% is aged 20 to 24).

With the exception of Sandhills Community College in the nearby Town of Southern Pines, there are no large colleges or universities in the Moore County, limiting the number of young students or recent graduates to join the labor force. Given the lack of economic opportunity for professionals (outside of the health care sector), few young professional workers are attracted to the community to live. The following chart illustrates the skewed demographic range within the community, which is heavily weighted to Baby Boomers and the senior population.



Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

PINEHURST AGE COHORTS (2010 AND 2017)



Sources: 2017 American Community Survey by the US Census Bureau.

Employment Base

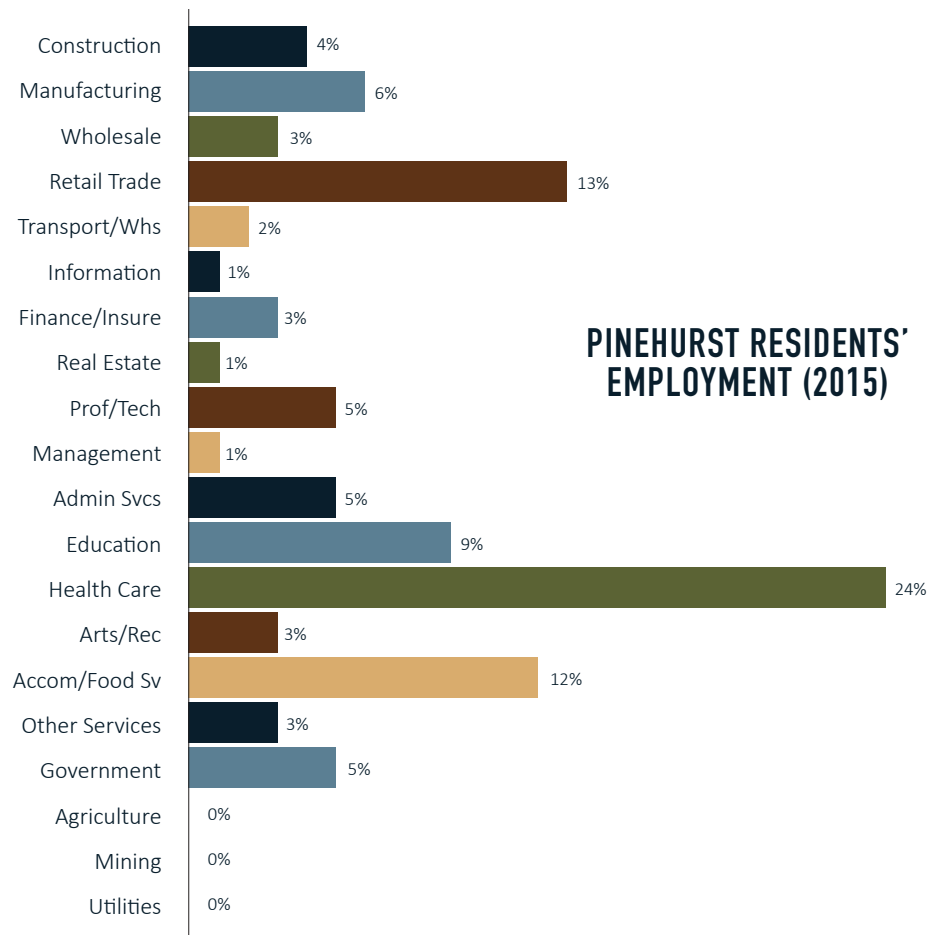
According to the U.S. Bureau of the Census Pinehurst's employment base fell by 16% between 2002 and 2010, with the local economy impacted negatively by the global financial crisis and national recession of 2008-2009. However, since 2010 and the end of the recession, Pinehurst has added 1,200 jobs or 14%, bringing its employment base nearly back in line with its position in 2002.

That being said, there has been uneven change in the various sectors that comprise the local economy. For example, there has been a significant decrease in the number of recreation jobs, represented by golfing industry and the Pinehurst Resort. At the same time, there has been rapid growth in retail trade, and modest growth in health care and tourism overall.

Between 2010 and 2015, the health care sector has added over 100 jobs, accommodation & food service (a proxy for tourism) added about 90,

At - Place Employment Trends, Pinehurst, 2002-2015					
Industry	2002	2010	2015	2002-2015 Change	
				Number	Percent
Agriculture	-	-	-	-	N/A
Mining	-	-	-	-	N/A
Utilities	-	-	-	-	N/A
Construction	95	85	64	(31)	-32.6%
Manufacturing	11	61	68	57	518.2%
Wholesale	49	43	54	5	10.2%
Retail Trade	315	308	550	235	74.6%
Transport/Whs	12	21	6	(6)	-50.0%
Information	22	54	41	19	86.4%
Finance/Insure	165	187	180	15	9.1%
Real Estate	58	90	79	21	36.2%
Prof/Tech	175	346	191	16	9.1%
Management	1	-	13	12	1200.0%
Admin Svcs	226	274	113	(113)	-50.0%
Education	217	302	141	(76)	-35.0%
Health Care	5,108	4,986	5,216	108	2.1%
Arts/Rec	694	496	230	(464)	-66.9%
Accom/Food Sv	1,760	364	1,851	91	5.2%
Other Services	98	89	119	21	21.4%
Government	269	178	174	(95)	-35.3%
TOTAL	9,275	7,884	9,090	(185)	-2.0%

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics



Sources: U.S. Bureau of the Census and Randall Gross / Development Economics

and retail trade added 235 jobs. Recreation, arts & entertainment services lost nearly 500 jobs between 2010 and 2015, a significant decrease in employment in Pinehurst's premier destination activity.

Despite Pinehurst's dependence on health care and tourism, the residents of the community work in a much more diverse set of industries and sectors. Nearly 10% of residents work in education fields, 10% in professional/technical and administrative service jobs, 13% in retail trade, 5% in government, 4% in construction, 3% in finance, and 3% in recreation, among others.

Health care and tourism are important to Pinehurst residents too. Nearly one-quarter of Pinehurst's working residents are employed in

the health care sector and two-thirds of those workers are employed in the Pinehurst area. However, only 20% of local health care jobs (and 26% of local hotel jobs) are held by Pinehurst residents, indicating that even in the largest local industries, most workers are commuting in to Pinehurst from other communities.

Interestingly, about 340 Pinehurst residents work in the manufacturing sector, but there are less than 20 manufacturing jobs in Pinehurst.

The divergence between the local job base and local residents' employment suggests opportunities to grow the local employment base in certain sectors to help reduce commuting and improve the overall quality of life for local residents.

Partners in Progress

The Village of Pinehurst, along with other Moore County municipalities, contracts with the county-wide economic development agency, Partners in Progress, for economic development services.

Recently, Partners in Progress adopted the Moore County 2018-2020 Economic Development Strategic Plan in an effort to pro-actively address several key issues and opportunities that are impacting county-wide economic development. The Partners in Progress strategic plan identifies several key areas as having significant potential for growth and development:

1. Healthcare & Medical Sector - expanding the existing healthcare industry cluster and attracting medical-related businesses
2. Defense & Military Sector - leveraging Moore County's proximity to Fort Bragg

and attracting defense & military-related businesses

3. Golf & Sports Recreation - capitalizing on the "Home of American Golf" brand and creating a golf & sports-related industry cluster
4. Manufacturing - positioning Moore County within the NC Megasite Corridor and attracting niche manufacturing enterprises
5. Rural Transformation - developing opportunities in Moore County's rural and distressed communities through town revitalization and beautification, business enterprise, tourism, and agribusiness.

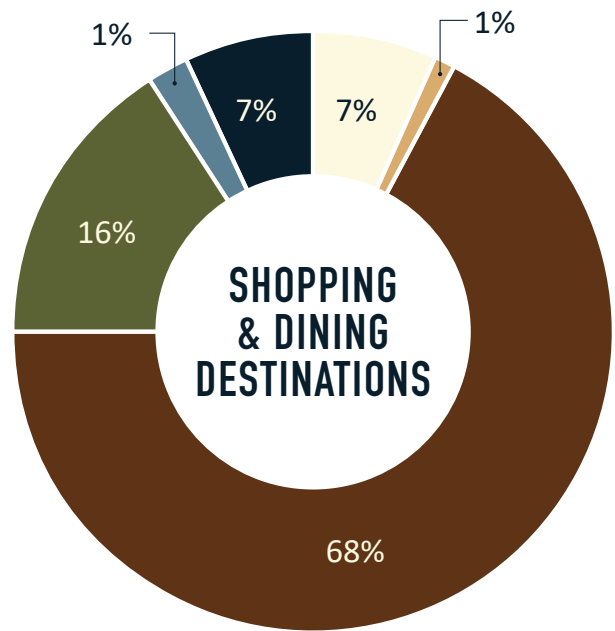
Partners in Progress can be a valuable resource to assist the Village with business recruitment efforts.



Public Input on Retail in the Village

During the Visioning Workshops held as part of Envision the Village, residents were asked to provide input on the types of shopping and dining destinations they would like to see more of in the Village. Walkable mixed-use centers ranked very high, while drive-throughs and big box retail were not desirable. These preferences are in keeping with national trends towards more experiential retail shopping centers.

Residents have also expressed a desire to better integrate Village Place into the traditional Village Center and to strengthen the Village Core by increasing the ratio of ground-floor retail. See the discussion on the Village Place/Rattlesnake Trail Corridor (Focus Area 4) in the “Balancing Conservation & Growth” section of the Plan.



- Shopping Plazas & Centers
- Drive Throughs
- Walkable Mixed Use Centers
- Outdoor Malls
- Big Box Retail and Restaurants
- Delivery and Takeout



Strengthen the Economy

Economic vitality is of critical importance to the Village in order to maintain the amenities and services that contribute to the high quality of life enjoyed by its residents. Recommendations presented in this plan are designed to encourage the Village to explore ways to enhance its economic development position.

Strengthening the economy in Pinehurst is critical to maintaining a job/housing balance in the community and to ensure the Village remains competitive in the growing Tri-Cities region. There is a need for quality business development that satisfies the needs of residents and maintains Pinehurst's character without generating undue commercial development sprawl and related traffic issues.

There is also a need to attract and retain an "engaged" workforce, in an area with a substantial number of retirees, active military, and others who are not available for employment.

Working collaboratively with Moore County Partners in Progress, the Village can strengthen the local economy and provide residents with additional employment opportunities within the Village.

With such a high quality of life, the Village has a strategic advantage that could help position itself to become a premier area to live and work from home, with supporting investment in digital infrastructure. See the "*Supporting Infrastructure & Facilities*" section of the Plan for more information.

Recommendations to strengthen the economy are broken down by various markets in the sections that follow.

Strengthen the Retail Market

The US Highway 15-501 corridor in Southern Pines and Aberdeen represents the center of the commercial market base for the Tri-Cities area. Many of the region's "big box" and chain commercial retailers are located within this node, all of them outside the Pinehurst Village limits. Meanwhile, the Village Center represents the community's specialty retail district, an area packaged with the Resort and golfing community as a destination for tourists and more affluent local specialty shoppers.

During Envision the Village, residents expressed a strong desire to re-establish the Village Center as an experiential retail and entertainment center with a mix of retail, dining, entertainment, arts and cultural offerings. In order to be economically sustainable, the Village Center needs to be a true "park once" place, where residents and visitors can make a whole day of shopping, dining, and enjoying arts and entertainment. In order to remain a daily destination for residents, it must also provide some essential goods and services.

As previously discussed, the location and size of the Village Center has prevented it from achieving its full economic potential. Previous Village Comprehensive Plans and the 2008 New Core Master Plan have identified the area north of the Village Center, or Village Place, as an opportunity to extend the Village Center to increase the critical mass, or size of the Village Center area, to provide the number and types of retail businesses that will attract residents and visitors alike. This concept was widely

supported by Pinehurst residents during Envision the Village and this Plan recommends creating a small area plan to redevelop Village Place. See the “*Balancing Conservation & Growth*” section of the Plan for additional information.

It is important during the small area planning process that the Village also consider opportunities to improve infill network design to make the Village Center and Village Place more easily accessible and interconnected, especially from NC Highway 211 along Rattlesnake Trail. See the “*Moving Around the Village*” section of the Plan for more discussion on the benefits of infill network design.

The Village can take several steps to improve and enhance the retail market in the Village, especially in and around the Village Center, to transform it to the vibrant and thriving downtown that residents and visitors alike desire.

► **Implementation Strategies:**

- 5.1 Explore ways to enhance the streetscape in the Village Core with additional landscaping and other pedestrian improvements such as expanded sidewalks, additional lighting, and signage.

- 5.2 Explore ways to create a commercial spine connecting Village Place and the Village Center.
- 5.3 Promote Village Core retail businesses with business events like “Shop Small in the Village” in order to encourage residents to shop in the Village Core year-round.
- 5.4 Work with the medical community to activate the Village Core with health care related events.
- 5.5 Continue to promote first floor retail and destination uses on the street level, with office and residential uses on upper levels.

Also see Implementation Strategy 2.8 in the “*Balancing Conservation & Growth*” section of the Plan.



This concept drawing is for illustrative purposes only, and is intended to provide an example of the type of streetscape enhancements that could take place in the historic Village Center. In this illustration, angled parking could be replaced with a wider sidewalk, on-street trees and landscaping, and outdoor dining. Creating a more pedestrian-friendly environment can help stimulate retail activity in Market Square.





This concept drawing is for illustrative purposes only, and is intended to provide an example of the type of redevelopment that could further activate the historic Village Center. In this illustration, the triangular surface parking lot could be replaced with a park. This central gathering space could serve as a place for community events and casual gatherings of neighbors and visitors.





Create a Thriving Arts, Culture, & Entertainment Market

Many residents who participated in Envision the Village expressed an interest in enhancing the arts in Pinehurst by adding galleries, music and performing arts venues. Creating a “golf by day, arts by night” environment would help the Village diversify its tourism economy and help retain overnight guests.

The villages and towns in the Sandhills area share much of their arts scene and cultural identity. However, the Village of Pinehurst remains relatively dependent on neighboring communities and larger metropolitan areas when it comes to museums, art galleries, movie theaters, live music and other events.

Some residents of Pinehurst have expressed the desire for more cultural resources and opportunities within the Village, independent of those offered in the greater Sandhills area. They

see bringing new cultural events and increasing the presence of art throughout the community as a way to give the Village an identity that is more rooted in arts and culture. Preserving the small-town ambiance while encouraging a more creative community and Village-wide events creates opportunities for interaction between residents from different parts of the community, while giving visitors new reasons to visit the Village of Pinehurst.

The Village’s primary cultural resource is the Given Memorial Library and Tufts Archives, which share a building on the north end of the Village Green in the Village Center. The Tufts Archives is a non-profit organization dedicated to the preservation of memorabilia and records related to the unique history of the Resort and Village. As discussed in the “*Supporting Infrastructure & Facilities*” section of this Plan, the Village is currently in the process of conducting a Library Services Needs Assessment to determine the community’s desires for library services.





An active arts community and unique local culture is essential to maintaining a high quality of life and attracting residents, visitors and businesses to Pinehurst.

Arts-Related Business Opportunities

The Village can also expand the arts with the development of shared creative spaces, such as art studios and galleries, and spaces for artistic light industry, such as pottery, furniture making, ceramics, glass blowing, and woodworking. These types of spaces could provide opportunities for professional artists and retired hobbyists alike. The Village Place area may be an appropriate location for these types of businesses in the future. See the discussion on Focus Area 4 in the “*Balancing Conservation & Growth*” section of the Plan.

