

A scenic view of a two-story white house with a porch, a large tree, a wooden bench, and a flower bed. The house has a prominent front porch with white columns and a balcony. A large, mature tree stands in the center, casting shade over a wooden bench. In the foreground, there is a flower bed with red and white flowers. A green lamppost with a white globe is also visible. The overall scene is bright and sunny, suggesting a pleasant day.

# PINEHURST

2011 Comprehensive Long-Range Village Plan

*(2010 Plan Amended October 11, 2011)*

**Strategic Element**

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## Village of Pinehurst

May 11, 2010

Dear Pinehurst Citizens:

Your Village Council is pleased to present the 2010 Comprehensive Long-Range Plan for the Village of Pinehurst. This Plan is the culmination of two years of careful study and deliberation involving the citizens of Pinehurst, the Comprehensive Long-Range Planning Steering Committee, the Village Council, and Village staff. Following a public hearing on April 27, 2010, this Plan was adopted on May 11, 2010 with an effective date of June 1, 2010.

The complete Plan consists of two elements:

- the "Strategic Element" outlining the overall policy objectives of the Village of Pinehurst, and
- a separate "Implementation Element" describing the programs and tasks which will help accomplish the overall policy objectives (as well as the priorities and responsibilities).

The Plan will be a guide for directing the future of the Village of Pinehurst. The purpose of the Plan is to provide a vision for the Village of Pinehurst and provide the basis for policies that will help attain that vision. This Plan is a living document and will be amended in the future as times and circumstances warrant.

The Village Council believes that this Plan is:

- the proper culmination of a thorough research of the rich history of Pinehurst identifying the important characteristics of our Village that must be preserved to maintain the unique character of the Village, and
- a proper exercise of foresightedness to maintain and enhance the quality of life for all to enjoy.

It is our fervent hope that you will join us in working toward the implementation of the strategies and tasks contained herein. With your active support, encouragement, and involvement, we can maintain the legacy of the Village of Pinehurst for ourselves and future generations fortunate enough to call the Village of Pinehurst home. Please join us.

Thank you for the opportunity to be of service to you.

Sincerely,

Virginia F. Fallon, Mayor  
Joan Thurman, Mayor Pro Tem  
Nancy Roy Fiorillo, Councilmember  
Douglas A. Lapins, Councilmember  
Mark W. Parson, Councilmember

## About Pinehurst ...

Pinehurst, North Carolina is widely recognized as a residential and resort community with an outstanding quality of life. In addition to its world-renowned golf facilities, Pinehurst is also known for the excellent medical facilities located here, as well as the cultural and recreational opportunities available in the region.

In recent years, Pinehurst has received the following accolades:

- In 2009, *Money Magazine* ranked Pinehurst #4 on its 25 best places to retire
- Recognized as one of the prettiest towns in North Carolina (*The Pilot* - 12/22/09)
- Ranked #1 among World's Best Golf Resorts (the 3rd time in four years) in a reader survey by *Travel + Leisure Golf Magazine* (2008)
- Home of FirstHealth Moore Regional Hospital – a nationally recognized facility offering sophisticated medical capabilities usually found only in much larger metropolitan areas.
- Home of the US Open men's golf championships in 1999 and 2005 (and scheduled for the US Open men's and women's golf championships (in consecutive weeks) in 2014)

**Golf**



**Health**



**Character**



**Recreation**



**Ambience**



**Events**



**Harness Track**



**Community**



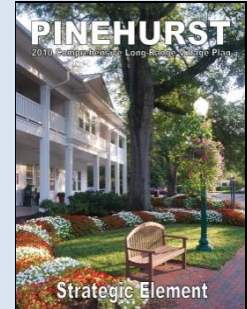
**Place**



## About This Plan ...

The Comprehensive Long Range Plan for the Village of Pinehurst is a two-part document.

This part – known as the “Strategic Element” – is a statement of the overall strategic directions which are considered important for the Village of Pinehurst to promote and pursue in order to preserve and enhance those things considered integral to the overall character, ambience, and quality of life in the Village. It is more “big picture” and strategic in nature so that Pinehurst residents will use it to discuss and refine the major directions of the community. It is envisioned that the Strategic Element will be reviewed every 5-10 years (or as otherwise needed) to ensure that the strategic directions for Pinehurst are appropriate for addressing the issues facing the community.



The companion part – known as the “Implementation Element” – is a more detailed compilation of tasks and programs which will be considered to accomplish the overall strategies. That element will identify specific tasks to be completed, the entity responsible for completing the task, and the anticipated timeframe for completion. As tasks and programs are implemented and results are evaluated, it is envisioned that the Implementation Element will be updated to clear completed tasks and to add new tasks.



It is envisioned that the Implementation Element will be reviewed every year to ensure that the work program and tasks for the coming year (and beyond) reflects fiscal and operational capabilities.

While the Strategic Element of the Plan will be updated less frequently than the Implementation Element, it is still a document that should evolve as the needs of the community change. As new issues come to light, the community should strive to update the Strategic Element by evaluating alternative approaches and selecting the best overall strategy for Pinehurst. The fact that a topic or issue is not addressed in the Strategic Element should not prevent it from being considered at some time in the future,

Based on community meetings and input, the two elements of the Plan are based on the following goal:

### **The Village of Pinehurst intends to:**

- **preserve and enhance the unique character and ambience of the entire community, especially the historic Village Center,**
- **enhance the quality of life for present and future residents,**
- **guide growth or change in ways that complement the unique character and ambience of the community,**
- **address community needs in the most efficient and cost-effective manner, and**
- **maintain the legacy of Pinehurst for future residents and visitors to enjoy.**

# Planning Considerations

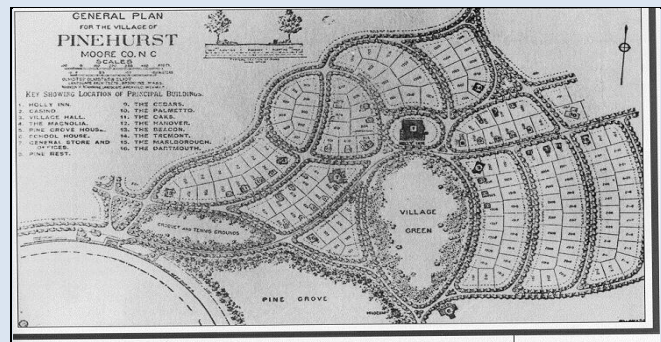
## A Unique History

Pinehurst is located in the “Sandhills” area of North Carolina. Due to the low fertility of the soil, this area was sparsely inhabited until the arrival of the Raleigh and Augusta Railroad in 1877. This opened up the area for logging and, for the next several decades, large-scale timbering operations were the major economic activity. Most land in this area was cleared of the indigenous pine trees.



In the early 1880s, a gentleman named John T. Patrick (head of the North Carolina Department of Immigration) began assembling property in this area to attract new residents. He was instrumental in the establishment of Southern Pines and Pinebluff and the marketing of the entire area. Then, in the spring of 1895, a Boston businessman named James Walker Tufts visited and decided that this area was appropriate for establishing a health-oriented resort he had been considering. Mr. Tufts met with a local timber operator and made arrangements to purchase about 600 acres of land.

Mr. Tufts wanted a “first rate” plan for his new resort and contacted a land planning firm in Brookline, Massachusetts to prepare it. The firm he selected was headed by Frederick Law Olmsted, the designer of Central Park in New York and the landscape designer of the Biltmore Estate in Asheville, North Carolina. Olmsted is widely recognized as the forefather of landscape design in the United States and a pioneer in the concepts of city planning.



Construction of the resort began in the summer of 1895 and proceeded quickly. Buildings for the new resort were designed in a New England village style by Taylor, Kendall & Stevens, a respected Boston architectural firm. Seeking a name for his venture, Tufts remembered a contest for a new community in Martha’s Vineyard where he had a summer home. After reviewing the non-winning entries, he noticed the name “Pinehurst” and obtained permission to use the name.

Marketing materials were sent out and, with the opening of The Holly Inn on December 31, 1895, the resort was on its way. Over the next 18 months, Mr. Tufts added another 6,000 acres or so to his holdings and established an electric trolley line from Southern Pines to Pinehurst. He invested heavily in plantings to overcome the barren surroundings.



This planting effort was overseen by Warren Manning, a former Olmsted employee, who directed the planting of over 200,000 trees and shrubs along both sides of streets, around buildings, and in open places to enhance the overall ambience of the community. Mr. Manning promoted an informal and naturalistic approach which was based on his theories of spatial structure and character. Based on his work in Pinehurst and elsewhere, Mr. Manning is recognized as an influential American landscape designer.

By the time Mr. Tufts died in 1902, the Carolina Hotel was the largest wood-frame hotel in the South, the now-famous Donald Ross had been hired as the golf professional for the resort, and the reputation of Pinehurst as a haven for golf was becoming well established. In following decades, the Tufts' heirs managed the privately-held resort and it became known as a very special place due to the close relationships between the Tufts family and guests.

However, by the late 1960s, Pinehurst's days as a "paternalistic" resort were coming to a close. The resort was 75 years old and a significant investment was needed to refurbish the resort facilities, enlarge the variety and scope of recreational activities, and update utilities. The Tufts heirs were hesitant to make this investment and, in January 1971, the resort was sold to Diamondhead Corporation. The year-round population at that time was estimated to be 1,086 people.



Since the resort had been run as a big family, some of the changes at the resort were dramatic. Diamondhead's strategy to recoup its investment involved the creation and sale of lots with membership rights to the Pinehurst resort facilities.

Over the next decade, Diamondhead created about 7,000 lots or units for sale. Advertisements were placed in newspapers all over the country and people were flown in to play golf and attend a sales presentation about purchasing a lot or condominium unit. Roads, water lines, and sewer pipes were put in place to support development and recreational improvements were made to enhance the marketability of Pinehurst. While most all of the buildings built prior to 1971 were carefully designed to blend with the character of a New England village, Diamondhead had little incentive to manage the character of construction. An economic recession in the mid-1970s slowed sales and Diamondhead's assets were taken over by a consortium of banks.

In 1980, a majority of residents decided that it would be beneficial to incorporate as a municipality and this was accomplished. In fairly short order, municipal ordinances were established and programs put in place to provide for common services. For the first time, Pinehurst residents had a voice in the future of their community. The year-round population at this time was estimated to be 1,746 people.

Due to its unique history, Pinehurst has several inherited planning challenges that other communities do not have:

- Most of the land in Pinehurst was subdivided in a 3-4 year timeframe during the early 1970s and was configured for the developers goals and the lifestyles of people at that time,
- Besides golf courses, very little open space or parkland was set aside for the needs of future residents,
- Pinehurst does not own or control its water or sewer system,
- Minimal provision was made for the eventual stormwater drainage needs of the community, and
- Little preparation was made for the ultimate water supply needs when fully developed.

As a result, the challenge of this Plan is to find ways to manage the growth of Pinehurst in order to retain and enhance community character in a situation where so many lots have already been created.

## Changing Age Composition

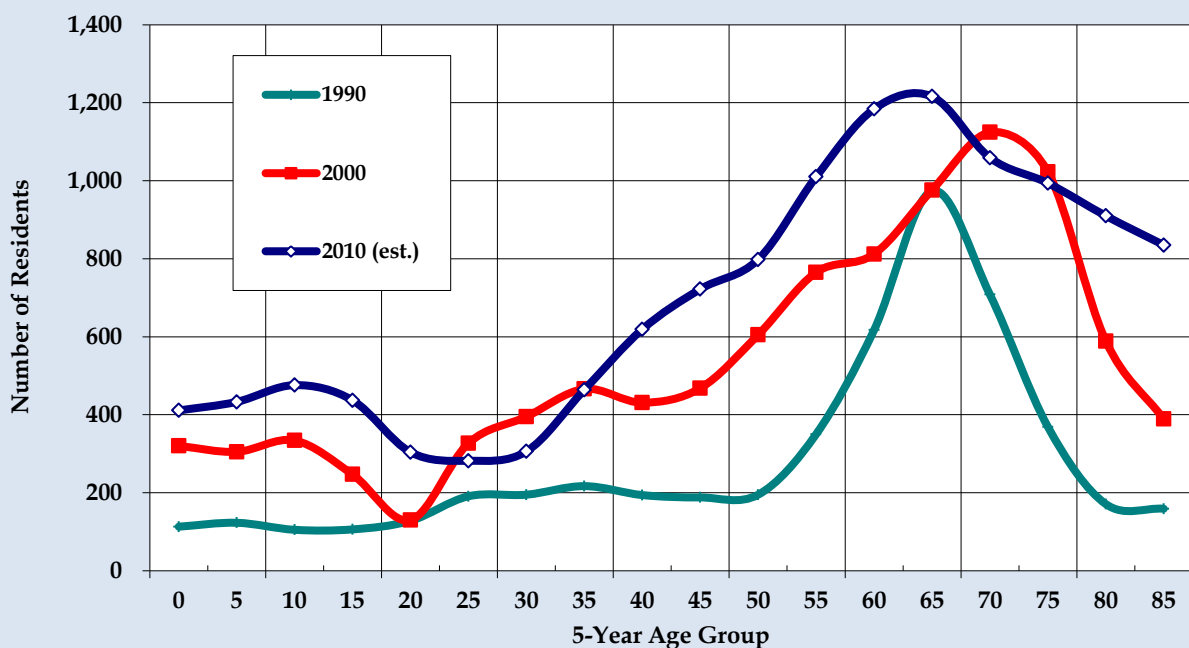
With the expansion of housing sites during the Diamondhead era and the intensive marketing campaign, Pinehurst was poised for growth. Since much of the marketing had been focused on northern metropolitan areas (New York, Boston, Chicago, etc.), many of the purchasers were people who looked to Pinehurst as a retirement destination due to the climate, reputation, and recreational opportunities.

Growth accelerated during the 1980s as purchasers during the 1970s began retiring and moving to Pinehurst. By 1990, Pinehurst had grown to a community of 5,091 residents. As can be seen from the following chart (green line), Pinehurst had a large number of residents ages 55 and over in 1990 and a pronounced peak of residents aged 65 to 70.

By the 2000 Census, Pinehurst had grown to a community of 9,706 residents. While the pace of growth had continued, there was a significant shift on the age composition of new residents. During the 1990s, Pinehurst attracted a number of younger retirees and younger families with children (red line).

Although the 2010 Census results were not available at the time this Plan was being prepared, it is estimated that, with the annexation of the Pinewild area, the 2010 population of Pinehurst may approach 15,000 residents. Available information suggested that the growth of younger residents continued after the year 2000 (blue line) due to the continued growth in the Sandhills region (military personnel at Fort Bragg, healthcare at FirstHealth, and people willing to travel to jobs in other areas due to the quality of life available in Pinehurst).

If these trends continue (as they are expected to), Pinehurst will continue the transition from a community initially focused on the needs and interests of an older population to a community with a more diverse age composition and more varied needs. Managing that transition will be one of the challenges facing Pinehurst in the future.





## Development Considerations

At the time this Plan was being crafted, Pinehurst consisted of two main geographic areas:

- land within Pinehurst's corporate limits, and
- land within Pinehurst's extra-territorial jurisdiction, an adjacent unincorporated area where the Village of Pinehurst has extended its zoning jurisdiction.

Within the corporate limits, about three-quarters of the land area is developed or committed to various uses. Most of the land within Pinehurst's corporate limits still available for development is zoned residentially and there were a number of residential lots that had not yet been developed. If all these lots are ultimately developed with residential homes and the transition to younger (and larger) families continues, Pinehurst (including Pinewild) could have a population potential of about 23,500 people within its boundaries.

If the land in the current extraterritorial jurisdiction is developed in accordance with current zoning (R-210) and if this land was eventually annexed, this area might support an eventual population of about 2,900 additional people.

In other words, full development of all areas under existing zoning could result in a municipality of about 26,400 residents. Since the community of the future may have twice as many residents as today, sizing and locating community facilities will be an issue for the future.

**Residential Neighborhood**



**Multi-Family Housing**



## Overall Community Issues

As part of the process of preparing this Plan, Pinehurst residents (including residents of Pinewild and the extra-territorial area) participated in a number of exercises which were used to help identify issues and concerns.

**Community Meetings** - At a series of public meetings held at the Fair Barn in January 2009, residents indicated as part of an unscientific poll that the issues most important to them were:

- Village Center,
- Utilities,
- Community Character, and
- Overall Growth.

Additional meetings were held specifically for younger families and people who worked in Pinehurst.

Overall, residents seemed to be generally satisfied with municipal efforts to protect community character, protect natural resources, address community facilities, and manage housing development. On the other hand residents seemed to indicate that more should be done to address the Village Center and transportation issues.

**Fair Barn Meeting**



**Workshop Exercises**



**Workshop Discussion**



**Steering Committee Members**



**Telephone Survey** - In November 2009, a telephone survey was conducted to get additional feedback from residents. Since a telephone survey was conducted as part of the 2003 Plan, some of the results are comparable.

Impressively, 99 percent of survey respondents reported the overall quality of life in Pinehurst as being either “good” or “very good”. In the experience of the professional polling firm that conducted the survey, this satisfaction rating is exceptionally high.

Most people decided to move to Pinehurst due to the overall character (beautiful village / beautiful area), recreation amenities (golf courses, resort), location (close to work/family), and specific character (nice house, nice neighborhood). The features that residents liked most about Pinehurst today include overall ambience (small, quaint, quiet, friendly), weather, golf, and location (close to everything).

In terms of issues or problems facing Pinehurst, residents cited concerns about the water supply (and water restrictions), growth (overpopulation, over-development), increased traffic, and keeping the historic village character.

Additional feedback regarding specific issues and policies will be presented in specific Plan chapters to follow.

**Public Meeting at Pinehurst Elementary School**



**Public Meeting**



**Public Meeting**







**Steering Committee Meeting**



# Plan Outline

Based on discussions among the members of the Steering Committee, feedback from public meetings, and recommendations from Village Staff and consultants, the Plan has been organized around the following thematic elements:

<p><b>Enhance</b> (pages 16 - 25)</p>	<p>Those things which are integral to the overall character of the Village, the overall quality of life of residents, and the experience of visitors.</p>	
<p><b>Preserve</b> (pages 26 - 37)</p>	<p>Those things which are important for the Village to protect or preserve in order to ensure environmental health and augment the overall quality of life.</p>	
<p><b>Guide</b> (pages 38 - 61)</p>	<p>How the Village should approach, manage, and guide future development to accomplish Plan objectives.</p>	
<p><b>Support</b> (pages 62 - 81)</p>	<p>How the Village should seek to provide services and facilities to support community needs.</p>	

Based on the information from the public meetings and the telephone survey and the deliberations of the Steering Committee, the key strategic elements of the Plan include:

- character and ambience,
- open space (greenway trails),
- the Village Center,
- extra-territorial areas,
- utility infrastructure, and
- vehicular transportation.

Due to their importance, there is more discussion of these strategic issues compared to the other elements of the Plan.

Theme	Key Elements	Secondary Elements
<b>Enhance</b>	<ul style="list-style-type: none"> <li>• Character / Ambience (p. 18)</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of Life (p. 22)</li> <li>• Image / Reputation (p. 24)</li> </ul>
<b>Preserve</b>	<ul style="list-style-type: none"> <li>• Open Space (p. 28)</li> </ul>	<ul style="list-style-type: none"> <li>• Natural Resources (p. 32)</li> <li>• Sustainability (p. 36)</li> </ul>
<b>Guide</b>	<ul style="list-style-type: none"> <li>• Village Center (p. 40)</li> <li>• Extra-Territorial Areas (p. 52)</li> </ul>	<ul style="list-style-type: none"> <li>• Residential Development (p. 56)</li> <li>• Business Development (p. 58)</li> </ul>
<b>Support</b>	<ul style="list-style-type: none"> <li>• Utility Infrastructure (p. 64)</li> <li>• Vehicular Transportation (p. 74)</li> </ul>	<ul style="list-style-type: none"> <li>• Community Facilities (p. 78)</li> <li>• Other Transportation (p. 80)</li> </ul>

## Geographic Extent

This Plan differs from earlier Long-Range Plans for Pinehurst in at least one significant way – those Plans focused almost exclusively on addressing issues occurring within Pinehurst's borders. This Plan will take a different approach. In addition to looking at issues within the corporate limits, this Plan will consider external areas and issues that have the potential to affect Pinehurst in the future.

This reflects a growing awareness that:

- Pinehurst is not an island unto itself and what happens in the areas surrounding Pinehurst will have an impact on the Village, its character and ambience, and the overall quality of life for its residents.
- The current zoning policies in the extra-territorial areas may not be “sustainable” since the densities allowed by the Village of Pinehurst are too low to allow for annexation (unless voluntarily proposed by the landowners) and adjacent communities could annex into the Pinehurst extra-territorial jurisdiction (ETJ) area.

As part of this planning process, the Steering Committee discussed the possible geographic extent of Pinehurst and reached consensus on the following:

- Pinehurst will be affected by growth in the region.
- Pinehurst should not rule out expanding its geographic boundaries (both corporate limits and extra-territorial jurisdiction) – mostly to protect its character and ambience and provide for desired amenities.
- Pinehurst should seek to expand its boundaries through annexation only in certain areas and only under certain conditions.
- Pinehurst should seek to coordinate development programs and policies with Moore County and with all surrounding communities (including maintaining annexation agreements).

The map on the facing page shows areas where the Steering Committee felt there were the strongest reasons for possible future boundary expansion (green areas indicate strongest reasons for expansion). This exercise was conducted in 2009 by the Steering Committee (not the Village Council) and the preliminary indications of this unscientific exercise are subject to change as situations change or circumstances warrant.

