



VILLAGE OF PINEHURST SMALL AREA PLAN

VILLAGE PLACE

Village Council Action: 6/14/22

Planning and Zoning Board Action: 5/5/22

Design
Collective

 **DUGGAL**
REAL ESTATE ADVISORS

Moving forward.
RKA
RAMEY KEMP ASSOCIATES





ACKNOWLEDGMENTS

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An aerial sketch of a campus, showing various buildings, streets, and trees. The drawing is done in a light, sketchy style with fine lines. The buildings are of various sizes and shapes, some with multiple stories. The trees are represented by simple outlines and some shading. The overall impression is that of a detailed architectural or urban planning sketch.

1.0 INTRODUCTION

1.1 OVERVIEW

1.2 PURPOSE & PROCESS

1.3 BACKGROUND & HISTORY

1.4 PREVIOUS PLANS &
STUDIES

1.5 PDO ASSESSMENT
SUMMARY

1.1 OVERVIEW & PROCESS

Overview

The Village of Pinehurst identified Village Place as an area well-suited to accommodate growth, advance economic development goals, increase revenues and the tax base, and to support the many quality-of-life needs of existing residents, businesses, and visitors.

In an effort to advance these opportunities and create a Small Area Plan that responds to the Village's 2019 Comprehensive Plan and guides future development initiatives, the Village engaged Design Collective, Duggal Real Estate Advisors, and Ramey Kemp & Associates. This plan will guide decision making on new development and redevelopment, public and private investments, policy and zoning, and many other important topics that will have a long-term impact on the Village.

The scope for the Village Place Small Area Plan project included planning, streetscape, and landscape design; market/economic analysis; and transportation planning. The consultant team, led by Design Collective, worked on behalf of the Village and prepared plan recommendations, zoning regulations, and development standards specific to Village Place that once adopted by the Village, will guide future private development as well as public capital improvement projects.

Process

The Small Area Plan effort occurred in the three following phases, with stakeholder involvement in all phases. Work began in November 2020 with adoption in 2022. For additional information on stakeholder input and public feedback, refer to Section 3.0 of this document.

PHASE 1: DATA COLLECTION; EXISTING CONDITIONS INVENTORY AND ANALYSIS

The first step in the process was to fully assess and understand existing conditions; historic, cultural, and environmental assets; neighborhood goals and objectives; realistic market-driven development opportunities; resident and stakeholder concerns and input; constraints and opportunities; and other factors that would inform the Small Area Plan.

Throughout December 2020 and January 2021, the consultant team conducted over 20 key stakeholder interviews, discussing the two plan areas with Village staff, appointed and/or elected officials, agency representatives, committee chairs, residents, local businesses and merchants, golf and tourist industry representatives, major employers, property owners, developers, brokers, and others to further understand their viewpoints. Phase 1 concluded with Public Workshop 1 in February 2021 with approximately 100 attendees.

PHASE 2: PLANNING AND DESIGN

In Phase 2, from March to June 2021, based on the analysis conducted and feedback received during Phase 1, the consultant team designed and compiled Concept Plan Options, Street Sections, Open Space and Street Network Plan Diagrams, Renderings, Precedent Images, and similar for Village Place. During this timeframe, the consultant team discussed the two plan areas and concepts with Village staff, appointed and/or elected officials, and key stakeholders and, based on input received, refined the concepts. These concepts were shared in early June 2021 in Public Workshop 2 to solicit further feedback; approximately 59 attendees participated.

PHASE 3: MASTER PLAN REPORT

During Phase 3, the design team presented the final draft plan to the community at a public input event in February 2022. This event provided an opportunity for the public to review and comment on the final draft prior to adoption. The design team then prepared this final master plan report, an illustrated, guiding document that outlines the preferred plan options and supported recommendations for the Village Place Small Area Plan.

Project Goals

The following project goals were identified in the project RFP, issued by the Village:

- » Create a mixed-use walkable destination area that is connected to the Village Center;
- » Create an implementable plan to make the community's vision for the area a reality in keeping with previous planning efforts and the newly adopted Comprehensive Plan;
- » Economic feasibility, urban design, and improving the public realm (e.g. roadways, sidewalks, parks, plazas, open spaces) are key aspects of this plan that must include specific and achievable actions;
- » Expand the footprint of authentic Pinehurst - immediately north of the historic center of the community - and add a new front door to the historic center from NC Highway 211;
- » Connect the historic Village Center area with Village Place via a "connecting spine(s)" which should include new or extended streets, sidewalks, and paths;
- » Extend the vision of Tufts, Olmsted, and Manning from the Village Center to Highway 211 throughout Village Place and along Rattlesnake Trail;
- » The Plan must be consistent with the foundational principles set forth in the National Historic District Nomination (Nomination) submitted to the National Park Service in 1994. The area should feature:
 - Abundant landscaping, walking paths and open spaces while
 - Minimizing traffic and maintaining the human scale of buildings.

- » Guiding Principles 1, 2, 3 and 7 of the 2019 Comprehensive Plan are especially important to the development of the Small Area Plans;
- » Parking for existing uses in the Village Center and surrounding areas will also need to be accommodated here;
- » Care must be taken to consider the interaction of any proposed new use with existing uses in the area, and to consider the impact of any proposed new use on the Village Center and its surrounding neighborhoods; and
 - » Providing sufficient and discrete parking for any proposed use will be an important consideration.

Planning Goals



The following planning goals were identified through the development of the *Village Place Small Area Plan*, based on analysis and stakeholder feedback:

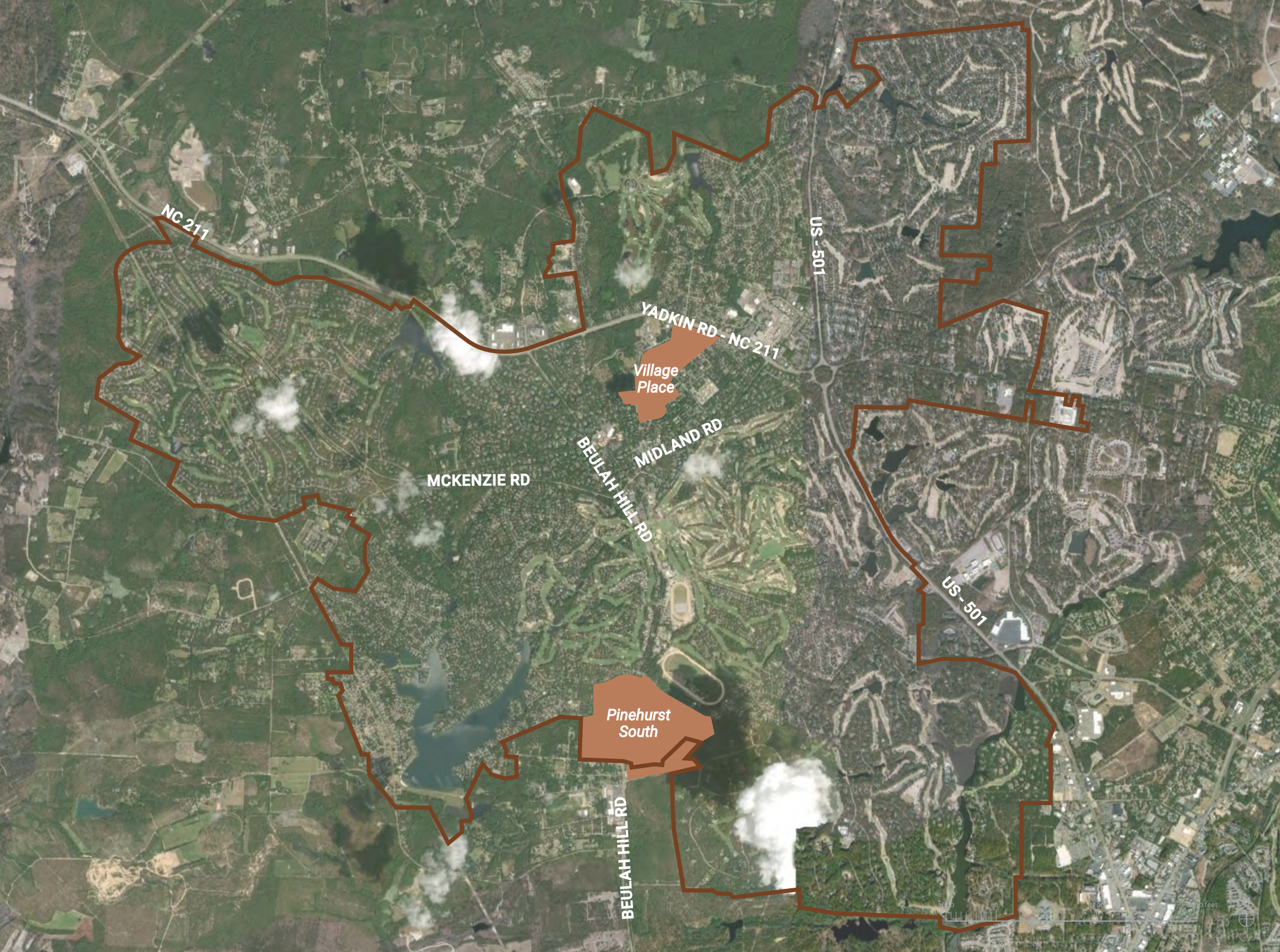
- » Promote a mixed-use walkable neighborhood that is reflective of the Village Core, but does not compete with or drain the economic success of it;
- » Recommend mixed-use south of McCaskill that is of a similar scale to the Village Center, while exploring additional mixed-use and infill commercial along Rattlesnake Trail;
- » Incorporate new small Open Spaces, to supplement and connect to the existing larger Open Spaces in and adjacent to Village Place;
- » Explore new infill development with the relocation of the VOP Services Complex; and
- » Provide a connected street network that will help to alleviate traffic congestion on Rattlesnake Trail and cut-through traffic in adjacent residential streets.

Locator Map

The Village of Pinehurst boundary encompasses approximately 17.3 square miles of land area. Village Place is located to the north and south of the Village Center, the historic hub of the community. Connecting these two focus areas is a range of housing, lodging accommodations, retail, and recreational amenities, including golf courses, lakes, and walking and bike trails.

KEY

-  VILLAGE OF PINEHURST
-  SMALL AREA PLAN BOUNDARIES



1.2 PURPOSE

The purpose of this plan is to define the characteristics of future development that are supportable and appropriate for Pinehurst, to guide change towards a predictable and agreed upon outcome. This plan addresses land use; street types; open space; pedestrian and bicycle facilities and connectivity; numerous other considerations and, in concert with the *Village Place Form-Based Code*, creates a framework for the future built environment.

The document includes the following components:



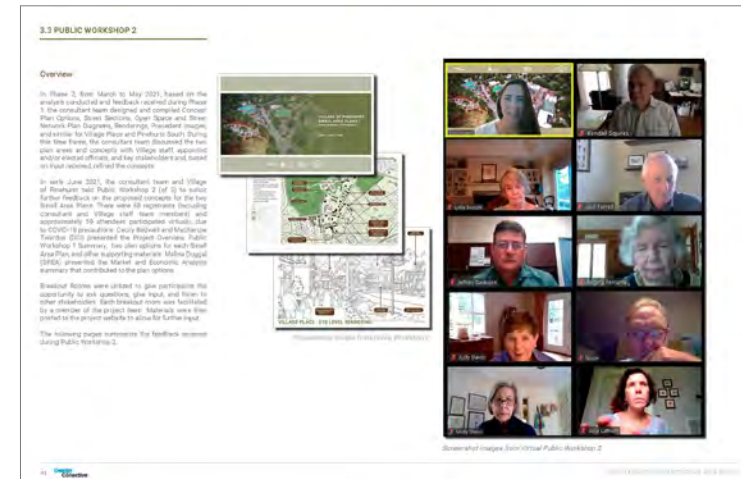
SECTION 1.0: INTRODUCTION

Provides a brief overview of the project location, the objectives and process, and a general description of the document's content.



SECTION 2.0: EXISTING CONDITIONS

Examines the physical and market conditions of Village Place through photo documentation, analysis of data, stakeholder interviews, and community feedback.



SECTION 3.0: PUBLIC OUTREACH

Provides a brief overview of the stakeholder interviews and public workshops that were implemented as part of the public outreach process.



SECTION 4.0: RECOMMENDATIONS

Provides a brief overview of the approach, concept planning, and feedback that the consultant team used as guidance towards the final recommendations.

Highlights development opportunities; describes street systems; and provides illustrative and photographic examples of open spaces and streetscape design elements.

This document does not cover development standards required for construction review within the Village Place Small Area Plan, including Site Design, Street Design, Landscape Design, Architectural Design, and Sign Design criteria. For more information on the on the criteria and the submission and review process, please refer to the Village Place Form-Based Code and the Pinehurst Development Ordinance.



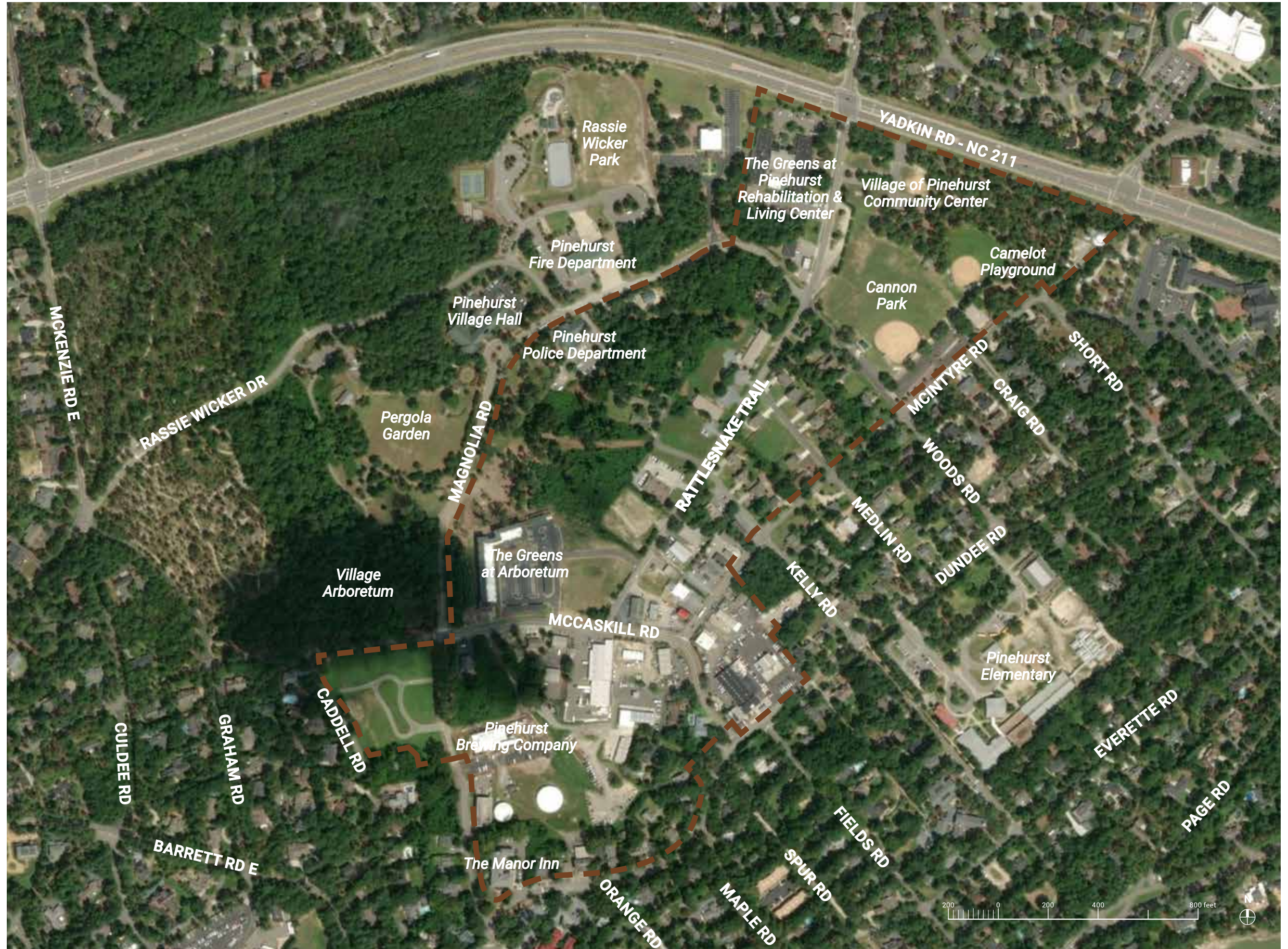
SECTION 5.0: IMPLEMENTATION

Summarizes fiscal analysis data as it relates to the implementation of the proposed concept design and approach for Village Place.