Visual & Performing Arts

Many participants in Envision the Village expressed interest in having more galleries, music, and performing arts in Pinehurst. Involvement in the arts provides children (and adults alike) opportunities to develop their creativity, social skills, goal achievement, communication, and self-esteem.

The Village of Pinehurst benefits from its location in the greater Sandhills area when it comes to the performing arts. The Village and Resort provide opportunities to enjoy films, live music, and performances by both local and traveling artists. However, there are relatively few small privately-owned art galleries in the Village.

Art classes are available, but limited, in the Village. The Parks and Recreation Department currently offers an adult painting class and photography courses, as does Sandhills Community College (SCC) through their Center for Creative Living. SCC also offers several camps for children. There are opportunities to expand these types of art experiences in the Village, by exploring ways for residents to share their artistic talent through exhibits, locally-produced public art, resident-taught classes, and social gatherings with a focus on arts and crafts.

The Artists League of the Sandhills is a local group of artists with over 150 members, many of whom are Pinehurst residents. The organization has a studio space, classrooms, galleries and a library in nearby Aberdeen. They provide classes and workshops in painting, drawing, and other media, all of which are available to residents in the region for a fee. The Village of Pinehurst could work with this valuable resource and the local artist community to commission art pieces and identify public locations where they could be installed.

The Arts Council of Moore County (ACMC), located in Southern Pines, is a valuable regional resource, providing high-quality arts programming and community entertainment. Their mission is to inspire and strengthen the community through the arts by hosting visual and performance artists at a variety of locations throughout Moore County, including Pinehurst.



The ACMC offers a number of Youth Programs to children in Moore County, including the Missoula Children's Theatre Residency, Young People's Fine Arts Festival, and Summer Art Camps. In addition, the ACMC partners with Moore County Schools to offer the Performing Arts in Moore Schools (PAMS) Program, which brings professional performing artists to schools in Moore County.

The Judson Theatre company, in residence at Sandhills Community College in Southern Pines, is the only professional theatre company in Moore County. They put on two classic performances a year and provide an education program in collaboration with Moore County Schools, making performances available at no cost to MCS public high school students.

The Village's Shakespeare in the Pines series takes place over several nights in June. This free event is put on by the Uprising Theatre Company and is held annually in Tufts Park in the Village Center.

As discussed in the "*Supporting Infrastructure & Facilities*" section of the Plan, Village residents have expressed a desire to have an outdoor amphitheater and a theatre & performing arts center in the Village. These types of venues could help to expand performing arts offerings in the community and broader Sandhills region.

Events and Festivals

A number of festivals and performing arts events take place in the Village of Pinehurst every year, offering a range of entertainment opportunities to residents and visitors alike. Some of Pinehurst's most well-loved and attended events include:

1. Live After Five Concert Series
2. Holly Arts & Crafts Festival
3. Christmas Tree Lighting
4. Fourthfest
5. Matinée Races
6. St. Patrick's Day Parade
7. Eats, Beats & Brews
8. Kinderfest and Oktoberfest
9. Celebration of the Military Child
10. Sandhills Farmers Market

The Village has a tremendous opportunity to create a thriving arts, culture, and entertainment market to be enjoyed by both Pinehurst residents and visitors alike.



► Implementation Strategies:

- 5.6 Coordinate efforts between Aberdeen, Southern Pines & Pinehurst to expand arts and cultural facilities and experiences in the region.
- 5.7 Continue to support existing special events and festivals while exploring additional opportunities for unique events and festivals that showcase the history and culture of Pinehurst.
- 5.8 Foster external partnerships with private organizations (e.g. Sandhills Community College, The Artists League of the Sandhills, the Arts Council of Moore County, etc.) in order to share cultural resources between public and private entities and bring arts exhibitions and education opportunities to Pinehurst.
- 5.9 Consider public/private partnerships to locate artist studios and galleries in the Village Center and Village Place (e.g. Starworks glass blowing) to enhance the character of the Village and expand the arts.
- 5.10 Coordinate with the Resort and local transportation services to provide transportation between arts and entertainment venues in the Village.

Also see Implementation Strategy 4.17 and in the "*Moving Around The Village*" section of the Plan.

Also see Implementation Strategies 6.13 and 6.14 in the "*Supporting Infrastructure & Facilities*" section of the Plan.

Strengthen the Golf, Hospitality & Tourism Market

Lodging

The regional lodging market area includes Pinehurst, Southern Pines and Aberdeen, which collectively have about 2,040 hotel rooms and 123,000 square feet of meeting space, according to the Moore County Convention and Visitors Bureau (CVB).

The famed Carolina Inn, the Holly Inn, and the recently renovated Manor Inn owned by Pinehurst Resort are all located in the Village Center and offer a combined 428 rooms. Resort properties boast 21% of the regional market for rooms and 65% of the market's meeting space, according to the Moore County CVB. In addition, there are two other bed and breakfast inns located in the Village Center including the Magnolia Inn and the PineCrest Inn.

Based on 2017 data from the Moore County CVB, the lodging market had an average annual occupancy of 58.5%, down from 60.8% in 2016 and somewhat below the national standard of 62% typically required as a threshold for the financial viability of hotel properties. The average daily rate was \$141.50, up from \$137.60 in 2016. Revenue per room (REVPAR) was \$82.75, down slightly from the previous year. The Moore County CVB recorded about 1.25 million visitors, including 7,850 people attending meetings and conferences in the area in 2017.

Recreation & Tourism

The Resort is in the process of broadening its market base in part due to a continued decline in golf participation rates nationwide. The Village overall has seen a shift in preferences when it comes to recreation and tourism, most likely the result of changing demographics. There is demand for additional options for both residents and visitors, including non-golfers and day trippers. Some new venues, including The Cradle, have been integrated into the Resort's facilities to appeal to non-traditional golfers.



Golf and tourism are two of the most important industries in Pinehurst in terms of employment, land use and reputation. It is important to support the Resort and other businesses that cater to these industries in order to maintain Pinehurst's identity as a premiere golf and hospitality destination.

An observation made during Envision the Village is that newer tourists represent a lower income demographic than in the past. There is some desire to attract higher-income visitors and tourists to help restore the perceived traditional market for Pinehurst's recreation, lodging and retail.

As evidenced by the popularity of "The Cradle" short course at the Resort and golf/entertainment hybrids like Top Golf in other communities, the way people play golf is changing. There are opportunities to diversify the types of attractions, businesses and amenities available to golf enthusiasts in Pinehurst. Community members voiced an interest in having a golf museum, a US World Golf Hall of Fame, or even an entertainment venue offering virtual reality golf, where participants can "play" courses all over the world. Pinehurst has an unparalleled

advantage when it comes to attracting players and fans of golf, but will need to adapt as the needs and desires of those people change.

Historic tourism is also an area the Village could expand to increase the tourism market and showcase the Village's rich history.

► Implementation Strategies:

- 5.11 Work with Pinehurst Resort to explore opportunities to further activate the Village Core and other nodes of activity with golf-related businesses and uses, such as a golf museum.
- 5.12 Consider the development and implementation of a historic tour mobile application to promote historic tourism, the Village as a destination, and assist visitors with navigation.

Also see Implementation Strategies 5.1 through 5.10 to strengthen the retail, arts, culture, and entertainment markets in this section of the Plan.



Strengthen the Office Market

As noted in the Economic Overview, much of Pinehurst's local employment base is driven by FirstHealth and the overall health care services industry. This employment has translated into demand for spin-off medical and health care professional office space. A substantial medical office node has developed around the hospital, offering the full complement of medical and health care services and related support (insurance, banking, etc). See the "*Balancing Conservation & Growth*" section of the Plan for more discussion on the medical district (Focus Area 3).

Creative spaces such as co-working spaces, accelerators, maker-space and hybrid concepts are thriving in the US. These spaces have witnessed dramatic growth in the last five years and are expected to continue these patterns as businesses and entrepreneurs rethink the traditional work environment. Co-working spaces could benefit residents in the military and their spouses, who often have non-traditional entrepreneurial jobs and may require temporary office space.

Approximately 12% of workers in Pinehurst report working from home. Co-working spaces can help expand opportunities for residents who may need additional space or meeting options.

Seeking ways to bring high-speed broadband and wireless service, as discussed in the "*Supporting Infrastructure & Facilities*" section of the Plan could aid in expanding the "work from home" market.

See the "*Balancing Conservation & Growth*" section of the Plan for a discussion on Focus Areas where additional office uses may be established, including the Highway 5 Commercial Area (Focus Area 2), the Medical District (Focus Area 3), the Village Place/Rattlesnake Trail Corridor (Focus Area 4) and the Highway 211 Commercial Area (Focus Area 5).

► Implementation Strategies:

- 5.13 Identify appropriate areas for office uses in the Village, encouraging new office spaces in employment centers.
- 5.14 Identify potential locations for co-working and creative entrepreneurial spaces in the Village and strategies for implementation.

Also see Implementation Strategies 2.3, 2.4, 2.5, 2.6, and 2.8 in the "*Balancing Conservation & Growth*" section of the Plan.

Also see Implementation Strategy 6.1 in the "*Supporting Infrastructure & Facilities*" section of the Plan.

Strengthen the Health Care Market

As previously discussed, with the growth of the medical industry, Pinehurst has emerged as a center for health care and related industries in the region. There is a real opportunity for the development of additional medical-related businesses in the Village. These types of uses should be centered around the Medical District identified in the *"Balancing Conservation & Growth"* section of this Plan as Focus Area 3. In addition, the Highway 5 Commercial Area (Focus Area 2) also provides interesting opportunities to target medical, life science, and research facilities to create an "Innovation Hub."

► Implementation Strategies:

See Implementation Strategies 2.3, 2.4, 2.5, 2.6, and 2.7 in the *"Balancing Conservation & Growth"* section of the Plan.

Also see Implementation Strategy 6.1 in the *"Supporting Infrastructure & Facilities"* section of the Plan.



Create Nodes of Mixed Use Development

New development and redevelopment could target a balanced mix of uses in key nodes throughout the Village to include employment, retail, office and living. By identifying appropriate locations, the Village can maximize the impact and functionality of such districts. Currently, the only mixed-use node in the Village limits is the Village Center.

Pinehurst has opportunities beyond the Village Center to create nodes where mixed-use development can thrive in walkable districts that offer a variety of housing types, office settings, retail, entertainment, and dining options.

The *"Balancing Conservation & Growth"* section of the Plan details opportunities for future development and redevelopment in specific Focus Areas of Pinehurst to possibly create nodes of mixed-use development. These opportunities will create additional space for needed uses, but also a more well-rounded community that will be attractive to a wider audience of residents, entrepreneurs and investors.

Three Focus Areas where mixed-use development may be appropriate, based on input from Pinehurst residents, include:

1. Extra-Territorial Jurisdiction (Focus Area 1)
2. Highway 5 Commercial Area (Focus Area 2)
3. Village Place/Rattlesnake Trail Corridor (Focus Area 4)

Mixed use developments create a "built in" customer base for the uses on the ground floor, allow for a variety of housing options, encourage a broader range of household types to locate in a community, and can reduce vehicle trips on main

roads if they contain the services and amenities needed by residents in the development.

See the *"Balancing Conservation & Growth"*, *"Moving Around the Village"*, *"Moving Around the Village"*, and *"Places to Live"* sections of the Plan for more information.

► Implementation Strategies:

See Implementation Strategies 2.1, 2.3, 2.8, in the *"Balancing Conservation & Growth"* section of the Plan for strategies related to creating mixed-use development areas in the Focus Areas.

See Implementation Strategies 4.1, 4.2, 4.5, 4.9, 4.13, 4.14, and 4.15 in the *"Moving Around the Village"* section of the Plan.

See Implementation Strategies 6.1, 6.11, and 6.12 in the *"Supporting Infrastructure & Facilities"* section of the Plan.

Reinforce Branding & Marketing

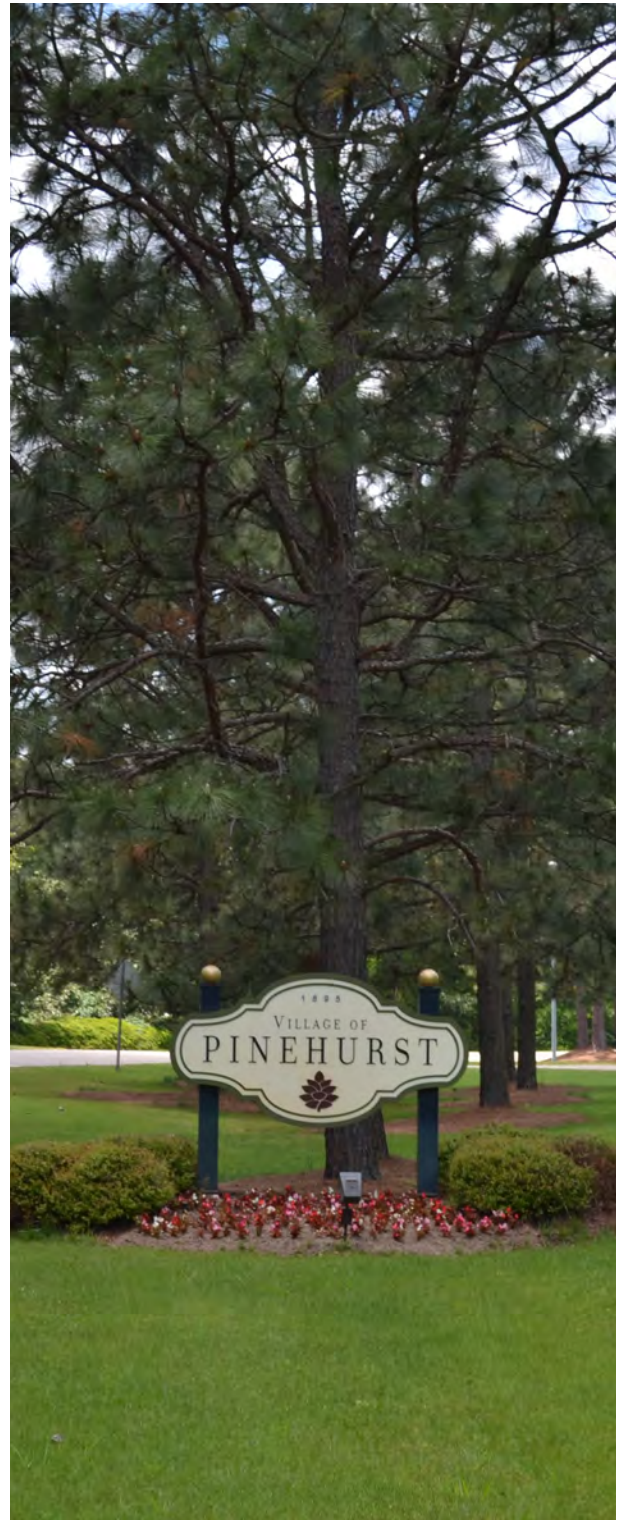
Creating a distinct marketing and branding position can help the Village encourage economic investment and expand the customer base for local businesses. New business development can be encouraged by marketing the Village as a place to live and work. Marketing can also help existing businesses recruit qualified candidates who seek the high quality of life that Pinehurst offers.

With an investment in high-speed digital infrastructure, as discussed in the “Supporting Infrastructure & Facilities” section of the Plan, Pinehurst could also market itself as a premier place to both live and work from home.