Map of Potential Expansion Areas

As a result, the geographic extent of this Plan (the area within the “planning boundary”) will look at:

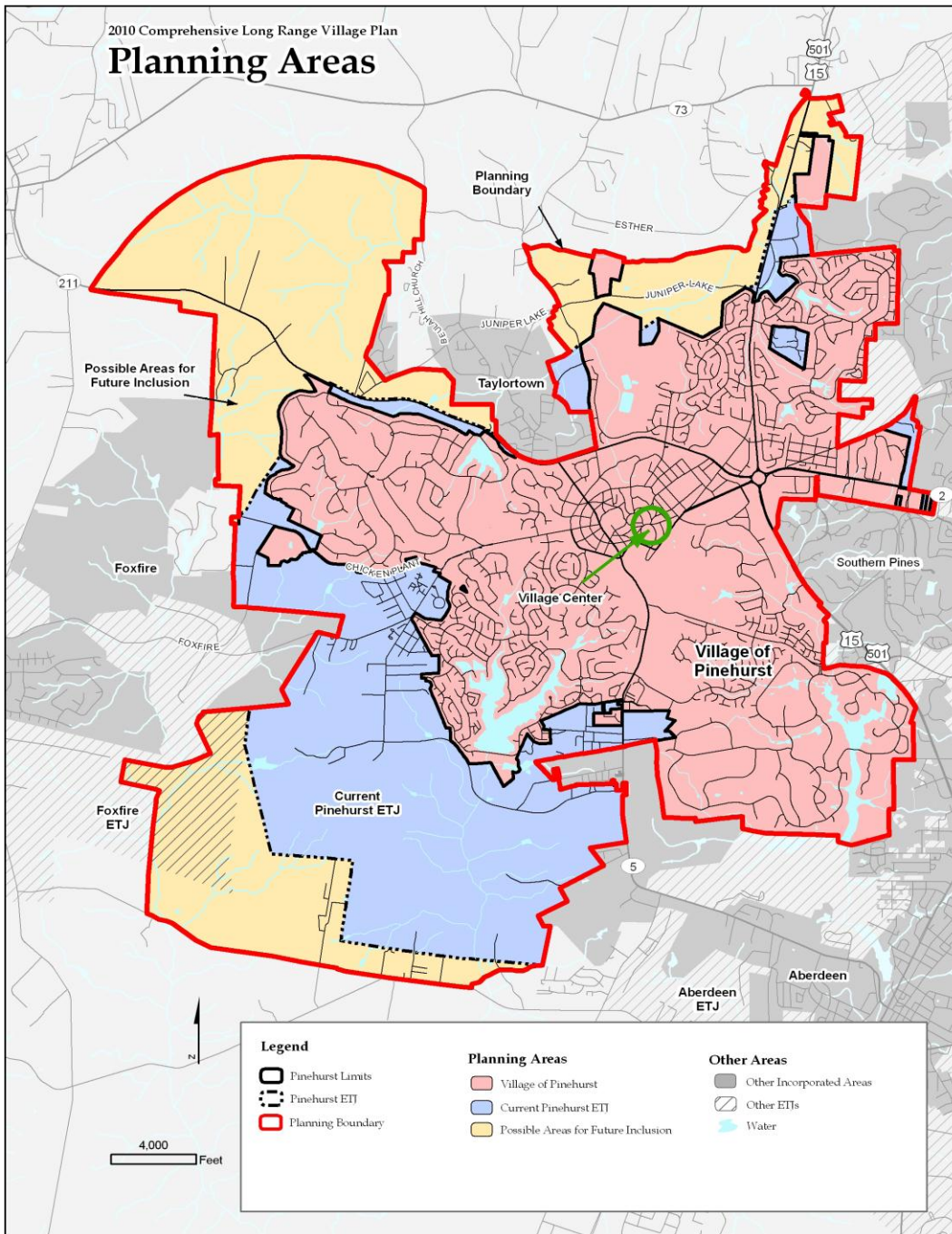
- land within Pinehurst’s corporate limits (about 11,016 acres),
- land within Pinehurst’s extra-territorial jurisdiction (about 5,453 acres), an adjacent unincorporated area where Pinehurst has extended its zoning designations, and
- additional areas that may, at some time in the future, be considered for inclusion within Pinehurst’s corporate limits or extra-territorial jurisdiction (about 4,329 acres).

These planning areas are illustrated on the map on the facing page.

<b>Existing Corporate Limits</b>	<p>Since most land area within the corporate limits is already platted into lots or otherwise dedicated to uses, there is limited opportunity to change development patterns.</p> <p>The main strategy of the Plan is to manage activities in these areas to enhance the character and ambience of the community and to protect existing neighborhoods.</p>
<b>Existing Extra-Territorial Area</b>	<p>Pinehurst’s character is affected by growth in areas outside of the current corporate limits. Annexation and rezoning of some of this area by adjacent communities suggests that the low-density zoning Pinehurst previously intended could be modified through annexation by others.</p> <p>As a result, the main strategy for this area is to look at alternate development patterns and densities that will protect important resources and enhance the overall character of the community so that Pinehurst will have the ability to guide growth in this area.</p>
<b>Potential Expansion Area</b>	<p>Pinehurst’s character is affected by growth in areas outside of the current extra-territorial jurisdiction also.</p> <p>Since Pinehurst has no voice in managing this growth unless it has jurisdiction, the main strategy for this area is to look at alternate development patterns and densities that will protect important resources and enhance the overall character of the community so that Pinehurst will have the ability to guide growth in this area.</p>



2010 Comprehensive Long Range Village Plan  
**Planning Areas**



# Enhance ...



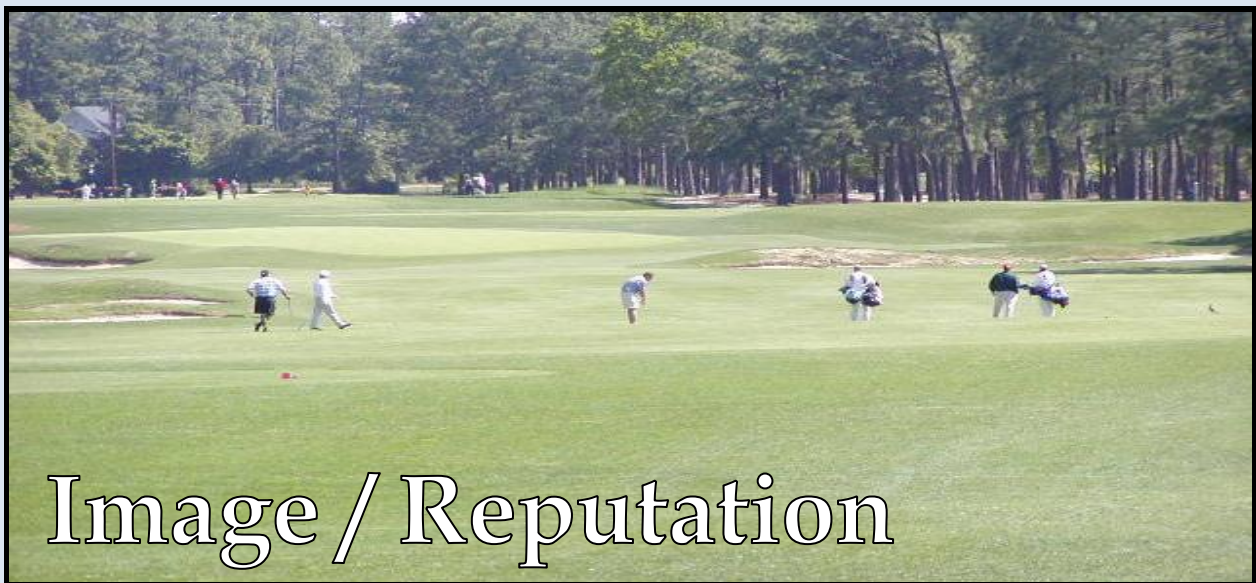
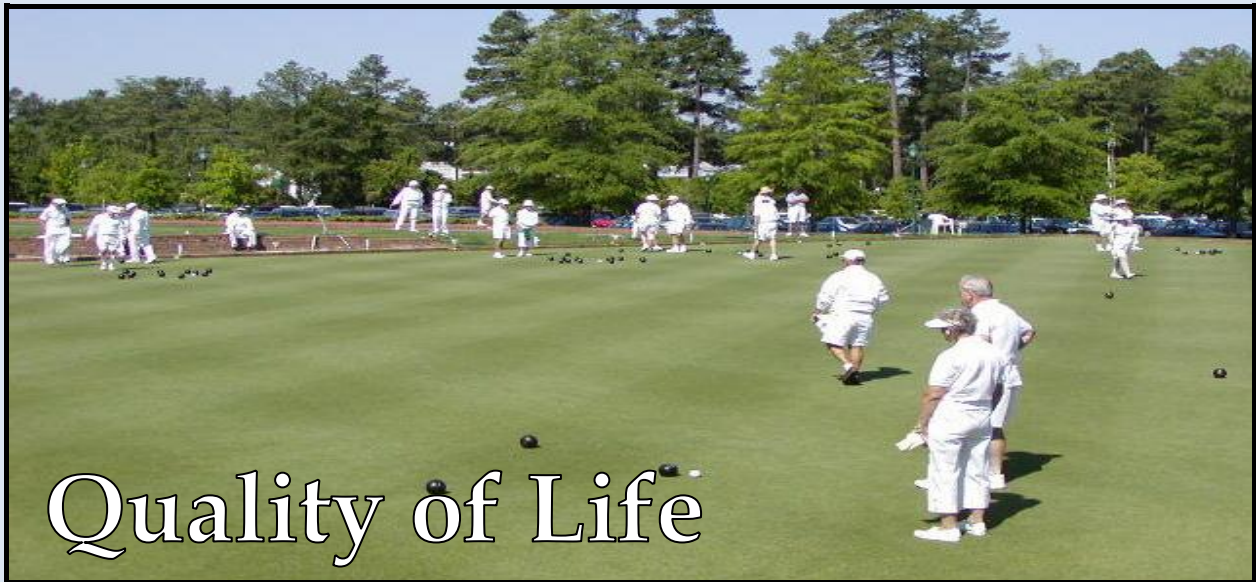
Character



Ambience

*Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.*

**William A. Foster**  
American Author



# Character / Ambience

## Goal / Rationale

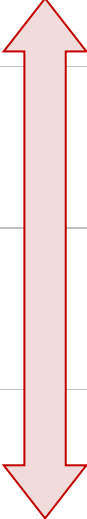
Most everyone who lives in Pinehurst or visits here is smitten by the overall character and ambience of the community. In almost all discussions during the planning process, protection of community character was an issue important to Pinehurst residents.

We must maintain and enhance the overall character and ambience of Pinehurst in order to preserve its international reputation and quality of life.

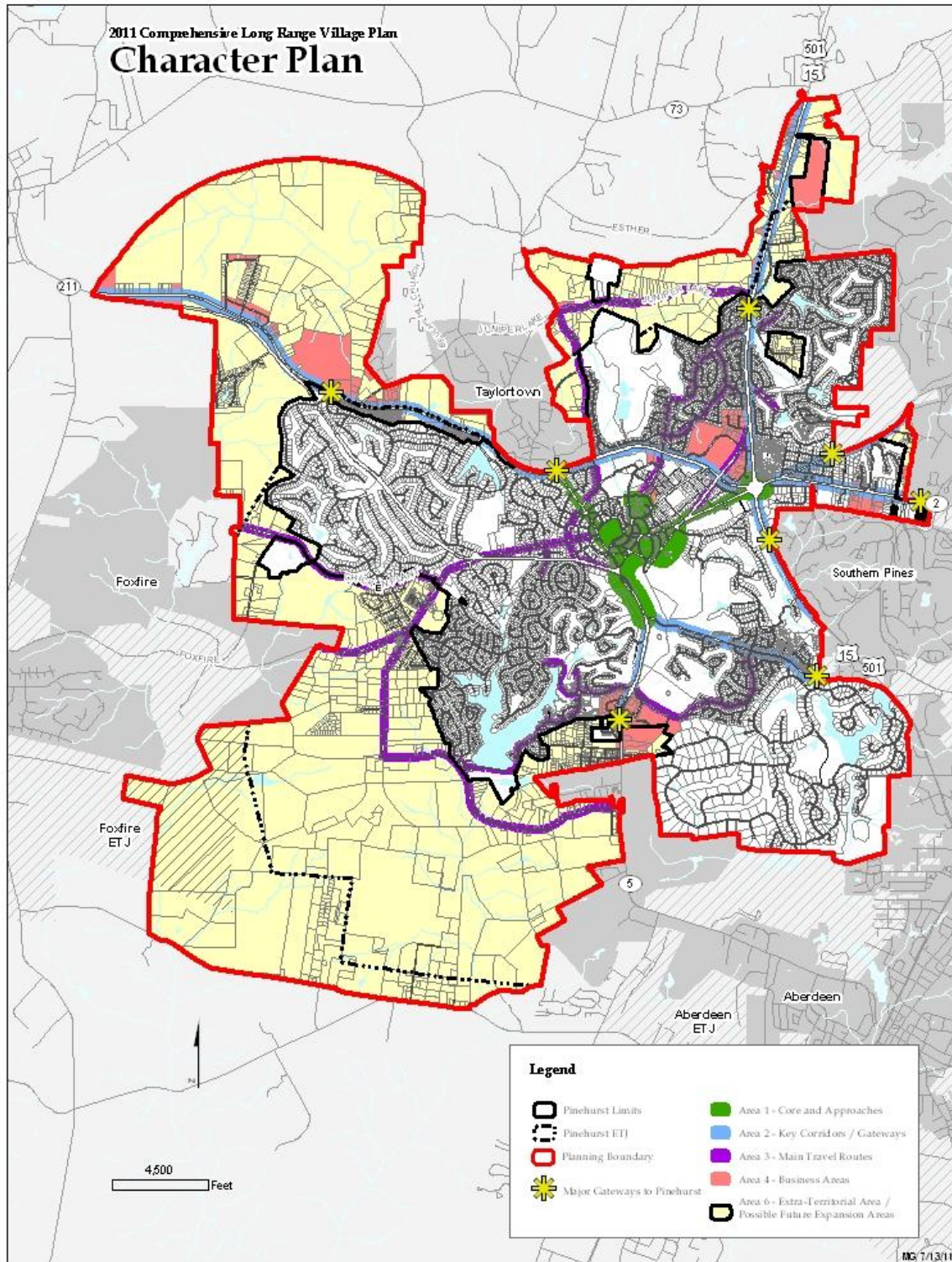
## Major Strategies

### A. Maintain and Enhance Community Character and Ambience

Based on the perceived influence of different areas and attributes on community character, the following priority areas have been identified where the Village of Pinehurst (and its residents) will be able to have the greatest impact on the perception of community character:

Impact	Area Designation	Possible Programs
 <p>Highest</p>	<b>Area 1 - Village Center and Approaches</b>	<ul style="list-style-type: none"> <li>• Maintain / enhance landscaping within road corridors</li> <li>• Encourage significant landscaping on private property</li> <li>• Maintain strong design controls / review process</li> <li>• Promote pedestrian friendly environment</li> </ul>
	<b>Area 2 - Key Gateway Corridors</b>	<ul style="list-style-type: none"> <li>• Enhance landscaping</li> <li>• Establish major gateway features</li> <li>• Shield / buffer / screen parking and business uses</li> <li>• Maintain strong design controls / review process</li> </ul>
	<b>Area 3 - Main Travel Routes</b>	<ul style="list-style-type: none"> <li>• Enhance landscaping</li> <li>• Establish street tree planting program</li> <li>• Establish major gateway features on arterial roads</li> <li>• Maintain strong design controls / review process</li> </ul>
	<b>Area 4 - Business Areas</b>	<ul style="list-style-type: none"> <li>• Enhance landscaping</li> <li>• Shield / buffer / screen parking from adjacent roads</li> <li>• Maintain strong design controls / review process</li> <li>• Promote pedestrian friendly environment</li> </ul>
	<b>Area 5 - Residential Areas</b>	<ul style="list-style-type: none"> <li>• Maintain strong design controls / review process</li> <li>• Enhance landscaping</li> <li>• Within the historic district enable preservation of non-Conforming accessory structures (dwellings and garages)</li> </ul>
	Lowest	<b>Area 6 - Extra-Territorial Areas</b>

2011 Comprehensive Long Range Village Plan  
**Character Plan**



**Legend**

- Pinehurst Limits
- Pinehurst ETJ
- Planning Boundary
- Major Gateways to Pinehurst
- Area 1 - Core and Approaches
- Area 2 - Key Corridors / Gateways
- Area 3 - Main Travel Routes
- Area 4 - Business Areas
- Area 6 - Extra-Territorial Area / Possible Future Expansion Areas

MG 7/13/11

The Village Center is the “crown jewel” of Pinehurst. Residents and visitors all exclaim about its charm and character. We must maintain the historic ambience of the Village Center area.

Following adoption of the 2003 Plan, a Historic Preservation Commission was established to help maintain the ambience of the Village. This arrangement has proven to be very effective and should continue. One reason for the success of this approach is that the Commission has chosen to pursue a mission of character retention (so that the historic character and ambience of the community is retained) rather than a stricter “authenticity” standard (requiring new materials to replicate the appearance of old materials).

In recognition of its achievements in maintaining and enhancing community character and ambience, Pinehurst has been recognized as a “landmark” on the National Register of Historic Places. The Village of Pinehurst and its residents are justifiably proud of this special recognition and intend to maintain it. Of course, this designation is not a prohibition on change within the designated area or a “sword” to be wielded to oppose any change within the Village. Rather, it is a reminder that any change must be done in ways that are appropriate and compatible with Pinehurst. As has been done in the past, the Village of Pinehurst will continue to guide and promote positive changes that will help meet the current needs of the community, make Pinehurst a better place for residents and visitors, and maintain and enhance the character of the community.

## **B. Preserve and Enhance Landscaping**

Anecdotal information and exercises conducted as part of this planning process have highlighted the importance of landscaping and vegetation to the overall appearance of Pinehurst and the perception of community character. In the future, we must make sure that appropriate landscaping is a high priority on any projects undertaken within the Village or its extra-territorial areas.

While major roads comprise only about two percent of the land area in Pinehurst, the areas visible from these roads have far greater influence on how people perceive the character of the community. We should consider undertaking a program to improve landscaping along major roads in Pinehurst – both within the road right-of-way and on private property. In the telephone survey, more than half of the respondents (53%) supported establishing a tree planting program along streets to enhance the character of our neighborhoods.

**Community Character**



**Community Character**



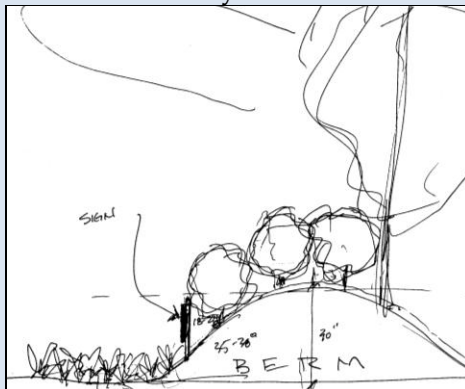
### C. Implement Other Strategies To Enhance Character and Ambience

Since character and ambience are so important, Pinehurst should continue to identify and pursue other strategies to maintain and enhance character in the community:

Category	Elements Which May Contribute To Character (Encourage)	Elements Which May Detract From Character (Discourage)
<b>Scale / Orientation</b>	<ul style="list-style-type: none"> <li>• Compact Village Center</li> <li>• Attractive streetscape / uses / views</li> <li>• Pedestrian orientation</li> <li>• Historic ambience / sense of place</li> </ul>	<ul style="list-style-type: none"> <li>• Unattractive streetscape / uses / views</li> <li>• Automobile orientation</li> <li>• Linear development patterns</li> </ul>
<b>Buildings</b>	<ul style="list-style-type: none"> <li>• New England character</li> <li>• Historic buildings / landmarks</li> <li>• Well-maintained buildings</li> <li>• Small scale / articulated buildings</li> <li>• Sloped roofs</li> </ul>	<ul style="list-style-type: none"> <li>• Large-scale commercial buildings</li> <li>• Industrial-looking areas</li> <li>• Boxy buildings / flat roofs</li> <li>• Garages facing street</li> </ul>
<b>Landscaping</b>	<ul style="list-style-type: none"> <li>• Significant, well-groomed landscaping</li> <li>• Landscaping, mature trees near road</li> <li>• Trees framing views</li> <li>• Buffered views to buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Areas with limited landscaping</li> <li>• Exposed road right-of-way</li> </ul>
<b>Gateways</b>	<ul style="list-style-type: none"> <li>• A "break" in development</li> <li>• A defined "edge"</li> <li>• Signage / gateway element</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous development</li> <li>• No recognition</li> </ul>

Overall, these features are felt to contribute to the overall appearance of Pinehurst, enhance its image and reputation, contribute to the quality of life for residents, and contribute to the quality of the experience for visitors. Since Pinehurst is a world-renowned resort, certain areas of the community are deserving of extra attention to help support the overall perception of community character by residents and visitors.

Possible Gateway Treatment - Berm



Possible Gateway Treatment - Signage



See the "Implementation Element" of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Character / Ambience strategies.





# Quality of Life

## Goal / Rationale

Residents of Pinehurst also report being very satisfied with the quality of life in the community. If how people feel about their community is any indication, the quality of life in Pinehurst is high. Impressively, 99 percent of respondents in the telephone survey reported that the quality of life in Pinehurst was good or very good.