VILLAGE PLACE

Site Aerial

- Village Place Small Area Plan (SAP)
- Approx. 100 Acres
- Bounded primarily by Yadkin Road - NC 211, Magnolia Road, and McIntyre Road
- Characterized by single-family detached residential and a mix of non-residential and undeveloped properties



KEY

- SMALL AREA PLAN (SAP) BOUNDARY
- VILLAGE OF PINEHURST

1.3 BACKGROUND & HISTORY

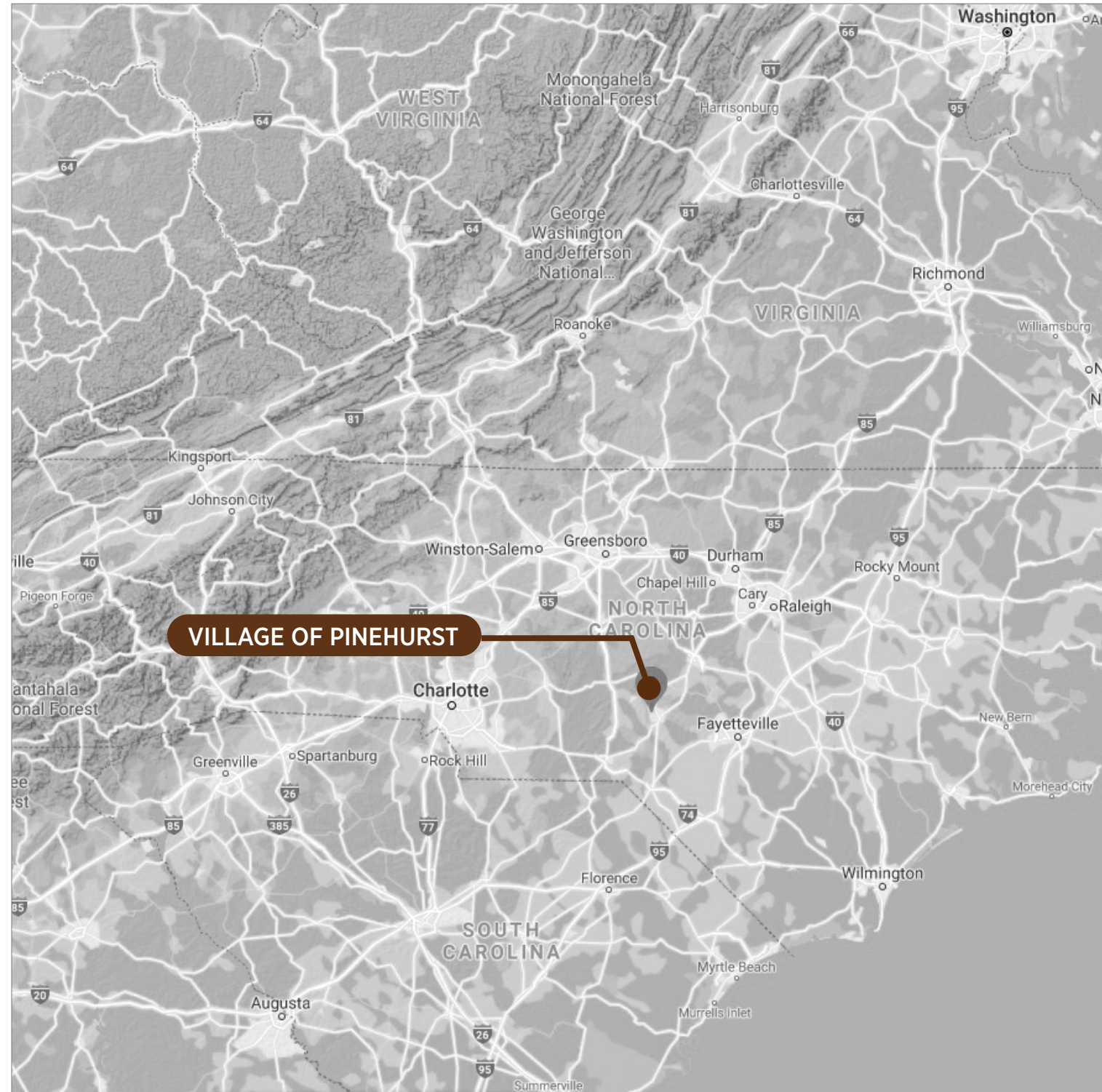
Background and History

The Village of Pinehurst is a small, traditional village located in North Carolina, approximately 70 miles from Raleigh and 100 miles from Charlotte. The Village is accessed by Yadkin Road - NC 211 and US 15/501 as the two major thoroughfares that bisect its boundary.

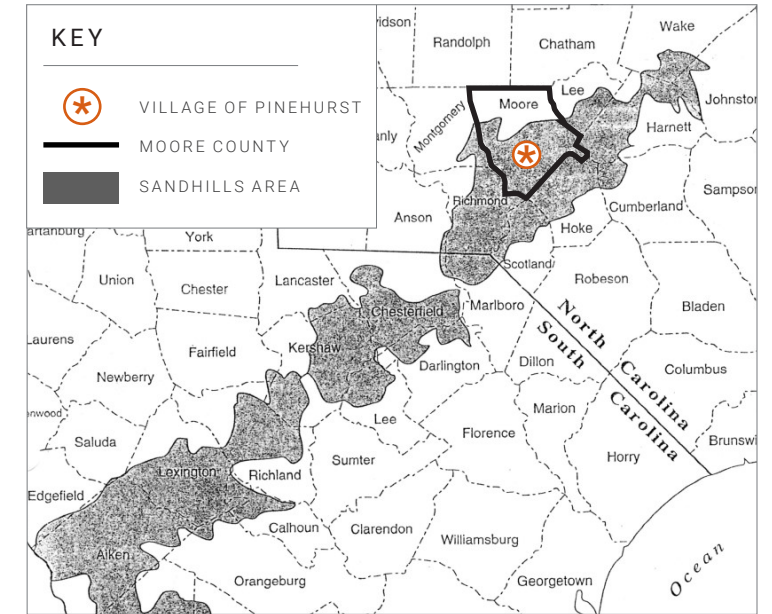
One of two National Historic Landmark Districts in North Carolina, the Village is deeply rooted in its setting and history. The area is nestled in “the Sandhills” of Moore County, characterized by rolling hills, covered by deep coarse sands and forested areas. Longleaf pines, in particular, were a major resource for the region and harvested to produce turpentine for the naval industry and lumber. By the late 1800s, the growth of the Raleigh and Augusta Railroad became a catalyst for industry and development.

By 1895, James Walter Tufts purchased the original lands of the Village, approximately 5,980 acres, to create a health resort and wellness community centered around pulmonary issues. He hired one of the country’s most prestigious landscape architecture firm at the time, Olmsted, Olmsted, and Eliot to plan and design the Village.

The Village of Pinehurst was first opened in January 1896 with the Holly Inn and several guest cottages as the initial phases of development. Since then, the Village has grown to become an iconic golf destination and anchor site of the U.S. Open, supported by the Pinehurst Resort, a variety of hotels, boutique shops and restaurants, and a wide range of trails, natural amenities, and historic sites for visitors to enjoy.



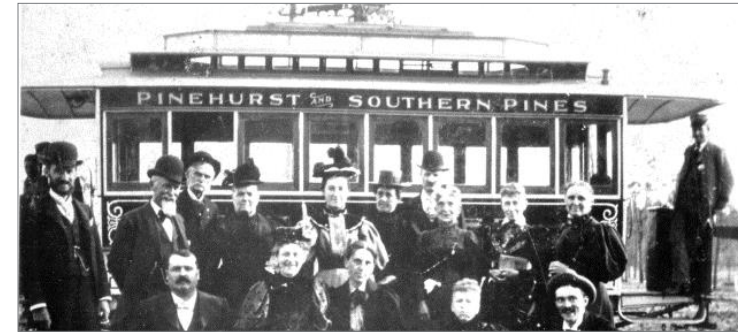
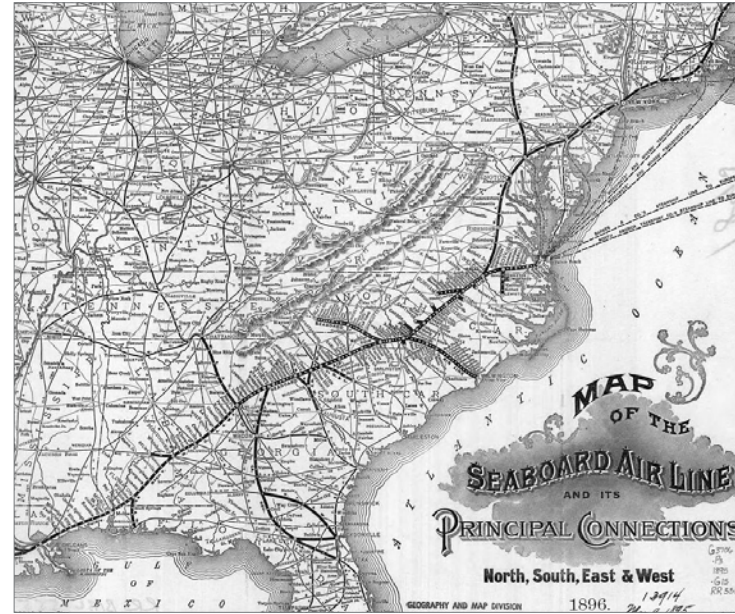
Regional map