Currently, the Village markets Pinehurst as a wonderful place to live, but could benefit economically from expanding its marketing and branding efforts.

► Implementation Strategies:

- 5.15 Continue to promote the character and quality of life of Pinehurst as a place to live and work, including marketing destination businesses, visitor attractions, and recreational amenities in the Village.
- 5.16 Continue to reinforce the Village’s branding and marketing strategy to promote the Village as a key location in the region for healthcare, tourism, and business development.



SUPPORTING INFRASTRUCTURE & UTILITIES

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Guiding Principle

6

Ensure supporting infrastructure and community facilities exist to meet the needs of existing and future Pinehurst residents, businesses, and visitors. Partner with other providers to plan for and expand infrastructure as necessary to ensure a high quality of life.

Role of Infrastructure in Shaping the Village

Governments have certain responsibilities to construct, operate, maintain, and replace community facilities and infrastructure to keep pace with existing and future development patterns. Some types of infrastructure are planned and funded solely by the Village of Pinehurst, while others are provided by Moore County, Moore County Schools, the State of North Carolina, or other public and private partners.

The type, location, and capacity of infrastructure in the community are critical to the Village's abilities to support appropriate development and provide a high quality of life for Pinehurst residents. It is also critical to manage the cost and timing of needed improvements, by prioritizing and planning infrastructure expansions in future capital and operating budgets.

A description of important infrastructure issues and an inventory of community facilities and infrastructure provided in Pinehurst follows. This includes infrastructure provided by both the Village and outside partners that residents, businesses, and visitors use to meet their daily needs.

The size and location of infrastructure influences growth in Pinehurst by providing a framework for its development. Anticipated growth in the Village will likely place increased demands on infrastructure that in some cases is already in need of expansion to meet today's needs. Future investments in community infrastructure (physical facilities and increasingly digital) need to address existing problems caused by inefficient, lower-density, and single-use development patterns in the Village.

Future development in the planning Focus Areas described in the "*Balancing Conservation & Growth*" section of the Plan will require critical decisions to ensure infrastructure is in place to address existing deficiencies and serve new development in a way that does not threaten the Village's character and authenticity. Infrastructure-based policies in Pinehurst, including targeted public investments, capital improvement programming, development phasing, and service provider coordination, can help Village officials respond to the anticipated timing of growth using the location and availability of infrastructure capacity.

Who is Responsible?

As previously mentioned, maintenance of publicly owned community facilities and infrastructure in Pinehurst is generally provided by the Village, Moore County, Moore County Schools, and the North Carolina Department of Transportation. In addition, Duke Energy, Piedmont Natural Gas, and private developers are also responsible for installing and maintaining infrastructure in Pinehurst. Residents, business owners, and visitors expect a well-coordinated and streamlined system to manage future development patterns to meet the needs of the community. A brief summary of service provider responsibilities is provided below.



Village of Pinehurst

The Village is responsible for most services provided to Pinehurst residents, including police protection, fire protection, development services, streets and grounds maintenance, storm water management, solid waste collection, parks, and recreation programs. Responsibilities are spread among several departments using in-house staff and outside contractors to build, operate, maintain, and replace infrastructure. Major facilities and infrastructure used to provide these services are identified in the following section of this Plan.

County of Moore

The County of Moore is responsible for water and sewer service in much of Pinehurst. The Moore County Public Utilities (MCPU) division within the County operates as an enterprise fund, meaning the government-owned utility operates like a business with a separate governing board that sets rates and plans for capital construction, operations, maintenance, and replacement.

Moore County Schools

Moore County Schools is an autonomous entity from the County of Moore and operates with a separate governing board of education. Moore County Schools is responsible for instruction, operations, and capital planning for K-12 public schools throughout the county. Pinehurst Elementary School is located within the Village's municipal limits but students attending may live in an attendance area that is not dictated by Village limits or jurisdiction. Other K-12 schools attended by Pinehurst students are located outside of the Village's corporate limits.

North Carolina Department of Transportation

The North Carolina Department of Transportation (NCDOT) is responsible for building, operating, maintaining, and replacing major state roads and highways in Pinehurst. This does not include local streets owned and maintained by the Village or private streets in gated communities.

Duke Energy

Duke Energy Progress provides electricity to residents and businesses in Pinehurst. The utility is responsible for maintaining and increasing capacity in the local power grid to meet existing and future needs. High-power transmission lines, substations, and utility poles are all part of the infrastructure needed to deliver electricity. The utility is also responsible for tree and vegetation maintenance around power lines.

Piedmont Natural Gas

Piedmont Natural Gas provides natural gas to residents and businesses in Pinehurst. The utility is responsible for maintaining and increasing capacity in the local storage and distribution system to meet existing and future needs. Large and small diameter pipelines and storage facilities are part of the infrastructure needed to deliver natural gas.

Private Developers

Some private developers build certain infrastructure such as streets, water lines, and sewer lines to serve new development and dedicate it to the Village, Moore County, or the NCDOT when the project is complete. One of these agencies then operates and maintains the infrastructure after acceptance, and is responsible for increasing capacity or re-building it once its useful life has expired.



Baseline Inventory & Assessment

Overview of Existing Community Facilities & Infrastructure

A description of major community facilities and infrastructure provided by the Village and outside partners that are used to provide services to Pinehurst residents, businesses, and visitors follows.

Police Station

The Village of Pinehurst provides police protection from its headquarters at 420 Magnolia Road.

Fire Stations

The Village of Pinehurst provides fire protection for a service district that includes Pinehurst, Taylortown, and rural portions of Moore County from two stations. Station 91, the main station, is located at 405 Magnolia Road. A substation, Station 92, is located at 15 Parker Lane.

Public Services Complex

The Public Services Complex is located at 700 McCaskill Road East and consists of four buildings: 1) office building, 2) fleet maintenance building, 3) equipment storage building, and 4) storage and vehicle wash building. Fuel pumps and storage bins for materials are also located on the 5.4 acre site in Village Place.

The Streets and Grounds Division of the Village's Public Services Department maintains approximately 107 miles of paved streets, 19 miles of pedestrian walkways, road signs, and public landscaped areas in the right-of-way.

The Solid Waste Division of the Village's Public Services Department provides garbage, recycling, and yard waste pickup service to over 8,400 households in Pinehurst. Solid waste is deposited in the Moore County Landfill, located on NC Highway 5, using automated and semi-automated trucks.

Village Hall

Village Hall is located at 395 Magnolia Road and houses the operations of the Planning & Inspections, Parks & Recreation, Information Technology (IT), Human Resources, Financial Services, and Administration Departments.

Community Center

In late 2018, the Village broke ground on a new 19,693 square foot community center that will include a full-size gymnasium and rooms for arts and crafts, special programs, wellness programs, and other activities. It will also include offices for Parks and Recreation staff who will relocate from Village Hall when the community center opens in late 2019.

Parks and Greenways

The Pinehurst Parks and Recreation Department maintains four community parks totaling 193 acres: 1) Cannon Park, which includes Camelot Playground and the new Community Center, 2) Rassic Wicker Park, which includes an in-line hockey rink, playground, splash pad, tennis courts, and the Arboretum, 3) West Pinehurst Community Park, and 4) James W. Tufts Memorial Park. In addition, the department maintains over 7 miles of greenway trails throughout the Village.

Harness Track and Fair Barn

The Parks and Recreation Department operate the historic Harness Track facility and Fair Barn located at 200 Beulah Hill Road South. The Fair Barn is the oldest surviving fair exhibition hall in NC and is an event venue available to the public for rent. The Harness Track facility is a winter training center for Standardbred horses with a 1 mile, 5/8 mile, and ½ mile tracks and 17 barns on 111 acres.

Storm Water Facilities

The Streets & Grounds Division of the Public Services Department maintains storm water facilities in the Village that include inlets, street and roadway gutters, roadside ditches, small channels and swales, and underground pipe systems which collect storm water runoff and transport it to structural control facilities. The Village completes several drainage projects annually to address storm water issues throughout the Village.

Impervious surfaces such as roads, parking lots, and buildings, interfere with the ability of rain water to soak into the ground. Storm water runoff from a rain event travels quickly across impervious surfaces, picking up sediment and pollutants, and carrying them to nearby lakes and streams. The simultaneous increase in both water quantity and suspended sediments leads to stream erosion and degraded water quality.

The Village does not support a storm water utility for planning, programming, and coordinating storm water improvements at this time and a complete inventory of all Village storm water facilities does not exist.

Water System

The water system in Pinehurst is owned and operated by the Moore County Public Utilities Division, a part of the Moore County Public Works Department. A total of 17 wells located throughout the Village supply Village residents with potable water. In addition, Moore County Public Utilities (MCPU) purchases bulk water from Southern Pines, Aberdeen, and Harnett County. Through an agreement with Harnett County, MCPU has purchased up to 3 million gallons per day (mgd) of plant capacity from their 42 mgd water treatment plant to ensure a sufficient water supply for Pinehurst. There is one pressure zone in the Village that is pressurized by four elevated storage tanks.

Most areas in the Village's planning jurisdiction, including portions of the southwest extra-territorial jurisdiction (ETJ) are inside the MCPU water service area. Exceptions to this include the Country Club of North Carolina, which is served by a water system that is owned and operated by the Town of Southern Pines, and Clarendon Gardens that has a private water system.

In accordance with the Moore County Water & Wastewater Development Ordinance, developers are responsible for extending and upgrading water facilities to serve new development.

Officials for MCPU are currently developing a 20-year plan to model the growth and project water infrastructure needs that will incorporate the development types, locations, patterns, and intensities depicted in the Village's Conservation and Growth Map to ensure adequate capacity to meet anticipated water demands in the future.

Sewer System

The sewer system in Pinehurst is also owned and maintained by MCPU. The sewer system is a gravity collection system consisting of manholes, sewer mains, pumping stations, and force mains. Sewer flows from Pinehurst, and other municipalities in the southern part of Moore County, are transported through large sewer interceptors to the County's Water Pollution Control Plant that is located in Addor. The plant is currently at about 55% of capacity.

Any new development, other than infill development of residential lots, will require construction of new collection systems, sewage pump stations and force mains to transport the additional flows to large interceptors.

In accordance with the Moore County Water & Wastewater Development Ordinance, developers are responsible for extending and upgrading wastewater facilities to serve new development.

Officials for MCPU are currently developing a 20-year plan to model the growth and project sewer infrastructure needs that will incorporate the development types, locations, patterns, and intensities depicted in the Village's Conservation and Growth Map to ensure adequate capacity to meet anticipated demands in the future.

Transportation System

A summary of the Village's transportation system, including Village and state owned roads, sidewalks, and greenways is provided in the "*Moving Around The Village*" section of the Comprehensive Plan.

Schools

Moore County Schools includes seven locations serving residents in the Village of Pinehurst planning area (i.e. Village limits plus the extra-territorial jurisdiction): Pinehurst Elementary School, West Pine Elementary School, Aberdeen Primary School, Aberdeen Elementary School, West Pine Middle School, Southern Middle School, and Pinecrest High School. Total enrollment in the schools was 5,421 for the 2017/18 school year. More information on individual schools and current school attendance areas is available on the Moore County Schools website (www.ncmcs.org).

Officials for Moore County Schools are reviewing school attendance areas for the school district in anticipation of four new elementary schools that will open by 2022.

Pinehurst Elementary School will be demolished in 2019 and a replacement facility will be constructed in the same location on Dundee Road to house 800 students. The new school will be open to students in August 2021. A temporary school campus for Pinehurst Elementary School was recently located at Rassie Wicker Park.

Public Input on Community Facilities

During the Visioning Workshops held as part of Envision the Village, residents were asked to provide input on the types of new community facilities they would like to see in the Village. The most frequently chosen options included a public library, an outdoor amphitheater, and an indoor theater/performing arts center. These results provided valuable insight into the community's interests in developing arts and culture in the Village. See the "Taking Care of Business" section of the Plan for additional information on creating a thriving arts, culture, and entertainment market.



- Outdoor Sports Facility
- Community Pool
- Outdoor Amphitheater
- Public Library
- Senior Center
- Theater & Performing Arts Center



Expand & Enhance Facilities & Infrastructure

As previously discussed, because the Village of Pinehurst is such a desirable place to live, work, and visit, it is reasonable to assume that the Village will experience growth in population and employment that will place additional demands on community facilities and infrastructure in the future. If such demand based growth does not occur within Pinehurst's jurisdiction, then it will generally occur just outside Pinehurst's jurisdiction and place similar demands on Village facilities and infrastructure.

During Envision the Village, residents indicated preferences for development and redevelopment in the Focus Areas that are discussed in the "*Balancing Conservation & Growth*" section of the Plan that can help guide decisions on the expansion and enhancement of facilities and infrastructure. Well-planned infrastructure expansions and enhancements can help ensure a high quality of services provided and ultimately lead to a higher quality of life.

Become a Digital Village

In today's idea-based economy, where creativity and innovation are often valued more than experience and seniority, a new type of business environment has taken shape. The Internet and other technologies have reduced the needs for physical office space, the time spent at a desk, and longer commutes for some industries. Information technology infrastructure, specifically high-speed, high-quality Internet service, is essential for Pinehurst if it wants to recruit high-tech businesses, the creative people they target as employees, and a growing group of entrepreneurs that strengthen a community.

Improving high speed Internet and wireless service infrastructure in Pinehurst could aid in business recruitment efforts for the Focus Areas discussed in the "*Balancing Conservation & Growth*" section of the Plan and position the Village as the "Best Place to Live and Work at Home." It could also support the large number of professionals who visit the area for work or recreation who need access to high speed Internet while visiting Pinehurst.

In 2018 and 2019, the Village was named a Digital City by the Center for Digital Government in recognition of leveraging data to improve a wide range of Village services and initiatives. However, additional data, tools, and platforms for even more interactive, two-way communication between the Village and its customers could be explored in the future. The Village has opportunities to build on initiatives to become a leading-edge "Digital Village" and provide greater access to information and analysis via the

Internet with the implementation of new higher-speed Internet and mobile services capabilities such as 5G.

Village officials could also significantly expand its use of Geographical Information Systems (GIS) to allow both staff and the public access to useful geospatial data by implementing the recently prepared GIS Strategic Plan. New web-based GIS platforms that let people review information in 2D and 3D mapping environments and provide digital comments via virtual push pins, similar to exercises on www.envisonthevillage.com, could be useful tools. Downloadable data and maps from the website could also be saved and formatted in a way to easily disseminate data to residents, business owners, and visitors to the area (a.k.a. a Smart City Hub in one location). Sensor data in the Village - pedestrian counters, parking space monitors, weather stations, etc. - could help provide real-time information to users of the website or specific web applications.

► Implementation Strategies

- 6.1 Evaluate ways to partner with private entities to bring high-speed broadband Internet and wireless access to Pinehurst. Target areas of the Village that will support near-term economic recruitment initiatives for technology firms and medical-related industries.
- 6.2 Implement the GIS strategic plan to leverage a wide array of GIS tools to better communicate geo-spatial data.
- 6.3 Convert static maps to online interactive digital maps accessible on the Village website.

Also see Implementation Strategies 5.12, 5.13, 5.14, and 5.15 in the “*Taking Care of Business*” section of the Plan.

Expand & Enhance Village Owned Facilities & Infrastructure

While the Village was founded in 1895, it was only incorporated in 1980. Since then, the Village has experienced significant growth in the population that has placed pressure on existing infrastructure. Some of this infrastructure has been expanded in the past 20 years or so, but some facilities and infrastructure may need to be evaluated for future expansion, given anticipated growth in the future. It is important that the Village plan for potential expansions by anticipating the needs of the community in the future.