Although many things that contribute to people’s perception of their quality of life are personal to them, the following table identifies some things that a community may contribute to people’s perception of their overall quality of life in Pinehurst:

Elements of Quality of Life		
Category	Resource	Description
Enhancing	<b>Basic Needs</b>	Physical safety, economic security, sense of community
	<b>Local Events</b>	Unique events (parades, fairs, and concerts) where residents join in a common activity
	<b>Volunteerism / Philanthropy</b>	Voluntary donations of time and money help make Pinehurst a special place
	<b>Shared Visions / Goals</b>	Establishing and attaining shared visions and goals
	<b>Open Communication</b>	Communication about community issues and priorities is an important part of maintaining community spirit
	<b>Positive Recognition</b>	Positive recognition by others of local activities and events helps build community spirit and pride
Detracting	<b>Negative Communication</b>	A lack of communication or negative communication can undermine community spirit and pride
	<b>Negative Recognition</b>	Negative recognition by others of a community can undermine community spirit and pride

Pinehurst should continue to encourage activities that contribute to community spirit and pride. These activities will also contribute to the overall quality of life of Pinehurst residents. We must do more to promote events and activities which enhance the overall quality of life in the community.

# Major Strategies

## **A. Promote Special Events / Activities**

Pinehurst residents have indicated that they enjoy and appreciate the different special events and activities which occur in the Village (Holly Arts and Crafts Festival, Christmas Tree Lighting, Fair barn events, fireworks, outdoor music, etc.). They have indicated that these events are a large part of what make Pinehurst special to them. In addition, almost 71 percent of residents indicated they would like to have more concerts, festivals, and events in Pinehurst. We should continue to provide for and promote special events and activities.

The diversity of social and recreational events and activities available to Village residents also contribute to the overall quality of life in Pinehurst. This includes educational programs (arts, crafts, dance, games, etc.) and recreational programs (instructional, competitive, etc.). We should continue to provide for and promote these types of social and recreational events and activities.

## **B. Utilize Other Ways To Enhance Quality of Life**

Although elements that contribute to quality of life can be diverse, we should strive to identify and implement additional things that will contribute to the overall quality of life in the community. This may include, among other things, maintaining Village newsletters, encouraging volunteerism, and other programs.

In addition, we should seek ways to enhance overall community spirit and the pride and sense of community that exists in Pinehurst.

See the "Implementation Element" of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Quality of Life strategies.

**Holly Arts and Crafts Festival**



David R. Nicoll

Pinehurst Business Guild

**Community Events**



David R. Nicoll

Pinehurst Business Guild

ENHANCE

# Image / Reputation

## Goal / Rationale

Pinehurst has an international image and reputation. To golfers, the name “Pinehurst” evokes images of one of the “Capitals” of golf –in the United States and the world. The wonderful history of the golf experience in Pinehurst (Donald Ross, U.S. Opens, North-South championships, etc.) creates a strong allure.

This reputation is also enhanced by other major attractions in this area (natural beauty, climate, cost of living, FirstHealth Moore Regional Hospital, Sandhills Community College, etc.).

This reputation helps support the local (and regional) economy and is integral to the local quality of life and real estate values. In fact, a study for the Sandhills Area Chamber of Commerce reported that much of the population growth in southern Moore County “is fueled by the favorable image of the Pinehurst area as a place to live and retire.” The perception of this area as an amenity-rich non-metropolitan area has been instrumental in attracting residents and retirees from many parts of the United States.

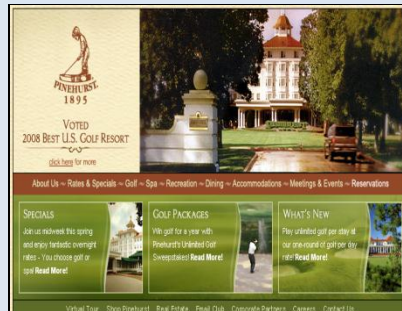
Ensuring that Pinehurst has a positive image will have a direct benefit to the community (residents, businesses, and the Resort). We should continue to preserve, maintain, and enhance the overall image and reputation of Pinehurst.

**Golf**



[www.golfleisure.com](http://www.golfleisure.com)

**Resort**



[www.pinehurst.com](http://www.pinehurst.com)

**Recreation**



**Health**



**Education**



**Culture**



# Major Strategies

## **A. Maintain and Strengthen The Image / Reputation**

Since Pinehurst already has an image and reputation, we should consider promoting and supporting those existing assets which are compatible with this image and are readily identifiable:

- Historical ambience and attractions / “sense of place” and “quality of place”
- World class facilities - golf / recreation / health care
- Good weather / reasonable cost of living / low crime
- Cultural activities
- Active lifestyle
- Airport access
- Low cost of living / range of home prices and sizes

In addition we should consider enhancing existing assets and establishing new assets that complement the image and reputation and are valued by potential visitors:

- Cuisine and restaurants
- Good shopping

## **B. Enhance External Presentation of Pinehurst**

To help further promote Pinehurst, we should consider supporting efforts to promote the overall name recognition of Pinehurst and the sense of anticipation for people who are traveling here.

## **C. Develop A Distinctive Mark or Image**

To be consistent with how the overall image is portrayed, we should consider using a consistent graphic identity in concert with other community organizations.

**Welcome Center**



**Tufts Archive**



**Replica “Sand Green”**



See the “Implementation Element” of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Image / Reputation strategies.

# Preserve ...



Open Space



Greenway Trails

*A thing is right when it tends to preserve the integrity, stability, and beauty of the ... community. It is wrong when it tends otherwise.*

Aldo Leopold  
American Environmentalist



# Open Space

## Goal / Rationale

In terms of open space, Pinehurst is different from most other communities.

When Pinehurst was “developed” in the 1970s, the golf courses were considered to be the “open space” in the community and little consideration was given at that time to establishing an overall system of parks, preserves, or trails. In other words, the layout of all the residential neighborhoods in Pinehurst did not include any meaningful provision for open space except for the golf courses. On several occasions since the 1970s, the Village has had to be *reactive* in preserving open space areas such as the Harness Track and Rassic Wicker Park.

It is also important to note that the overall composition of the community is changing. The number of residents in the younger age groups is increasing and this is changing the types of open space and recreation desired in the community. In addition, fewer households belong to the Resort (once a major amenity used to entice lot sales) and so the Village may need to do more in the future to meet the open space and recreation needs of residents.

Following preparation of the 2003 Plan, Pinehurst became more *pro-active* in preserving open space and creating greenways. Land for a future community park was acquired at the intersection of Chicken Plant Road and Bowman Road. More importantly, a greenway trail system was begun and extended through different parts of Pinehurst. These greenway trails are used by many Pinehurst residents and visitors.

Residents support these efforts. In public meetings held as part of the planning process, residents spoke highly of the open space amenities in the community and their impact on daily lives. In the telephone survey, over two-thirds of residents supported doing more to extend the greenway trail system throughout the community for pedestrians and bicycles (68%).

Rassic Wicker Park



Cannon Park



The Plan recommends that the efforts to create an open space and greenway system continue and be invigorated.

Since most land areas have been cut up into lots, if the Village does not acquire land areas for open space or greenways before these lots are built on, there will never be another opportunity to acquire that land area as open space or it will be very expensive. As was stated in the 2003 Plan, "Pinehurst does not have the luxury of time to ... acquire more land within the corporate limits later."

At the same time, the changing demographics of the community and a broad community interest in walking and exercise have raised the interest in the greenway program.

Since open space and trails contribute to the overall ambience and quality of life of residents and the overall experience of visitors, we should establish a meaningful open space system and provide trails within the community. This will enhance our quality of life, reinforce our residential and resort lifestyles, and help support overall property values in the community.

**Arboretum**



**Harness Track**



**Greenway Trail**



**Greenway Trail Marker**





## **Major Strategies**

### **A. Expand The Greenway Trail System**

In recent years, development and expansion of the greenway trail system in Pinehurst has stalled as attention and financial resources were devoted to other items. The existing greenway trail system is valued by residents and its expansion will help accomplish other goals and strategies of the Plan. Pinehurst should refocus on extending and expanding the greenway trail to more areas so that it becomes more a part of the community and residents' everyday lives.

At this time, the Plan recommends that the main priority for the greenway system be to preserve as many trail routes as possible. The second priority would be to build the trails. Then, attention should turn to providing for a year-round surface on the trail (such as asphalt) which will support pedestrians and bicycle usage. Such a surface will allow for trail use in all weather conditions and minimize concerns over tracking dirt and affecting bicycle gears or other mechanical components (such as strollers). See the Section on "Other Transportation" (page 82) for additional information.

### **B. Add New Open Spaces**

As Pinehurst grows, new public open spaces should be added to meet community needs. This might include public open space for active recreation (ball fields, etc.), passive recreation (walking trails, etc.), environmental conservation (such as wetland buffers or natural habitats), or for scenic enhancement.

If and when additional land is developed in extra-territorial areas, we should strive to preserve significant amounts of public open space (areas owned by public agencies and/or available for public use) as part of any development proposal (see the Plan section on Extra-Territorial Areas for a discussion of this concept).

### **C. Preserve Existing Open Spaces**

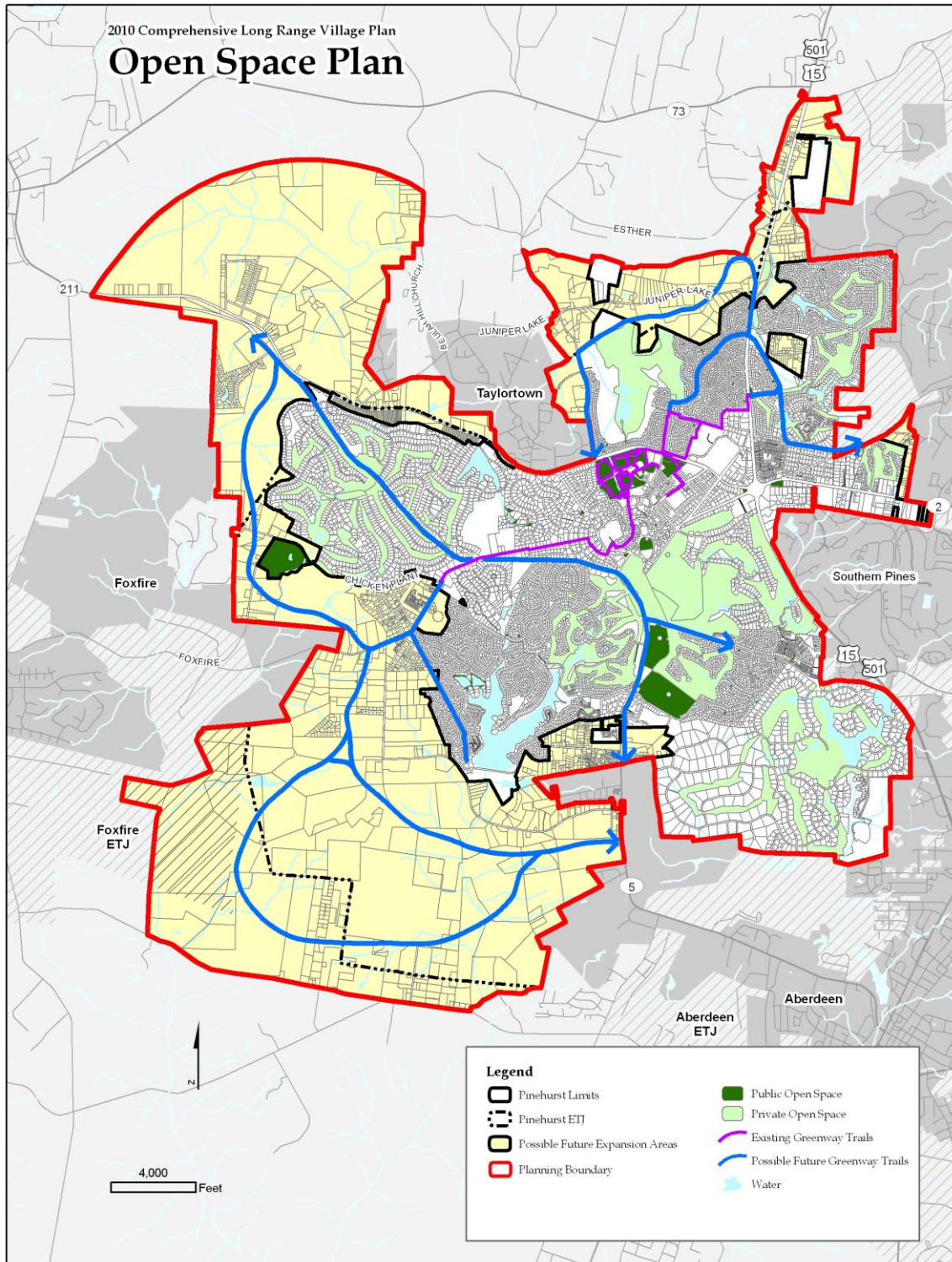
While Pinehurst takes the existing golf courses and other private open spaces for granted, there are few restrictions on the future use of these areas. Pinehurst should explore ways to ensure these areas remain as open space for future generations.

### **D. Increase Open Space Connectivity**

In the future, special attention should be devoted to increasing open space connectivity through whatever means are available. Experience in other communities has shown that open spaces increase exponentially in value for nature, wildlife or people when they are configured to create continuous corridors.

See the "Implementation Element" of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Open Space strategies.

2010 Comprehensive Long Range Village Plan  
**Open Space Plan**



Legend	
	Pinehurst Limits
	Pinehurst ETJ
	Possible Future Expansion Areas
	Planning Boundary
	Public Open Space
	Private Open Space
	Existing Greenway Trails
	Possible Future Greenway Trails
	Water

# Natural Resources

## Goal / Rationale

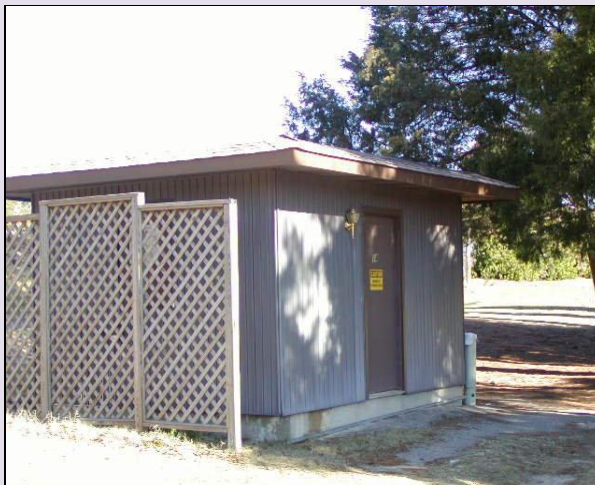
Most Pinehurst residents are concerned about the natural resources of the Sandhills Region and overall environmental health. While many areas of Pinehurst were platted for development in the 1970s (and this makes it harder to guide development to more appropriate places), we must continue to do what we can to guide development in an appropriate and sustainable way that will protect natural resources and overall environmental health.

## Major Strategies

### **A. Protect Water Quality**

Protecting water quality (surface water and ground water) is an important priority for Pinehurst since much of our water supply, and overall environmental health, is dependent on having a source of clean, potable water. As a result, protecting wellhead areas and public water supply watersheds is especially important.

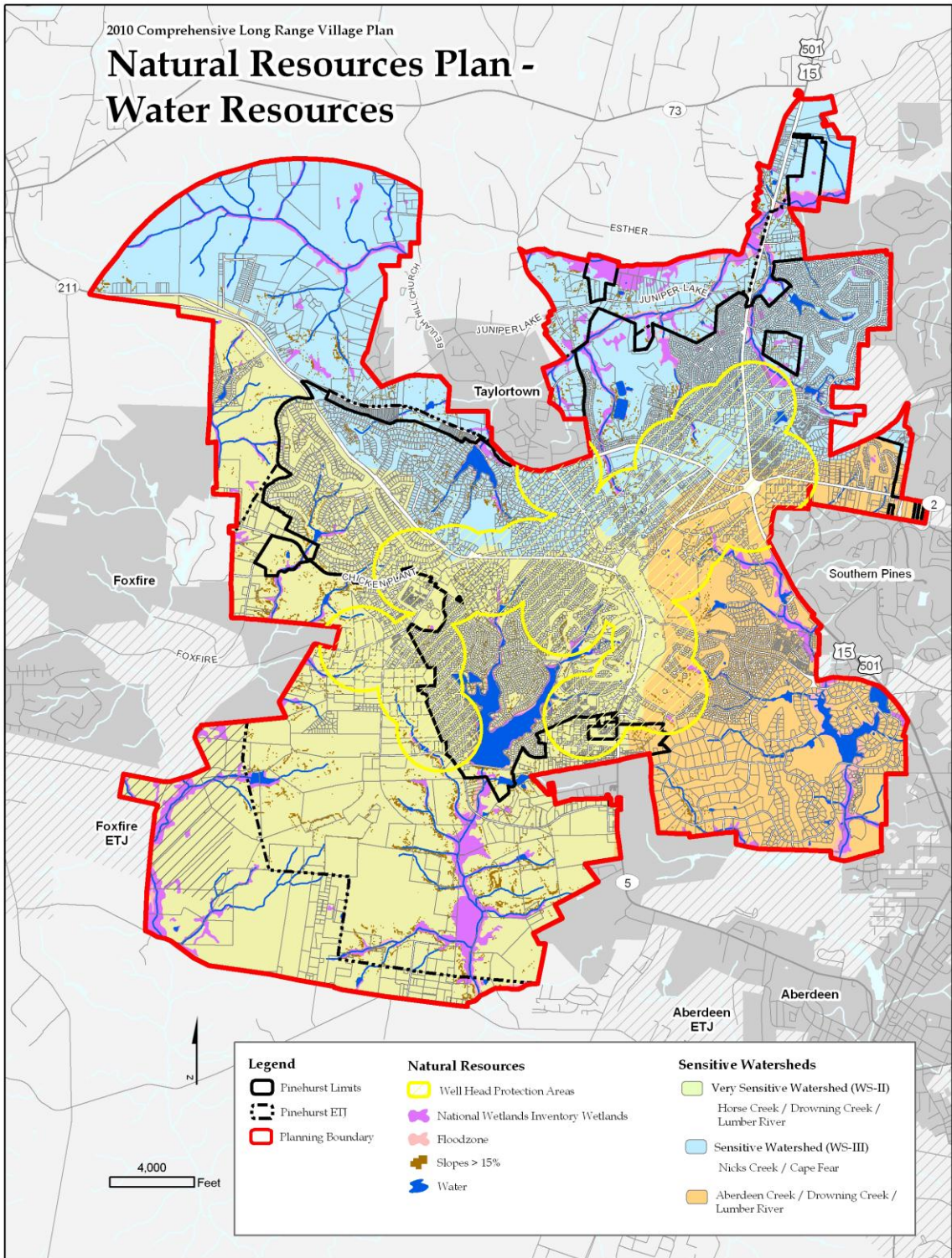
**Wellhead Site**



**Watercourse**



# Natural Resources Plan - Water Resources



B.

## Enhance Water Quantity

Our thinking about water has to change. In the past, we often thought of drainage water or rainfall as a problem to be eliminated as quickly as possible. Then, in recent years, we learned that there might not be enough water available in the groundwater / aquifer system under Pinehurst to meet all of our needs. In fact, we have experienced drought conditions and water shortages which have caused us to realize that water is a precious resource. Our strategy is to carefully manage rainfall, runoff, and other water resources so that we increase the opportunity to have enough water available for community needs.

## C. Protect Biologic Resources

With increasing development in the Sandhills region, we have placed greater stress on the overall ecosystem and the indigenous plants and animals. Our strategy is to protect native plants and animals in order to be part of a healthy and functioning ecosystem.

Long Leaf Pine Habitat



US Fish and Wildlife Service

Red Cockaded Woodpecker

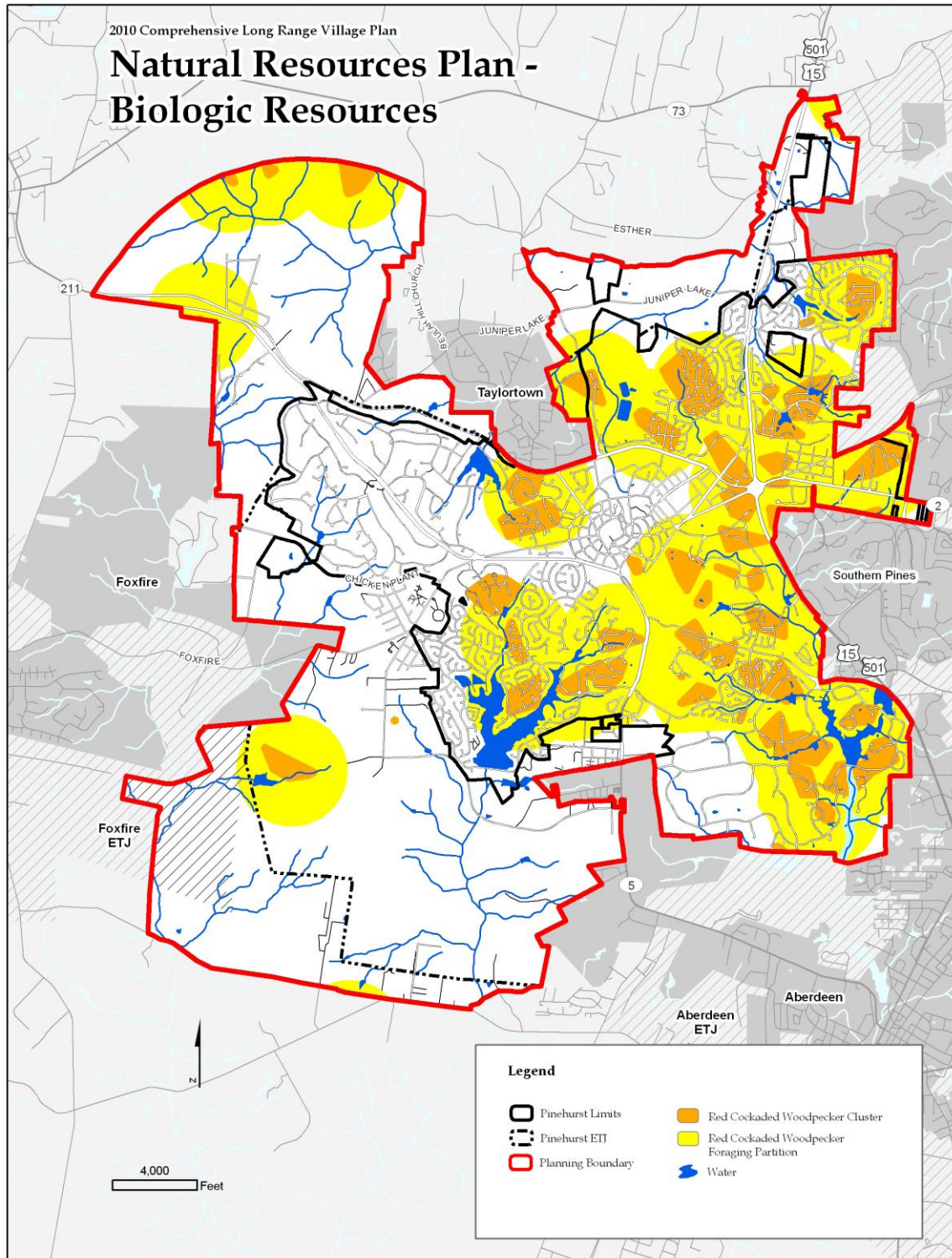


Barred Owl



See the "Implementation Element" of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Natural Resource strategies.