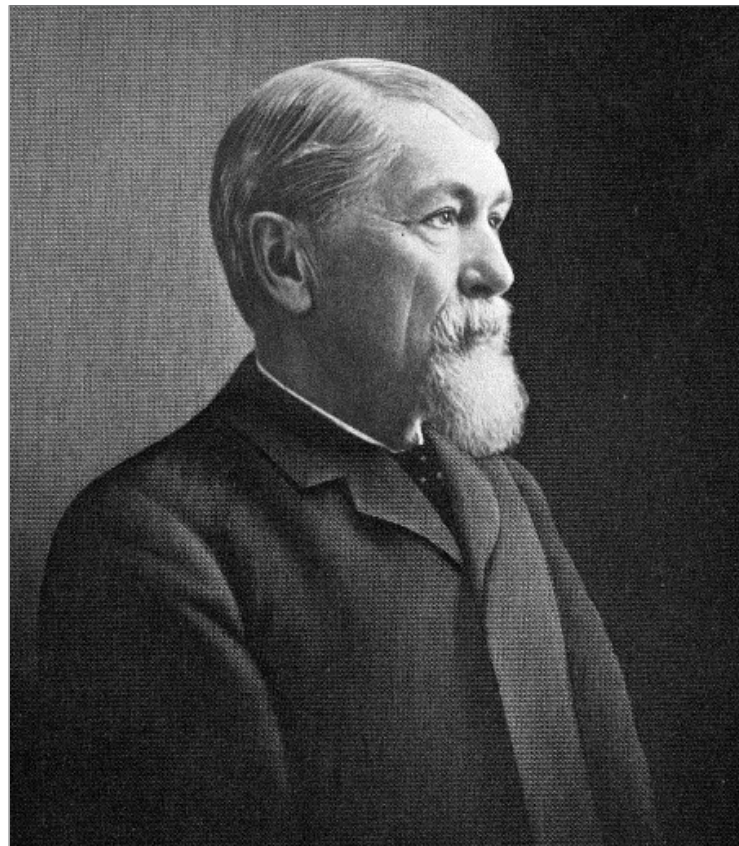
Map of the Sandhills Area



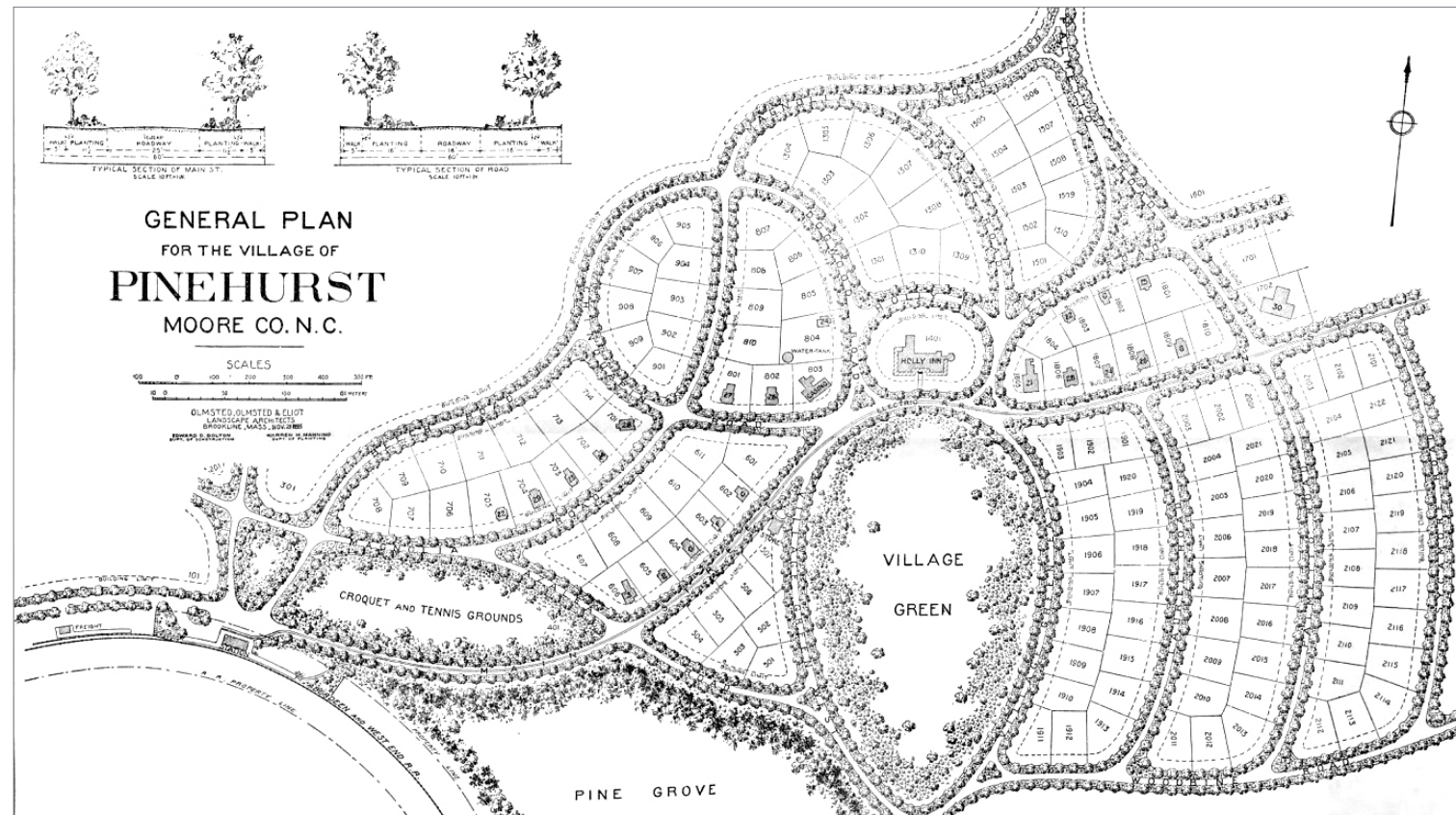
Longleaf pine is a pine species native to the area. Pine resin was extracted and collected into barrels for distilling into turpentine used to make oil paint for ships and buildings.



In the 1800s, pollution in cities and the expansion of rail lines to the south provided the catalyst for people to retreat to warmer and healthier environments, contributing to the growth and development of parts of North Carolina.



James Walter Tufts



General Plan for the Village of Pinehurst - 1895

1.4 PREVIOUS PLANS & STUDIES

Since becoming a municipality in the 1980s, at least eight plans have been completed, either encompassing the full area of the Village, or focusing on a particular neighborhood. A summary of each relevant study can be found below.

2020 STRATEGIC OPERATING PLAN

As the most recent previous planning effort undertaken by the Village, this plan identified growth in population and increased development as the primary issues facing the Village. The plan established the following priorities and areas of focus:

1. Safeguard the community;
2. Promote high quality development and appearance;
3. Promote a thriving business community;
4. Promote transportation mobility and connectivity;
5. Protect the environment;
6. Promote active living and cultural opportunities;
7. Professionally manage a high performing organization;
8. Attract and retain an engaged workforce; and
9. Maintain a healthy financial condition.

2019 COMPREHENSIVE PLAN

The Village completed the *2019 Comprehensive Plan* as a guide to manage growth for the next 15-20 years. The planning effort included a significant level of public participation including numerous public forums and online engagement. The Plan outlined the following seven guiding principles:

1. Retain the small-town charm, scale, and character of the community to ensure a high quality of life. Celebrate and preserve the historic Village and traditions that make Pinehurst desirable and unique.
2. Balance the need to conserve land while allowing purposeful, quality development in strategic locations to meet the needs of residents, businesses, and visitors. Ensure high quality development that reflects the character of the community and



2019 Envision the Village Concept Renderings

3. Protect and enhance the quality and character of existing residential neighborhoods. Seek opportunities to offer a variety of housing types that appeal to a wide range of households and enable residents to live in Pinehurst throughout all stages of life. Ensure neighborhoods are connected to walkable destinations such as parks, open spaces, recreational facilities, and other activity centers.
4. Provide a safe, reliable and efficient transportation system that promotes and enhances mobility and connectivity between neighborhoods and destinations through a multi-modal network of complete and walkable streets, sidewalks and paths for vehicles, golf carts, pedestrians, and cyclists.
5. Support the golf, tourism and healthcare industries that make up the economic backbone of the community by encouraging entrepreneurship, supporting diverse and innovative businesses, and developing a thriving arts, culture, and entertainment market. Encourage a variety of shopping, dining, and cultural opportunities for residents and visitors alike.

6. Ensure supporting infrastructure and community facilities exist to meet the needs of existing and future Pinehurst residents, businesses, and visitors. Partner with other providers to plan for and expand infrastructure as necessary to ensure a high quality of life.
7. Preserve, conserve, and feature Pinehurst's natural resources with expanded parks, open spaces, and events that enhance the health and well-being of the community and the environment.

2015 COMPREHENSIVE BIKE PLAN

The *2015 Comprehensive Pedestrian Plan* was completed to evaluate the needs of current and future residents and visitors in the Village. The efforts included input from a Steering Committee, several Community Workshops/Events and a Pedestrian/Bicycle Survey. The following Goals and Objectives were established:

- » Increase the options for bicycling as an alternate form of transportation within the Village
- » Provide attractive, yet safe, bicycling connections



- from Village residential areas to nearby destinations
- » Promote bicycling as a healthy exercise
- » Create a bicycle environment that is friendly to all users - including seniors, disabled persons and children
- » Improve connections between disparate parts of the Village
- » Promote bicycle safety

2015 COMPREHENSIVE PEDESTRIAN PLAN

The *2015 Comprehensive Pedestrian Plan* was completed at the same time as the *2015 Comprehensive Bike Plan* to evaluate the needs of current and future residents and visitors in the Village. The efforts included input from a Steering Committee, several Community Workshops/Events and a Pedestrian/Bicycle Survey. The following Goals and Objectives were established:

- » Increase "walkability" in the Village of Pinehurst
- » Create a pedestrian network that is an important part

- » of the urban structure
- » Promote walking as healthy exercise
- » Create a pedestrian environment that is friendly to all users – including seniors, disabled persons and children.
- » Improve connections between disparate parts of the Village.

2011 VILLAGE OF PINEHURST THOROUGHFARE PLAN

The *2011 Village of Pinehurst Thoroughfare Plan* was completed as an update to the original Thoroughfare Plan prepared 20 years prior by the North Carolina Department of Transportation. The goal was to ensure a dynamic and strategic road network for the Village of Pinehurst for future travel and development needs. As stated in the report, the intent was to create a local consensus of the vision for Pinehurst’s future transportation system. The plan included a designation of roadways as Major Thoroughfares, Minor Thoroughfares, and Collector Streets, as well as a Thoroughfare Map identifying each road classification. The plan recommended the following principles for the Village's local road improvements:

- » Advocate for context sensitive design in all transportation planning and design efforts
- » Continue to prefer roundabouts over signalized intersection and other traffic control devices when considering intersection improvements.
- » Assure appropriate landscaping as a high priority on road projects in the jurisdiction
- » Preserve the tree canopy on local and regional projects to maintain our community character
- » Preserve and enhance landscaping at gateway intersections
- » Maintain and enhance landscape along road corridors
- » Maintain strong design controls in the transportation planning review process

- » Continue to investigate methods to minimize the overall costs of future pavement maintenance
- » Continue to monitor traffic speeds
- » Continue efforts to minimize the number of curb cuts and other possible disruptions to traffic flow, capacity, and safety on major roads.
- » Continue to plan for additional sidewalks and trails to be integrated with local streets and NCDOT projects

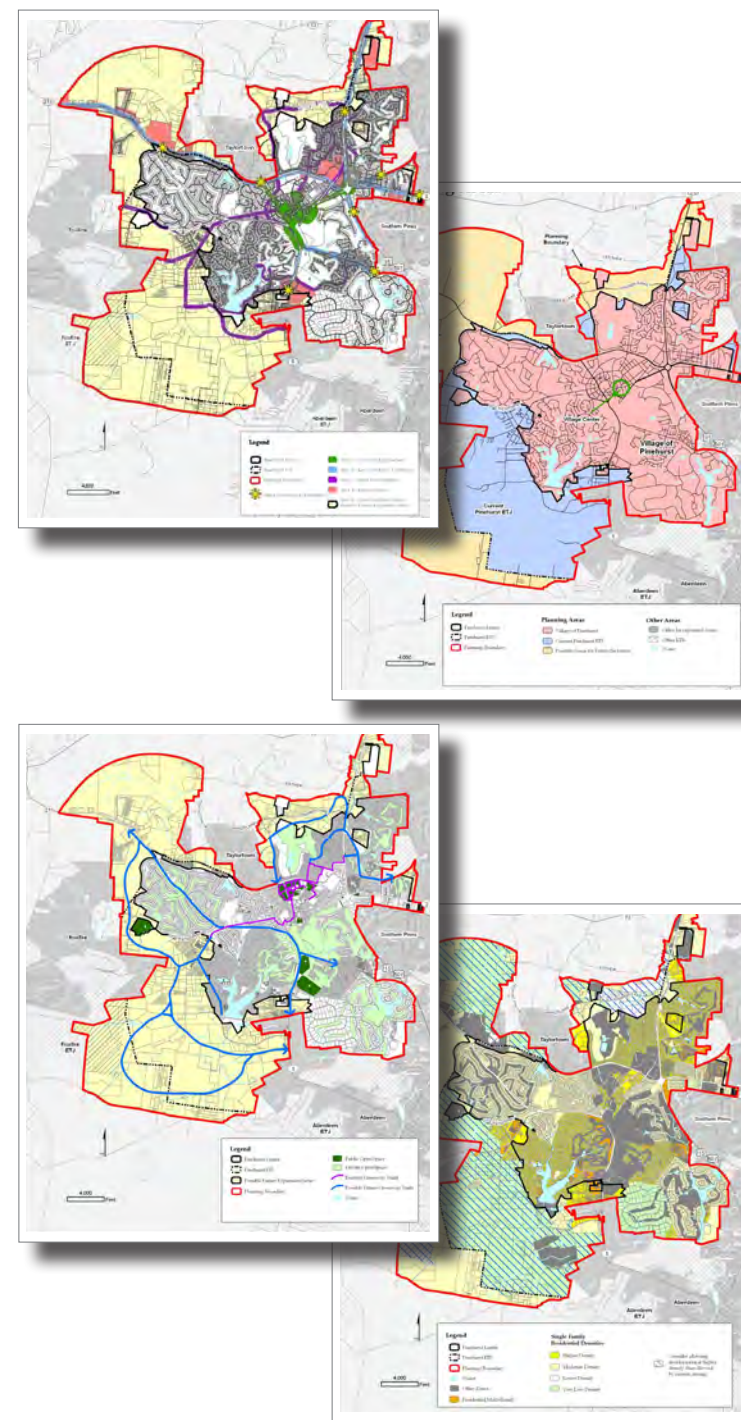
2010 COMPREHENSIVE LONG RANGE PLAN

The *2010 Comprehensive Long Range Plan* was a two part document including a Strategic Element and an Implementation Element. The Strategic Element guided the overall strategic direction of the Village to preserve and enhance the overall sense of place. The Implementation Element included a detailed compilation of tasks and programs to be completed. The plan outlined four thematic elements: Enhance, Preserve, Guide and Support. With the plan, the Village intended 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
- » Maintain the legacy of Pinehurst for future residents and visitors to enjoy.

2008 NEW CORE MASTER PLAN

The *2008 New Core Master Plan* focused on an area of approximately 19 acres in the Village Center as an opportunity for redevelopment. The study included participation of a Steering Committee as well as extensive public participation, including a three-day charrette. The



2010 Comprehensive Long Range Plan Diagrams

Key Concepts and Principles for the Plan included:

- » Continuation of the scale, design, architectural character and “walkability” of the Village Center
- » A mix of uses – retail, office, residential and open spaces
- » Addition of roads and sidewalks to provide access to the interior of the plan area and to continue the Village’s interconnecting street pattern
- » Clustering retail uses on the southern portion of the plan area, where they would be in close proximity to the Village Center and enhance its strength as a specialty retail location
- » Adding a variety of residential uses – cluster homes including single-family residential, townhouses, live-work units, and other market-supported residential forms
- » Adaptive reuse and/or relocation of historic structures
- » Pedestrian emphasis
- » Providing at least as much parking as needed for development in the New Core

1994 NATIONAL HISTORIC LANDMARK NOMINATION

The *1994 National Historic Landmark Nomination* highlights the history and making of Pinehurst by Frederick Law Olmsted, Warren H. Manning, and James Tufts. The document highlights the intentions of the Olmsted plan to ensure the “overlay of an evergreen landscape on a curvilinear pattern of Village streets” as the heart of the design for the recreational resort and details many aspects of the original plan and development.

A companion to the 1994 National Historic Landmark Nomination was the creation of the Village of Pinehurst Historic District Standards, which were first created in 2006, with a major update occurring in 2019.

1.5 PDO ASSESSMENT SUMMARY

The development ordinance for the Village, known as the *Pinehurst Development Ordinance (PDO)*, includes regulations for all development (whether new, or modifications to existing, development) and was first adopted in 1981, with a recent comprehensive update in 2014.

As part of the analysis of the Small Area Plan (SAP) Existing Conditions, the consultant team completed a comprehensive review of the PDO, looking for items of concern, compiled in this summary, that may inhibit achieving the envisioned future of Village Place and Pinehurst South.

The PDO regulations were adopted in accordance with the then current, *2010 Comprehensive Long Range Village Plan*, as well as all other then current Village plans and policies, in order to accomplish the following goals:

- » 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.

While these goals remain valid, since the adoption of the PDO, several additional planning efforts have been undertaken, including the *2019 Comprehensive Plan*. Along with many other key strategies and recommendations, the new comprehensive plan called for a full update to the PDO, specifically to include corridor standards, conservation subdivision standards, and character-based zoning concepts. The Small Area Plan (SAP) effort, and the following summary, builds off of this *2019 Comprehensive Plan* key recommendation.

For the SAP, the consultant team focused on the following sections of the PDO.