Fire Stations

The Village of Pinehurst recently conducted an in-depth analysis of fire emergency response rates and identified an opportunity for improvement, especially in the western portion of the Village limits. As a result of the evaluation, the Village Council approved staff recommendations to identify potential locations for a third fire station in order to improve emergency response times in the future. As the Village transportation system continues to be impacted by increased vehicular traffic due to growth both within and outside its boundaries, it is important the Village consider the need to expand its fire capabilities to ensure the safety of Pinehurst residents and businesses.

► Implementation Strategies

- 6.4 Evaluate, identify, and purchase land for a future third fire station based on projected development patterns to ensure adequate fire emergency response times.

Public Services Complex

As discussed in the “*Balancing Conservation & Growth*” section of the Plan, many Pinehurst residents expressed a desire to redevelop the Village Place area (Focus Area 4). To facilitate redevelopment of this area into a walkable, mixed-use activity center, the Village should identify an alternative location for its existing public services complex that could free up this valuable 5.4 acre tract that is located in Village Place. See the “*Taking Care of Business*” section of the Plan for more information.

Several years ago, the Village acquired land on Juniper Lake Road with the intent to construct a new public services complex. Village staff might re-evaluate this location as a viable site and consider other sites that may be more suitable.

► Implementation Strategies

- 6.5 Identify alternative locations for the Public Services Complex to allow for redevelopment of Village Place.

Also see Implementation Strategy 2.8 in the “*Balancing Conservation & Growth*” section of the Plan.



Village Hall

As the population of the Village expands, it is important to plan for the expansion of office space that may be needed to house additional employees to meet increased resident needs in the future. Management should evaluate whether or not the existing Village Hall will meet the office needs of the Village workforce in the future to determine if office expansions or relocations may be needed.

► Implementation Strategies

- 6.6 Evaluate the capacity of Village Hall to meet the increased service needs and demands of residents.

Police Station

As the Village continues to grow and expand its police force, management may need to assess the capacity of the existing police station to meet the needs of Police Department staff. Many communities utilize police substations as a way to ensure adequate police response times and a police substation may be appropriate and needed for the Village in the future.

► Implementation Strategies

- 6.7 Evaluate the need for an additional Police Station or substation to meet the increased service needs and demands of residents.

Storm Water Facilities

During Envision the Village and in annual community surveys, residents have expressed dissatisfaction with storm water management in Pinehurst. Residents often complain about storm water because older lots in the Village were not graded for a system-wide storm water solution. In addition, site run-off is either not flowing to a logical collection point or is overwhelming lots downstream that were not graded to move large amounts of water running to a collection pond or the low spot of a neighborhood. As a result, storm water systems fail regularly and flood during significant rain events in Pinehurst.

The Village does not currently support a storm water utility for planning, programming, and coordinating storm water improvements at this time. However, the Streets and Grounds Division manages storm water issues and completes several drainage projects annually to address

storm water issues throughout the Village. As discussed in the *"All Things Green"* section of the Plan, storm water runoff can also impact water quality. The Village has an opportunity to address resident concerns with expanded storm water management efforts.

► Implementation Strategies

- 6.8 Prepare a comprehensive storm water master plan to identify effective storm water management strategies.
- 6.9 Evaluate creating a local storm water utility for planning, programming, and coordinating future storm water infrastructure in the community.
- 6.10 Develop and implement rules for post-construction storm water maintenance requirements.

Also see Implementation Strategy 7.9 in the *"All Things Green"* section of the Plan.



Partner with Others to Expand & Enhance Other Facilities & Infrastructure

As previously discussed, other public and private entities such as local governments, state and regional agencies, developers, investors, and private businesses, have a shared responsibility for implementing the vision and Guiding Principles in the Comprehensive Plan. These groups should work together to identify, prioritize, and fund infrastructure improvements in the community, and leverage their individual investments to expand and enhance needed infrastructure in the Village.

Water & Sewer Systems

As discussed previously, it is the policy of Moore County for developers to extend and upgrade water and sewer facilities to serve new development. However, the Village can play an active role in ensuring adequate capacity exists by working with Moore County Public Utilities to communicate development trends and anticipated development patterns shown on the Conservation and Growth Map shown in the *"Balancing Conservation & Growth"* section of the Plan. It may also be appropriate for the Village and/or Moore County to strategically invest in utility extensions in the future in order to guide development to preferred locations.

► Implementation Strategies

- 6.11 Coordinate with Moore County Public Utilities to ensure adequate water and sewer infrastructure capacity exists to meet the needs of the community and any projected development patterns shown on the Conservation and Growth Map.

Transportation System

The Village's transportation system is comprised of state owned and maintained streets and roads, as well as Village owned and maintained streets and roads. In addition, the transportation system includes sidewalks, paths and trails that support other non-vehicular modes of travel. An entire section of this Comprehensive Plan, *"Moving Around the Village,"* is devoted to transportation issues and recommendations.

It is critical that the Village work collaboratively with the NC Department of Transportation to ensure adequate transportation infrastructure for Pinehurst residents, businesses, and visitors, especially on state-owned and maintained streets.

► Implementation Strategies

- 6.12 Coordinate with NC Department of Transportation (NCDOT) to ensure adequate transportation system improvements are made in a timely manner to meet the needs of the community and any projected development patterns shown on the Conservation and Growth Map.

Also see Implementation Strategies 4.1 through 4.17 in the *"Moving Around the Village"* section of the Plan.

Consider Adding New Community Facilities

During Envision the Village, residents were asked to indicate what community facilities they would like to see in Pinehurst. As previously mentioned, residents envisioned a new public library, outdoor amphitheater, and indoor theater/performing arts center as potential new community facilities. This supports the notion that the community would like to further develop arts, culture, and entertainment in the Village. See the “*Taking Care of Business*” section of the Plan for additional information on creating a thriving arts, culture, and entertainment market.

Library

The Village of Pinehurst’s primary cultural resource is the Given Memorial Library and Tufts Archives, which share a building on the north end of the Village Green in the Village Center. The land to create a public lending library was gifted to Sarah Given Larson in the 1960s by the Tufts family. Ten years after construction of the Library, the Tufts Archives was created through another endowment by the Tufts family.

The Given Memorial Library is free and open to the public and is funded through civic and public donations, as well as annual operating contributions from the Village of Pinehurst. The Library is not currently supported by any state or federal funding.

The Tufts Archives is a non-profit organization dedicated to the preservation of memorabilia and records related to the unique history of the Resort and Village. It is well-known for the quality and uniqueness of its collection of materials and exhibits.

Both of these important cultural resources are invaluable to the Village of Pinehurst. However, in

recent years there has been significant discussion about expanding or relocating the library and/or archives. The Village has recently initiated a process to conduct a Library Services Needs Assessment to determine the community’s desire and need for future library services and facilities.

While many residents in Envision the Village indicated support for a public library, support for allocating Village funds to expand or relocate the library seems mixed in the community. An online discussion board provided as part of Envision the Village received mixed feedback when residents were asked whether they would support constructing a new public library in the Village.

► Implementation Strategies

- 6.13 Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.

Performing Arts Venues

Many participants in Envision the Village expressed interest in new community facilities such as an outdoor amphitheater and a theatre & performing arts center. These venues could significantly impact the Village’s ability to create a “golf by day, arts by night” culture in the future and support development of the arts, culture and entertainment market. See the “*Taking Care of Business*” section of the Plan for additional information.

► Implementation Strategies

- 6.14 Assess whether the community supports an indoor and/or outdoor performing arts venue, and if so, explore options for locations and funding sources.

Also see Implementation Strategy 5.5 in the “*Taking Care of Business*” section of the Plan.

Organize & Prioritize Future Infrastructure Investments

Plan for Infrastructure Investments

The Village must recognize the true cost of infrastructure (construction, maintenance, operations and rehabilitation) and adopt a policy that categorizes Village infrastructure savings and spending to meet the needs of all four phases. The policy could include priorities, targets, procedures, funding formulas, and allocations of expenditures between planning and permitting, construction, operation, maintenance, and capital reserves.

While the Village projects the cost of construction and maintenance of infrastructure investments in its annual Strategic Operating Plan, there is no projection of infrastructure investments beyond the five-year planning period.

As the Village develops its five-year Capital Improvements Plan (CIP) each year, it should be informed by the strategies contained in the Comprehensive Plan. Therefore, the Village might consider the use of consistency statements that indicate the integration of the CIP with the Comprehensive Plan.

► Implementation Strategies

- 6.15 Consider projecting long term infrastructure capital needs by infrastructure category beyond the five-year planning horizon of the annual Strategic Operating Plan.
- 6.16 Evaluate the need for a Comprehensive Plan Consistency Statement for Capital Projects.

ALL THINGS GREEN: PARKS, OPEN SPACES & NATURAL RESOURCES

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Guiding Principle

7

Preserve, conserve, and feature Pinehurst's natural resources with expanded parks, open spaces, and events that enhance the health and well-being of the community and the environment.

Parks and Recreation in Pinehurst

In 1895, Pinehurst was founded as a health-oriented resort and recreation facilities added in the early years included golf courses, the livery, riding trails, and the gun club. However, in the 1970's Diamondhead Corporation subdivided the Village to sell as many residential lots as possible with little consideration for parks or community gathering spaces within the subdivided neighborhoods. It wasn't until the 1990's that the community realized the need for additional outdoor areas for passive and active recreation and began to preserve open space areas like Rassie Wicker Park for centralized community parks.

As evidenced by discussions with the community during Envision the Village, parks and recreation facilities are very important to the residents of Pinehurst. The Village's parks and open spaces offer important social gathering places for the enjoyment of residents and visitors alike. The Parks and Recreation Department supports these activities and strives to provide reasonable means for all residents and guests to access these essential recreational resources that enhance the quality of life in Pinehurst.



Over the past 15 years, the Village has created a greenway system that links some neighborhoods and open spaces in the community. New parks and trails have provided residents and visitors with a broad range of outdoor recreation opportunities and have spurred the interest in developing even more.

The Village currently owns and maintains the following parks and outdoor recreation facilities:

- Rassie Wicker Park/The Arboretum (103 acres)
- Cannon Park (15 acres)
- West Pinehurst Community Park (67 acres, planned)
- Tufts Park/Village Green (7 acres)
- Pinehurst Harness Track (111 acres)
- Pinehurst Greenway System (7 miles)

As previously discussed in the *"Supporting Infrastructure & Facilities"* section of the Plan, the Village is also in the process of constructing a new Community Center in Cannon Park to expand its indoor recreation programs and facilities.

Community-wide surveys consistently demonstrate the desire for more greenway connections to neighborhoods and amenities in the Village. This growing need is in part due to the changing demographic makeup of the community. Pinehurst is now comprised of a growing number of families, children, and active adults with diverse interests including and beyond golf.

Expand Parks & Recreation Offerings

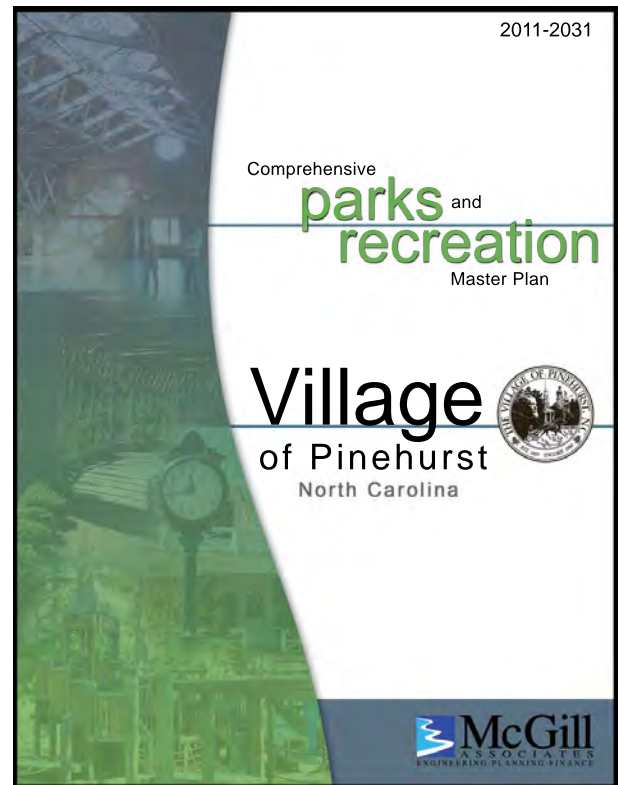
Update and Implement Parks & Recreation Plan Master Plans

The Village's Comprehensive Parks & Recreation Master Plan, completed in 2011, provides the context for future parks and recreation planning in Pinehurst.

The Master Plan serves as a guide for prioritizing recommended park upgrades, the expansion of the existing network through land acquisition and development of future parks and recreation facilities. The Plan emphasizes the potential for connectivity of proposed projects with existing sites, such as parks, schools, greenways, downtown districts and other government-owned properties. Its stated purpose is the maintenance of the type of venue in the Village that fosters community spirit, activism, and social bonding between local citizens.

The 2011 Parks & Recreation Master Plan provides a comprehensive needs assessment for recreation in Pinehurst, along with specific goals, recommendations, and implementation strategies. The goals of the Plan are consistent with the input received during the planning process for this Comprehensive Plan and align closely with the vision of providing interconnected green spaces that conserve critical natural areas and provide recreational linkages, and supporting the health and well-being of the community by providing a variety of safe and inviting parks, public spaces and facilities.

It is important to note, however, that participants in Envision the Village expressed the desire



for neighborhood parks, while the Parks & Recreation Plan calls for the creation of larger community parks. See the "*Places to Live*" section of the Plan for public input received on neighborhood space destinations and related recommendations.

During the process of creating the Comprehensive Parks & Recreation Master Plan, the Village administered a questionnaire designed to elicit information about current residents' needs and desires for recreation opportunities in Pinehurst. The results of the survey demonstrated a strong preference for active recreational opportunities, including jogging/walking trails, bicycle trails, and a community recreation center. More passive recreational facilities, such as open

space and natural areas, picnic areas, and an outdoor performance area, were also broadly supported. The survey made clear that residents were generally pleased with the quality of facilities available to them in Pinehurst but also used private facilities and facilities outside of the Village for their recreation and leisure needs.

Since adopting the Comprehensive Parks & Recreation Plan, the Village has integrated its previous Greenway Plan into the Comprehensive Pedestrian Plan. This plan now indicates planned expansion of the Village's greenway system. See the "*Moving Around the Village*" section of the Plan for additional information and recommendations.

During Envision the Village, residents expressed the need for a new sports and recreation facility to accommodate the athletic needs of the growing number of children in the Pinehurst. There is currently a shortage of available space for large sports fields within the current Village limits, and many residents have to travel to neighboring communities for their children's sports practices and other sporting events. Constructing additional athletic fields at West Pinehurst Park and in future neighborhoods could benefit the community by providing additional opportunities for active recreation in closer proximity to where residents live, saving them time and vehicle trips on main highway corridors.

► Implementation Strategies:

- 7.1 Update and then implement the Comprehensive Parks & Recreation Master Plan to identify locations for potential neighborhood parks, community gardens, and dog parks.
- 7.2 Continue to provide parks, open spaces, and recreational facilities for a variety of passive and active recreation, and at a variety of sizes. Ensure that these spaces and facilities continue to meet the needs of residents of all ages and physical abilities.
- 7.3 Create and implement a masterplan to develop West Pinehurst Park to include additional athletic fields.