# Natural Resources Plan - Biologic Resources



# Sustainability

## Goal / Rationale

Most Pinehurst residents have lived in times and places where resource conservation was less of a concern than it is expected to be in Pinehurst in the future. Since gasoline availability, energy demand, energy prices, water supply, climate change, or other issues may arise, we must start to look at ways of promoting development patterns and activities that are more sustainable over the long term and have lower economic or social costs.

**Drip Irrigation**



**Xeriscaping**



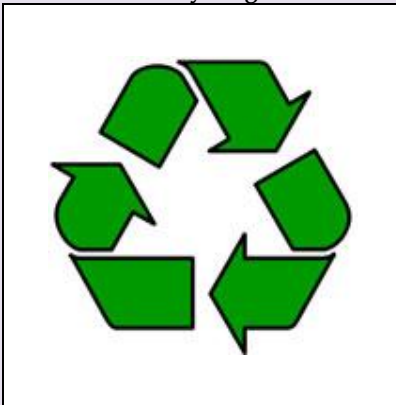
**Water Conservation**



**Solar Collectors**



**Recycling**



**Sustainable Transportation**



## **Major Strategies**

### **A. Encourage Sustainability**

Although the exact nature of the future cannot be determined with certainty, it is becoming more apparent that resource availability and utilization will be of greater importance than they have been in the past. To prepare for possible future events, Pinehurst should start implementing a variety of sustainability measures to preserve resources and maintain a healthy quality of life for future generations. Sustainability is generally thought of as activities that help create a livable community and meet the needs of present generations without compromising the ability of future generations to meet their needs.

The Village of Pinehurst should be a leader in sustainable practices.

### **B. Reduce Water Use**

The average person in the United States uses about 100 gallons of water per day for domestic purposes - the highest rate of personal water consumption in the world! Given the sensitivity of the Sandhills region to issues of water availability, reducing water use should be a priority. By changing everyday activities, it is typically easy to reduce domestic water use by 10% or more (10 gallons per person per day). Additional water savings are possible through more aggressive techniques and through better management of other types of water use (such as irrigation). Pinehurst residents should strive to be economical in terms of water use.

### **C. Reduce Energy Use**

Energy availability and cost are likely to be more significant issues in the future. While individual households will make their own choices, the Village of Pinehurst can help show residents the way, especially for those who wish to be more pro-active in this regard. From such simple strategies as promoting use of energy-efficient light bulbs to more ambitious strategies in terms of vehicular transportation, the Village of Pinehurst can help educate residents about ways to conserve energy and save money.

See the "Implementation Element" of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Sustainability strategies.



# Guide ...



*The great thing in the world is not so much where we stand, as in what direction we are moving.*

Oliver Wendell Holmes, Sr.  
American Author



## Residential Development



## Business Development

# Village Center

## Goal / Rationale

The Village Center in Pinehurst has been the “heart and soul” of the community since 1895. It has always been the place for residents to congregate and for visitors to explore. It is widely hailed as an attractive place with character and ambience. Residents are proud of the Village Center.

However, in recent years, the Village Center has been challenged by its location, small size, competition from businesses in other areas, the loss of traffic generators (ABC store), and other factors. Even though residents are quick to show the Village Center to visitors (due to its character and ambience), they seem to visit it sparingly (post office, lunch, gift shopping) and do not seem to make it a part of their daily lives. This potentially fragile situation became even more exposed with the economic downturn in 2008 and 2009.

If the Village Center is to retain its role for the next 100 years in Pinehurst’s history, we must not sit on the sidelines and wait to see what will happen.

**Darling House Pub**



**Holly Inn**



**Market Square**



**Market Square and Dugan’s Pub**



# Major Strategies

## **A. Expand / Improve the Village Center**

According to opinions expressed by residents at public meetings, the Village Center gets high marks for walkability, character, and special events. On the other hand, residents also feel the area suffers from a lack of vitality, variety, and parking.

<b>Village Center - Strengths</b>
<ul style="list-style-type: none"><li>• Attractive area which is clean, safe, well-maintained</li><li>• Distinctive identity with a positive image / reputation</li><li>• Tremendous "magnetism" potential</li><li>• Compactness</li></ul>

<b>Village Center - Weaknesses</b>
<ul style="list-style-type: none"><li>• Not a regular shopping area for residents</li><li>• Lack of total critical mass / floor area (especially retail or other attractors)</li><li>• Quality and competitiveness of space for retail uses is gradually in decline</li><li>• Location is hard to find and travel patterns are very indirect</li></ul>

<b>Village Center - Opportunities</b>
<ul style="list-style-type: none"><li>• Offers a great "address" for many businesses</li><li>• Making the Village Center more a part of residents' everyday lives</li><li>• 61 percent of residents indicated they would go there more if there was more to do</li><li>• Market study (2005) suggests new retail, office, and residential uses would be well received in the marketplace</li></ul>

<b>Village Center - Challenges</b>
<ul style="list-style-type: none"><li>• Making the Village Center more of a destination for residents and visitors</li><li>• Lack of a clear vision (have regulations but no vision that is widely understood)</li><li>• Perceived lack of parking may deter some users</li><li>• Lack of organizations to help manage / guide / advocate for the area</li></ul>

While the Village Center is important to Pinehurst and its residents, it appears to be at risk because of its lack of critical mass, obscure location, and lack of market support by residents. If action is not taken, there is reason to believe that the Village Center may wither and become, as one resident quipped, "an office park with restaurants." On the other hand, additional activities could attract more people and business to the Village Center and create a situation where there is more economic opportunity for businesses and more social opportunity for residents and visitors.

Residents recognize the issues facing the Village Center. At public meetings held during the planning process, residents identified the Village Center as an area needing attention as part of this planning process. In the telephone survey, 65 percent of respondents indicated they thought more should be done to invigorate the Village Center. In addition, 61 percent indicated they would visit the Village Center more often if there were more businesses and other activities located there.

Following evaluation of a variety of options, the Plan recommends that the Village Center be carefully expanded to maintain and enhance its overall character and ambience while making it more a part of residents' everyday lives. In the telephone survey, 56 percent of respondents indicated they would support expansion of the Village Center areas to provide more businesses and other activities.

## B. Expand Along An Organizing Spine

A key philosophy for expanding the Village Center is to promote incremental development along an “organizing spine”.

Pedestrian behavior in a downtown environment has been the subject of many studies. What has been found is that pedestrians will tend to evaluate the distance traveled or effort expended in terms of the anticipated “benefit” to the purpose of their trip. If there is “nothing to see” further on, people will not go any further. In other words, it is very important to have a fairly continuous level of pedestrian interest along a street (avoiding things like blank walls, non-retail uses, and long distances) in order to maintain an active streetscape, level of interest, and strong market.

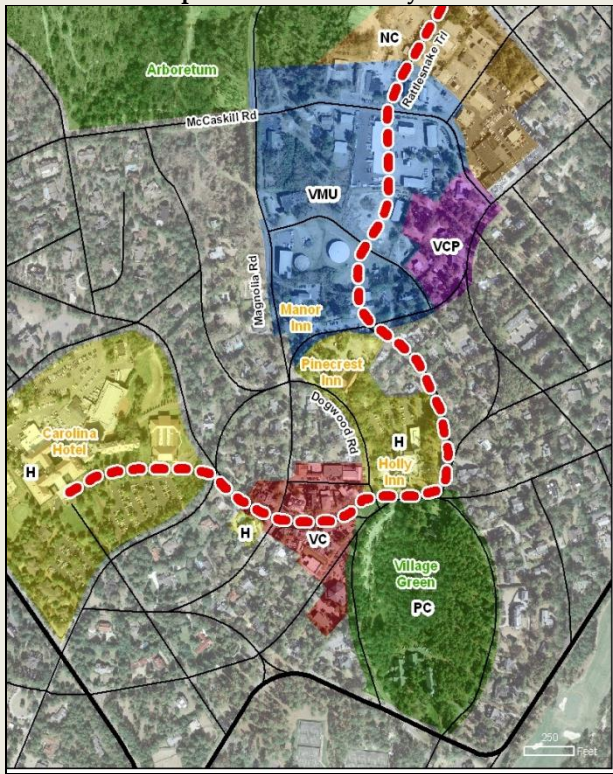
For the Village Center expansion, it is intended that some sort of organizing spine be created with a strong pedestrian focus and strong pedestrian interest. Just as there is the “yellow brick road” in the Wizard of Oz and a Freedom Trail in Boston, Pinehurst should seek to have a continuous organizing spine to attract and engage shoppers and visitors. This connecting spine should lead from the Carolina Hotel to the existing Village Center and then beyond.

This pedestrian connection needs to be one of the first things to be resolved in order for the Village Center expansion to proceed. A roadway/sidewalk combination would be best. Due to the existing land uses, the most logical direction to pursue this cautious expansion is to the north of the existing Village Center.

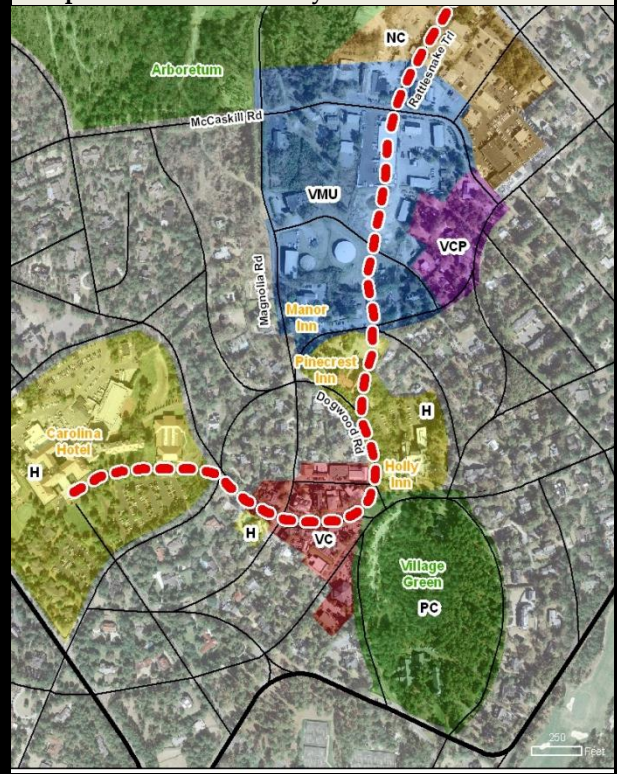
Four alternative locations are shown on the facing page. A location between the Pine Crest Inn and the Holly Inn (Option 2) may be the most favorable since it is the most direct and the most visible.

Option	Possible Advantages	Possible Disadvantages
<b>Option 1 - East of Holly Inn</b>	<ul style="list-style-type: none"> <li>• Most of route on public roadways</li> </ul>	<ul style="list-style-type: none"> <li>• Most circuitous route</li> <li>• Abuts many residential uses</li> <li>• May result in separated business areas</li> <li>• May be difficult to entice pedestrians along the spine</li> </ul>
<b>Option 2 - Between Holly Inn and Pine Crest Inn</b>	<ul style="list-style-type: none"> <li>• Most direct route</li> <li>• Most visible route</li> <li>• Can develop incrementally and keep business areas connected</li> <li>• Can entice pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>• Parts on private property</li> </ul>
<b>Option 3 - East of Manor Inn</b>	<ul style="list-style-type: none"> <li>• Much of route on public roadways</li> <li>• Interconnects major lodging facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Parts on private property</li> <li>• May result in separated business areas</li> </ul>
<b>Option 4 - West of Manor Inn</b>	<ul style="list-style-type: none"> <li>• Most of route on public roadways</li> <li>• Interconnects major lodging facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Parts on private property</li> <li>• Abuts many residential uses</li> <li>• May result in separated business areas</li> </ul>

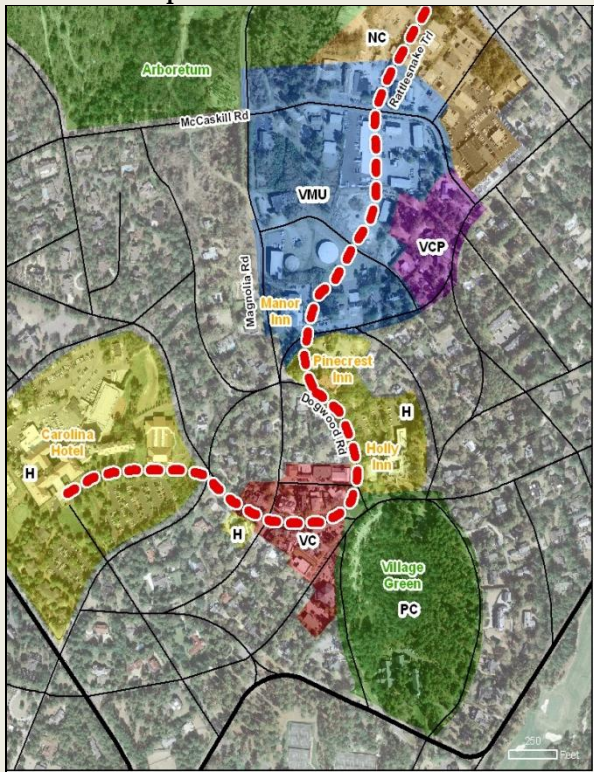
Option 1 - East of Holly Inn



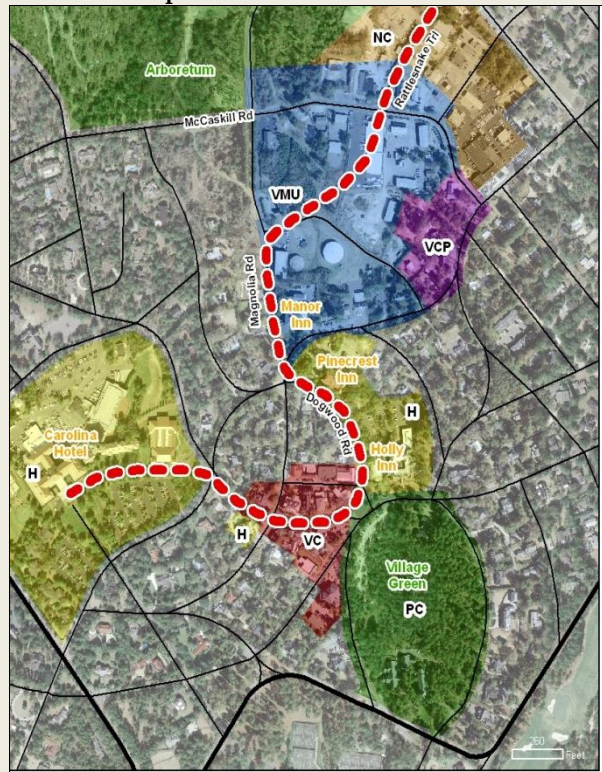
Option 2 - Between Holly Inn and Pine Crest Inn



Option 3 - East of Manor Inn



Option 4 - West of Manor Inn



### C. Proceed Incrementally

Another key concept for any expansion of the Village Center is the issue of incrementalism in terms of commercial development (retail, office, etc.).

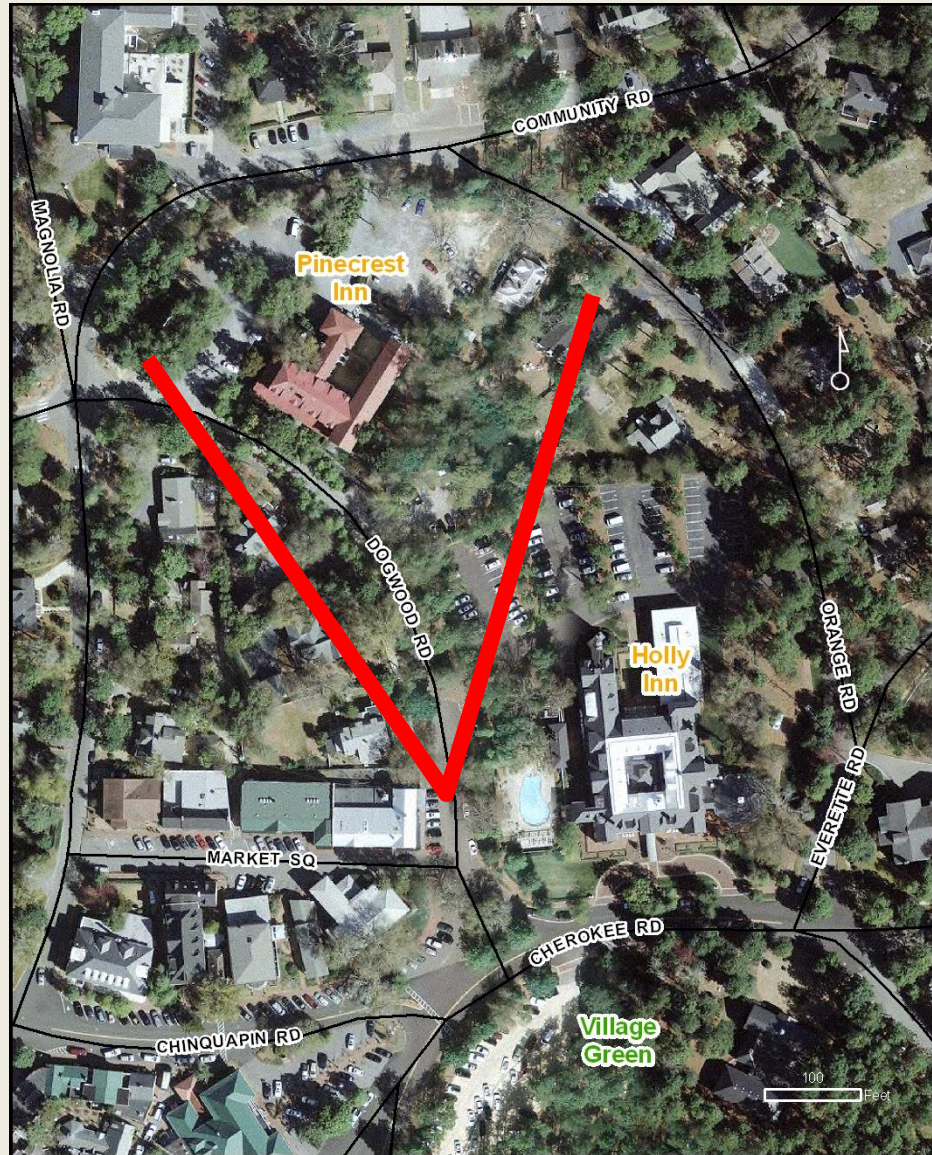
Since the overall health of the real estate market in the Village Center area is important to maintain for existing businesses and property owners and over the long term, the best approach for any expansion will be to proceed incrementally. In other words, some floor area and new buildings would be added and then assimilated before additional development is undertaken. Proceeding with one major development may run the risk that the development might, in some way, harm the existing Village Center area.

The initial efforts should start small. Perhaps it would make sense to add one small building along Dogwood Road, across from Dugan's Pub and next to the Holly Inn.

Once the health of the market for additional space is demonstrated, the pace of expansion could be accelerated.

A concept of how this incremental approach might proceed is shown on the facing page.