SECTION 8.2 GENERAL USE ZONING DISTRICTS

The General Use Zoning Districts section of the PDO provides land use regulations for nineteen (19) districts allowing for a variety of uses appropriate to the character of each individual district. The following items were noted as concerns for this section, relative to the SAP effort:

- » Section 8.2.5 defines R-10, R-8 and R-5 as High-Density Residential Zones, however, high-density uses (such as Multi-family and Townhouse Dwellings) are not permitted by the Section 8.5 Table of Permitted Uses. Only Single-Family Dwellings are permitted and are not considered a high-density type.
- » In addition to the specific item listed above, generally, the Euclidian or used-based zoning districts are counter to the recommendation in the *2019 Comprehensive Plan* for character-based zoning. In contrast, the Form-Based Codes (FBC), to be developed as part of this SAP effort, align with the comprehensive plan's recommendation and will shift the focus from use-based zoning to building form and character. The FBC is intended to supplant the current PDO for Village Place.

SECTION 8.5 & 8.6 TABLE OF PERMITTED USES & SPECIAL USES

Section 8.5 of the PDO contains a list of uses which may be permitted in one or more of the various General Use Zoning Districts established by the Ordinance. While Section 8.6 defines the Special Requirements as called for in Section 8.5. The following items were noted as concerns for these sections, relative to the SAP effort:

- » There are several terms used in the Table of Permitted Uses & Special Uses which are inconsistent or in conflict with Section 10.2 Definitions. These terms may be limiting or unintentionally promote certain uses in areas that are not intended by the PDO. In particular, the following items were noted:

- The terms "Industry, Heavy" and "Heavy" while used in Section 10.2, are not included in Section 8.5. It is unclear where uses in this category would be classified in Section 8.5.
- In regard to Senior Housing, Section 8.5 lists the categories "Residential Care Facilities (More than 6 Residents)" and "Child/Adult Daycare Center". These terms do not address the additional uses listed in Section 10.2 as defined under "Nursing Home: Adult Care Home, Assisted Living Residence, Continuing Care Retirement Community, and Hospice". Therefore, it is unclear whether these additional uses were intentionally omitted and, if so, why.
- Section 8.5 does not include "Office", as defined in Section 10.2 as "general business office, government offices, insurance offices, law office and real estate and management offices". The specificity of the uses listed in the table may be problematic for certain types of office that may be desirable.
- The term "Dwelling - Mixed Use" is used in Section 8.5; however, it is unclear whether the term "Live-Work Unit" (as defined in Section 10.2) is included as a Dwelling-Mixed Use. This may potentially limit the ability for development of Live-Work units.
- » SR-3 Dwelling, Multi-Family:
 - The minimum size for a multi-family dwelling is one thousand five hundred (1,500) heated square feet. This size is well outside the typical unit size and may preclude new development from occurring and/or providing a range of unit sizes to meet market demand.

SECTIONS 9.1 & 9.2 TABLE OF DIMENSIONAL REQUIREMENTS

Section 9.1 of the PDO defines the minimum design and development standards for all buildings, sites, and infrastructure. While Section 9.2 defines the dimensional

requirements for all uses and structures in the General Use Zoning Districts.

The following items were noted as concerns for these sections, relative to the SAP effort:

- » Minimum Front Yard Setback: The minimum front yard setback for the majority of districts is greater than or equal to 20'. This may be problematic for smaller infill lots and/or to allow for a street frontage that relates to a pedestrian scale where building frontage is desirable and helps to create an engaging streetscape.
- » The Minimum Rear Yard Setback in most districts is a minimum of 20' or more. This may preclude the redevelopment of small infill lots or lots that do not require on-lot parking and/or are rear-loaded.
- » As written, the principal building as well as other structures including decks, landings, terraces, porches, and patios (with minimal exclusions) shall not be located within setbacks (see 9.1.E.2). This standard may unintentionally eliminate desirable building elements (such as deep front porches and bay windows).
- » Building Height: While "Dwelling - Multifamily" is a permitted use in the VCP and VR districts, the building height is limited to 35', thereby limiting these buildings to 2 stories with a sloped roof (unless placed in an off-hill site condition or designed with a flat roof). As noted under Section 10.2 below, Building Height is measured to the highest point of the roofline, which precludes a 3-story building with a properly sloped roof and may unintentionally force a flat roof or a truncated sloped roof with a well.

SECTION 9.14 DESIGN STANDARDS FOR SINGLE FAMILY DWELLINGS & 9.3 VILLAGE DISTRICT DESIGN STANDARDS

Section 9.14 of the PDO defines design standards for Single-Family Dwelling development to ensure it is compatible with existing development and consistent

with its site and surroundings. Section 9.3 defines design standards for the Village Districts to promote development that is functionally and structurally compatible with the existing Village Center and pedestrian area.

The following items were noted as concerns for these sections, relative to the SAP effort:

- » While the landscape design standards in Section 9.14 go into some detail and specify minimum quantities, the Exterior Building Materials portion is very limited (due to the restrictions placed on one- and two-family dwelling design standards by the state). The majority of this section is focused on process rather than design standards.
- » The Village District Design Standards are applicable only to the following districts: Village Mixed Use, Village Cottage Professional, and Village Residential. Therefore, the following residential districts, R-5, R-8, R-10, R-15, R-20, R-30, R-210, and R-MF, as well as Office Professional (OP) district do not have design standards, limiting the design oversight of these areas.
- » Certain standards are vague or impractical; e.g., shake is limited to 15% per block, requiring the architect or builder to calculate every facade on the block in lieu of their proposed building only and allowing the first buildings to consume a full block's allotment of shake; facade lighting standards address glare, but do not address light trespass, full cut-off fixtures to protect the night sky, light temperature, or energy-conserving lamps; public spaces shall be incorporated in the Village Mixed-Use District, but no other districts and there is no mention of minimum size, frequency, appropriate types, amenities, and similar.

SECTION 10.2 DEFINITIONS

Section 10.2 of the PDO contains definitions of words used within the ordinance. The following items of concern were noted for this section:

- » Building Height is defined as "the vertical distance measured from the average elevation of the proposed finished grade at the front of the building to the highest point of the roof". The preferred method requires building height to be measured to the eave or to the midpoint of the roof, allowing properly pitched roof slopes and tall floor-to-ceiling heights reflective of the Village's architectural character.
- » Live-Work Units are defined as "variations of either the detached house building type or the townhome building type". It is recommended to also include Dwelling - Mixed Use to coordinate with the Table of Permitted Uses & Special Uses in Section 8.6.
- » The use of the phrase "detached house" should match "Dwelling, Single Family".
- » "General Retail" is a term used in Section 8.5, however is not defined in Section 10.2.

To see current zoning districts and permitted uses that exist within Small Area Plan boundaries, see pages 22-23 of this document.

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2.0 EXISTING CONDITIONS

2.1 OVERVIEW

2.2 EXISTING CONDITIONS

2.3 MARKET ANALYSIS
SUMMARY

2.1 OVERVIEW

Existing Conditions

Located just north of the Village Center, Village Place is approximately 100 acres and is characterized by a mix of community-supportive amenities as well as undeveloped or under-utilized properties that are out of character with the intended vision for the area. As this area is directly adjacent to Village Center, a portion of the plan area falls within the Pinehurst National Historic Landmark District.

The vision, as outlined in the Comprehensive Plan, is to create a mixed-use, walkable area that is more conveniently connected to the Village Center. Village Place offers the unique opportunity to expand the footprint of Pinehurst's historic center and establish stronger visibility from the north along NC-211.

To ensure the small area plan supports the Village's vision, the design team conducted a thorough assessment and inventory of existing conditions to understand the historic, cultural, environmental, social, market, and economic assets of Pinehurst.

The plan builds on the strengths of the existing conditions; upholds the planning principles of the original Tufts, Olmsted, and Manning vision and plan; and extends the Village's small-town scale, architectural character, and walkability outward rather than allowing auto-oriented commercial development to creep inward over time.

This section includes the photographs, diagrams, and conclusions of this documentation and analysis phase, which was then used, along with stakeholder input, as the groundwork for the concept planning phase (phase 2).

The Existing Conditions and Analysis information includes:

- » Existing Illustrative Plan
- » Figure Ground Plan Diagram
- » Historic District Plan Diagram
- » Street Network Plan Diagram
- » Posted Speed and Traffic Control Plan Diagram
- » Land Use Plan Diagram
- » Zoning Plan Diagram
- » Topography Plan Diagram
- » Open Space + Trails + Sidewalk Plan Diagram
- » Market Analysis Summary

The following observations were made as part of the Existing Conditions study:

- » Open space abundantly surrounds Village Place, with Rassie Wicker Park to the northwest, the Village Arboretum to the west, and Cannon Park and the Community Center to the northeast. However, there is a lack of smaller open spaces and pedestrian connections between these destinations.
- » Pinehurst Elementary School is located just outside of the Village Place plan area boundary, but should be considered as an important destination for this planning effort.
- » Pinehurst Brewery is an asset to this area and was highlighted as the most visited place, within the plan area boundary, for stakeholders. The concept for Village Place should leverage this existing asset.
- » There is an assembly of civic buildings along Magnolia Road, including Village Hall, the Pinehurst Police

Department, and the Pinehurst Fire Department that create a destination and draw outside of the Village Center.

- » There is a range of residential architecture in Village Place, some of which is in keeping with the historic character of the Village and some that appears quite out of place, both in style and detail.
- » South of McCaskill Road, the Village of Pinehurst Public Service Facility consumes a large amount of land that creates a visual eyesore and a physical boundary to Village Center, with large industrial buildings and significant truck traffic. Additionally, there are two existing water tanks which have become obsolete and could be used as a future development opportunity. Overall, the area remains largely industrial or under-utilized and not pedestrian friendly in its current state.
- » The "Greens at Arboretum" is a recently built multi-family building at the corner of Magnolia and McCaskill Roads that has received mixed feedback from the community due to its scale and use. A second phase of this project is approved as a two-story, mixed-use building at the corner of Rattlesnake Trail and McCaskill Road, with multi-family residential units above ground-floor commercial.
- » In the area between Kelly Road to the north and McCaskill Road to the south, there is a mixture of small commercial buildings, including but not limited to: The Village Cafe, Maxie's Tap Room & Grill, Pinehurst Pizza, Clark Chevrolet Cadillac Inc., and the Village Barbershop. While the scale of most of these commercial buildings is in keeping with the historic character and brick sidewalks have been

installed, the building placement and intermittent frontage, as well as the parking configurations and multiple access points, creates a haphazard environment that is not conducive to pedestrian or bicycle circulation.



Pinehurst Brewery
 Credit: Barstool Sports, Inc.



Convenience Store - Rattlesnake Trail
 Source: Google



Moore County Water Tanks
 Source: Design Collective



VOP Public Service Facility
 Source: Google



Cannon Park Community Center
 Source: Design Collective



Commercial - Clark Chevrolet Cadillac
 Source: Google



Commercial - Hughes Plumbing
 Source: Google



Multi-family Residential - The Greens at Arboretum
 Source: Design Collective

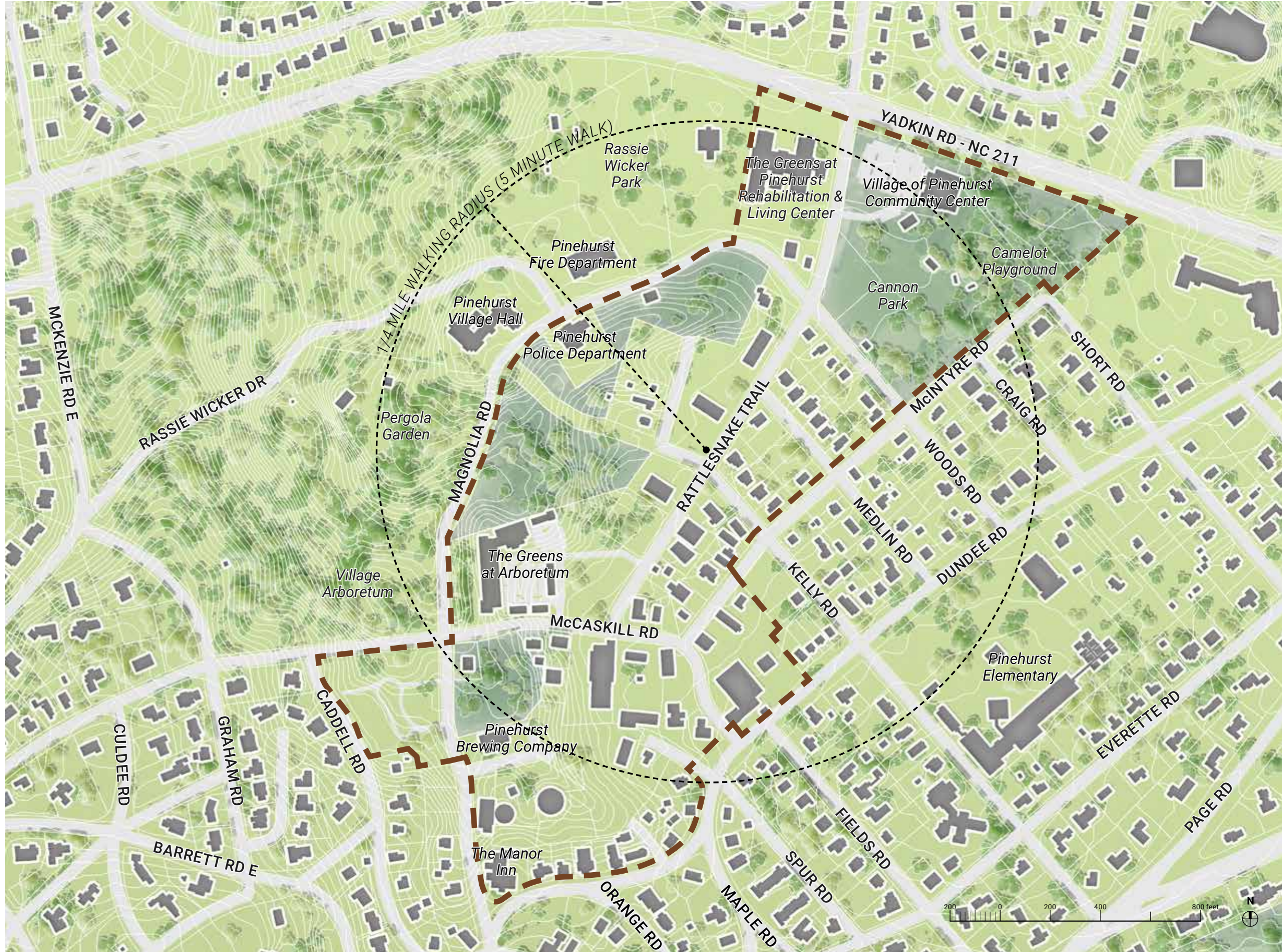
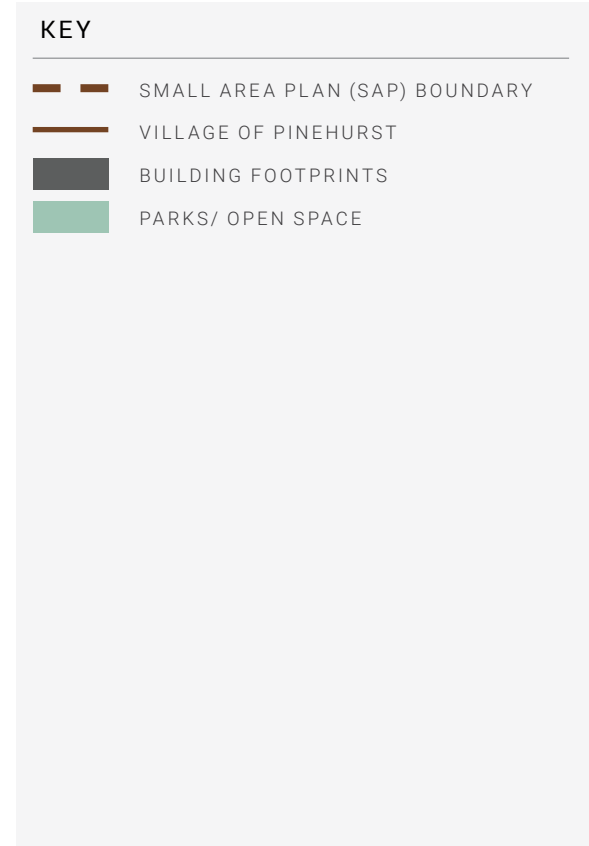


Retail - Tater Barn
 Source: Design Collective

2.2 Existing Conditions

Illustrative Site Plan

The existing Illustrative Site Plan depicts the development and open space patterns that exist in the study area. A 1/4 mile walking radius (5-minute walk) is indicated on the plan for reference.