Also see Implementation Strategies 3.2, 3.4, 3.6 and 3.7 in the "*Places to Live*" section of the Plan.

Also see Implementation Strategies 4.7, 4.8, and 4.9 in the "*Moving Around the Village*" section of the Plan.

Strengthen Recreation Partnerships

The Parks & Recreation Department regularly partners with other entities to provide recreation programs. These partnerships should be continued and enhanced when possible to provide an even broader range of recreation programs.

Some examples of strategic recreation partnerships include: working with the Pinehurst Resort and other private golf courses and tennis facilities to offer lessons; utilizing facilities owned by Moore County Schools such as the Pinehurst Elementary gymnasium to provide programs such as basketball and cheerleading; and utilizing the pool at the FirstHealth Fitness Center to provide swimming lessons and competitive swimming leagues.

Also, additional playgrounds exist on school property that are generally available outside of school hours for public use and school athletic

fields are also open play spaces that have the potential to be utilized by the public.

There is an opportunity to potentially partner with other groups to develop additional parks, such as West Pinehurst Park, with sponsorships that could include naming rights. The Village could also partner with homeowner associations to develop neighborhood parks and open spaces.

Continuing to leverage other public and private spaces and the resources of private groups can help the Village offer a broader range of programs to promote an active and healthy lifestyle for Pinehurst residents of all ages.

► Implementation Strategies:

- 7.4 Seek ways to enhance strategic partnerships with other public and private entities to expand and enhance recreation facilities and programs offered.



Protecting Pinehurst's Natural Resources

Ensuring that Pinehurst's natural resources are preserved and maintained is important to the overall health of the community and the environment. The trees, vegetation, topography, wetlands, ecosystems, and view sheds all contribute to the overall character of the Village.

Preserve Trees

The urban forest is an important aesthetic, economic, and environmental asset to Pinehurst. It contributes positively to the character of the Village, the health of the environment, the quality of life of residents, and the experience of visitors. Residents and visitors associate Pinehurst with its tree-lined corridors, shady pine groves, and pine straw ground cover. Trees are invaluable in their ability to clean the air, provide visual and auditory buffers, preserve soil and reduce erosion, and enhance streetscapes and public spaces.

It's no wonder that Pinehurst has been a Tree City for the past 12 years. The Village meets the requirements of Tree City USA (www.arborday.org) by maintaining a Tree Preservation Program, by including standards for tree conservation and tree planting in the development ordinance, by



spending at least \$2 per capita on urban forestry, and by observing Arbor Day.

It is critically important to the character of Pinehurst that the Village maintain its tree-lined corridors and encourage the preservation of trees on both public and private property. Development standards and tree planting/re-planting programs should be evaluated to identify opportunities to further enhance tree preservation efforts in the Village. In addition, the Village should continue to maintain its Tree City status.

► Implementation Strategies:

- 7.5 Continue to maintain Pinehurst's status as a Tree City.
- 7.6 Enhance the Tree Preservation Program and standards for tree planting and preservation in the Pinehurst Development Ordinance.
- 7.7 Consider implementing a routine evaluation of trees in public spaces to ensure regeneration of mature trees through natural regeneration or new plantings.
- 7.8 Consider identifying and registering any "champion" trees with the National Register of Champion Trees (www.americanforests.org) and educate residents on "champion" trees.



Protect Water Resources

With a growing population comes a higher demand on water resources and the increasing need to both ensure an adequate supply of potable water and protect water quality.

Water Quality

Protecting Pinehurst's ground water and surface water quality has always been one of the Village's top priorities when it comes to natural resources, in order to ensure that the community has an ample source of clean, potable water. The Natural Resources Defense Council (NRDC) suggests that the quality of drinking water is dependent on pollution-free sources of water, well-maintained pipes and infrastructure, and modern treatment facilities. As previously discussed in the "*Supporting Infrastructure & Facilities*" section of the Comprehensive Plan, Moore County Public Utilities, a Division of the Moore County Public Works Department, provides water and sewer service to the vast majority Pinehurst residential and business customers. Those who do not have access to public water, or primarily those who live in the southwest ETJ, typically have a well. Protecting watersheds and wellhead areas is of critical importance to maintain safe water supplies.

Because a large supply of potable water in Pinehurst comes from groundwater, controlling storm water to minimize pollutants is critical. As storm water runoff flows over land masses and other impervious surfaces, such as paved streets, parking lots, and building rooftops, it accumulates pollutants such as chemicals, debris and sediment that can cause negative impacts to the environment and natural resources. See the "*Supporting Infrastructure & Facilities*" section of the Plan for additional discussion and recommendations related to improving storm water management.

► Implementation Strategies:

- 7.9 Continue to protect water features, including lakes, ponds, streams, wetlands and floodplains with appropriate development regulations.
- 7.10 Update the Village's wellhead protection plan, in collaboration with Moore County Public Utilities.
- 7.11 Reduce or eliminate the use of harmful pesticides and fertilizers on Village-owned property, and encourage the same on private properties.
- 7.12 Encourage proper disposal of harmful chemicals and hazardous wastes and consider expanding household hazardous waste events.

Also see Implementation Strategies 6.8, 6.9, and 6.10 in the "*Supporting Infrastructure & Facilities*" section of the Plan.

Water Quantity

Methods of water conservation include the use of water-saving fixtures and appliances and maintaining pipes and water infrastructure. Additional strategies for protecting water sources include the elimination of harmful pesticides and fertilizers and responsible disposal of hazardous chemicals.

In landscaped areas, incorporating drip irrigation, rain collection, and drought-friendly xeriscaping can help reduce water needs. During the restoration of the famed Pinehurst No. 2 golf course in 2010-2011, over 40 acres of turf were removed and replaced with wire grass and sand. The irrigation system was minimized, and the course became more dependent on natural weather conditions and rainfall to keep

its fairways green. This is an excellent example of a way to lower the environmental impact of landscape design.

The Village of Pinehurst Hazard Mitigation Plan addresses the potential effects of drought on the Village. In past cases of extreme drought, the Village and Moore County Public Utilities have implemented mandatory conservation efforts, which have proven effective.

As previously discussed in the “*Balancing Conservation & Growth*” section of the Plan, it is important to understand the demands that new development may place on the community’s water supply. Therefore, the Village should strive to work closely with Moore County Public Utilities to quantify the potential impact on water needs as development proposals are being considered.

► **Implementation Strategies:**

- 7.13 Encourage water conserving measures in households and businesses in the Village.
- 7.14 Utilize the CommunityViz software to quantify the impact of development on impervious surface limits and community water needs.

Also see Implementation Strategy 2.2 in the “*Balancing Conservation & Growth*” section of the Plan.

Also see Implementation Strategy 6.11 in the “*Supporting Infrastructure & Facilities*” section of the Plan.

Water Bodies

Pinehurst’s lakes, ponds, streams and wetlands are valuable resources that should be protected as both amenities and vital parts of the ecosystem.

During Envision the Village, many residents expressed interest in making the Lake Pinehurst available to the public for fishing and recreation. However, Lake Pinehurst and the beach club are private amenities of Pinehurst Resort. While there is no public access, the community still enjoys views of the lake along Diamondhead Road South. Any future plans to make Lake Pinehurst available to non-members would be at the discretion of the Resort and may not be supported by residents living on the lake.



Conserve Land & Protect Wildlife

Conservation Land

The Village of Pinehurst currently has land designated as “conservation” within the Public Conservation zoning district on its official zoning map. However, there is a significant amount of undeveloped land in the southwest extra-territorial jurisdiction (ETJ) that may also be appropriate to designate as conservation land. The general consensus among Pinehurst residents is that land in the ETJ should be either permanently conserved or the Village should continue to limit any future development to low-density residential development at one unit per five acres.

There was considerable discussion during the Envision the Village about the future of the land in the existing southwest ETJ (Focus Area 1) in the *“Balancing Conservation & Growth”* section of the Plan. In general, most residents expressed that rural areas should remain rural, and concerns about development in that area were based primarily on increasing traffic and the impacts of rising populations.

Several alternative scenarios were discussed during Envision the Village for how this well-loved rural area may be conserved and developed in the future. The community understands that the future of the ETJ is dependent on many factors, including transportation and utility infrastructure, population growth, and goals for future land conservation. As a result of these discussions, the Village plans to explore the concept of conservation neighborhoods in the ETJ. These neighborhoods could possibly allow future residential development in a way that

conserves a significant amount of land in new neighborhoods, while also providing a more efficient use of infrastructure and limiting lower density urban sprawl.

Another topic that came up during Envision the Village was an interest in developing equestrian conservation areas in the rural areas of the ETJ. There is some national precedent for the conservation of land for equine purposes. The Equine Land Conservation Resource (ELCR) provides tools to help protect and conserve land for horses.

As pressures to develop the southwest ETJ increase in the future, the Village could leverage the Green Growth Toolbox resources provided by the North Carolina Fish and Wildlife Resources Commission. The Village could also consider working with other agencies such as the Three Rivers Land Trust and Equine Land Conservation Resource to promote land conservation efforts in the southwest ETJ.

► Implementation Strategies:

- 7.15 Encourage the preservation of land in Pinehurst for both conservation and recreation, through appropriate zoning. Review and update the Pinehurst Development Ordinance, as needed.
- 7.16 Utilize the Green Growth Toolbox resources provided by the NC Wildlife Resources Commission to inform conservation efforts, especially in the ETJ.

- 7.17 Consider developing a conservation plan or preparing a conservation assessment, in conjunction with the NC Wildlife Resources Commission, to identify natural areas and habitats that should be preserved.
- 7.18 Work with conservation agencies such as the Three Rivers Land Trust (formerly the Sandhills Area Land Trust) and Equine Land Conservation Resources to develop partnerships to assist with land conservation efforts in the Village and the ETJ.

Also see Implementation Strategy 2.1 in the *"Balancing Conservation & Growth"* section of the Plan.



Protect Wildlife & Wildlife Habitats

While there are no designated wildlife management areas within Pinehurst, there are specific areas of protection designated in the Pinehurst Development Ordinance. Future development could be located and designed to minimize its impact to wildlife and wildlife habitat, specifically the red-cockaded woodpecker (RCW), which is currently classified as "Endangered" by the U.S. Fish and Wildlife Service (USFWS), and the longleaf pine-wiregrass ecosystem, which is the RCW's natural habitat.

Generally, there are no longleaf pine-wiregrass ecosystem lands within the Village limits and much of the undeveloped pine forest in the southwest ETJ is not longleaf. Therefore, there is substantial opportunity for regeneration of this critical ecosystem in undeveloped lands in the ETJ.

The North Carolina Sandhills Sub-office of the USFWS is responsible for coordinating red-cockaded woodpecker recovery in the North Carolina Sandhills region. Their office also promotes the conservation, restoration and management of the Southeast's longleaf pine-wiregrass ecosystem.

While it is important to protect the habitat of native species in and around Pinehurst, it is equally important to reduce and prevent the introduction of invasive or non-native species. Golf courses, especially, are typically categorized by acres of imported turf and plant materials, much of which requires significant management to remain healthy and thriving. Pinehurst Resort has taken steps to re-introduce native Sandhills vegetation on its golf courses, specifically during the restoration of Pinehurst No. 2. This shift

provides a good example for other golf courses and open space areas in the Village.

The Village should strive to protect the longleaf pine-wiregrass ecosystem, the native habitat of the red-cockaded woodpecker, and limit the use of invasive or non-native species.

► **Implementation Strategies:**

7.19 Evaluate ways to protect the longleaf pine-wiregrass ecosystem.

7.20 Continue to work with the NC Wildlife Resources Commission to protect endangered species habitats.

7.21 Continue to discourage the introduction of invasive or non-native species in public open spaces and on private property by utilizing the Village of Pinehurst Planting Guide.

7.22 Continue to work with golf course ownership in Pinehurst to reduce and mitigate the impacts of non-native plantings, and to encourage native vegetation during golf course construction or renovation.



Reduce, Reuse & Recycle Resources

In general, the Pinehurst community has had few demands over the years for sustainable practices and “green” initiatives. While successful in implementing a curbside recycling program, there are many other ways in which the Village and the residents of Pinehurst could help ensure a sustainable future for newcomers and younger generations. During Envision the Village, some participants voiced an interest in taking steps toward environmental sustainability but felt that only a strong group of citizen advocates would be able to advance sustainable initiatives in the community. The Village has an opportunity to shift the paradigm and become a model for more sustainable comprehensive planning.

One important step the Village is already taking is implementing a multi-modal transportation system that reduces reliance on automobiles and provides safe and efficient facilities for pedestrians, bicycles, and golf carts. See the “*Moving Around the Village*” section of the Plan for additional information.

Another step could be to enable more compact, mixed-use development and redevelopment of underdeveloped sites. See the “*Balancing Conservation & Growth*” section of the Plan for additional information.

As previously discussed, conservation of water and other natural resources, is essential to the long-term health and well-being of Pinehurst’s water supply and ecosystems. The next logical step in moving toward a more sustainable future is increasing energy conservation and efficiency.

Increasing Energy Conservation & Efficiency

Many developers and cities throughout the U.S. are incorporating LEED—Leadership in Energy and Environmental Design—principles into the design of buildings, blocks, neighborhoods and development activity centers. LEED-certified projects are resource efficient, especially in terms of water and energy use, greenhouse gas emissions, and off-site impacts. The Village already encourages development that incorporates measures from LEED or other sustainable design programs.

The Village of Pinehurst can promote energy conservation and efficiency through encouragement, incentives, regulation and leading by example. Public facilities and buildings could be models for economically viable resource efficiency and renewable sources. Reinvestment in existing areas of the Village—either through infill development or redevelopment—can also be more energy efficient compared to lower-density, sprawling development patterns.

With the rise of electric and hybrid vehicles nationwide, many cities and towns are partnering with private companies to install and maintain electric car charging stations in convenient locations for residents and visitors. Mobile applications can now be used by electric and hybrid car drivers to map their routes based on the location of vehicle charging stations. Promoting access to vehicle charging stations is environmentally friendly and could actually help generate traffic to mixed use and recreation areas to benefit local businesses and encourage use of recreational facilities.

Currently, the Village has two electric vehicle charging stations in the Village Center that are often monopolized by a few individuals. Charging at these stations is free to the public with the Village bearing the cost of the electricity. The national trend, however, is for private companies to operate charging stations with a user fee.

► **Implementation Strategies:**

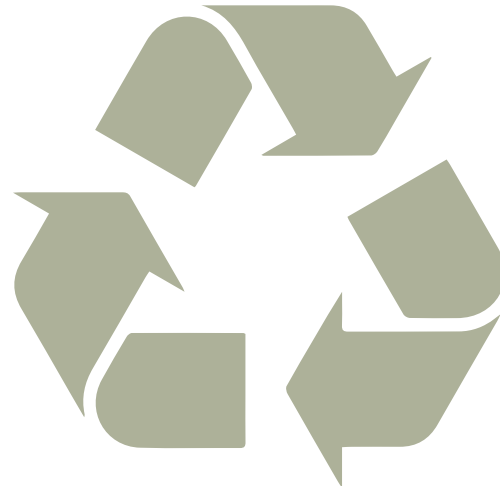
- 7.23 Consider the creation of an Energy Plan for the Village that studies the impacts and feasibility of using alternate energy sources in the Village.
- 7.24 Consider partnering with private entities to install electric car charging stations in the Village.
- 7.25 Consider the use of electric or hybrid vehicles for municipal use.
- 7.26 Consider provisions in the Pinehurst Development Ordinance to promote renewable energy options for homes and businesses.
- 7.27 Consider updating development standards to encourage and incentivize energy conservation measures in residential and commercial development.
- 7.28 Periodically (every five to ten years) complete an energy audit of public facilities and buildings in Pinehurst to identify opportunities for energy conservation and cost efficiencies. Act on reasonable findings and recommendations by updating Village facilities to incorporate energy saving features or implementing energy conserving measures in new facilities.