Location of Photo-simulation



**Potential Scenario**

**Dogwood Road - Looking north towards the Pine Crest Inn**

**(viewpoint is on Dogwood Road with Dugan's Pub to the left and the Holly Inn to the right)**

**Dogwood Road - Existing Street Level View**

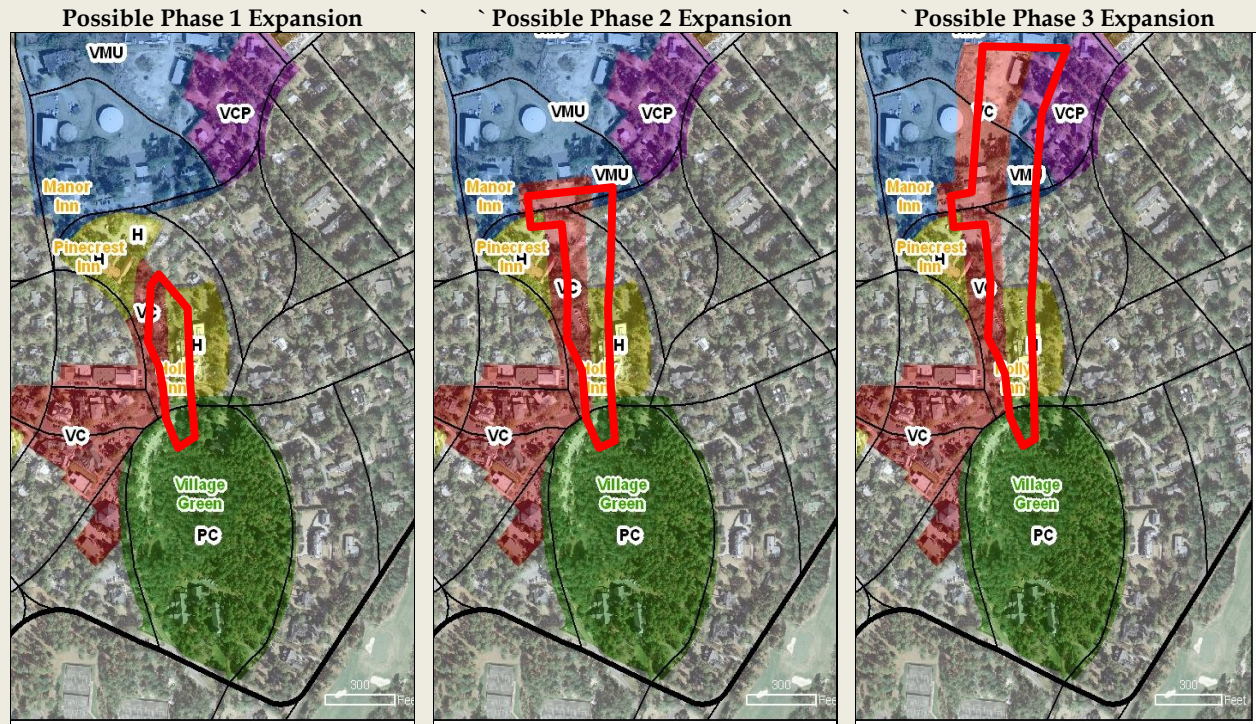


**Dogwood Road - Possible Phase 1 Expansion (1-3 Buildings)**





This incremental approach could be managed through zoning districts. Since it is intended that retail uses will only occur within the Village Commercial (VC) zoning district, the VC zone should be cautiously extended as the situation warrants. The following graphic shows how this might happen (boundaries shown are for illustration purposes only).



Since the market for business uses may be the most difficult to gauge, business development might be confined to the VC district (as extended) until the connecting road from the existing Village Center is in place. It may also be wise to limit additional business development (especially retail and restaurant) in the Village Mixed Use (VMU) and Village Cottage Professional (VCP) districts in the Village Center area and in the Neighborhood Commercial (NC) district along Rattlesnake Trail.

Outside of the VC zoning district, residential development can happen independently of this incremental approach if the design and concept will enhance the overall Village Center and not inhibit the overall evolution of the area.

Preparation of a conceptual master plan is an important first step. Preparing such a document will help the community reach agreement on the location of the organizing spine and the extent of the incremental steps towards implementation. The illustrations on the preceding page suggest how an incremental approach along Dogwood might appear.

## D. Revise Regulations To Accomplish The Vision

Since the land use regulations administered by the Village of Pinehurst are the key tool for implementing the overall vision for the Village Center and expansion area, we must review and revise these regulations so that they will produce what we want and expect. In addition, we must revise the zoning map to clearly define what uses will be appropriate in what places and at what time.

### Uses

Pinehurst residents want a variety of uses as part of their Village Center area.

**Restaurants** - At the present time, about one-third of all trips to the Village Center are for visiting a restaurant. In addition, about 24 percent of residents indicated that they would like to see more restaurants (including such things as a deli or coffee shop) encouraged in the Village Center area.

**Retail Shops** - In the telephone survey, about 22 percent of residents indicated that more retail shops might encourage them or others to visit the Village Center more often. Over 50 percent of residents identified at least one type of retail store they would like to see encouraged (specialty food / grocer, bookstore, pharmacy, wine store, convenience store, etc.).

**Personal Services** - In the telephone survey, almost 10 percent of residents indicated that they would like to encourage some personal service operations in the Village Center (barber / hair salon, dry cleaner, shoe repair, etc.).

**Other Activities** - In addition, a number of residents expressed interest in other activities that would draw people to the Village Center area such as a theater, more entertainment, more community activities, and more businesses of all types.

It makes sense to revisit the permitted uses in all zoning districts in the Village Center and expansion area (Village Commercial, Village Mixed Use, Village Cottage Professional, Neighborhood Commercial, etc.). One part of this review should be to ensure that activity-generating uses (retail, restaurant, etc.) are required at street level (at least initially) and that lower activity uses (offices, banks, etc.) are prohibited. Over the longer term, it may be possible to eliminate the restrictions on first floor uses in the Village Center area once there is the opportunity for additional space and occupancy.

It is important that the zoning in the Village Center expansion area clearly delineate the commercial area and where a retail streetscape is required. If this is not done, the overall concept of connectivity will be impaired and the overall vitality of the area will suffer. The maps on the facing page illustrate how the zoning might be configured (using the existing Village Commercial zoning designation) to maintain consistency between what is allowed in all areas.

Likewise, it will be important to carefully manage (or even prohibit) retail development in the Village Center expansion area outside of this retail streetscape (the areas zoned VMU or VCP in the Village Center or zoned NC along Rattlesnake Trail). If retail development occurs outside of the proposed organizing (and connecting) spine, it runs the risk of undermining the overall health of the Village Center area.

Housing units in and near the Village Center area will help create a vibrant center. We should continue to explore ways to provide for more housing in this area with densities and patterns appropriate for a Village Center location.

The types of residential uses allowed should be reviewed. For example, townhouses and live/work units will be a better use of a Village Center location in the VMU and VCP districts than single family, duplex, and/or cluster residential uses. Of course, residential units will continue to be appropriate and desirable on upper floors of buildings along the commercial spine in the VC district.

**Townhouses - Georgetown, DC**



**Townhouses - Kentlands, MD**



**Townhouses - Celebration, FL**



**Townhouses - Charlestown, SC**



**Intensity**

Any new development in the Village Center should reflect and complement the overall intensity of the existing Village Center area (this is a major part of its overall ambience). In the existing Village Center, the average "floor area ratio" (FAR) of existing uses is 0.97 (on average, for every 10,000 SF of site area, there is 9,700 SF of floor area). On the other hand, current regulations for the Village Mixed Use (VMU) zone limit intensity to a floor area ratio of about 0.275.

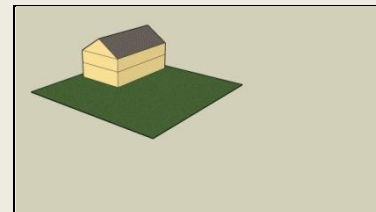
The regulations for the Village Center area should be revisited to ensure that an appropriate intensity is required (a minimum intensity) and regulated (a maximum intensity). If the regulations create an intensity that is too low (and out of character with the area), it will have a negative effect on the overall ambience and character. Likewise, if the intensity allowed is too high, it will also have a negative effect on the overall ambience and character.

We should also consider minimum and maximum limitations on building footprints, floor areas, yard setbacks, and building heights to ensure that the existing character and ambience of the Village Center is replicated and extended. Since the current regulations may not reflect the building character and style that presently exists, these standards should be verified anew (especially building height). Since two-story buildings are the normal building arrangement in the Village Center, one-story buildings should generally be discouraged.

**FAR in Existing Center = 0.97**



**FAR Limit in VMU Zone = 0.275**



## Design Standards

The “visual preference” work done as part of some of the planning for the Village Center expansion areas was excellent and helped define the building forms and features that residents found acceptable. To help guide future applicants, it might be desirable for these concepts to be expressed in illustrated design guidelines or a pattern book. This might include architectural features and building materials and similar details.

Another option to consider might be what is referred to as “form-based coding”. Rather than “use-based” zoning (with dimensional and other standards) as currently contained in the Pinehurst Development Ordinance (PDO), form-based coding is heavily focused on the design of buildings and creation of streetscapes. It is less involved with allowing or restricting different uses. Because of the importance of ambience and character in Pinehurst, form-based coding may be worth additional consideration.

**Two-Story Wood Building (Chinquapin)**



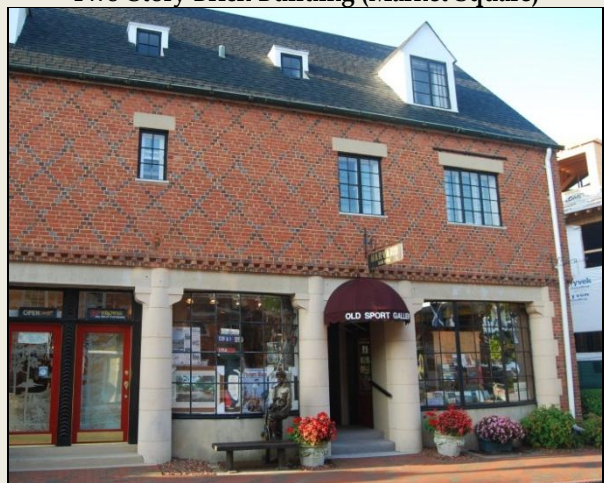
**Two-Story Brick Building (Chinquapin)**



**Two-Story Wood Building (Chinquapin)**



**Two-Story Brick Building (Market Square)**



## E. Provide For Parking

Parking and the perception of parking in the Village Center have been a discussion topic in Pinehurst for some time. In the telephone survey, 61 percent wished more parking could be provided in the Village Center area and 59 percent felt that the Village should improve the existing sand parking lot next to the Village Green. This mirrors results from the 2002 telephone survey where 59 percent of Pinehurst residents felt that there was a parking problem in the Village Center area and 56 percent felt more parking was needed in the Village Center area.

An inventory conducted as part of the planning process found about 487 on-street and off-street parking spaces in the Village Center area (276 public spaces, 50 semi-public spaces, and 161 spaces in private lots).

While the current parking ratio in the Village Center (about 2.0 public spaces per 1,000 SF of floor area) is lower than typical, it appears to be adequate at the present time. This conclusion was reached because:

- there are a number of parking spaces available in and near the Village Center even at the busiest times of day (around lunchtime),
- the Village Center attracts walking traffic from tourists and nearby residents, and
- people typically perceive a parking problem because they feel they are entitled to the most convenient parking space.

The Village Center is fortunate to have a large number of on-street and public parking spaces available. On-street parking is incredibly efficient since the spaces are readily visible, easily accessible, and allow people to park once and visit two or three places. In addition, such spaces:

- help people believe that they will find a parking space in front of where they wish to visit,
- protect pedestrians in the sidewalk area from moving vehicles, and
- allow more private land area to be devoted to building when new construction occurs (such as with Village Center expansion) since some of the parking is located in the public right-of-way.

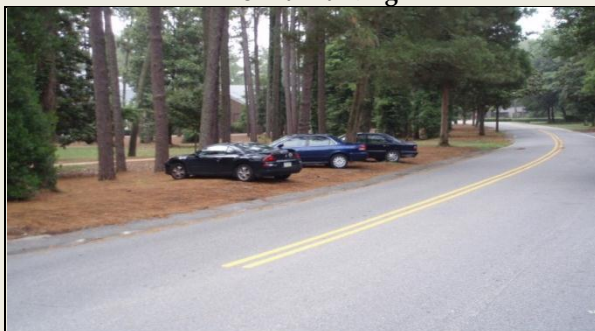
**On-Street Public Parking**



**Off-Street Public Parking**



**Informal Parking**



**Private Off-Street Parking**



As the Village Center is expanded, parking will be a key consideration. Overall, the Plan recommends the following parking strategies:

- re-establish on-street parking time limitations, especially during the mid-day period to ensure there is adequate turnover of spaces (supported by 51 percent of residents),
- require all new floor area to provide on-street parking spaces (first priority), off-street parking spaces, or make a fee-in-lieu payment to the Village to support the provision of public parking spaces to support that use, and
- consider adopting either an overall parking ratio (such as 3.0 spaces per 1,000 SF for new development) or compute each use individually with credit given for mixed / shared use.

Over the long term, Pinehurst should reconsider its philosophy in terms of parking facilities. In the short-term, development in the Village Center expansion area could be supported with surface parking lots. Eventually, it might be desirable to replace those parking lots with buildings and provide a parking facility of some type. Any such facility must be well-designed and screened from view in order to be compatible with the character and ambience (and historic district designation) in the Village Center area.

Also, over the long term, the Village may wish to consider removing parking from the Village Green in order to make it a more park-like setting as originally envisioned by the Tufts family and Frederick Law Olmsted.

**Proposed Parking Facility (Folsom, CA)**



**Parking Facility (Wilmington DE)**



**Parking Facility (East Lansing, MI)**



**Parking Facility (Annapolis, MD)**



**F.**

## Address Traffic Circulation

### Organizing Spine

Traffic circulation for vehicles and pedestrians is important for the Village Center and the expansion area. The recommended program is to set up a *vehicular and pedestrian travelway* along the “organizing spine” and encourage or require abundant on-street parking facilities along it. This is considered critical to the overall health and vitality of the Village Center and the expansion area.

It is anticipated that the Village may need to get involved in road construction in the Village Center expansion area and fund such improvements as a capital project. In any event, the roadway cross-section needs to be defined in more detail (and compared to the existing roadway cross-sections in the Village Center area) before proceeding. Since the relationship of building height to building separation is a key component of the streetscape ambience, this relationship should be determined with some research.

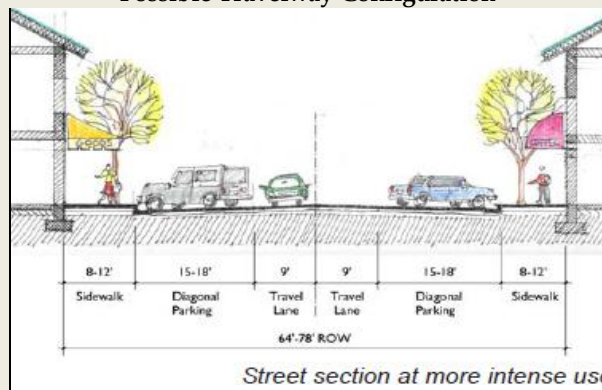
### Traffic and Way Finding

Traffic volumes are not an issue in the Village Center area at the present time and are not expected to be a major consideration as a result of Village Center expansion. Traffic counts conducted by the Village Staff as part of this planning process found that the average daily traffic into the Village Center area is about 60 percent of what would be expected based on the land uses and activities located there. Traffic and activity is a sign of a successful area that is meeting the needs of residents and piquing the interests of potential visitors. The Village Center area can actually accommodate *more* traffic.

Part of the reason traffic volumes may be so low is that residents do not go there very often (maybe once a week, on average, according to the telephone survey) and because the Village Center can be hard to find for visitors or shoppers. We should consider:

- Finding ways to make the Village Center more a part of residents’ everyday lives, and
- Creating a better system for people to be able to find the Village Center, such as:
  - Better defining access points to the Village Center from NC 5, NC 211, and NC 2 (perhaps by installing a roundabout at Midland / Fields to create a more logical entrance and gateway to the Village Center), and
  - Create a wayfinding system to the Village Center / the Resort Clubhouse / and to lodging facilities.

Possible Travelway Configuration



Possible Roundabout at Midland / Fields / Cherokee



## G. Plan Out The Approach and Schedule

Since the Village of Pinehurst owns a number of the properties in the Village Center expansion area, it will need to get involved in the development. Possible approaches include:

1. Selling all the land to a developer outright.
2. Selling all the land to a developer under specified conditions (such as retaining a certain amount of floor area to be leased by the Village to “mom and pop” retailers).
3. Becoming an equity partner in the development with a developer.
4. Undertaking a land lease to one or more developers.
5. Subdividing and developing the land and selling parcels to individual developers.
6. Developing the land area and buildings itself.

At this time, the Plan makes no recommendation as to the preferred approach.

Also, with both the men’s and women’s US Open golf championships scheduled in Pinehurst for 2014, it may make sense for any major enhancements to the Village Center to either be completed in advance of that date or started after the tournaments are completed.

	Major Activities	Possible Other Activities
<b>Before 2014</b>	<ul style="list-style-type: none"> <li>• Identify location for “connecting spine”</li> <li>• Refine planning recommendations</li> <li>• Revisit VC/VMU / VCP regulations</li> <li>• Allow Phase 1 of VC-zone expansion along connecting spine (1-3 buildings)</li> <li>• Finalize travelway design</li> <li>• If ready, construct travelway and create on-street parking along connecting spine</li> <li>• If ready, consider allowing Phase 2 of VC expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Stabilize the fire station building and redevelop the building once the travelway along the connecting spine is in place</li> <li>• Consider allowing residential buildings in rear of business expansion areas</li> <li>• Provide common open space and connect to Arboretum</li> </ul>
<b>2014</b>	<b>US Opens</b>	
<b>After 2014</b>	<ul style="list-style-type: none"> <li>• Allow Phase 2 of VC expansion</li> <li>• When appropriate, consider allowing Phase 3 of VC expansion</li> <li>• Construct additional new streets</li> </ul>	<ul style="list-style-type: none"> <li>• Move Public Services facility</li> <li>• Decide what to do about water tanks</li> <li>• Consider replacing surface parking lots with parking facilities, if desirable</li> </ul>

## H. Nurture The Village Center

We should also undertake other tasks and actions to maintain, support, and enhance the Village Center.

See the “Implementation Element” of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Village Center strategies.



# Extra-Territorial Areas

## Goal / Rationale

Pinehurst's character is affected by growth in areas outside of the current corporate limits. Recent annexations by other communities into Pinehurst's extra-territorial jurisdiction (ETJ) area and other developments in nearby areas have shown that focusing *entirely* on development within our own borders is not a good strategy.

## Major Strategies

### **A. As Appropriate, Expand Pinehurst's Jurisdiction and Corporate Limits**

If Pinehurst is to preserve and enhance its character and ambience, we must take a larger view of development activities going on in the region and participate in ways that will help protect our interests and Pinehurst's legacy. If Pinehurst does not think about land use activities in the areas that surround it, we will be impacted by traffic and other impacts of adjacent growth (water use, sewage disposal, water quality, character, etc.) without having any of the tools to manage it.

Over the long term, it is not considered to be in Pinehurst's best interests to have no influence over the nature of development (environment, water, etc.) while being subjected to its impacts (traffic, etc.). By extending its jurisdiction to logical (and "defensible") boundaries, we will be able to protect Pinehurst's character, ambience, and image and guide development in accordance with a comprehensive plan.

State law allows Pinehurst to exert extra-territorial jurisdiction up to two miles out from its corporate limits. This ability is tempered by "annexation agreements" Pinehurst has negotiated with adjacent communities (generally for a 20-year term with a 5-year cancellation provision). Pinehurst should seek to exert its extra-territorial jurisdiction to the extent allowed by law and annexation agreements.

Over time, Pinehurst should also seek to annex lands into the corporate limits through a voluntary process (the landowner requests to be annexed) or an involuntary process (the land area meets statutory criteria allowing it to be annexed). Voluntary annexation is preferred to involuntary annexation.

### **B. Maintain Annexation Agreements With Adjacent Communities**

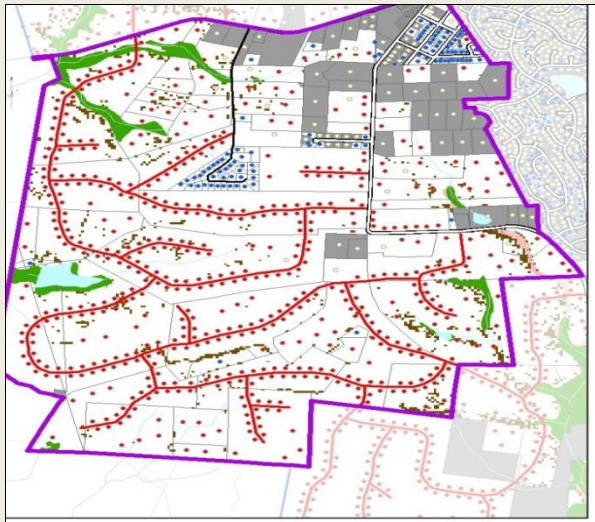
Pinehurst should continue to maintain annexation agreements with surrounding communities in order to help anticipate and plan for potential future community needs.

### C. Apply New Residential Development Concepts in the ETJ Area

Part of the overall strategy of protecting the interests and legacy of Pinehurst is to look at the overall development patterns that are allowed in Pinehurst relative to surrounding jurisdictions. As part of this planning process, the Steering Committee evaluated development of the ETJ area under several different scenarios and densities. In the following graphics, a red line indicates a potential road, a red dot represents a potential house, and a green area represents a potential open space.

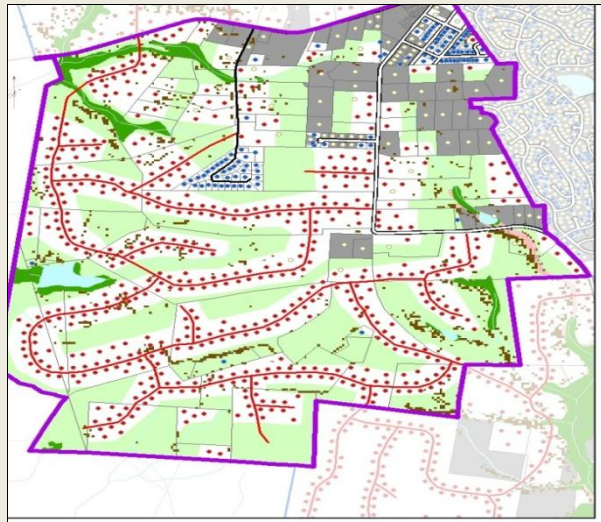
#### Conventional Subdivision

Residential lots are laid out along existing and proposed streets with a modest amount of land set aside as open space (perhaps 5% of the parcel area)



#### Open Space Development

Residential lots are laid out along existing and proposed streets with a significant amount of land set aside as open space (perhaps 50% of the parcel area)



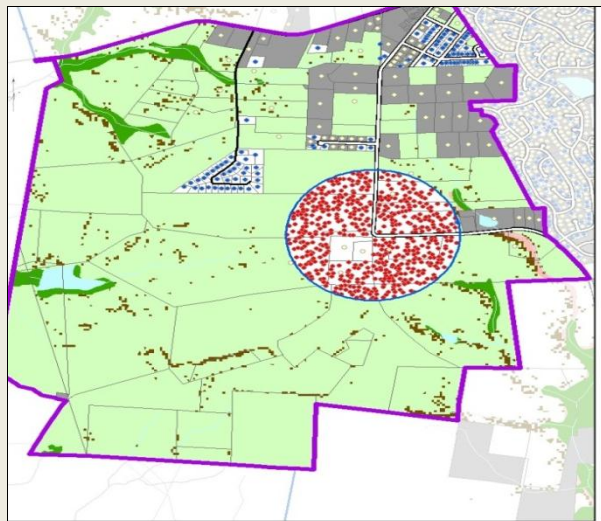
#### Recreation Development

Residential lots are laid out along existing and proposed streets with a significant amount of land set aside for recreational uses such as golf courses (similar to some existing neighborhoods in Pinehurst)



#### Village Development

Residential lots are laid out along existing and proposed streets in a very compact pattern (i.e. - a village) with surrounding areas preserved as open space



After careful consideration, the preference for the future development of the areas within the current extra-territorial jurisdiction (and possible additional future areas) is to promote open space development patterns since it will help preserve meaningful open space, help promote water recharge, and help retain the overall character of the community.