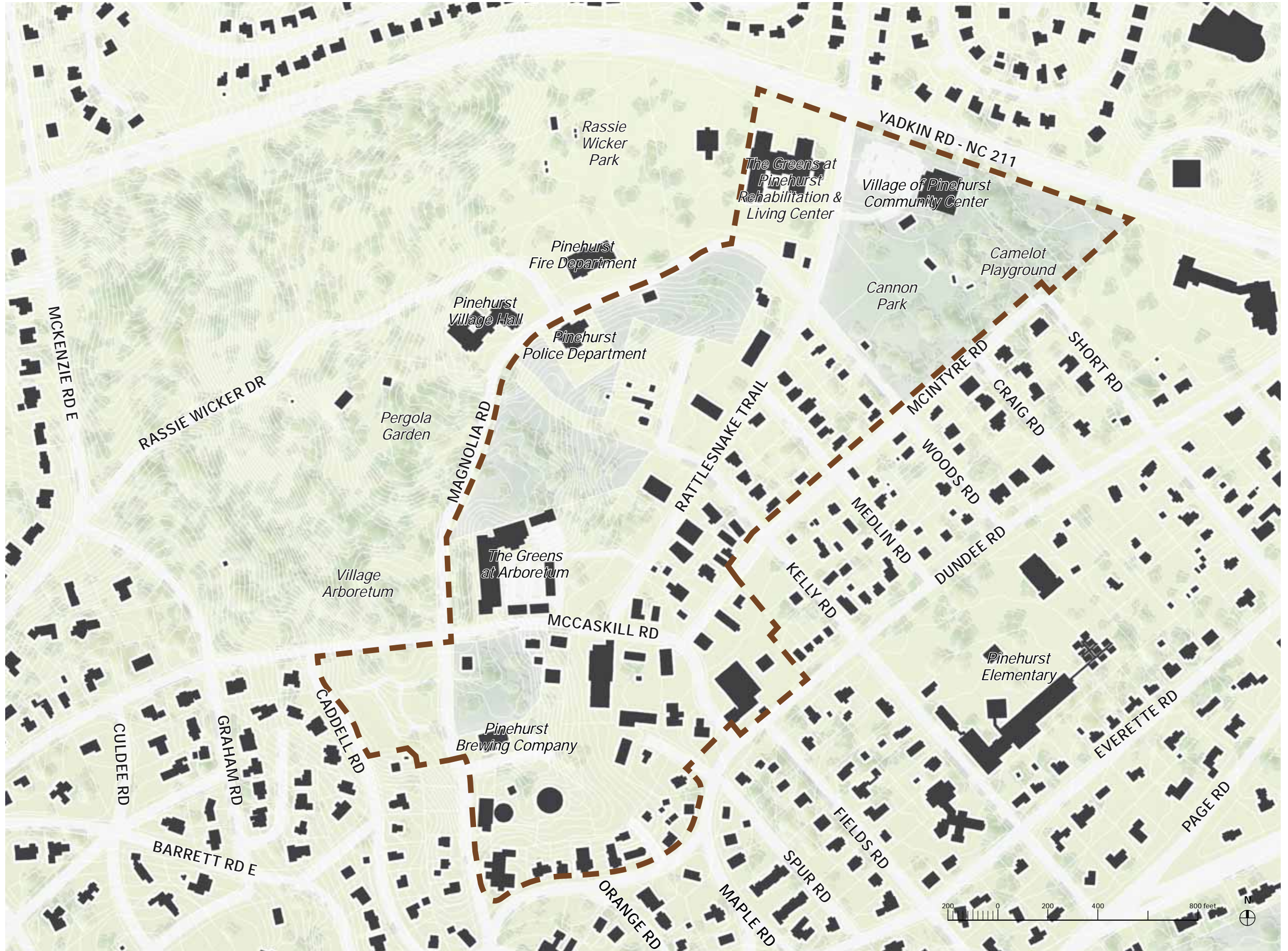
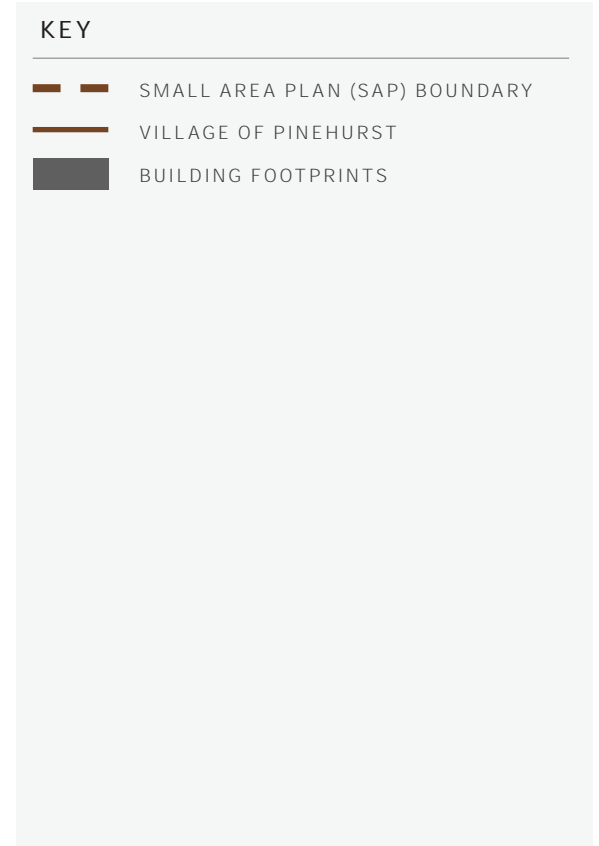


VILLAGE PLACE

Existing Conditions

Figure Ground





The development patterns in the study area are characterized by single-family detached residential lots surrounded by a mix of non-residential uses and undeveloped properties. The single-family detached residential lots are located primarily between Dundee Road and Rattlesnake Trail, north of McCaskill Road. Institutional buildings such as the Pinehurst Village Hall, Pinehurst Police and Fire Departments, the Village of Pinehurst Community Center, and Pinehurst Elementary are scattered throughout Village Place, primarily surrounding the residential blocks. Larger commercial and industrial building footprints are located along and to the south of McCaskill Road, closer to the Village Center.

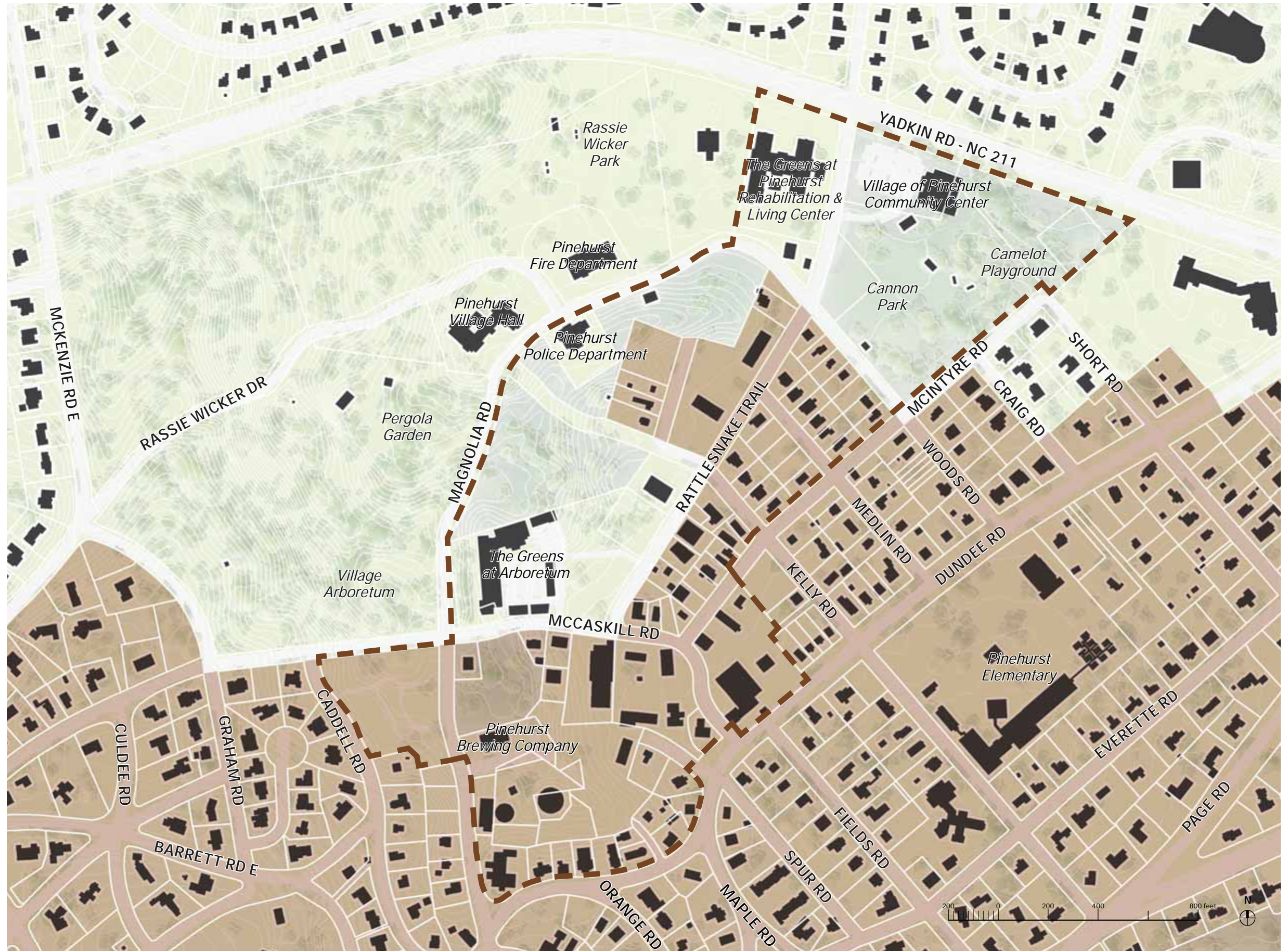


Historic District

The Historic District is comprised of properties that fall within the National Historic Landmark district or that were surveyed and identified as important fixtures within the community. These properties are subject to additional review by the Historic Preservation Commission and the Historic District Standards to ensure the history and charm of the Village of Pinehurst is preserved.

KEY

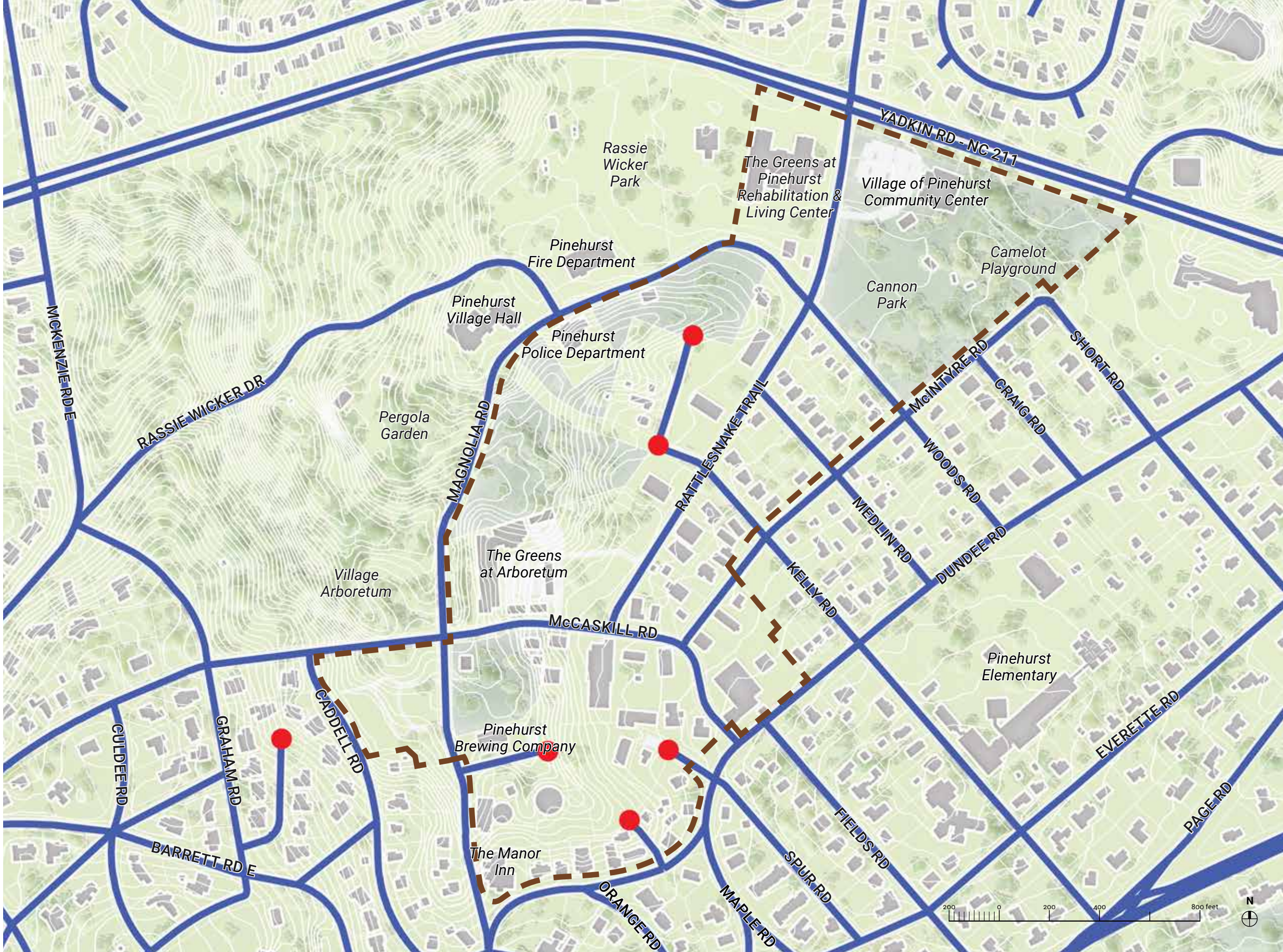
-  SMALL AREA PLAN (SAP) BOUNDARY
-  VILLAGE OF PINEHURST
-  BUILDING FOOTPRINTS
-  HISTORIC DISTRICT OVERLAY







Existing Street Network

Village Place is well connected to a range of arterial roads. Yadkin Road - NC 211 lines the north side of the plan area boundary providing direct access to US 15/501 just east of the plan area.