Recycle and Reuse Resources

Historically, the Village has operated a very successful recycling program with high participation and diversion rates. However, recent changes in the international recycling market have caused the Village to no longer accept glass products in its recycling stream. While residents can still recycle glass locally, they are no longer able to deposit glass in their curbside recycling containers. As the recycling market may continue to change in the future, the Village should closely monitor recycling trends and seek ways to encourage recycling of as many materials as possible to ensure a sustainable environment into the future. Also, the Village may want to consider promoting residents reuse resources in other ways such as rain barrels or composting.

► **Implementation Strategies:**

- 7.29 Seek additional ways to encourage recycling and the reuse of resources.





An aerial photograph of a campus in Pinehurst, North Carolina. The image shows several large buildings with red brick walls and green roofs. There are multiple parking lots filled with cars, and a large grassy area with several wooden benches. The campus is surrounded by dense green trees. A semi-transparent dark blue banner is overlaid on the top left, and a white semi-transparent box is overlaid on the middle left.

DRIVING SUCCESS

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Action Plan Overview

This Comprehensive Plan contains numerous strategies to help the community achieve its desired vision for the future and sustain the high quality of life in the Village. Implementing these strategies depends greatly on the ability of Village staff, elected officials, property owners, developers, and the general public to work together for a common purpose. The action plan presented in this section of the document consists of:

1. The Plan Implementation Matrix, which identifies the strategies needed to achieve the community's vision for the future of Pinehurst. The matrix includes the associated timing, importance, scope of cost, responsible departments, potential partners, types of strategies required, and level of effort.
2. Methods for how to implement and routinely monitor the Plan
3. The process for periodically updating the Plan.

The recommendations, or Implementation Strategies, included are important to keeping Pinehurst a one-of-a-kind, close-knit, and vibrant community while informing future Village decisions and investments.

The intent of the action plan is three-fold. First, clearly defined actionable strategies in the Plan Implementation Matrix identify public or private investment opportunities that are healthy, sustainable, and achievable. Second, it provides Village staff and the community with clear strategic direction from elected officials that can inform the annual strategic planning process and Village efforts. Third, regularly measuring and reporting achievements against the action plan enables stakeholders the opportunity to track the progress of plan implementation.

The Plan Implementation Matrix does not require all strategies be completed in sequence. Instead, it promotes flexibility and partnership opportunities between the Village and other stakeholders for implementing the vision in several phases, consistent with the pace of growth, emerging local or regional initiatives, and available funding.

Village officials should incorporate Comprehensive Plan strategies into its annual Strategic Operating Plan, including its five-year financial forecast and five-year Capital Improvement Plan (CIP). This includes funding specific evaluations or studies, projects, and initiatives consistent with the time frames presented in the document. Together, these expenditures will help the Village advance its stated vision of sustaining a high quality-of-life for Pinehurst residents, business owners, and visitors.

Partnering with Others

Implementation of some of the strategies or recommendations in the Comprehensive Plan will require collaboration and coordination with private, county, or state service providers. Regular coordination with other organizations such as Moore County, the North Carolina Department of Transportation, Partners in Progress, Pinehurst Resort, and others are needed to ensure the effective implementation of strategies. Village staff and elected officials should also remain an active member of the Tri-Cities Group—with the Towns of Aberdeen and Southern Pines—and use this group to initiate projects, programs, or agreements that address mutual interests in the region or share information about future development, infrastructure, or other topics to better plan for impacts on the Village.

Integrating Strategies in Other Plans

The Village has several other long range plans that should be regularly reviewed and updated to ensure they are consistent with the Comprehensive Plan, such as the Comprehensive Parks & Recreation Master Plan and the Comprehensive Pedestrian and Bicycle Plans. Other regional long range planning documents such as the Moore County Comprehensive Transportation Plan should also be regularly updated to reflect the strategies put forth in this Plan. Finally, the Plan also indicates that other long range plans could be formulated such as a Storm Water Master Plan and a West Pinehurst Park Master Plan.

The Comprehensive Plan is the overarching plan that can be used to guide and inform other long range planning efforts to support the achievement of the Village's vision and adherence to its Guiding Principles.

Plan Implementation Matrix

The Plan Implementation Matrix is organized by the seven Guiding Principles and contains each of the strategies previously identified in the Plan. For each Implementation Strategy, the following information is presented in the Matrix:

Timeline

A “no later than” start date of implementation desired:

- Ongoing
- 1-2 Years
- 3-5 Years
- 5+ Years

The timeline indicates when implementation should begin, rather than end.

Importance/Priority

The importance of the strategy to achieving the Village’s mission to “Promote, enhance, and sustain the quality of life for residents, businesses, and visitors”:

1. Most Important (Could have a very significant impact on quality of life)
2. Very Important (Could have a significant impact on quality of life)
3. Important (Could have a positive impact on quality of life)

Cost

The estimated financial cost of each strategy is shown as:

- \$\$\$\$ Major capital (> \$1 million)
- \$\$\$ Significant (\$200,000 – \$1 million)
- \$\$ Moderate (\$50,000 - \$200,000)
- \$ Minimal (\$0 - \$50,000)

Type

Consistent with the Village’s annual Strategic Operating Plan, each strategy is identified as either an initiative, project, or evaluation:

Initiative

Defined and measurable activities needed to accomplish the Village’s strategic objectives that involve a significant amount of financial and/or staff resources or have a significant community impact. Initiatives typically span multiple years.

Project

Specific activities that can be completed within a shorter period of time (typically within one year). Projects also typically do not require additional workforce capacity.

Evaluation

Opportunities where the Village needs to consider the impact or risk of pursuing the action, including: 1) identifying alternative ways to pursue the action, 2) determining the financial and staffing impacts of alternatives, and 3) identifying the advantages and disadvantages of the alternatives.

Responsible Department

The operating department or division responsible for implementation.

AD: Administration

BG: Buildings & Grounds

FS: Financial Services

FD: Fire Department

FM: Fleet Maintenance

HR: Human Resources

IT: Information Technology

PR: Parks & Recreation

PL: Planning

PD: Police

PS: Public Services

HPC: Historic Preservation Commission

MCPU: Moore County Public Utilities

Moore Co: County of Moore

NCWRC: North Carolina Wildlife Resources Commission

Other Private Entities: Other Private Entities (e.g. Arts Council, property owners, civic groups, etc.)

P&Z: Planning & Zoning Board

PBP: Pinehurst Business Partners

Pinehurst Resort: Pinehurst Resort

PIP: Partners in Progress

Tri-Cities: Tri-Cities (e.g. Aberdeen and Southern Pines)

Partners

Other departments, committees, or outside entities who could partner with the responsible department.

All Departments: All Operating Departments

BPAC: Bicycle & Pedestrian Advisory Committee

BC: Beautification Committee

FirstHealth: FirstHealth of the Carolinas

Given Library: Given Memorial Library/
Tufts Archives

Level of Effort

The amount or extent of staff time and effort required to implement the strategy:

Significant – Significant level of staff time/effort

Moderate – Moderate level of staff time/effort

Minimal – Minimal level of staff time/effort

	Implementation Strategy/Recommendation	Timeframe
Village Character and Authenticity		
1.1	Promote private preservation efforts in the historic Village Center and support the efforts of the Historic Preservation Commission.	Ongoing
1.2	Consider consulting with the U.S. Park Service to evaluate future development proposals in the NHL District to balance the changing needs of the community with the Village’s desire to maintain the NHL designation.	Ongoing
1.3	Continue to maintain the Local Pinehurst Historic District.	Ongoing
1.4	Consider partnering with others to promote private, or public, acquisition of historic properties to hold, manage, preserve, restore, and improve properties to promote historic preservation efforts.	3-5 Years
1.5	Periodically review and amend the Historic District Guidelines.	Ongoing
1.6	Maintain gateway signage and enhance landscaping at gateways to the Village to provide residents and visitors clear visual clues they have entered the Village of Pinehurst.	Ongoing
1.7	As municipal limits expand in the future, relocate gateways to the appropriate locations.	5+ Years

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Very Important	\$	Project	PL	HPC	Minimal
Important	\$	Project	PL	AD/HPC	Minimal
Most Important	\$	Project	PL	HPC	Minimal
Important	\$	Project	PL	AD/HPC/Other Private Entities	Minimal
Important	\$	Project	PL	HPC	Minimal
Important	\$	Project	PS	BC	Minimal
Important	\$	Project	PS	BC/NCDOT	Minimal

	Implementation Strategy/Recommendation	Timeframe
Balancing Conservation & Growth		
2.1	Consider allowing conservation based neighborhoods or subdivisions in the ETJ after amending the Pinehurst Development Ordinance to include associated standards.	3-5 Years
2.2	Coordinate with Moore County to identify opportunities to amend its current Water and Wastewater Extension Policy and Procedures Manual to require voluntary annexation petitions if/when the Utility extends water and sewer service in the Village's extraterritorial jurisdiction.	1-2 Years
2.3	Create a small area plan for the NC Highway 5 commercial area depicted in Focus Area 2 to facilitate redevelopment as an "Innovation Hub" with office, medical, life science, and research facilities supported with small-scale retail services and residential uses.	3-5 Years
2.4	Amend the Pinehurst Development Ordinance to allow up to 4 story buildings in the Office and Professional zoning districts depicted in Focus Area 3.	3-5 Years
2.5	Amend the Pinehurst Development Ordinance to allow up to 6 story buildings in the Hospital District zoning districts depicted in Focus Area 3.	3-5 Years
2.6	Amend the Pinehurst Development Ordinance to allow taller parking structures in the Hospital District zoning districts depicted in Focus Area 3.	3-5 Years
2.7	Consider ways to ensure safe pedestrian crossings on Page Road and Memorial Drive in the Medical District depicted in Focus Area 3.	3-5 Years
2.8	Create a small area plan for the Village Place/Rattlesnake Trail Corridor depicted in Focus Area 4 to create a mixed use, walkable destination area that is connected to the Village Center.	1-2 Years
2.9	Consider expanding the Village's extra-territorial jurisdiction north of NC Highway 211 and west of US Highway 15-501.	1-2 Years
2.10	Utilize the new Pinehurst CommunityViz Model developed for the Comprehensive Plan as a monitoring tool and scenario planning (what-if) platform.	1-2 Years
2.11	Utilize and maintain the CommunityViz model to evaluate the potential impacts of significant development proposals.	1-2 Years
2.12	Include likely impacts of significant development proposals in Planning staff reports to better inform land use decisions.	1-2 Years
2.13	Consider the adoption of character-based zoning and Pattern Books to promote high quality design and development.	3-5 Years
2.14	Re-evaluate the need for minimum square footage requirements in the Pinehurst Development Ordinance.	1-2 Years
2.15	Consider amending the Pinehurst Development Ordinance to allow mixed use development centers identified in the Focus Areas.	3-5 Years

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Important	\$\$	Initiative	PL	P&Z	Significant
Very Important	\$	Project	PL	AD/PS/MCPU	Minimal
Important	\$\$	Initiative	PL	AD/P&Z/Other Private Entities/PIP	Significant
Important	\$	Project	PL	P&Z/FirstHealth	Minimal
Important	\$	Project	PL	P&Z/FirstHealth	Minimal
Important	\$	Project	PL	P&Z/FirstHealth	Minimal
Important	\$	Project	PL	PS/FirstHealth/ NCDOT	Minimal
Very Important	\$\$	Initiative	PL	AS/P&Z/PIP/Other Private Entities	Significant
Important	\$	Initiative	PL	AD/Moore Co.	Significant
Important	\$	Project	PL	P&Z	Moderate
Important	\$	Project	PL	P&Z	Minimal
Most Important	\$	Project	PL	P&Z	Minimal
Important	\$\$	Initiative	PL	P&Z	Significant
Important	\$	Project	PL	P&Z	Moderate
Important	\$\$	Initiative	PL	P&Z	Significant

	Implementation Strategy/Recommendation	Timeframe
Balancing Conservation & Growth		
2.16	Consider changes to the Pinehurst Development Ordinance to allow a broader range of housing types, including attached and multi-family housing in the mixed-use Focus Areas and in areas around employment centers.	3-5 Years
2.17	Review the zoning regulations for areas identified for future development to ensure that the zoning permits the desired scale of development. Conversely, ensure that the zoning in place for any new areas identified for development does not permit undesirable building patterns.	3-5 Years
2.18	Explore ways to enhance the overall quality of new housing in the Village.	3-5 Years
2.19	Investigate ways to require covenants and architectural review committees for new subdivisions/housing developments to help improve housing design.	3-5 Years
2.20	Work with property owners and developers to pursue public/private development partnerships that attract high quality development and provide needed infrastructure for areas identified for development or re-development. Consider issuing Requests for Development Proposals (RFDP), as needed.	3-5 Years
2.21	Continue to support the efforts of the Tri-Cities work group to create and enforce standards for critical corridors into the Village.	1-2 Years

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Important	\$\$	Initiative	PL	P&Z	Significant
Important	\$\$	Initiative	PL	P&Z	Significant
Most Important	\$\$	Initiative	PL	P&Z	Significant
Very Important	\$	Project	PL	P&Z	Minimal
Important	\$	Project	PL	AD/Other Private Entities/PIP	Significant
Most Important	\$	Project	PL	AD/Tri-Cities	Moderate

	Implementation Strategy/Recommendation	Timeframe
Places to Live		
3.1	Continue to enforce and periodically evaluate standards for residential design, building and property maintenance, and landscape design and planting. Amend standards as necessary to meet the needs and desires of the Village.	Ongoing
3.2	Continue to monitor the changing preferences of residents in existing neighborhoods using community- and neighborhood-wide surveys. Periodically evaluate the satisfaction of residents when it comes to factors such as safety; quality and availability of civic spaces and facilities; and neighborhood elements such as sidewalks, paths, trails, landscape and street lighting.	Ongoing
3.3	Create "How To" information guides that describe how property owners can create property owners associations in existing neighborhoods to create and enforce architectural standards.	3-5 Years
3.4	Identify opportunities to enhance connections within existing neighborhoods, and connections to surrounding neighborhoods, centers and recreation areas.	1-2 Years
3.5	Prepare a Village-wide, neighborhood-specific sidewalk and street lighting plan with the understanding that implementation will be a neighborhood-by-neighborhood approach dependent on consensus in each neighborhood to add sidewalks and additional lighting.	1-2 Years
3.6	Create new open spaces and neighborhood amenities to continue to meet the community's needs for both active and passive recreation that are connected with sidewalks, paths or trails. Consider purchasing lots that have not been built on due to topographic or other landscape concerns to create neighborhood open spaces and other neighborhood amenities.	5+ Years
3.7	Ensure residents of all ages and ability are able to access neighborhood amenities.	Ongoing
3.8	Consider strategies to preserve existing open spaces in neighborhoods.	Ongoing
3.9	Continue to monitor the legislative authority of the Village to regulate short term rentals and evaluate options to address the impacts of short term rentals on single-family neighborhoods.	Ongoing