**Conventional Subdivision**



**Open Space Subdivision**



Secondly, the Plan recommends that the Village of Pinehurst consider allowing development at a density higher than one unit per five acres of land (perhaps at one unit per acre of buildable area – the rough equivalent of R-40 zoning – or at one unit per two acres of buildable area – the rough equivalent of R-80 zoning) provided that at least 50 percent of the parcel is set aside as open space.

Thirdly, the Plan recommends that the Village of Pinehurst consider allowing, encouraging, or requiring:

- More flexible development approaches, perhaps as a master planned development (where each development might be approved on a case-by-case basis) or as an open space subdivision (where the development would comply with pre-set rules), and
- Requiring annexation at the time of development through regulations and policies so as to minimize subsequent involuntary annexations as occurred with some past developments.

In any event, the Village should consider updating its regulations for the ETJ area:

1. Modify the Pinehurst Development Ordinance to establish new zoning designations where:
  - open space development (with a minimum of 50 percent of the land to be set aside as open space) is required for all subdivisions (not just 30+ acres).
  - The development yield in such zone shall be determined on the basis of “buildable area” (the total area of the parcel minus areas designated as watercourses, wetlands, 100-year floodplains, or slopes in excess of 25 percent incline), not on the basis of a minimum area of a lot as is currently required.
2. Modify the Pinehurst Development Ordinance to allow for planned unit development.
3. Modify the Pinehurst Development Ordinance to encourage farming and hobby farms in appropriate areas of the ETJ.
4. When a property is developed, the property owner should be required to go through the following process (as described more fully in *Conservation Design for Subdivisions: A Practical Guide to Creating Open Space Networks* (Island Press, 1996)) with the assistance of a landscape architect or physical planner:
  - Document noteworthy natural and cultural features on the site.
  - Identify primary and secondary conservation areas (scenic views, wetlands, watercourses, steep slopes, significant vegetation, etc.) and proposed open space areas.
  - Identify potential development areas and development locations.
  - Locate roads and property lines.

Without these changes, the likelihood of good development patterns in the ETJ area is considered remote.

#### **D. Review Business Development Locations in the ETJ Area**

If Pinehurst’s boundaries or jurisdiction are extended in the future to areas used for business, we should evaluate whether to establish business zoning at that location or whether to consider other options.

#### **E. Undertake Special Studies**

In addition to the large areas to the west and north of Pinehurst, there are other areas near Pinehurst that merit additional consideration (such as Jackson Hamlet and Monroetown). We should undertake special studies of these areas and consider how to best serve the interests of current and future residents. While residents of these areas may not favor incorporation (due to regulatory and other implications), it may be advantageous to provide municipal services (such as police, refuse, recycling, etc.) and utilities to residents of these areas which are effectively surrounded by Pinehurst.

See the “Implementation Element” of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Extra-Territorial Area strategies.

# Residential Development

## Goal / Rationale

Pinehurst's residential neighborhoods are the backbone of the community. Encouraging the preservation and enhancement of these areas is a continuing strategy for the Village.

At the same time, the housing needs of the community are evolving and Pinehurst will continue to consider ways to address the housing needs of current and future residents. This includes housing options for an aging population as well as housing opportunities for younger persons and families.

## Major Strategies

### **A. Protect Existing Residential Neighborhoods**

Pinehurst is a predominantly residential community and one of the reasons residents praise it so highly is due to the character of residential neighborhoods. We must continue efforts (development review, code enforcement, etc.) to protect the integrity of residential neighborhoods and enhance the quality of life.

### **B. Guide Residential Development To Address Housing Needs**

Since much of Pinehurst was laid out in the 1970s, the development pattern did not anticipate some of the changing desires and needs of a residential community (larger homes, larger lots, housing for an aging population, etc.). We should consider ways to help meet the long-term housing needs of residents of Pinehurst and their families.

See the "Implementation Element" of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Residential Development strategies.

**Single- Family Home Under Construction**



**Condominiums**



# Business / Institution Development

## Goal / Rationale

There are a number of business areas within Pinehurst that serve different needs in the community. Since these areas can have a significant impact on character, we must continue to monitor and guide uses in these areas to enhance the overall character of the community. The Village needs to be sensitive to the needs of businesses as a result of the economic down turn and needs to promote and assist business vitality not only in the Village Core but all the commercial districts.

We should continue to review the locations of business zones and the types of uses allowed in the various business zones for consistency with the overall land use vision / community structure for Pinehurst.

## Major Strategies

### **A. Review Existing Business Zones**

Business uses often have an inordinate impact on the overall perception of community character because of their size, visibility, the intensity of development allowed, and the design of permitted uses.

The locations and uses permitted in the various non-residential zoning districts should be reviewed to be sure that the pattern and type of development permitted is what the community wishes to have. This is especially true for the Neighborhood Commercial District, a fairly broad commercial designation which allows for retail businesses. For example, locations along Midland Road and Rattlesnake Trail may not be considered appropriate for some of the uses allowed in the Neighborhood Commercial District.

Such analysis would best be undertaken on a comprehensive basis to avoid any claim that any one area was singled out for review.

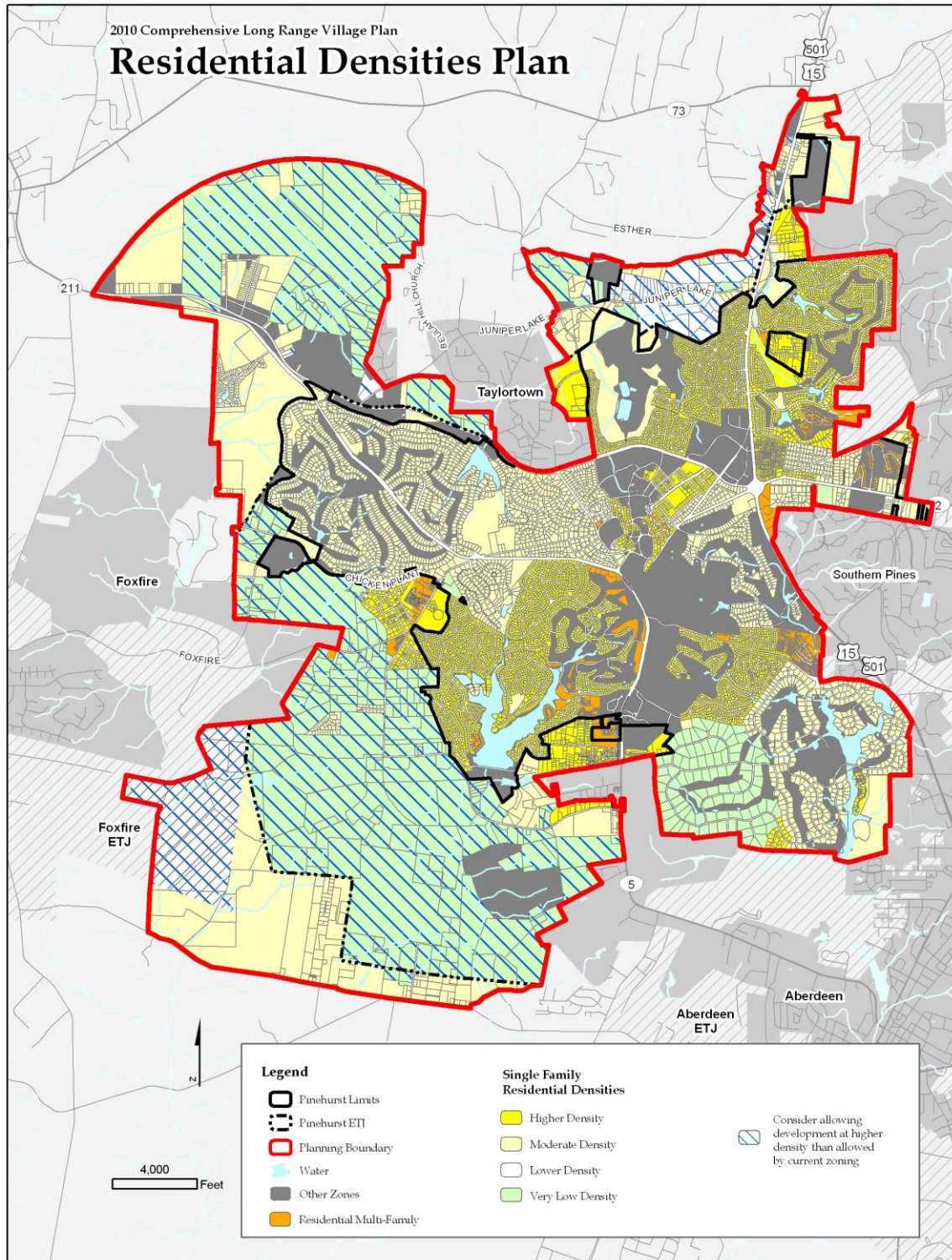
**Neighborhood Commercial Area  
Recommended For Review  
(North side of Midland Road)**



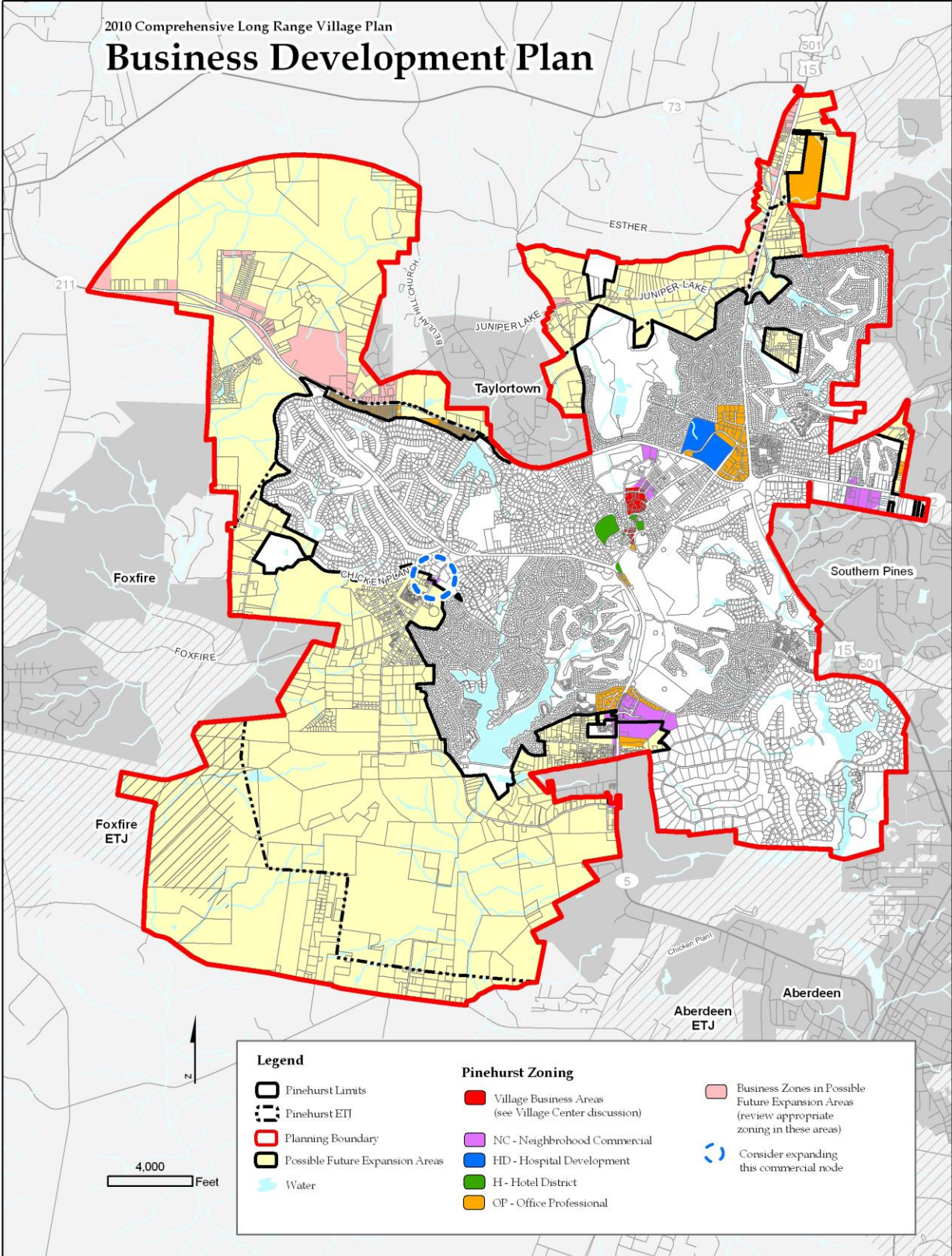
**Neighborhood Commercial Area  
Recommended For Review  
(Monticello Road at Blake Boulevard)**



2010 Comprehensive Long Range Village Plan  
**Residential Densities Plan**



# Business Development Plan



Legend		Pinehurst Zoning	
	Pinehurst Limits		Village Business Areas (see Village Center discussion)
	Pinehurst ETJ		NC - Neighborhood Commercial
	Planning Boundary		HD - Hospital Development
	Possible Future Expansion Areas		H - Hotel District
	Water		OP - Office Professional
			Business Zones in Possible Future Expansion Areas (review appropriate zoning in these areas)
			Consider expanding this commercial node

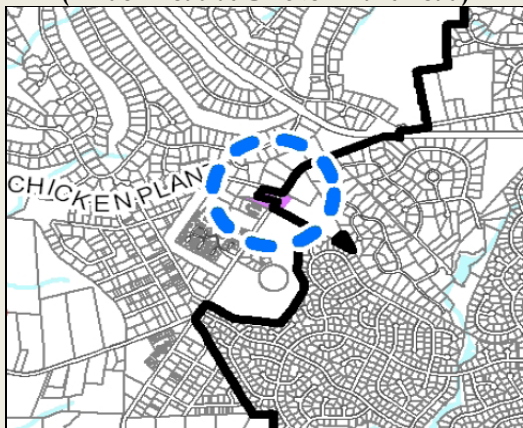


## B. Establish New Business Zones

With increasing development to the west of Pinehurst, we should investigate the potential for establishing a small mixed use “hamlet” at the intersection of Linden Road and Chicken Plant Road to build on the uses already located here. This could provide neighborhood convenience and a focal point for a number of areas within Pinehurst and other areas.

Under the present regulatory system, the concept of a small mixed-use “hamlet” is not really possible due to the small number of properties presently zoned or used for such purposes, and the current use limitations. As a result, the current zoning designations and the permitted uses should be reviewed, and possibly adjusted, to allow for the creation of a mixed use “hamlet” in this area.

Possible “Hamlet” Area  
(Linden Road at Chicken Plant Road)



Possible Mixed-Use “Hamlet” Area  
(Linden Road at Chicken Plant Road)



If the opportunity or need arises in the future, we might consider the possibility of allowing small “general stores” or similar operations in other areas or neighborhoods, if and where appropriate. This could also help reduce:

- the number of trips generated (by allowing for walking and bicycle use),
- the length of vehicle trips (by locating such uses closer to neighborhoods), and
- overall congestion from vehicle trips in general.

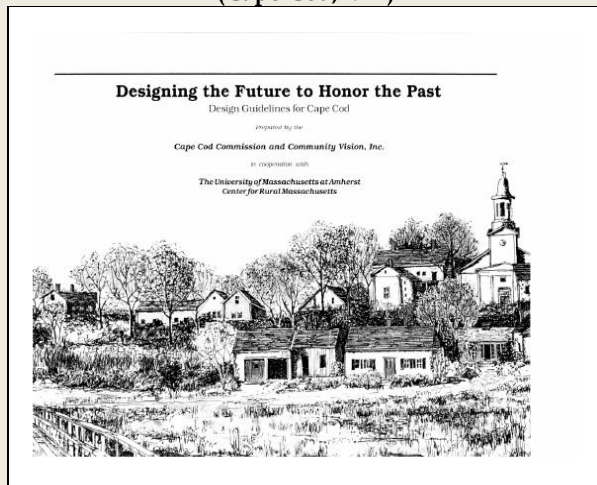
## C. Enhance The Character of Development In Business Zones

While Pinehurst has had a design review process for residential development, the design review process for business development has been less defined.

So that future business development is compatible with the overall character of the community, Pinehurst should consider establishing a more formal design review process for non-residential uses. This could include the preparation of design standards, establishment of a design review committee, a combination of both, or another technique. T

here is a need in the commercial districts for signage to be in keeping with the character of Pinehurst but be allowed to have reasonable changes to assist in promotion and business identity. This change would assist and help maintain the vitality of the business areas and be more user friendly to potential customers.

**Example Of A  
Design Standards Manual  
(Cape Cod, MA)**

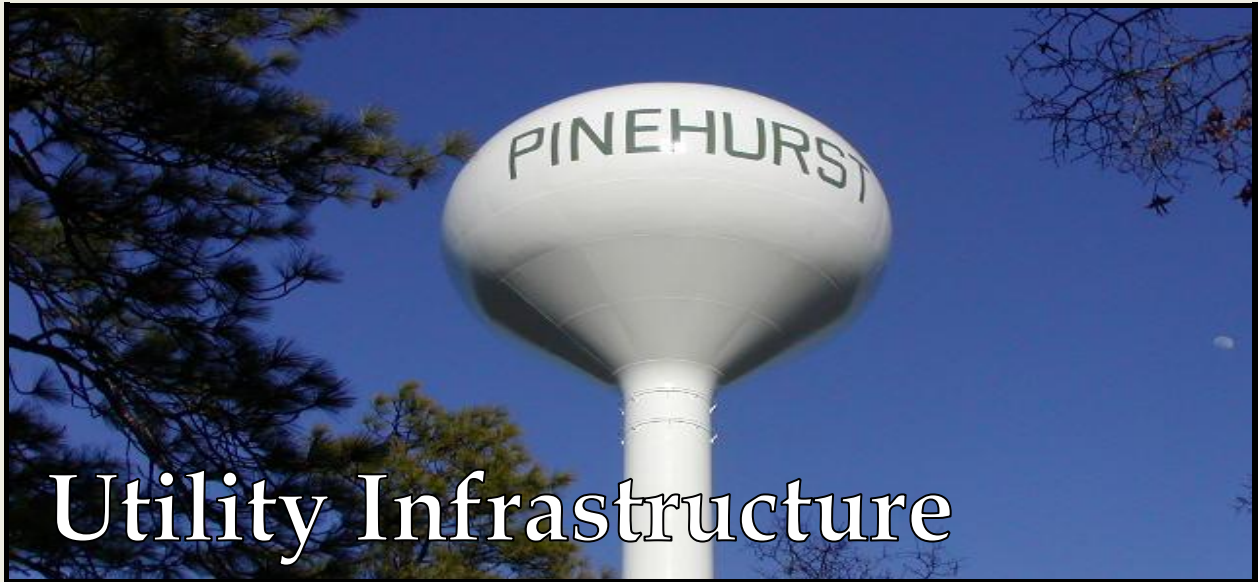


**Example Of An  
Architectural Review Committee**



See the "Implementation Element" of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Business Development strategies.

# Support ...



Utility Infrastructure



Vehicular Transportation

*It is always better to look ahead and prepare than to look back and regret.*

Jackie Joyner-Kersey  
American Athlete



# Utility Infrastructure

## Goal / Rationale

Having adequate utilities to meet the needs of residents, customers, and visitors is important to the future of Pinehurst. The types of utilities and services to be considered include:

- Water supply,
- Storm drainage,
- Wired utilities,
- Wireless communications,
- Sewage disposal, and
- Street lighting.

Although we have less influence over the provision of natural gas, electricity, telephone, and cable communications, we should strive to ensure the adequacy of these utilities in order to enhance the quality of life of residents and ensure their needs are met.