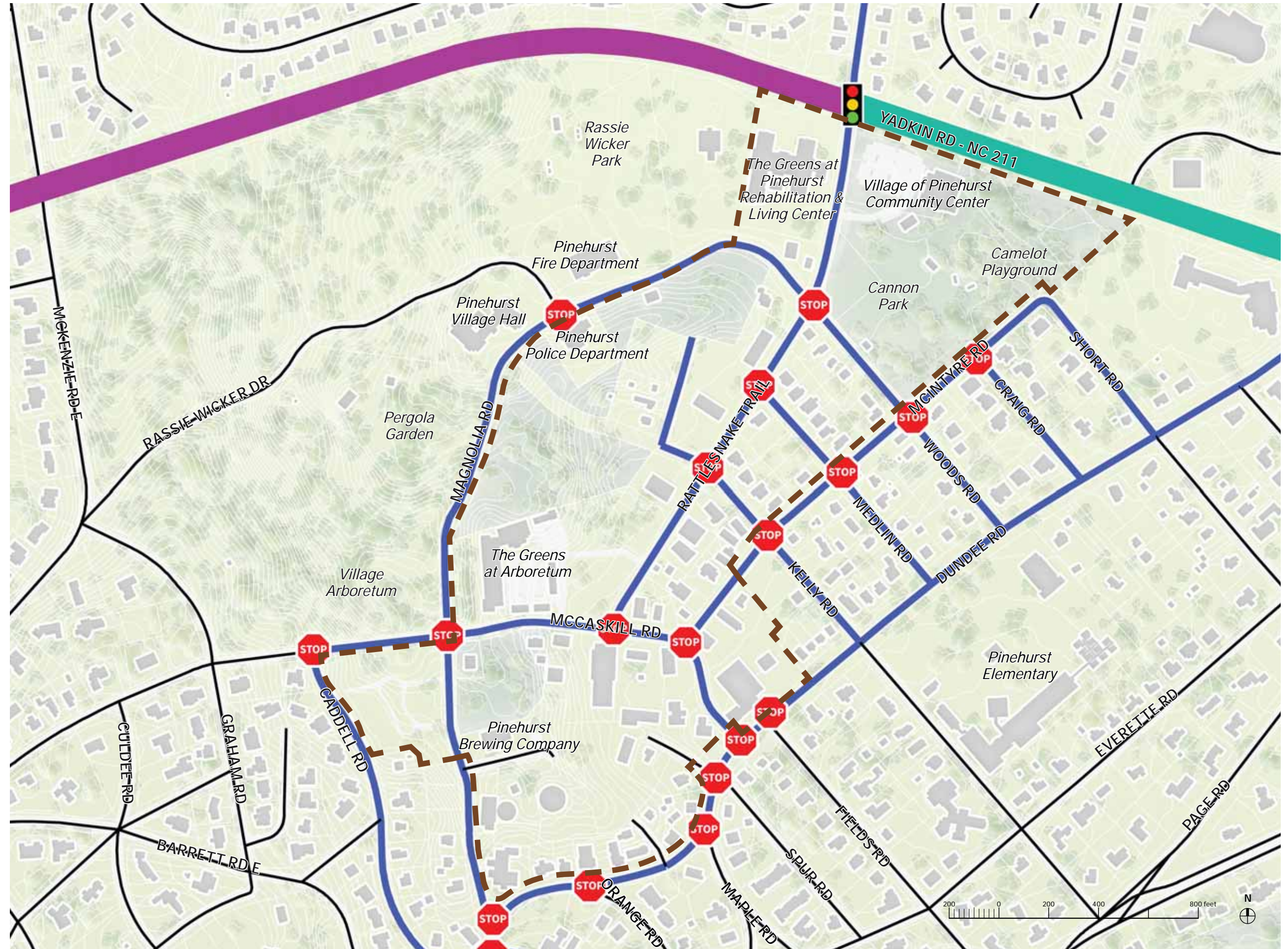
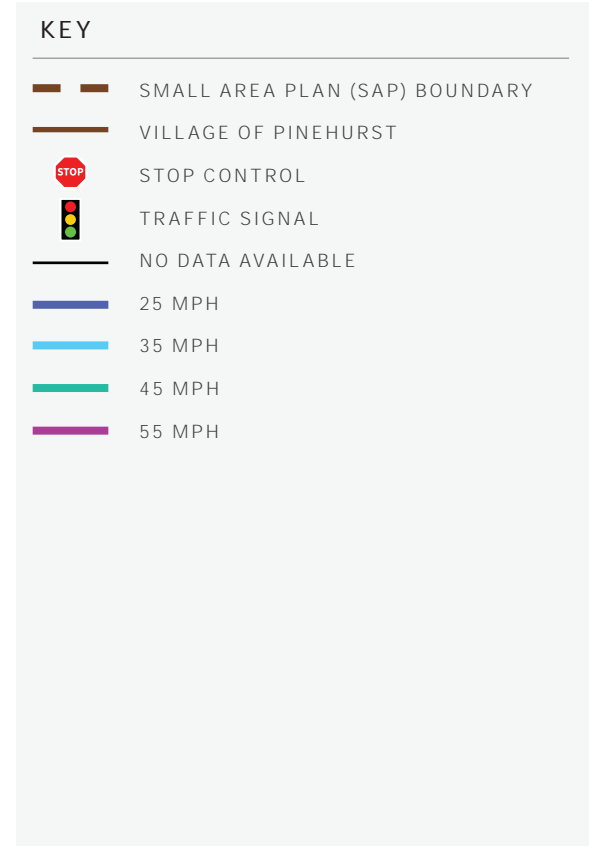
Neighborhood streets are organic and somewhat disconnected due to large undeveloped land areas and topographic conditions within the plan area.



KEY	
	SMALL AREA PLAN (SAP) BOUNDARY
	VILLAGE OF PINEHURST
	EXISTING ROADS
	EXISTING DEAD END

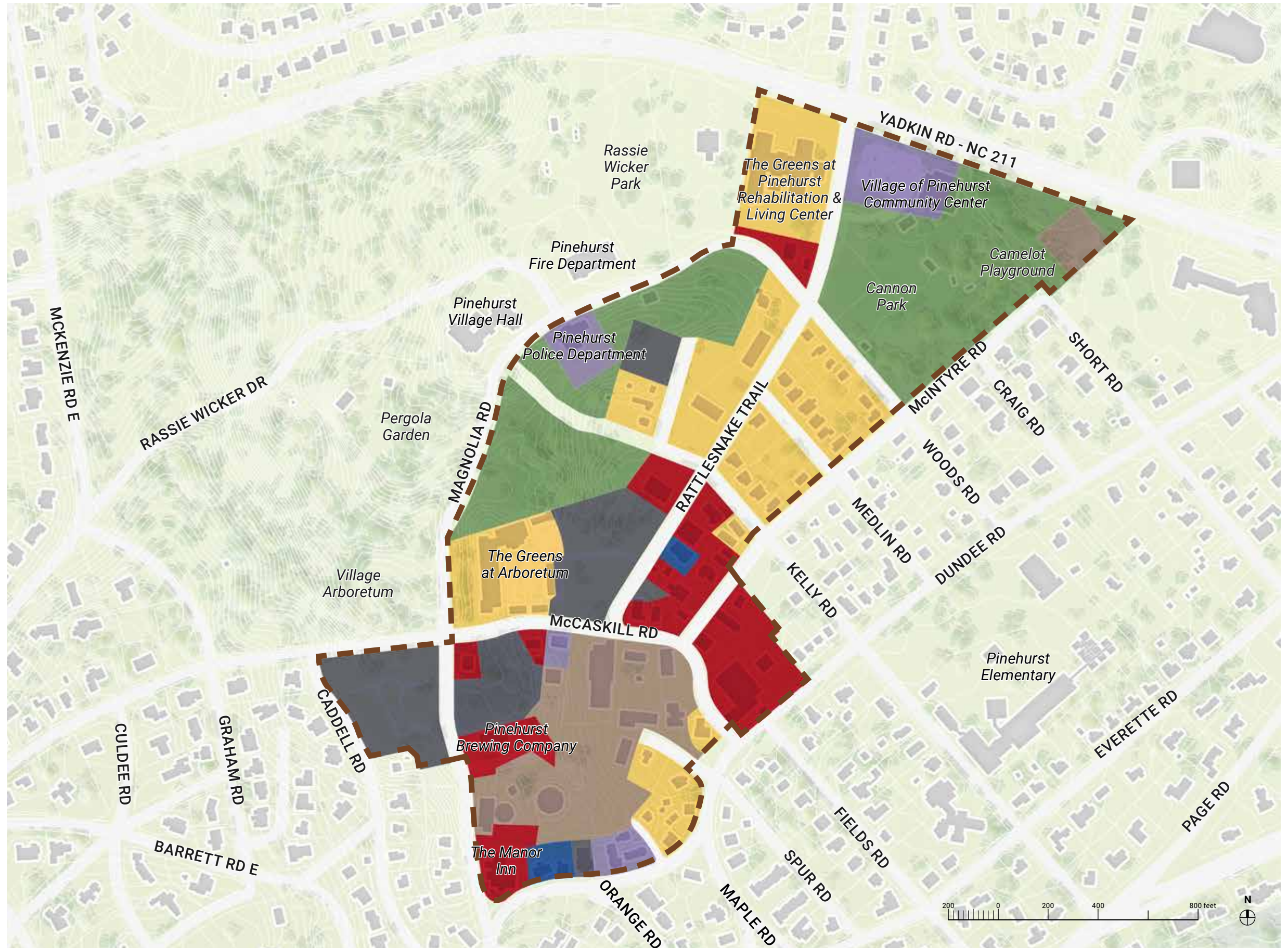
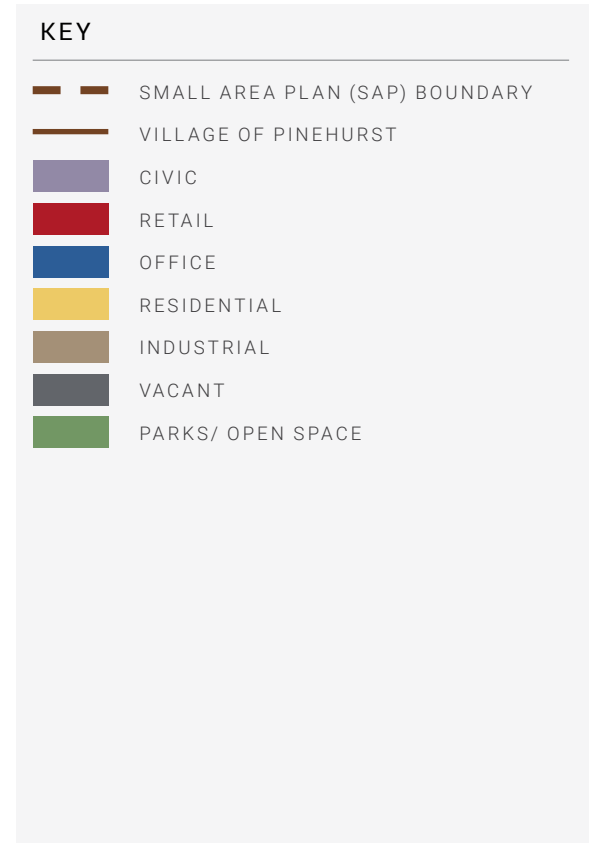
Posted Speed and Traffic Control

All of the streets within the study area boundary have posted speeds of 25 mph. Stop signs are located at most intersections with a traffic signal placed at Rattlesnake Trail and Yadkin Road - NC 211 for added control and safety.



Existing Land Use

The study area includes a wide range of land uses that are mixed throughout the plan area. A majority of the residential uses and parks and open spaces exist within the northern half of the study area. More retail, civic, and industrial uses are located in the souther half, closer to Village Center. Vacant parcels are interspersed throughout the study area.