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Important	\$	Project	PL	P&Z	Minimal
Important	\$	Project	AD	N/A	Minimal
Very Important	\$	Project	PL	P&Z	Moderate
Important	\$	Project	AD	PL/PS/BPAC	Moderate
Very Important	\$\$	Project	AD	PL/PS	Significant
Very Important	\$\$	Project	PR	PL/BPAC	Significant
Important	\$\$	Project	PR	AD/PL	Significant
Important	\$	Project	PR	PL	Moderate
Important	\$	Project	AD	PL/PIP/Tri-Cities	Minimal

	Implementation Strategy/Recommendation	Timeframe
	Moving Around The Village: Transportation, Mobility & Parking	
4.1	Consider developing and adopting a Complete Streets policy.	3-5 Years
4.2	Cooperate with the Moore County Transportation Committee to implement the Comprehensive Transportation Plan. Ensure that the plan aligns with the goals of the Village, and make timely recommendations to amend the Plan as needed to ensure Moore County transportation projects have the desired outcome on both character and transportation quality and efficiency.	Ongoing
4.3	Evaluate the need to include other key intersections in the MCCTP and work with NCDOT to amend the MCCTP to include these intersections improvements including pedestrian crossings, lighting, and signage as needed.	Ongoing
4.4	Continue to work with NCDOT to come up with solutions to improve traffic flows into and around the traffic circle while protecting the character of the Village.	Ongoing
4.5	Take necessary steps to protect the Western Connector Corridor so that development is not approved in the proposed location.	3-5 Years
4.6	Regularly evaluate key Village intersections for Level of Service (LOS) to identify any intersection improvements needed.	Ongoing
4.7	Implement the recommendations set forth in the Comprehensive Pedestrian and the Comprehensive Bicycle Plans.	1-2 Years
4.8	Periodically review and update the Comprehensive Pedestrian and Comprehensive Bicycle Plans every 7-10 years to ensure that the plans still align with the desires of the community.	5+ Years
4.9	Explore opportunities for and develop bicycle, pedestrian and golf cart crossings to increase connectivity and safety.	1-2 Years
4.10	Continue to work with and support the efforts of Pinehurst Elementary School to encourage safe walking and biking by students with clinics.	Ongoing
4.11	Pursue a grant through the SRTS program at NCDOT and utilize such funds to implement transportation safety educational and awareness programs.	5+ Years
4.12	Explore ways to expand accessibility of golf carts on Village roads to improve golf cart safety and access to destinations such as golf courses, the Village Center and shopping and dining destinations.	1-2 Years
4.13	Explore opportunities for transportation network improvements in any new or re-development.	Ongoing
4.14	Consider amending the Pinehurst Development Ordinance to require parking to be located in the rear of the buildings in mixed-use and conservation neighborhoods.	3-5 Years
4.15	Consider amending the Pinehurst Development Ordinance to provide mechanisms to allow shared parking strategies in mixed-use areas of the Village that have inverted parking patterns.	3-5 Years

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Important	\$	Evaluation	PL	PS/BPAC/NCDOT	Moderate
Most Important	\$	Project	AD	PL/PS/NCDOT/ Moore Co.	Moderate
Most Important	\$	Evaluation	AD	PL/PS/NCDOT/ Moore Co.	Moderate
Most Important	\$	Project	AD	PL/PS/NCDOT	Minimal
Very Important	\$	Project	PL	AD/P&Z/NCDOT	Moderate
Very Important	\$	Project	AD	PL/PS/NCDOT	Moderate
Important	\$\$\$\$	Initiative	AD	PL/PS/BPAC/ NCDOT	Significant
Important	\$\$	Initiative	AD	PL/PS/BPAC	Significant
Very Important	\$	Project	AD	PL/PS/BPAC	Minimal
Important	\$	Project	PR	PS/PES	Minimal
Important	\$	Project	AD	PD/PS/NCDOT	Minimal
Important	\$	Project	AD	PL/PS	Minimal
Very Important	\$	Project	PL	PS	Minimal
Important	\$\$	Initiative	PL	P&Z	Significant
Important	\$\$	Initiative	PL	P&Z	Significant

	Implementation Strategy/Recommendation	Timeframe
	Moving Around The Village: Transportation, Mobility & Parking	
4.16	Work with Village businesses to identify solutions to minimize employee on-street parking to provide convenient parking for customers.	Ongoing
4.17	Expand efforts to utilize shuttle services for Village events that are well advertised and clearly signed to reduce the demand for on-street parking during downtown events, including exploring opportunities to partner with the Resort.	Ongoing

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Important	\$	Project	AD	PL/PS	Minimal
Very Important	\$	Project	PR	Other Private Entities/Pinehurst Resort	Minimal

	Implementation Strategy/Recommendation	Timeframe
Taking Care of Business		
5.1	Explore ways to enhance the streetscape in the Village Core with additional landscaping and other pedestrian improvements such as expanded sidewalks, additional lighting, and signage.	Ongoing
5.2	Explore ways to create a commercial spine connecting Village Place and the Village Center.	1-2 Years
5.3	Promote Village Core retail businesses with business events like “Shop Small in the Village” in order to encourage residents to shop in the Village Core year-round.	Ongoing
5.4	Work with the medical community to activate the Village Core with health care related events.	3-5 Years
5.5	Continue to promote first floor retail and destination uses on the street level, with office and residential uses on upper levels.	Ongoing
5.6	Coordinate efforts between Aberdeen, Southern Pines & Pinehurst to expand arts and cultural facilities and experiences in the region.	3-5 Years
5.7	Continue to support existing special events and festivals while exploring additional opportunities for unique events and festivals that showcase the history and culture of Pinehurst.	Ongoing
5.8	Foster external partnerships with private organizations (e.g. Sandhills Community College, The Artists League of the Sandhills, the Arts Council of Moore County, etc.) in order to share cultural resources between public and private entities and bring arts exhibitions and education opportunities to Pinehurst.	3-5 Years
5.9	Consider public/private partnerships to locate artist studios and galleries in the Village Center and Village Place (e.g. Starworks glass blowing) to enhance the character of the Village and expand the arts.	3-5 Years
5.10	Coordinate with the Resort and local transportation services to provide transportation between arts and entertainment venues in the Village.	5+ Years
5.11	Work with Pinehurst Resort to explore opportunities to further activate the Village Core and other nodes of activity with golf-related businesses and uses, such as a golf museum.	3-5 Years
5.12	Consider the development and implementation of a historic tour mobile application to promote historic tourism, the Village as a destination, and assist visitors with navigation.	5+ Years
5.13	Identify appropriate areas for office uses in the Village, encouraging new office spaces in employment centers.	3-5 Years

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Important	\$	Project	PS	AD/BG	Moderate
Very Important	\$\$	Initiative	PL	AD/P&Z/Other Private Entities/PIP	Significant
Very Important	\$	Project	AD	PBP	Minimal
Important	\$	Project	PR	FirstHealth	Minimal
Most Important	\$	Project	AD	PL	Minimal
Important	\$	Project	AD	PR/Other Private Entities/Tri-Cities	Moderate
Important	\$	Project	PR	Other Private Entities	Moderate
Important	\$	Project	PR	Other Private Entities	Moderate
Important	\$	Project	AD	Other Private Entities	Moderate
Important	\$	Project	AD	Pinehurst Resort	Minimal
Important	\$	Project	AD	Pinehurst Resort	Moderate
Important	\$	Project	AD	IT/Given Library	Minimal
Important	\$	Project	PL	AD/P&Z/PIP	Moderate

	Implementation Strategy/Recommendation	Timeframe
	Taking Care of Business	
5.14	Identify potential locations for co-working and creative entrepreneurial spaces in the Village and strategies for implementation.	3-5 Years
5.15	Continue to promote the character and quality of life of Pinehurst as a place to live and work, including marketing destination businesses, visitor attractions, and recreational amenities in the Village.	Ongoing
5.16	Continue to reinforce the Village’s branding and marketing strategy to promote the Village as a key location in the region for healthcare, tourism, and business development.	Ongoing

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Important	\$	Project	PL	AD/P&Z/PIP	Moderate
Most Important	\$\$	Project	AD	PIP	Minimal
Most Important	\$	Project	AD	PIP	Minimal

	Implementation Strategy/Recommendation	Timeframe
Supporting Infrastructure & Facilities		
6.1	Evaluate ways to partner with private entities to bring high-speed broadband Internet and wireless access to Pinehurst. Target areas of the Village that will support near-term economic recruitment initiatives for technology firms and medical-related industries.	3-5 Years
6.2	Implement the GIS strategic plan to leverage a wide array of GIS tools to better communicate geo-spatial data.	1-2 Years
6.3	Convert static maps to online interactive digital maps accessible on the Village website.	1-2 Years
6.4	Evaluate, identify, and purchase land for a future third fire station based on projected development patterns to ensure adequate fire emergency response times.	1-2 Years
6.5	Identify alternative locations for the Public Services Complex to allow for redevelopment of Village Place.	1-2 Years
6.6	Evaluate the capacity of Village Hall to meet the increased service needs and demands of residents.	3-5 Years
6.7	Evaluate the need for an additional Police Station or substation to meet the increased service needs and demands of residents.	1-2 Years
6.8	Prepare a comprehensive stormwater master plan to identify effective stormwater management strategies.	1-2 Years
6.9	Evaluate creating a local stormwater utility for planning, programming, and coordinating future stormwater infrastructure in the community.	3-5 Years
6.10	Develop and implement rules for post-construction stormwater maintenance requirements.	3-5 Years
6.11	Coordinate with Moore County Public Utilities to ensure adequate water and sewer infrastructure capacity exists to meet the needs of the community and any projected development patterns shown on the Conservation and Growth Map.	Ongoing
6.12	Coordinate with NC Department of Transportation (NCDOT) to ensure adequate transportation system improvements are made in a timely manner to meet the needs of the community and any projected development patterns shown on the Conservation and Growth Map.	Ongoing
6.13	Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.	1-2 Years
6.14	Assess whether the community supports an indoor and/or outdoor performing arts venue, and if so, explore options for locations and funding sources.	5+ Years
6.15	Consider projecting long term infrastructure capital needs by infrastructure category beyond the five-year planning horizon of the annual Strategic Operating Plan.	1-2 Years
6.16	Evaluate the need for a Comprehensive Plan Consistency Statement for Capital Projects.	1-2 Years

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Very Important	\$	Evaluation	IT	AD	Moderate
Important	\$\$	Initiative	IT	All Departments	Significant
Important	\$\$	Initiative	IT	All Departments	Significant
Most Important	\$\$\$	Project	AD	FD/PL	Moderate
Important	\$	Project	AD	PL/PS	Moderate
Important	\$	Evaluation	AD	HR/IT/FS/PL	Minimal
Most Important	\$	Evaluation	AD	PD	Moderate
Most Important	\$\$\$	Initiative	PS	AD/IT	Significant
Most Important	\$	Evaluation	PS	AD	Significant
Most Important	\$	Project	PS	PL/P&Z	Moderate
Most Important	\$	Project	PL	AD/PS/MCPU	Minimal
Most Important	\$	Project	AD	PL/PS/NCDOT	Moderate
Most Important	\$	Evaluation	AD	Given Library	Moderate
Important	\$	Evaluation	AD	PR/Other Private Entities	Moderate
Very Important	\$	Project	FS	All Departments	Minimal
Very Important	\$	Evaluation	FS	PL	Minimal

	Implementation Strategy/Recommendation	Timeframe
All Things Green: Parks, Open Spaces & Natural Resources		
7.1	Update and implement the Comprehensive Parks & Recreation Master Plan to identify locations for potential neighborhood parks, community gardens, and dog parks.	1-2 Years
7.2	Continue to provide parks, open spaces, and recreational facilities for a variety of passive and active recreation, and at a variety of sizes, in accordance with the Parks & Recreation Master Plan. Ensure that these spaces and facilities continue to meet the needs of residents of all ages and physical abilities.	Ongoing
7.3	Create and implement a masterplan to develop West Pinehurst Park to include additional athletic fields.	1-2 Years
7.4	Seek ways to enhance strategic partnerships with other public and private entities to expand and enhance recreation facilities and programs offered.	Ongoing
7.5	Continue to maintain Pinehurst's status as a Tree City.	Ongoing
7.6	Enhance the Tree Preservation Program and standards for tree planting and preservation in the Pinehurst Development Ordinance.	1-2 Years
7.7	Consider implementing a routine evaluation of trees in public spaces to ensure regeneration of mature trees through natural regeneration or new plantings.	3-5 Years
7.8	Consider identifying and registering any "champion" trees with the National Register of Champion Trees (www.americanforests.org) and educate residents on "champion" trees.	3-5 Years
7.9	Continue to protect water features, including lakes, ponds, streams, wetlands and floodplains with appropriate development regulations.	Ongoing
7.10	Update the Village's wellhead protection plan, in collaboration with Moore County Public Utilities.	1-2 Years
7.11	Reduce or eliminate the use of harmful pesticides and fertilizers on Village-owned property, and encourage the same on private properties.	Ongoing
7.12	Encourage proper disposal of harmful chemicals and hazardous wastes and consider expanding household hazardous waste events.	Ongoing
7.13	Encourage water conserving measures in households and businesses in the Village.	Ongoing
7.14	Utilize the CommunityViz software to quantify the impact of development on impervious surface limits and community water needs.	1-2 Years
7.15	Encourage the preservation of land in Pinehurst for both conservation and recreation, through appropriate zoning. Review and update the Pinehurst Development Ordinance, as needed.	3-5 Years
7.16	Utilize the Green Growth Toolbox resources provided by the NC Wildlife Resources Commission to inform conservation efforts, especially in the ETJ.	5+ Years

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Important	\$\$	Initiative	PR	AD/PL	Significant
Very Important	\$\$\$	Initiative	PR	BG	Significant
Very Important	\$\$	Initiative	PR	AD	Moderate
Very Important	\$	Project	PR	Other Private Entities	Moderate
Important	\$	Project	PL	BG	Minimal
Very Important	\$	Project	PL	PS/P&Z	Moderate
Very Important	\$	Project	PS	BG	Moderate
Important	\$	Project	PS	BG	Minimal
Most Important	\$	Project	PL	P&Z	Minimal
Very Important	\$	Project	PL	P&Z/MCPU	Moderate
Very Important	\$	Project	BG	PS	Minimal
Important	\$	Project	PS	N/A	Minimal
Important	\$	Project	PS	N/A	Minimal
Most Important	\$	Project	PL	P&Z	Moderate
Important	\$\$	Initiative	PL	P&Z	Significant
Important	\$	Project	PL	P&Z	Minimal

	Implementation Strategy/Recommendation	Timeframe
All Things Green: Parks, Open Spaces & Natural Resources		
7.17	Consider developing a conservation plan or preparing a conservation assessment, in conjunction with the NC Wildlife Resources Commission, to identify natural areas and habitats that should be preserved.	5+ Years
7.18	Work with conservation agencies such as the Three Rivers Land Trust (formerly the Sandhills Area Land Trust) and Equine Land Conservation Resources to develop partnerships to assist with land conservation efforts in the Village and the ETJ.	5+ Years
7.19	Evaluate ways to protect the longleaf pine-wiregrass ecosystem.	Ongoing
7.20	Continue to work with the NC Wildlife Resources Commission to protect endangered species habitats.	Ongoing
7.21	Continue to discourage the introduction of invasive or non-native species in public open spaces and on private property by utilizing the Village of Pinehurst Planting Guide.	Ongoing
7.22	Continue to work with golf course ownership in Pinehurst to reduce and mitigate the impacts of non-native plantings, and to encourage native vegetation during golf course construction or renovation.	Ongoing
7.23	Consider the creation of an Energy Plan for the Village that studies the impacts and feasibility of using alternate energy sources in the Village.	3-5 Years
7.24	Consider partnering with private entities to install electric car charging stations in the Village.	1-2 Years
7.25	Consider the use of electric or hybrid vehicles for municipal use.	3-5 Years
7.26	Consider provisions in the Pinehurst Development Ordinance to promote renewable energy options for homes and businesses.	5+ Years
7.27	Consider updating development standards to encourage and incentivize energy conservation measures in residential and commercial development.	5+ Years
7.28	Periodically (every five to ten years) complete an energy audit of public facilities and buildings in Pinehurst to identify opportunities for energy conservation and cost efficiencies. Act on reasonable findings and recommendations by updating Village facilities to incorporate energy saving features or implementing energy conserving measures in new facilities.	5+ Years
7.29	Seek additional ways to encourage recycling and the reuse of resources.	Ongoing

Importance	Cost	Type	Dept Responsible	Partners	Level of Effort
Important	\$	Evaluation	PL	NCWRC	Moderate
Important	\$	Project	PL	NCWRC	Minimal
Important	\$	Project	PL	NCWRC	Minimal
Important	\$	Project	PL	P&Z/NCWRC	Minimal
Important	\$	Project	PL	N/A	Minimal
Important	\$	Project	PL	Pinehurst Resort/ Other Private Entities	Minimal
Important	\$	Evaluation	BG	N/A	Moderate
Important	\$	Evaluation	AD	Other Private Entities	Moderate
Important	\$	Evaluation	FM	AD	Moderate
Important	\$	Project	PL	P&Z	Moderate
Important	\$	Project	PL	P&Z	Moderate
Important	\$	Project	BG	N/A	Moderate
Very Important	\$	Project	PS	AD	Moderate

Implementing & Monitoring the Plan

To achieve the Village’s vision to be a “charming, vibrant community that reflects our rich history and traditions” will require commitment from elected officials and staff that allocates resources to implementing the strategies contained in this Comprehensive Plan.