**Water Supply**



**Sewer Service**



**Drainage**



**Lighting**



# Major Strategies

## A. Establish Reliable Sources of Water Within A Regional Framework

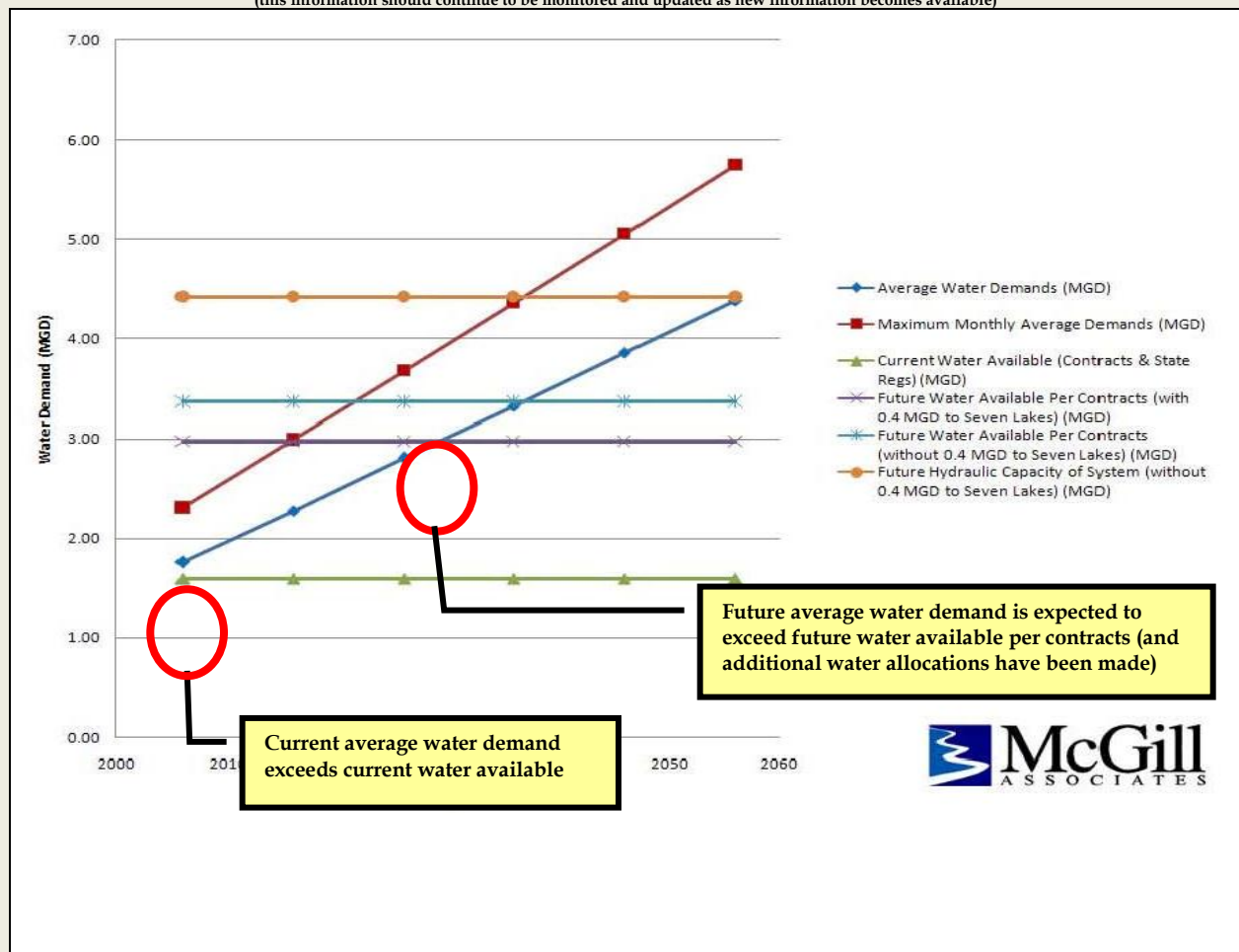
At the present time, water service within most of Pinehurst is provided by Moore County. This is an important consideration for two reasons:

- the Village of Pinehurst has no direct influence over the supply or distribution of water to most of its residents and businesses, and
- there are indications that the capacity of the water system has not kept pace with growth in Pinehurst or the area served.

At no point in its history has the Village of Pinehurst owned the water system serving its residents or had any direct say in how water is supplied or the system maintained. Even though the current Moore County water operation is still defined mainly by Pinehurst and unincorporated areas of Seven Lakes (which, together, constitute about 95% of the county's customers), Pinehurst has no direct voice in how its water system is operated or maintained. This lack of influence, problematic enough in normal circumstances; is aggravated in periods of drought like those experienced in 2002 and 2007.

**Water Supply Considerations (Pinehurst System)**

(this information should continue to be monitored and updated as new information becomes available)



Future average water demand is expected to exceed future water available per contracts (and additional water allocations have been made)

Current average water demand exceeds current water available



Moore County: Water Source Evaluation and Plan, McGill Associates, 2008

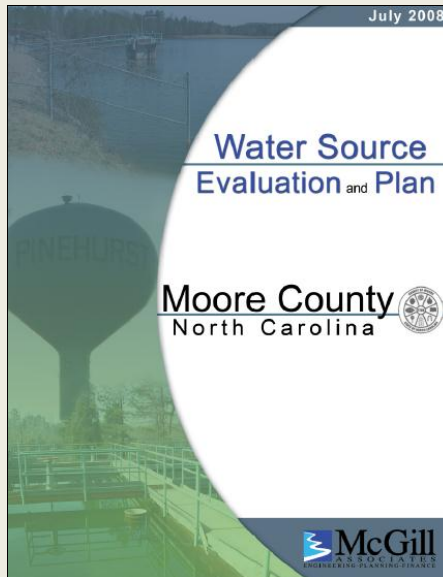
The situation is even more problematic because the capacity of the system continues to be allocated by Moore County in ways that make it even less clear how the water needs of current users will be adequately met. While additional supplies have been brought on line from adjacent areas (such as Harnett County), this increase in supply has been offset by customer growth, development agreements by the County that favor new developments over existing users, and service extensions to address supply shortfalls in other areas (such as well contamination in Seven Lakes). In addition, the Village has been forced into a constant struggle with county officials to secure badly needed repairs and upgrades.

Village officials, under several administrations, have worked to provide assurances to residents and businesses that the water needs of the community are secure and adequate for future needs. The most consequential undertakings involved an attempted purchase of the system from Moore County in 2003 and the attempted purchase of existing water and wastewater facilities near the Lumber River (in Scotland County) in 2009. These efforts to acquire water sources for Pinehurst residents have not yet been successful.

In the future, all growth in the County, whether in Pinehurst or not, is dependent on the availability of water to support it. It is unclear at this time whether adequate water supply is available to support the development objectives of all of the landowners and communities in the County. Overall, there does not appear to have been a comprehensive analysis of how County *land use patterns* might be managed best when a critical resource (such as water) is not unlimited.

Pinehurst residents want to know that they will have an adequate water supply to meet their present and future needs. In the telephone survey, 78 percent of respondents indicated they felt a regional water solution would benefit Pinehurst and its residents. In addition, 75 percent supported the Village's efforts to expand our water supply sources. At public meetings, residents have indicated they are unhappy that little has been accomplished to reduce or eliminate water use restrictions and that no comprehensive solution to the water issue has been identified.

**Water Source Plan**



**Water Conservation**



Faced with this situation, the Plan calls for a multi-part overall strategy to help secure the best possible water future for Pinehurst:

1. **Seek A Village Role in the Supply / Distribution of Water** - The Village should continue to explore ways to own and operate our own water supply / distribution system so that we can better manage extension of water service and the overall development pattern of the community and surrounding areas.

The issue of ownership of the water distribution infrastructure (pipes, etc.) is important to Pinehurst for a number of reasons. There are issues in certain areas with available pressure and the capacity of the supply and this diminishes public safety and quality of life for residents and frustrates economic development initiatives of interest to the Village. Efforts to get Moore County to upgrade the water pipes and other facilities have not received the attention that Pinehurst residents feel is needed. Pinehurst should explore or pursue acquisition of the water distribution infrastructure so that it can efficiently and effectively meet these needs for its residents.

2. **Help Build A Regional Coalition** - The Village should continue working with other local communities, officials and key business users to build a regional coalition, mutually beneficial to all participating partners to:
  - a. develop reliable water supplies,
  - b. devise a long-range strategy for identifying needs and allocating resources, and
  - c. develop mechanisms for overall management.
3. **Continue to Cooperate With The County** - In the meantime, the Village should continue to cooperate with the County on water issues, focused particularly on achieving much needed improvements and upgrades to the existing water system within Village borders, new and replacement ground wells, additional storage capacity, and replacing or adding new lines in order to raise fire hydrant pressure (fire flows) to safe, acceptable levels.
4. **Pursue Joint Venture Opportunities** - The Village should consider and suggest possible joint ventures with the County, if that would facilitate needed infrastructure improvements. As a joint venture, the Village and the County could arrange for the sharing of asset ownership as well as costs for the project venture. Relative thereto, or separately, on a broader basis, the County should be urged to establish a new, legal framework in which Village officials would have an established and meaningful role.
5. **Explore Other Approaches** - If joint venture opportunities fail to materialize or achieve results, the Village should consider carefully exploring alternative approaches (by itself or with the County or others) that will achieve the needed improvements and/or necessary responsiveness.
6. **Participate in State Policy Discussions** - A number of entities in North Carolina (such as the NC Department of Environment and Natural Resources, the NC State Treasurer's Office, the U.S. Environmental Protection Agency, and academic institutions) have been promoting partnerships and regionalization of water and sewer service as a strategy for implementing service, reducing environmental impacts, and capturing financial benefits through economies of scale. With other North Carolina governmental units increasingly willing to consider regional partnerships, and pending legislative efforts pointing in a similar direction, Pinehurst should participate fully in such efforts.



## B. Enhance Community Drainage Systems

Storm drainage continues to be a significant issue in Pinehurst. In the telephone survey, 57 percent of residents surveyed felt that Pinehurst needs to do more to address storm water drainage and runoff in the community.

Part of the reason that drainage is a continuing issue is that, when Pinehurst was laid out in the 1970s, little provision was made for the drainage needs for the community at buildout. Most roads were built to have little or no drainage associated with them and water was directed to adjacent land areas. However, when those land areas were developed as lots, they pushed the drainage water back onto the road (or neighboring lots) and problems began to arise.

**Drainage Issues**



**Drainage Issues**



**Rain Barrel**



**Rain Garden**



The Engineering Department has been working to address major drainage issues (flooding, etc.) in neighborhoods as time and resources permit. In addition, the Village has been attempting to use road-side ditches and curb-and-gutter systems to address other drainage problems. However, many residents do not want to maintain the grass which is used to stabilize road-side ditches (due to the highly erodible sandy soils) and have been known to remove the grass at a later date. As Pinehurst continues to become more and more built-out, these problems will likely persist or increase.

There may also be a “disconnect” at times between the expectations of the Village and individual property owners. The primary interests of the Village when it comes to drainage are to address the major drainage needs of the community, reduce or eliminate threats to public health and safety, and to maintain the safety and function of the transportation system. Residents, on the other hand, may be more concerned about individual drainage issues on their lot and “nuisance” conditions (including appearance issues like ponded water after a storm).

The Village will continue to work on drainage issues along public streets. However, since much of the water comes from private lots which drain onto the street, this may not be a simple task. Some communities around the country are requiring property owners to capture and retain rainwater on their property (through rain gardens and other approaches which promote infiltration) in order to reduce the overall amount of runoff and the amount that finds its way into the public roadway.

Pinehurst should evaluate ways to encourage property owners to capture and infiltrate rainfall. This will help promote more infiltration to groundwater supplies as well as reduce the amount of runoff which affects the roadway and neighboring properties and causes drainage problems in neighborhoods.

In the future, we should:

- seek ways to infiltrate water, where feasible and appropriate, closer to where the rain falls (this approach could be very effective due to the predominant soil types in this area),
- investigate the desirability of regulatory or other approaches to promote drainage retention and fund drainage improvements (possibly including a stormwater utility).

**Infiltration Planting Bed**



**Pervious Pavement**



### **C. Continue to Manage Wired Utilities**

Pinehurst residents obtain electrical service, telephone service, and cable communications through wired utilities. In most parts of the community, these utilities are underground.

Pinehurst should continue to work with providers of wired utility services to ensure that the utility services are adequate to meet the needs of Pinehurst residents and businesses. Of course, this should also be done in ways that preserve and enhance the overall character and ambience of the community. One way that this can continue to be done is by retaining the requirement for wired utilities to be placed underground.

### **D. Enhance Wireless Communications Coverage**

More and more people in Pinehurst and elsewhere are relying on wireless communications (such as cellular phones and other devices) for their communication needs. It is hard to imagine that such phones were fairly rare just 20 years ago.

When such systems were first “rolled out”, there was a strong push to provide service over as wide an area as possible from each antenna location. Since call volume was low, antenna capacity was not a major concern and, due to the expense of new antennae and towers, the approach was to build as few antennae locations as possible to provide coverage. This resulted in tall and visible communication towers and people tended to react negatively to the visual impact of such towers.

Over time, antennae capacity has become a limiting factor in some places as call volume has increased and the data services provided has increased. When antenna capacity becomes an issue, communication companies provide additional antennae within their networks thereby creating smaller cells and providing more capacity in the same area. Since these cells are typically smaller, the antennae can be lower and can more effectively be located on buildings or in other “stealth” locations.

Pinehurst should investigate ways to work with telecommunication providers to provide more service capacity within the Village for residents and visitors while maintaining the overall character and ambience of Pinehurst.

This will be especially important since some of the first antennae in Pinehurst were placed in locations which may not always be available. For example, some antennae were placed on a water tank behind the Carolina hotel which has been slated for removal. Clearly, the issue of wireless communications should be addressed so that the needs of residents and visitors can be met.

Stealth applications (such as the antennae located in the steeple of the Village Chapel) are an excellent way to meet both needs.

**Stealth Antennae In The Steeple At The Village Chapel**



The following box suggests some telecommunications policy preferences which the Village of Pinehurst can use as parts of its efforts to enhance wireless communications coverage while maintaining community character and ambience.

**Village Of Pinehurst  
TELECOMMUNICATIONS POLICY PREFERENCES**

**Statement of Purpose**

The Village of Pinehurst recognizes that wireless communication services are an important part of the daily lives of many people. The Village wishes to allow for the availability of adequate wireless communications service while striving to find the least obtrusive means of having such services available.

The Village of Pinehurst encourages the siting of wireless telecommunications facilities in ways that will:

- Protect the Village's visual quality and character.
- Minimize any adverse visual impacts through proper design, siting, and screening.

**Basic Policy Preferences**

1. In order to minimize negative visual impacts, more short towers providing capacity in smaller geographic areas are generally preferred over fewer tall towers providing service over a larger geographic area.
2. The location should preserve the integrity of environmentally sensitive areas including unique wildlife habitats, wetlands, historic, and archaeological resources.
3. The location should not negatively impact any officially designated historic areas including the Pinehurst Historic District and any resource on the National Register of Historic Places.
4. The location should not have any detrimental impact to any scenic area, scenic vista, scenic road, or significant geologic or natural features within Pinehurst.
5. The use of stealth technologies should be employed whenever possible.
6. Signage and/or lighting is expressly not permitted.
7. Provisions should be made for removal of a tower if it is no longer being used.

## **E. Establish a Dependable Sewage Disposal System**

Sewage disposal is also provided by Moore County Utilities. Issues associated with sewage disposal include:

- The condition of sewage pipes in the Old Town area of Pinehurst,
- The condition of sewer pipes in other areas (such as the Lake area of Pinehurst),
- The need for additional treatment capacity at the plant in Addor, and
- Dispersed growth within the County.

The County is in the process of arranging for the repair, renovation, and/or replacement of sewage pipes in the Old Town area of Pinehurst. Since many of these pipes are over 100 years old and have failed in the past, this project is long overdue. With input from Village Staff, this project was designed so that much of the work will occur without excavation and the impact on the overall ambience and character of the Village Center area will be minimized.

The condition of sewer pipes in other areas is something that the County is aware of and working on. When Diamondhead installed sewage pipes in the 1970s, the longevity of the system and long-term operational cost may not have been a high priority. In recent years, there have been sewage failures in sensitive areas (such as near Lake Pinehurst) and other situations where remedial work has been necessary.

While the County is working on these issues and is planning improvements, ownership of the sewer collection infrastructure (pipes, etc.) is something that Pinehurst should explore or pursue in the long run. Efforts to get Moore County to upgrade the sewer pipes and other facilities have not received the timely attention that Pinehurst residents feel is needed and local ownership will allow for this to happen efficiently and effectively in the future.

The sewage treatment plant in Addor serves many of the communities in Moore County (including Southern Pines and Aberdeen) and growth in the County has resulted in the need to upgrade the plant. The County has been working on this and expects to undertake this project. Following this upgrade, this facility is expected to be adequate to meet needs for the foreseeable future.

In the unincorporated areas of the county, Moore County Utilities has been working with property developers to allow for large planned developments in satellite locations that are not connected to or near other incorporated places. In these areas, the County has allowed for small preliminary sewage treatment plants where some of the liquids are retained on site for irrigation purposes and a lower discharge of other effluents is sent to Addor. While this type of approach works well from the developers perspective in the short term (lower costs and higher profits), the concern has been expressed that, in the long term, it creates a development pattern in the county where developments are not connected and no cohesive overall settlement pattern or structure is created.

To help meet the sewage disposal needs of the community, the Plan recommends upgrading existing sewage pipes and other installations and supporting capacity expansion of sewage treatment facilities.

## **F. Expand The Natural Gas System In Pinehurst**

Since some people prefer natural gas and since diversity of energy supplies may be an important future consideration, we should encourage the expansion of the natural gas distribution system in Pinehurst.

## G. Address Street Lighting

Street lighting in Pinehurst has been an issue of discussion for some time. This issue has not abated in recent years -- possibly due to the construction of more housing units, the influx of new residents from other places which may have had street lights, and an overall increase of traffic.

It is the present policy of the Village to encourage or require street lighting in the Village Center and commercial areas but not in residential areas since street lights in those areas might be inconsistent with the residential use.

However, since night vision may be a concern for some people, there is some interest in strategies to enhance night-time navigation and way-finding in the outlying residential neighborhoods.

In the 2002 telephone survey, about 72 percent of residents surveyed felt that Pinehurst needed more streetlights (either just at intersections, in and near the Village Center, or everywhere). In the 2009 telephone survey, about 64 percent of residents surveyed felt that Pinehurst needed more streetlights and another 14 percent were in favor of putting reflectors in the pavement to identify intersection locations and thereby assist with way-finding at night. At public meetings, some residents spoke in favor of street signs that were more reflective or other strategies to enhance readability of street signs.

In a separate question, 61 percent of respondents did favor having more streetlights on roads in and near the Village Center so that residents can walk in the Village Center at night. In secondary pedestrian areas of the Village Center (such as alleys or lanes), lighting at knee-level may provide an appropriate balance between residential character and pedestrian needs.

**Lighting In The Village Center**



**Pavement Reflectors**



See the "Implementation Element" of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Utility Infrastructure strategies.

# Vehicular Transportation

## Goal / Rationale

Although Pinehurst has had a roadway system for well over 110 years, there have been no major changes in the last 40 years. During the past 20 years, population has grown significantly.

Traffic congestion is becoming a major issue in Pinehurst and this threatens community character and the overall quality of life. Congestion will become even more pronounced as Pinehurst and surrounding areas continue to grow. In the telephone survey, 60 percent of respondents indicated that congestion is already a problem on major roads in Pinehurst.

Since Pinehurst is at the center of where growth is occurring in the region, it will be unduly affected by regional traffic.

Unfortunately, Pinehurst does not have the ability by itself to address and resolve these issues. In some situations, the traffic is being generated by developments approved by other government entities. At the same time, the land area needed for road improvements or new corridors falls under the jurisdiction of the North Carolina Department of Transportation (NCDOT), Moore County, or other incorporated places. In other cases, a road is the responsibility of another entity to widen or manage.

Pinehurst must urge others to consider long-term strategies today so that regional traffic needs are met and the overall character of Pinehurst is protected. We must strive to manage the transportation system in Pinehurst to ensure that it:

- operates safely with a reasonable level of service (including managing or reducing congestion),
- supports community structure, and
- enhances community character.

## Major Strategies

### **A. Retain Community Character When Addressing Transportation Issues**

Community character is an essential element of what makes Pinehurst special and transportation improvements that should be designed to fit into the fabric of the community rather than to the detriment of community character.

It is the policy of the Village to ensure that traffic improvements (and even the lack of traffic improvements) do not have an adverse impact on the overall character and ambience of the community.

## B. Increase Regional Connectivity / Mobility

As was stated in the 2003 Plan, the Pinehurst area has been developed with only a limited number of major roadways. This has concentrated travel on these few corridors – many of which lead to and through Pinehurst -- and is one of the reasons why traffic congestion is increasing in Pinehurst and elsewhere in the region.

Since the 2003 Plan, this issue has gotten worse, not better. Additional housing has been constructed in and around Pinehurst, entire new developments have been approved (Stonehill, Pine Forest, etc.), and no new roads have been built or proposed. As a result, traffic volumes and congestion are increasing. Since the population of Pinehurst itself may double in the future (never mind the development in Foxfire, West End, Seven Lakes, and other areas), traffic volumes and congestion are expected to increase significantly on all major roads in Pinehurst.

Pinehurst has advocated for the improvement of regional connectivity through the establishment of one or more alternative routes / roadway connections as follows:

Roadway	Description	Status	Priority
<b>Western Connector - North</b>	A roadway connecting NC 211 near Pinewild to Foxfire Road	Studied by the Village. Made more difficult by Stonehill development and Foxfire annexation.	Short-term need
<b>Western Connector - South</b>	A roadway connecting Foxfire Road to Linden Road near Lake Pinehurst or to NC 5	Studied by the Village.	Short-term need
<b>Southern Connector</b>	A roadway connecting NC 5 near Linden Road to the US 15-501 commercial area	Studied as part of “western connector” but may not be favored by Aberdeen or Southern Pines.	Short-term need
<b>Juniper Lake Road</b>	Widening and other improvements to provide relief to NC 211 and alternate route to Carthage and points north	Plan recommends.	Mid-term need
<b>Roseland Connector</b>	A roadway connecting Linden Road near Lake Pinehurst to Roseland Road.	Plan recommends.	Mid-term need
<b>Western Bypass</b>	A roadway connecting NC 211 in West End to US 15/501 in Aberdeen/ Southern Pines	Included in the NCDOT Thoroughfare Plan but not funded.	Long-term need

Pinehurst will continue to advocate for regional road connections. In the telephone survey, 65 percent of respondents felt that Pinehurst should push for a regional road system that diverts traffic around the Village.