VILLAGE PLACE

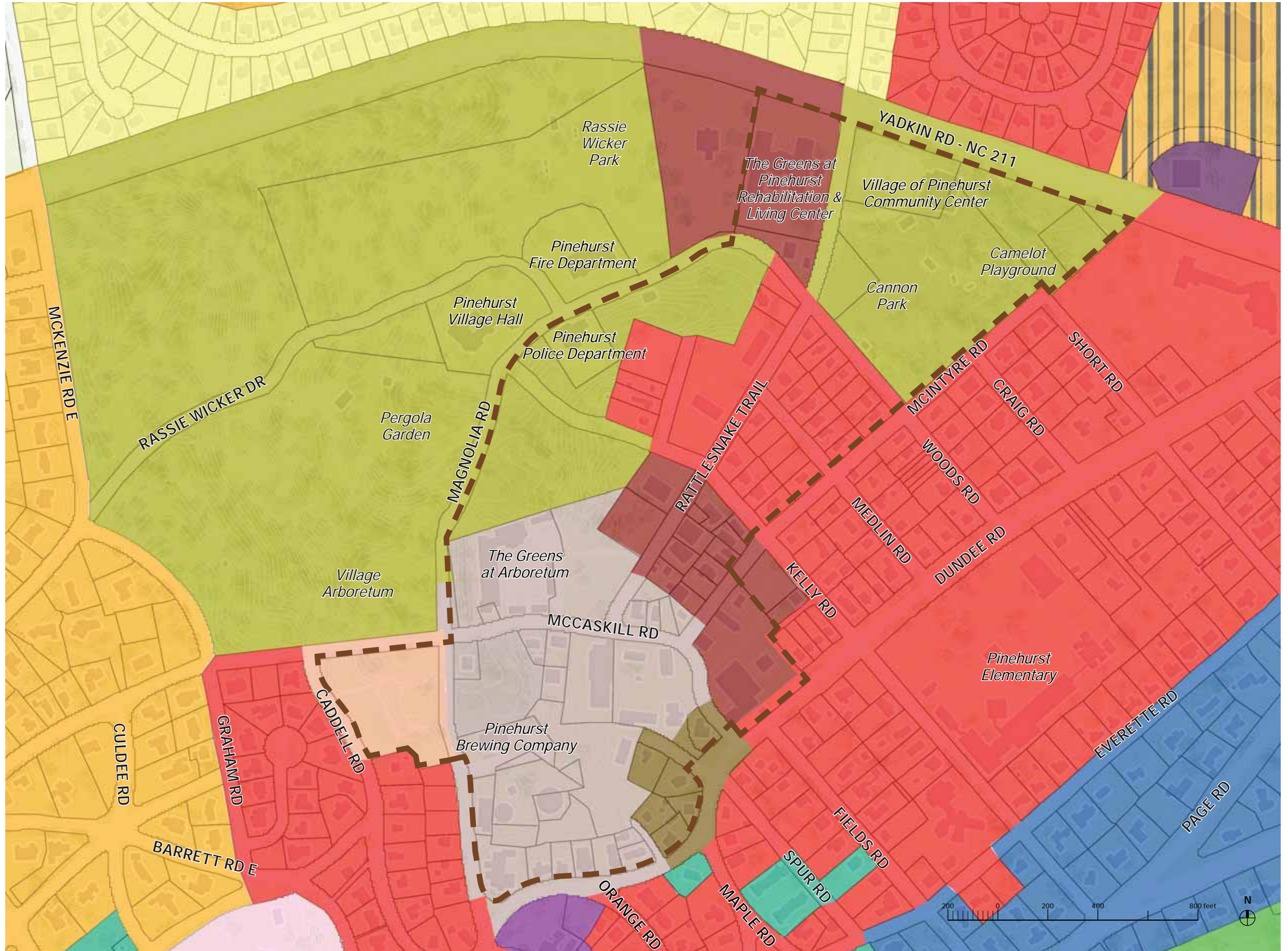
Existing Conditions

Zoning

The north half of the study area is primarily zoned a mix of Residential (R10) where single-family detached residential housing exists, surrounded by Public Conservation (PC) where parks and open space are located. The south half of the study area, closer to the Village Center, is zoned a mix of Neighborhood Commercial (NC) and Village uses, including Village Mixed-Use (VMU), Village Cottage Professional (VCP), and Village Residential (VR).

KEY

-  SMALL AREA PLAN (SAP) BOUNDARY
-  VILLAGE OF PINEHURST
-  R8 - RESIDENTIAL
-  R10 - RESIDENTIAL
-  R20 - RESIDENTIAL
-  R30 - RESIDENTIAL
-  RMF - RESIDENTIAL MULTIFAMILY
-  VR - VILLAGE RESIDENTIAL
-  HD - HOSPITAL DEVELOPMENT
-  NC - NEIGHBORHOOD COMMERCIAL
-  OP - OFFICE & PROFESSIONAL
-  PC - PUBLIC CONSERVATION
-  RD - RECREATIONAL DEVELOPMENT
-  VC - VILLAGE COMMERCIAL
-  VCP - VILLAGE COTTAGE PROFESSIONAL
-  VMU - VILLAGE MIXED USE



Existing Zoning and Permitted Uses

The following zoning districts exist within the Village Place Small Area Plan boundary. For a full matrix of all zoning districts and permitted land uses, reference Section 8.5 of the *Pinehurst Development Ordinance* (PDO).

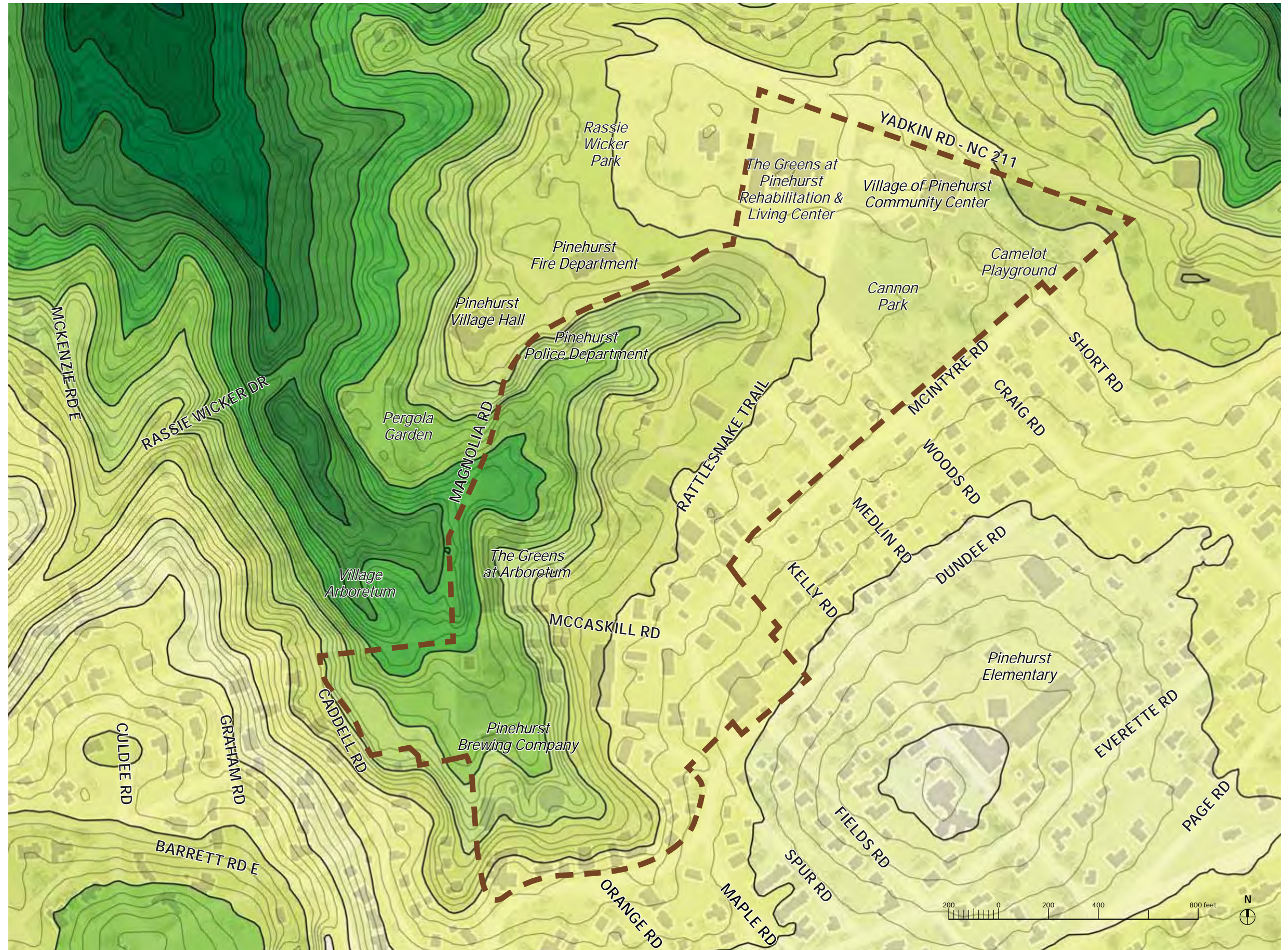
KEY

- ✓ PERMITTED USES
- SR SPECIAL REQUIREMENTS, SEE SECTION 8.6
- SU SPECIAL USE PERMIT REQUIRED, SEE SECTION 4.5
- ✗ PROHIBITED USES

		USES															Maximum Building Height	NOTES
		DWELLING - SINGLE FAMILY	DWELLING - TWO FAMILY	DWELLING - MULTIFAMILY	DWELLING - TOWNHOUSE/ CLUSTERED DWELLINGS	DWELLING - MIXED USE	BED AND BREAKFAST HOMES	HOTEL	MEDICAL CLINIC	PERSONAL SERVICES	PROFESSIONAL SERVICES	GENERAL RETAIL	RESTAURANT	CIVIC/CULTURAL FACILITIES	RESIDENTIAL CARE FACILITIES (> 6 RESIDENTS)	PARKING STRUCTURE		
	R10 - RESIDENTIAL	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	35'	Intended principal use of land is high-density residential uses
	VR - VILLAGE RESIDENTIAL	✓	✓	SR	SR	✗	SR	✗	✗	✗	✗	✗	✗	✗	✗	SR	35'	Intended principal use of land is multi-family and single-family dwellings in close proximity to the Village Center
	NC - NEIGHBORHOOD COMMERCIAL	✗	✗	✗	✗	SR	✗	✗	✓	✓	✓	SR	SR	✓	✓	✗	35'	Intended principal use of land is small scale commercial, retail, office and service to residential districts
	PC - PUBLIC CONSERVATION	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	35'	Intended to preserve environmentally sensitive land
	VCP - VILLAGE COTTAGE PROFESSIONAL	SR	SR	SR	SR	SR	SR	✗	✗	✓	✓	SR	SU	✓	✗	✗	35'	Intended to provide limited office and retail development and a wide variety of housing
	VMU - VILLAGE MIXED USE	SR	SR	SR	SR	SR	SR	SR	✗	✓	✓	SR	SR	✓	SU	SR	50'	Established as a pedestrian-scaled district which caters to everyday needs of neighborhoods

Topography

The topography of the study area is characterized by a natural ridge line that extends along Rattlesnake Trail, from the study area's southern boundary to the northern boundary at Cannon Park. The grade slopes downward west of Rattlesnake Trail and upward to the east of Rattlesnake Trail and to the south.



KEY

-  SMALL AREA PLAN (SAP) BOUNDARY
-  VILLAGE OF PINEHURST
-  +520
-  +420

Open Space + Trails + Sidewalks

The study area is well served with open space consisting of active and passive parks and gardens. Cannon Park, located to the north, is a 15-acre park with recreation fields and play space. Along Magnolia Road are a series of open spaces that cover the steep slopes west of Rattlesnake Trail and are an extension of Rassie Wicker Park. Rassie Wicker Park is a 103-acre facility that includes a variety of recreational courts, splash pad, playground, a 33-acre arboretum, and several manicured lawns and gardens to host a wide range of events. The study area also contains a well connected network of trails, walkway trails, and sidewalks.



2.3 MARKET ANALYSIS SUMMARY

Background and Objectives

A Market Analysis report was prepared by Duggal Real Estate Advisors, LLC (DREA); the following pages provide a summary; the data was collected in November and December 2020 and January 2021.

The market analysis is one step in the process to determine the feasibility of land uses within the Village of Pinehurst and the plan areas. It ascertains the quantitative and qualitative aspects of demand for land uses that might be appropriate for future development in the plan areas and quantifies the potential scale and timing of these uses.

The plan area for Village Place encompasses approximately 100 acres in size and 70 different parcels. This area is immediately north of the historic Village Center and stretches out to NC 211.

Summary of Market Opportunity

For the market analysis, DREA examined six different land uses: for-sale residential, for-rent residential, retail, office, hospitality, and golf. The following is a summary of the opportunity for each of the land uses in the Village Place plan area.

The overall market opportunity takes into account the current and projected future market conditions, future demand potential, and the suitability for the land use within the Village.

Summary of Demand

For each of the land uses, DREA completed a demand model to understand the future potential of the land use within the Village or Moore County. To determine how much of each land use would likely locate within the plan areas, it was necessary to consider where else within the Village the land use could be located. For example, if there is demand for one rental project every three to eight years within the Village, it cannot be located in both planning areas but, in reality, could be located in either one or another location in the Village, making it difficult to assign demand.

For many land uses, there has been and will be more demand for the product type within the Village than the amount of supply that has been or will be available (i.e., more houses would likely sell if they were available).

Summary of Demand for Land Uses within Plan Areas

DREA then considered how much of the demand could be located within the plan areas if the area was zoned for it, landowners were interested in selling, and developers would build it. While the market analysis quantifies realistic development opportunities, actual land use allocation is guided by planning exercises, site constraints, the desired vision, and stakeholder input, in balance with market demand.

The potential for most of the land uses is present in both plan areas. Although there is some flexibility in these numbers as stated before, DREA put together guidelines based upon the market to help the planning team understand the magnitude of demand in each of the plan areas. Below is the demand summary for Village Place.

For-Sale Residential

- » Would likely be infill development or part of a small, mixed-use development.
- » Most likely small lot single-family detached or attached product. Attached product would include both townhome style and condominium style product.
- » The demand for this product is deep, and the plan area can support as much for-sale product as desired, from a market demand standpoint.
- » Pricing would vary based upon product type and positioning, but would likely be in the range of \$300,000 to \$500,000.

For-Rent Residential

- » Could either be stand-alone or within a mixed-use project. Would likely be horizontal mixed-use as opposed to vertical mixed-use (e.g., the apartments are next to the retail and office, not above) given the rent ranges possible to achieve and the cost of construction. If rents rise to support residential over commercial, that would be an appropriate land use here as well.
- » Most likely size of an apartment complex would be similar to The Greens at Arboretum (70-100 units).
- » Rents would be similar to the newest apartments at the time of construction. At this point, the newest apartments in the market are The Greens at Arboretum at approximately \$1.35/SF.

- » At an average size of approximately 1,000 square feet, that would equate to a rent of approximately \$1,350 per month.