71% of potential expenses associated with the 115 Implementation Strategies contained in the Plan are in support of three Guiding Principles: 1) Moving Around the Village, 2) Supporting Infrastructure & Utilities, and 3) All Things Green.

Approximately one-half of the most frequently selected strategies by citizens during the Public Open House are in support of these same three Guiding Principles. These strategies include:

- Collaborating with NCDOT to find solutions to reduce traffic and expand walkability
- Adding parks & open spaces and protecting natural resources
- Creating storm water management solutions

To determine the estimated distribution of potential expenses across Guiding Principles, the Village assumed the midpoint of the ranges shown in the Plan Implementation Matrix section and multiplied that amount times the number of strategies in each \$ category. For the implementation of the 2015 Comprehensive Pedestrian and Bicycle Master Plans, or the one strategy classified as \$\$\$\$\$, the Village assumed a \$2.5 million estimated cost. Additional funding would be required for other capital projects such as a third fire station, a police substation, and/or a municipal library if the Village decided to pursue these major capital investments.

Guiding Principle	Number of Strategies	% of Total Potential Expenses
1. Village Character & Authenticity	7	2%
2. Balancing Conservation & Growth	21	14%
3. Places to Live	9	6%
4. Moving Around the Village	17	35%
5. Taking Care of Business	16	7%
6. Supporting Infrastructure & Utilities	16	19%
7. All Things Green	29	17%

The Village has a robust annual strategic planning process that should be fully integrated with the vision set forth in this Plan. To do this, elected officials and management should annually review the Plan Implementation Matrix. This review could include an annual report of the progress made in implementing the strategies over the prior year and adjustments can be made annually as community priorities shift and change. In addition, the Village could utilize its Balanced Scorecard (BSC) framework to track Key Performance Indicators (KPIs) to indicate the effectiveness of Plan implementation. In some cases, new Key Performance Indicators may be identified for inclusion on the Village’s corporate or department Balanced Scorecards contained in the Strategic Operating Plan (SOP).

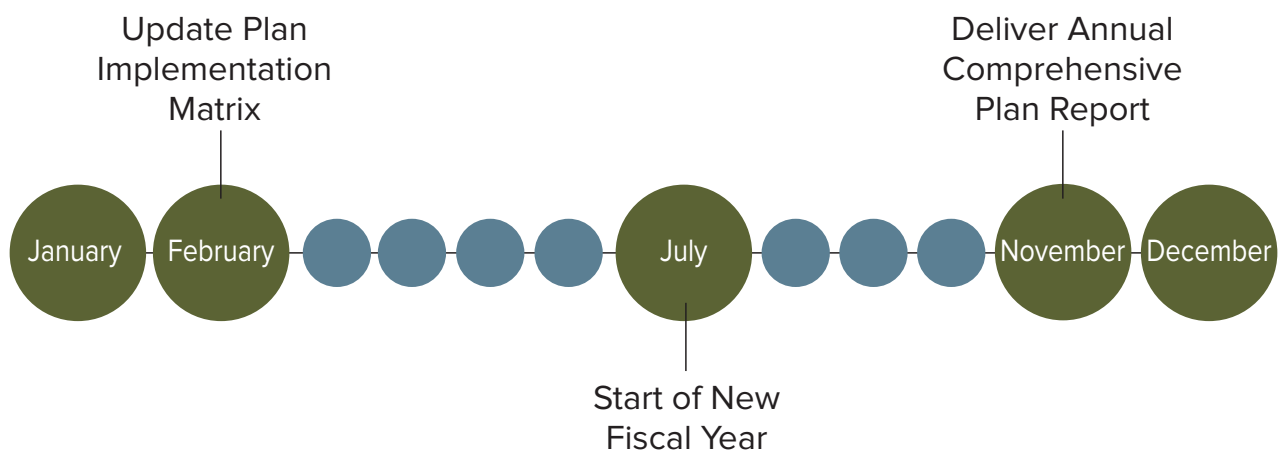
Village staff should prepare an annual report card to give a full and honest assessment of conditions in the Village. This report card could be used specifically to monitor performance, measure achievement, and reflect change generated by implementation of Plan strategies. Formal presentation of the annual report should be made to the Village Council at their strategic planning pre-retreat meeting each year in November. Adjustments to the Plan Implementation Matrix, if needed, should be made by February 1st each year, prior to the submission of annual budget requests by senior leadership.

Updating the Plan

A comprehensive Envision the Village update to the Plan should occur every eight to ten years to take advantage of changing technologies, new market and economic development realities, or other opportunities when they present themselves. Some parts of the document such as the Vision Statement and Guiding Principles should remain constant to keep Pinehurst focused on a path for success. Other parts of the document, such as the Implementation Strategies and the Conservation and Growth Map, may need to evolve over time as conditions change that were not contemplated at the time this Plan was adopted. Changes considered for the Plan should be evaluated against the community vision and Guiding Principles to determine if they are in the best long-term interests of the Village’s residents, businesses, and property owners.

To avoid disparities between the Plan and market and economic realities, elected officials and management should conduct and complete a thorough review of the Plan, and amend it as appropriate, prior to the November pre-retreat strategic planning meeting in odd numbered years (i.e. 2021, 2023, etc.). Doing this between the every eight to ten year comprehensive update will help to ensure the Plan remains relevant and is the living document it is intended to be to help Shape the Future and Honor the Past of Pinehurst.

Patience may be needed for some aspects of the Plan to evolve as it sets a long-term vision over an extended period of time. Village officials should avoid ‘short-sighted’ decisions to modify the Plan unless reasons to change it are supported by the community and staff.



Glossary of Terms

B

Balanced Scorecard (BSC): A strategy performance management tool which identifies the Village's community goals, strategic objectives, and measures of performance (or Key Performance Indicators).

C

Capital Improvement Plan (CIP): A five-year forecast of planned routine replacement of vehicles and equipment, significant infrastructure investments, new facility construction, and other capital asset additions greater than \$5,000.

Champion Trees: In North Carolina, trees which have garnered attention by virtue of their great size, age, or historical significance. The program is overseen by the North Carolina Forest Service.

Character-Based Codes: A means of regulating development by using physical form as the organizing principle, with a lesser focus on land use, to achieve a particular type of "place" or built environment based on the community's vision. These regulations often use illustrations and graphics to better explain design concepts. Character-based codes and form-based codes are interchangeable terms.

Code Red Call: A telephone notification system used by the Village to deliver information via telephone to Pinehurst residents.

CommunityViz Software: A GIS extension software that provides a framework for planners and citizens to learn and make choices about

the future of their towns, cities, village and developments. CommunityViz is a tool used by urban planners to make informed decisions about the future of cities and regions.

Complete Streets: Streets which are designed to provide safe, convenient and comfortable travel and access for users of all ages and abilities, regardless of mode of transportation.

Conservation Neighborhoods: A neighborhood design strategy intended to preserve large tracts of land as communal open space for residents, and grouping homes on developed portions of the land.

Conventional Zoning: Traditional zoning that focuses on the segregation of land-use types, permissible property uses, and the control of development intensity through numerical parameters such as dwelling units per acre, height limitations, setbacks, parking ratios, etc.

Co-working Spaces: An office space shared by workers who may or may not work for the same company or companies. Typically utilized by work-at-home professionals or independent contractors.

D

Diversion Rate: The rate at which recyclable materials are diverted from the landfill, normally expressed as a percentage (e.g. # of tons recycled / (# of tons recycled + # of tons of household trash deposited in the landfill))

E

Experiential Retail: An approach to retail business that prioritizes meaningful shopping experiences and provides customers with options other than shopping and purchasing. Examples include fitness classes in athletic apparel stores, cooking classes in kitchen equipment stores, “happy hour” in furniture stores, etc.

Extra-territorial Jurisdiction (ETJ): In North Carolina, the authority of a city to apply its planning and development regulations to adjacent areas outside the city (or town or village) limits.

F

Focus Areas: Parts of the Village identified and evaluated during Envision the Village that represent the most important areas to influence. Development in these areas could have the most significant impact on shaping the Pinehurst of the future.

Form-Based Zoning: A means of regulating development by using physical form as the organizing principle, with a lesser focus on land use, to achieve a particular type of “place” or built environment based on the community’s vision. These regulations often use illustrations and graphics to better explain design concepts. Form-based codes and character-based codes are interchangeable terms.

G

Geographic Information System (GIS): A computer system designed to capture, store,

manipulate, analyze, manage and present spatial or geographic data.

Guiding Principles: A set of principles which embody the core philosophy of embracing and celebrating Pinehurst’s history, while pro-actively planning for its future. The seven Guiding Principles for the Village of Pinehurst emerged from public discussions around specific topics critical to preserving and enhancing the high quality of life in the Village.

H

Hazard Mitigation Plan: A plan to reduce loss of life and property by lessening the impact of disasters. State and local governments engage in hazard mitigation planning to identify risks and vulnerabilities associated with natural disasters and to develop long-term strategies for protecting people and property from future hazard events. (From FEMA).

Human-scale: A term which refers to a size of a building or environment that feels comfortable to people.

K

Key Performance Indicator (KPI): A quantifiable measure used to evaluate the success in meeting objectives for performance.

L

Leadership in Energy and Environmental Design (LEED): A globally-recognized standard for the design, construction and operation of efficient, cost-saving green buildings and

neighborhoods. LEED rating systems include: LEED for Building Design & Construction; LEED for Interior Design and Construction; LEED for Building Operations and Maintenance; and LEED for Neighborhood Development.

Level of Service (LOS): A measurement of quality of motor vehicle traffic service, used to analyze roadways and intersections by categorizing traffic flow and assigning quality levels of traffic based on performance measure like vehicle speed, density, congestion, etc.

P

Pattern Books: Guidelines that illustrate architectural details, materials, shapes, site plans, and landscape elements to help ensure harmonious development with the surrounding environs.

Pinehurst Development Ordinance (PDO): A set of regulations adopted in accordance with the Comprehensive Plan in order to accomplish a set of goals set forth by the Village. These goals include preserving and enhancing the unique historic character of the Village; guiding development in an appropriate and sustainable way; supporting fiscally sustainable development patterns; providing adequate infrastructure and utilities; ensuring an efficient and effective transportation system; preserving and enhancing existing residential neighborhoods while addressing future housing needs; establishing a meaningful open space and trails system that supports connectivity; and promoting the health, wellness and safety of Pinehurst residents.

Planapalooza™: An intensive and fun community planning and design event that brings together community members to think about the future of the Village. An interactive engagement process intended to provide an open forum for the public to work closely with Village staff and a team of consultants to identify big ideas and generate a vision that will drive policy decisions for the Village in the future. Planapalooza™ is a unique event created by consultants Town Planning & Urban Design Collaborative (TPUDC).

R

Request for Development Proposals (RFDP): A notification issued by the Village to solicit proposals from potential developers.

S

Strategic Operating Plan (SOP): An annual policy document, financial plan, and operations guide that includes the Village's annual operating budget and five-year financial forecast (inclusive of the Capital Improvements Plan). The SOP also includes the Village Council's strategic priorities for the five-year planning period.

T

Traffic Impact Analysis (TIA): A study designed to estimate site-generated traffic and assess its impact on the public street system and any proposed development on the site.

V

Village Center: The New-England style downtown area of the Village with shops,

restaurants, and office space. The Village Center also includes Tufts Park, the Given Memorial Library, Resort hotels, and other bed and breakfast establishments. The area is generally bounded by Village Green Road East, Dogwood Road, Magnolia Road, Cherokee Road and Village Green Road West.

Village Core: The area that includes both the Village Center and Village Place.

Village Place: The approximately 19 acre area located north of the nearby historic Village Center that contains the Village's Public Services Complex, the Manor Inn, the historic steam plant, and the Moore County Public Utilities ground water storage tanks. The area is generally bounded by Community Road, Magnolia Road, McCaskill Road, and Dundee Road.

Appendix

The following table indicates the assumptions used to calculate the Focus Area Performance Measures shown in the “Balancing Conservation and Growth” section of the Plan:

# of New Employees	Amount	Unit
General Office	4.14	per 1,000 square foot
Medical Office	4.05	per 1,000 square foot
General Retail	2.86	per 1,000 square foot
Hospital	2.94	per 1,000 square foot
# of New Residents		
Single-Family Detached	2.20	per dwelling unit
Single-Family Attached	2.20	per dwelling unit
Stacked Multifamily	1.42	per dwelling unit
# of New Students		
Single-Family Detached	0.71	per dwelling unit
Single-Family Attached	0.71	per dwelling unit
Stacked Multifamily	0.49	per dwelling unit
# of Gallons Per Day New Water Demand		
Single-Family Detached	260	per dwelling unit
Single-Family Attached	205	per dwelling unit
Stacked Multifamily	205	per dwelling unit
General Office	0.09	per square foot
Medical Office	0.09	per square foot
General Retail	0.05	per square foot
Lodging	205	per square foot
Light Industrial	0.08	per square foot
Institutional	0.09	per square foot
# of Gallons Per Day New Sewer Demand		
Single-Family Detached	225	per dwelling unit
Single-Family Attached	180	per dwelling unit
Stacked Multifamily	180	per dwelling unit
General Office	0.09	per square foot
Medical Office	0.09	per square foot
General Retail	0.05	per square foot
Lodging	205	per square foot
Light Industrial	0.08	per square foot
Institutional	0.09	per square foot