### C. Manage Improvements To Major Roadways

In addition, Pinehurst should work to ensure that necessary improvements are made to existing major roadways and that community character is maintained when this happens.

Roadway	Description	Village Approach
NC 211	Proposal for reconstruction as a four-lane highway through Pinehurst is in NCDOT planning stages.	Continue to work with NCDOT to ensure that any roadway widening occurs in a way that will be as compatible as possible with the character of Pinehurst.
US 15/501	Possible future need for widening to a four-lane highway.	Advocate for a raised median, provide for pedestrian/bicycle crossings, and align Spring Lake Road on both sides.
Traffic Circle	Significant “gateway” to Pinehurst and a “signature” element in the overall Pinehurst experience.	Retain the traffic circle as a significant roadway feature in Pinehurst (72 percent of residents supported this in the telephone survey).
NC 2	Significant “gateway” to Pinehurst and a “signature” element in the overall Pinehurst experience.	Consider providing a roundabout or other intersection improvement at Fields / Cherokee to guide traffic to the Village Center. Consider improvements to the Page Boulevard intersection.
NC 2 - East of traffic circle	The oldest median-divided highway in North Carolina.	Maintain the character of this section of roadway due to its scenic and historic character.
NC 5	Volume will continue to increase and intersections will become more difficult to navigate safely.	Encourage alternative routes to minimize traffic growth. Make intersection improvements with a preference for roundabouts, especially at the Barrett / McCaskill intersection.
Morganton Road	Volume will continue to increase and intersections will become more difficult to navigate safely.	Encourage alternative routes to minimize traffic growth.
Linden Road (NC 5 to Pinewild)	Traffic volumes will continue to increase.	Encourage alternative routes to minimize traffic growth and minimize any tree clearing.

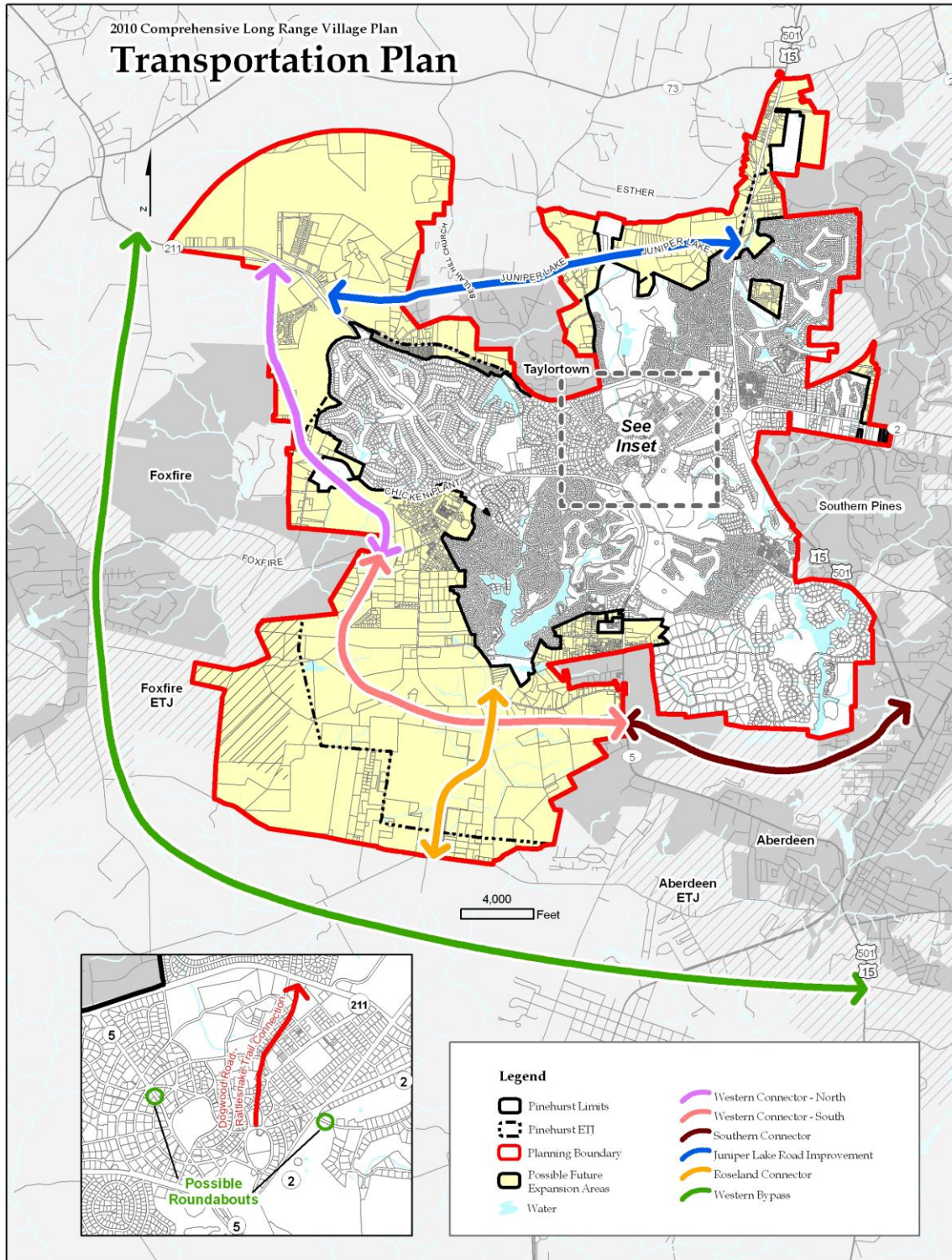
### D. Manage Other Transportation Issues

In addition, Pinehurst will:

- continue to have a strong preference for roundabouts instead of signalized intersections and other traffic control devices when considering intersection improvements.
- continue to investigate ways to minimize the overall cost of future pavement maintenance.
- continue to monitor traffic speeds since Pinehurst residents were split on whether speeding was a concern (46 percent agreed it was a concern and 47 percent disagreed).
- continue efforts to reduce and minimize the number of curb cuts and other possible disruptions to traffic flow, capacity, and safety on major roads (access management).

See the “Implementation Element” of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Vehicular Transportation strategies.

2010 Comprehensive Long Range Village Plan  
**Transportation Plan**



# Community Facilities

## Goal / Rationale

Community facilities are the locations which are used for the provision of municipal services to Pinehurst residents. These services make a significant contribution to the overall character of the community and the quality of life.

In terms of these services, the purpose of the Plan is to ensure that adequate foresight is given to the physical facilities (buildings, sites, etc.) needed for the efficient provision of these services. Since Pinehurst is growing and the demographics are changing, we must continue to monitor and adapt to changing community facility needs.

In the telephone survey and at public meetings, residents indicated they are satisfied with the range and quality of services presently offered by the Village. In the telephone survey, residents identified the following general priorities for community services:

Highest Importance	High Importance	Moderate Importance
<ul style="list-style-type: none"> <li>● Road maintenance</li> <li>● Drainage</li> <li>● Overall cleanliness, maintenance &amp; beautification</li> </ul>	<ul style="list-style-type: none"> <li>● Police</li> <li>● Fire</li> <li>● Refuse/recycling</li> <li>● Civic and cultural events / activities</li> <li>● Recreation programs</li> </ul>	<ul style="list-style-type: none"> <li>● Environmental initiatives</li> <li>● Code compliance</li> <li>● Outreach and communication to residents</li> </ul>

Village Hall



Police Station



## **Major Strategies**

### **A. Address Current Needs**

While the Village of Pinehurst has done a good job anticipating and providing for community facility needs, there are a few facilities that may need to be addressed in the near future (0-5 years):

- the need for a community / recreation center.
- continued improvement of Rassie Wicker Park.
- building the new Public Services facility on Juniper Lake Road
- relocating the Public Services functions from the Village Center.
- Continue to maintain roads and drainage systems and provide other community services valued by residents.

### **B. Prepare For Mid-Range Needs**

Some community facility needs can also be anticipated in the medium range future (3-8 years):

- investigate the need for one or more pools or other aquatic facilities to meet the needs of a changing age composition and the needs of residents who do not belong to the Resort.
- consider selling or leasing, as appropriate, publicly owned land which is part of the Village Center expansion.

### **C. Plan For Possible Long-Range Needs**

Some other community facility needs can also be anticipated in the longer range future (5-10 years or possibly more):

- continue to monitor changing age demographics and other indications of possible future recreation needs (children, families, seniors, etc.).
- investigate the need to acquire additional land adjacent to the new Public Services site so that it will be capable of meeting community needs for public works, maintenance, and recycling well into the future.
- consider the best way to provide community facilities (such as additional park land, recreation facilities, a fire station, and other facilities) to address additional growth in the areas west of NC 5 and east of Hoffman Road.
- evaluate the possible need for expansion of Village Hall to meet community needs.

### **D. Support Other Entities**

Recommended policies and actions include:

- continuing to work with Moore County to support Pinehurst Elementary School.
- continuing to coordinate with Moore County Schools for use of educational facilities for recreation and community programs.
- considering ways to help support the Given Memorial Library and the Tufts Archive.

See the "Implementation Element" of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Community Facility strategies.

# Other Transportation

## Goal / Rationale

While Pinehurst residents enjoy their vehicles, they have also indicated they want more attention paid to pedestrian, bicycle, transit, and other transportation modes.

We must strive to provide for alternative forms of transportation to meet the needs of present and future Pinehurst residents.

## Major Strategies

### **A. Prepare A Pedestrian / Bicycle Master Plan**

Due to the growing interest in walking and bicycling, the key recommendation of this part of the Plan is to prepare a pedestrian / bicycle master plan for the Village. This will help to standardize the overall approach to pedestrian and bicycle circulation in Pinehurst and find ways to provide more and better facilities throughout the community.

### **B. Promote Pedestrian Circulation**

When areas outside the Village Center were laid out in the 1970s, there was essentially no provision made for pedestrian facilities (such as sidewalks or trails). Now, as more and more lots are built on and people take greater interest in walking, there can be conflicts on roadways between pedestrians and vehicles.

In the Village Center area, Pinehurst presently has brick sidewalks in the busiest parts and sand-clay walkways in other areas. In addition, a greenway trail system has been established which connects some of the surrounding areas to the Village Center. Since the brick sidewalks enhance the overall Village Center experience, the Plan recommends that brick sidewalks of generous width continue to be maintained in the business areas of the Village Center and expanded along major roadways and connected to major uses as opportunities present themselves. The historic sand/clay paths in the Village Center area should be retained in residential areas but these are not considered appropriate for high foot-traffic and business areas since they can be messy and are often not well-maintained.

In outlying areas, the long-term goal is to provide for pedestrian circulation through establishment of sidewalks in business areas and establishment of a greenway trail system in residential neighborhoods. If pedestrian activity continues to increase, it may be desirable to consider the establishment of sidewalks along some of the major streets in the residential neighborhoods or seek more ways to help people get to the greenway trail system. In the telephone survey 64 percent of respondents felt that Pinehurst needed more sidewalks on main roads in residential neighborhoods. In addition, 56 percent indicated they would walk more if there was an improved trail system in Pinehurst.

### C. Provide For Bicycle Circulation

The Sandhills area is known regionally as an area for bicyclists and bicycle use within Pinehurst is increasing for recreational and other reasons. In public meetings held as part of preparing the Plan, residents indicated they would ride a bicycle more often if there was an improved trail system in Pinehurst. If the trail system connected to adjacent communities, the appeal of bicycle riding would increase significantly.

Within the Village Center, bicycle use is easily accommodated due to the low travel speeds and a variety of routes. The Resort provides bicycles for guests to explore the Village Center and other areas. Outside of the Center, the greenway network could provide for bicycle circulation in a way that supports and enhances community character. This might include improved road shoulders, striped bike lanes, additional signage, and bicycle racks. Overall, Pinehurst should seek ways to provide for and encourage bicycle circulation.

### D. Evaluate Provision of Other Transportation Services

At some time, it *may* make sense to consider the possible future interest in allowing alternative vehicles (such as golf carts or Segways or “low speed neighborhood electric vehicles”) in Pinehurst. Although providing for such vehicles was not supported at this time (57 percent of residents did *not* feel that golf carts should be allowed on more roads in Pinehurst), there may be a way for it to remain as a future possibility. One option may be to consider undertaking a one-year pilot project where a small number of residents would be permitted to use their vehicles on Village roadways if they were to release the Village from any liability. At the end of the study period, the overall experience of users and residents could be evaluated to determine if there is a reasonable approach to allowing such vehicles on some basis.

Some Pinehurst residents have expressed an interest in some type of municipal transit system. Although only 39 percent of participants to the telephone survey indicated they felt Pinehurst should consider establishing a municipal transit system, such a system can be crucial for those who may need it.

Although it may not make sense for Pinehurst to provide such a service at this time, Moore County Transportation Services can provide transportation services for senior citizens, persons with disabilities, and limited individuals from the general public on a county-wide basis.

Pinehurst should continue to encourage Moore County Transportation Services to continue making transit services available to Pinehurst residents who need it. In future years, it may make sense to revisit whether there is a larger need for these services.

See the “Implementation Element” of the Pinehurst Long Range Plan for information on tasks and actions currently programmed for implementation of these Other Transportation strategies.

## Future Land Use Plan

As the Plan is implemented, the map on the facing page illustrates the location and intensity of *future* land uses that are desired. Since this map illustrates the stated goals, policies, objectives, and recommendations of each of the Plan sections when combined together, it is called the Future Land Use Plan for Pinehurst.

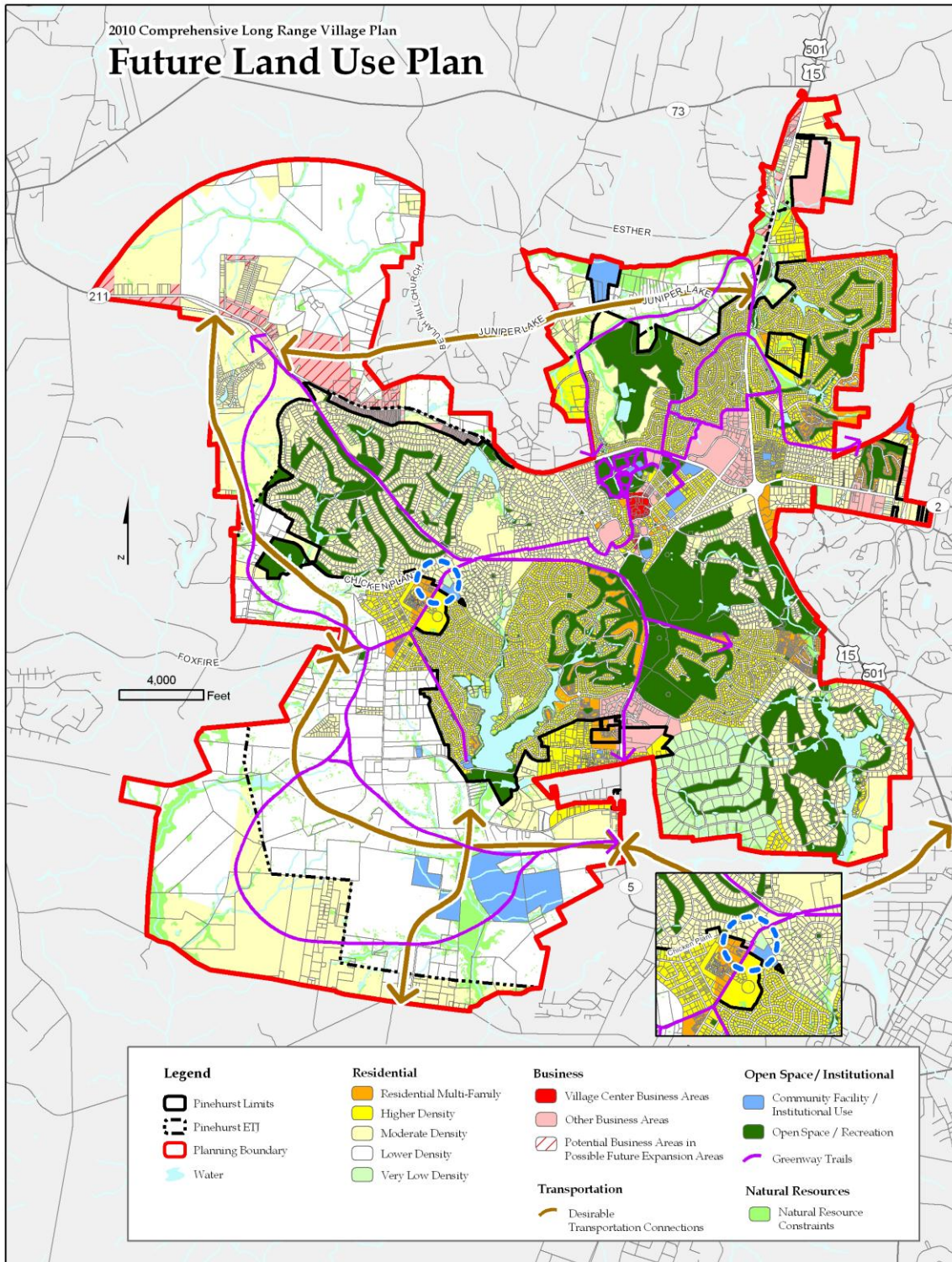
It is important to state that this is not a fixed vision for Pinehurst. Rather it reflects the application of the programs and strategies of this Plan as they are currently envisioned. Over time, this Plan can (and should) be changed as circumstances warrant.

Future Land Use Plan	
The Future Land Use Plan presented on the facing page contains the following categories:	
<b>Natural Resources</b>	Areas where natural resource protection is a priority of the Plan
<b>Open Space / Trails</b>	Areas with existing or desirable open space and greenway trails
<b>Village Center</b>	Community focal points and pedestrian-friendly village-type areas
<b>Residential Areas</b>	Areas used or intended for low, moderate, or higher density residential use
<b>Business Areas</b>	Areas used or intended for development of business uses
<b>Community Uses</b>	Existing or desired uses that will help meet community needs
<b>Transportation</b>	Location of desired roadway corridors

The major highlights of this Future Land Use Plan are as follows:

- Natural resources will be protected to the extent possible. While this may be more difficult on platted lots, it will be a high priority in extra-territorial areas.
- In terms of open space, the greatest efforts will be devoted to extending and expanding the greenway trail system throughout Pinehurst. Efforts will continue to preserve more land for open space as opportunities arise. This is especially true in the extra-territorial areas where open space will be preserved as development occurs.
- The Village Center is one of the highest priorities of the Plan. Efforts will be devoted to maintaining and enhancing the Village Center and extending it incrementally along an organizing spine.
- Existing residential neighborhoods will be protected and enhanced. Pinehurst will consider allowing for residential development in the extra-territorial areas at a different density in order to preserve open space, promote water recharge, manage traffic, and to guide development in ways that will enhance the overall community.
- Pinehurst will review and guide development in business areas to ensure that the development will contribute to and enhance the overall community.
- Community facilities and institutional uses that contribute to and enhance the overall community will continue to be encouraged.
- Pinehurst will continue to promote regional roadway solutions that will help manage traffic on local streets and provide alternatives for future growth in the region.

2010 Comprehensive Long Range Village Plan  
**Future Land Use Plan**





# Looking Ahead

Planning is an ongoing process. It never stops.

While the preparation of this Long-Range Plan is a milestone in that process, the practice of identifying and addressing community-wide issues or averting future problems will never cease.

Pinehurst’s Plan is a dynamic document that is intended to be updated and maintained so that it incorporates ideas that are deemed to advance our best interests. The Plan has been set up with a two-volume arrangement so that this section – the Strategies Element – might promote overall strategic directions that might tend to stay relevant over a longer period of time.

The companion document – the Implementation Element – is intended to be used often and updated regularly. It is envisioned that those who are responsible for implementing the Plan will identify new ways to accomplish strategic goals and will think of new and better ways for the Village to accomplish more.

Even while the Plan is in its early years of implementation, it is envisioned that the Village Council will continue to encourage community-wide discussion of the Plan recommendations and will seek suggestions of ways to make the Plan even better over time.

In any event, by preparing this Plan, Pinehurst has taken another step towards ensuring that the overall character, ambience, and quality of life in the community will be maintained and enhanced.

### Technical and Administrative Assistance Provided By

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# Acknowledgements

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Arthur Chalker	Chair, Planning & Zoning Board
Andrea C. Correll, AICP	Planning and Inspections Director, Village of Pinehurst
Nancy Roy Fiorillo	Member, Village Council (from 11/09)
Charles T. Frock	CEO, FirstHealth
Ralph Newman	Pinehurst Resident
Donald Padgett II	President, Pinehurst LLC
James Plankar	Member, Community Appearance Commission
John C. Strickland	Pinehurst Resident
Lorraine A. Tweed	Mayor Pro Tem (to 11/09)
Howard J. Warren	Chair, Historic Preservation Commission
H.B. "Toby" Wells	Pinehurst Resident
Carol Wiesenauer	Pinehurst Resident
Andrew M. Wilkison	Village Manager, Village of Pinehurst
Eldora Wood	Pinehurst Resident / Business Owner

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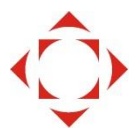
## Village Council

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Virginia F. Fallon, Mayor  
Joan Thurman, Mayor Pro Tem  
Nancy Roy Fiorillo (from 11/09)  
Douglas A. Lapins (from 11/09)  
Mark W. Parson (from 3/10)

George Lane (to 2/10)  
Jeff Dawson (to 11/09)  
Lorraine A. Tweed (to 11/09)

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**Planimetrics**

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