Retail

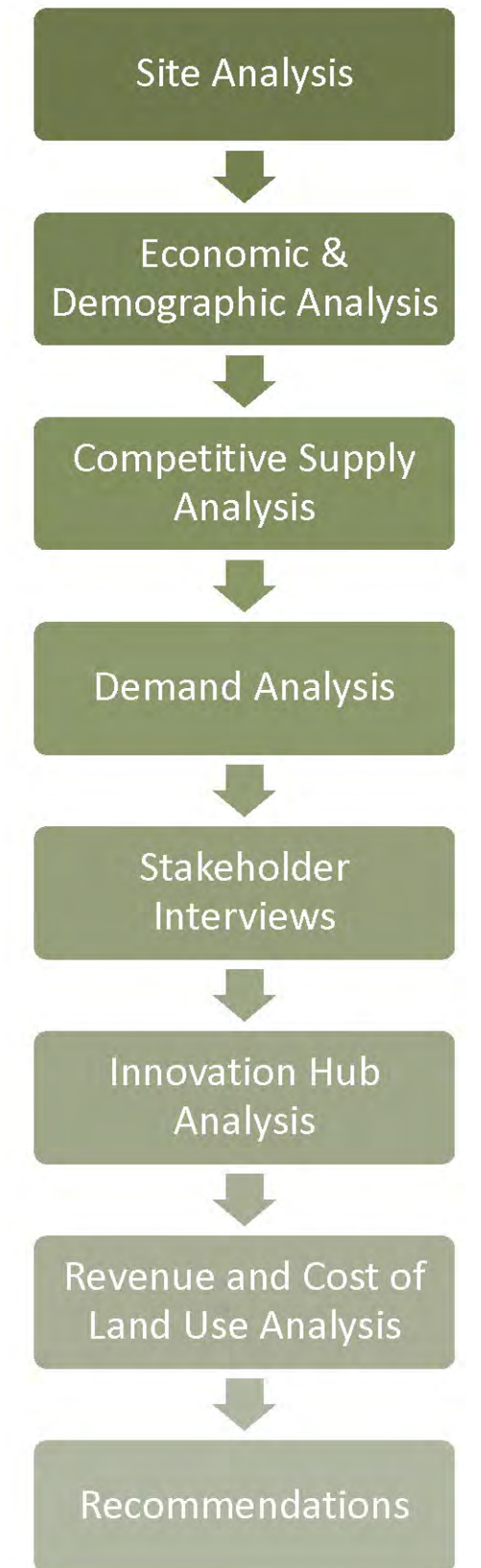
- » The retail would not be in the form of a standalone shopping center, unless the retail was located along NC 211. Given the current uses, it is unlikely that there would be a shopping center in the plan area along NC 211.
- » The retail would be part of a mixed-use area or more small retail shops like currently exist along Rattlesnake Trail.
- » The demand for retail is more limited in this configuration, and would be limited to 25,000 to 50,000 SF total at build-out.
- » Rents would need to be \$24-\$30/SF to support new construction.
- » Tenants would include those that support local residents and tourists (such as flower shops, gift shops, pharmacies, home goods, salons, restaurants, shoe stores, boutiques, and others). The demand is strong for a variety of retail shops.

Office

- » Office would be a supportive land use to the mixed-use area. It would be small offices, primarily locally-serving, including medical office.
- » Given the amount of retail that could happen, DREA anticipates the office to be less than or equal to the amount of retail, therefore, 25,000 to 30,000 SF of office at build-out.
- » Rents would be in the \$18-\$22/SF range.

Hospitality

- » Village Place could support a hotel as well as bed and breakfasts. They would likely support tourists, and potentially people visiting the hospital.
- » Hospitality could also include rental product within homes.
- » New hotels in the area tend to have 75-100 rooms. Bed and breakfasts and similar tend to have far fewer rooms, typically less than 10.



Overall, Village Place offers a strong opportunity to develop a variety of land uses. Drawing upon the Village Center as inspiration, Village Place can complement what is already part of the community.

Strengths

- Location close to Village Center provides a strong foundation
- Community Center and Cannon Park
- Walkable to Village Center
- Large number of amenities
- Strong brand of Pinehurst
- Some redevelopment already occurring (Pinehurst Brewery)

Weaknesses

- Some of the properties are older
- Parking challenges
- Limited amount of available land

Opportunities

- Build off the success of historic Village Center
- Growth in nearby neighborhoods
- Redevelopment of public works
- Redevelopment of older properties
- Close to NC 211 – build a better gateway

Threats/Challenges

- Inability to create a strong link between Village Core and Village Place
- Not being able to move the tanks and public works



Pinehurst Brewing Company



Old Fire House



Community Center



The Village Quarters



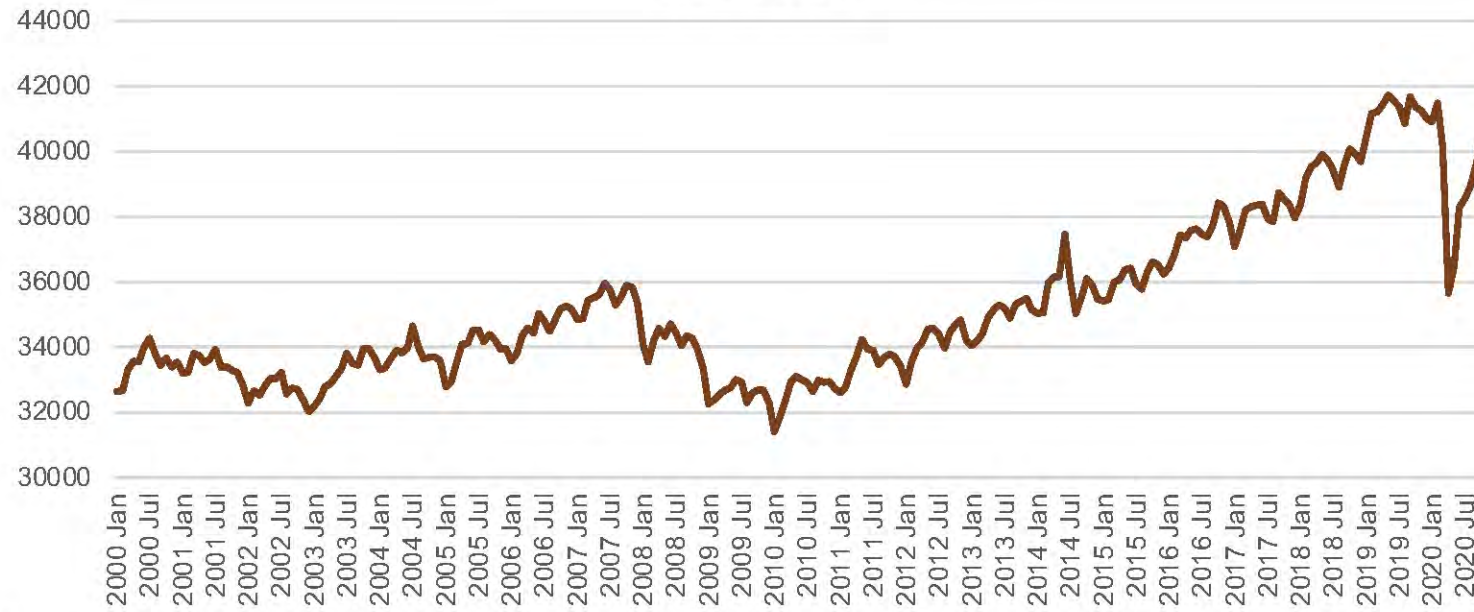
The Greens at Arboretum



Single-family detached home

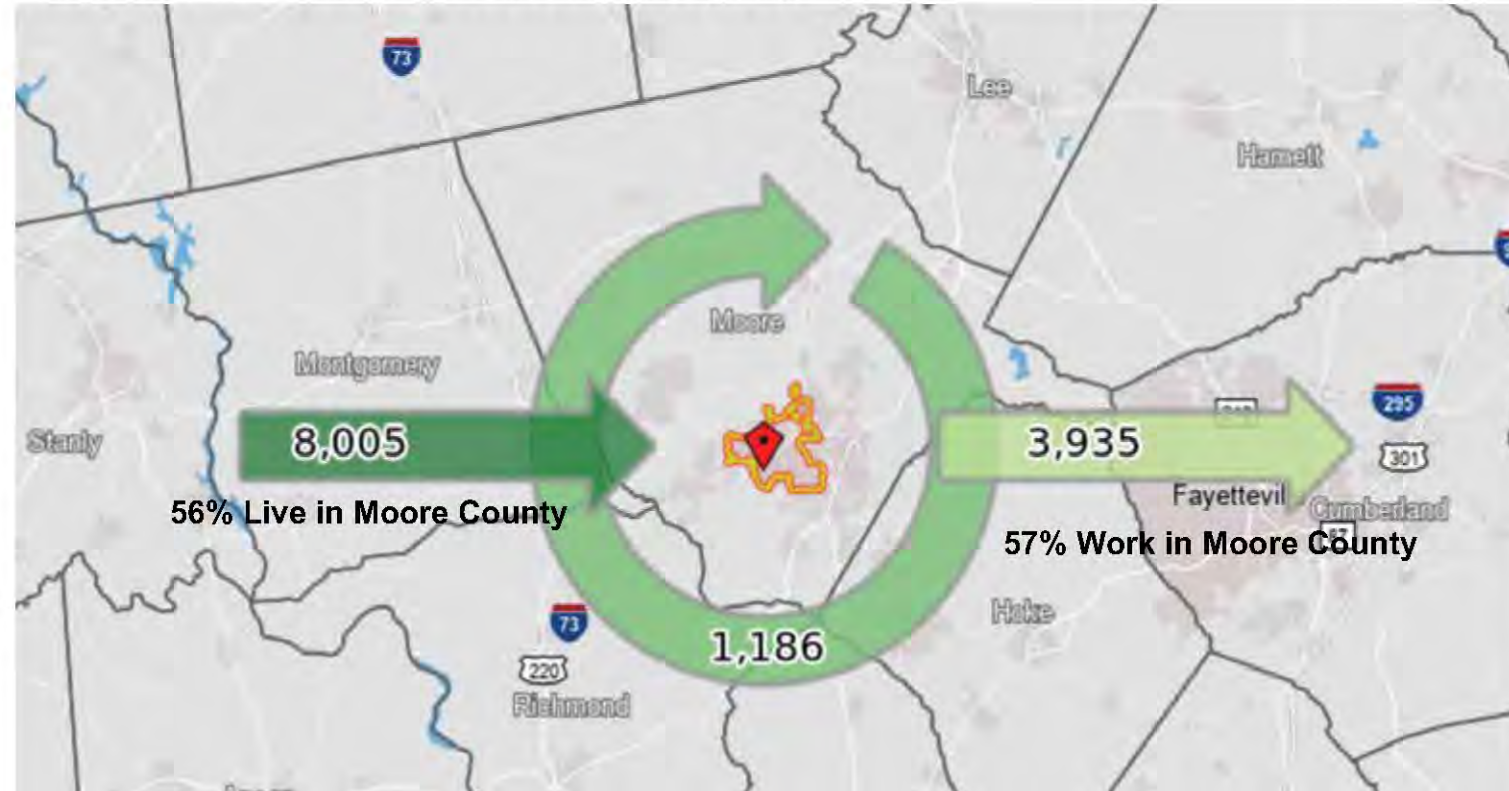
Economic and Demographic Analysis

Moore County, NC Employment (2000-2020)



Source: BLS

Inflow and Outflow of Workers in Pinehurst (2017)



Source Census on the Map

Jobs by Industry in Pinehurst (2020)

Industry	Businesses	%	Employees	%
Health Care and Social Services	575	54%	5,880	52%
Accommodation and Food Services	42	4%	2,839	25%
Other Services - Repair, Personal Care, Laundry, Religious, etc.	69	6%	434	4%
Professional, Scientific, and Technical Services	58	5%	396	3%
Arts, Sports, Entertainment, and Recreation	23	2%	358	3%
Retail: Home, Food, Automobiles, Personal Care	35	3%	262	2%
Education	11	1%	257	2%
Real Estate and Rentals	47	4%	234	2%
Public Administration	12	1%	173	2%
Banking, Finance and Insurance	56	5%	145	1%
Construction	25	2%	89	1%
Information	12	1%	85	1%
Other	108	10%	248	2%
Total	1,073	100%	11,400	100%

Source: North Carolina Department of Commerce, Labor & Economic Analysis

People Who Work in Pinehurst (Where Workers in Pinehurst Live)

Of the people that work in Pinehurst, approximately 50% of them are aged 30-54, while 32% are over the age of 55, and 18% are under the age of 29.

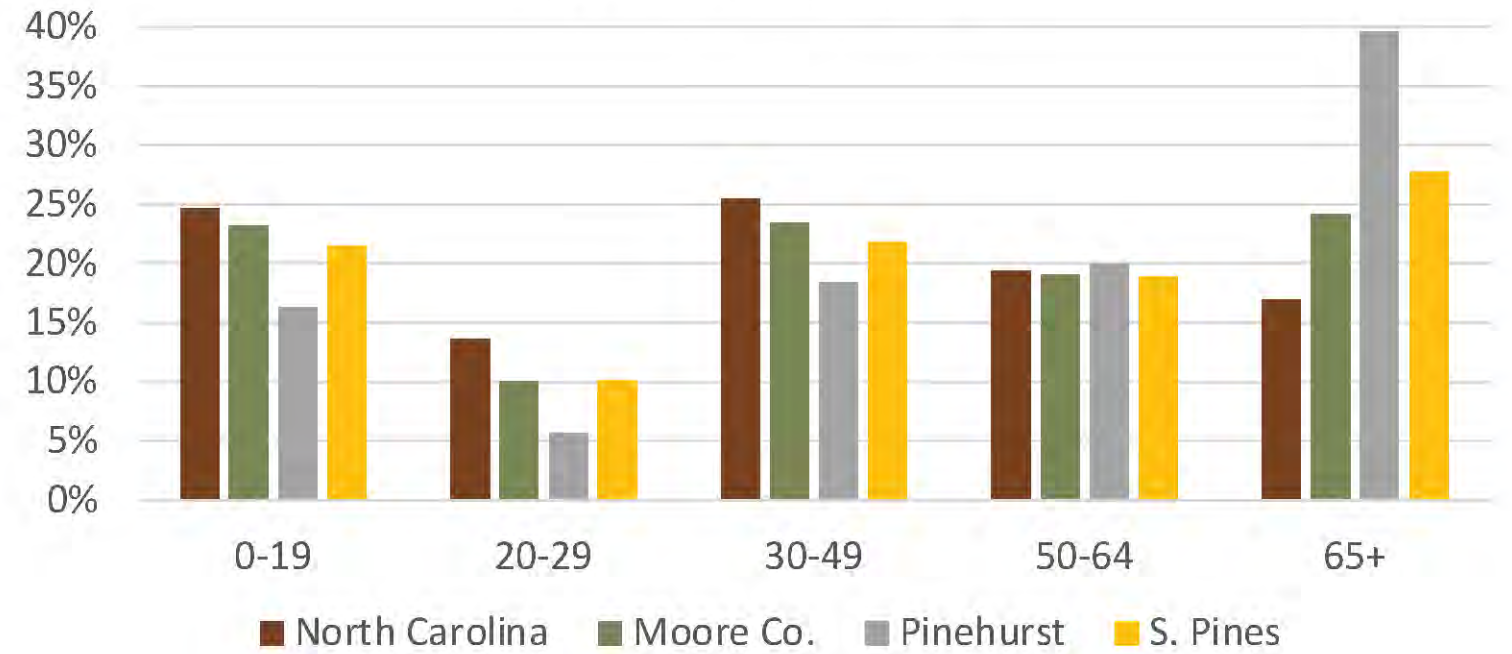
Almost half of the workers make more than \$3,333 per month. Over 50% of the workforce has some college, an Associates degree, Bachelor's degree or higher.

Household Data for NC, Moore County, Pinehurst, and Southern Pines (2020-2025)

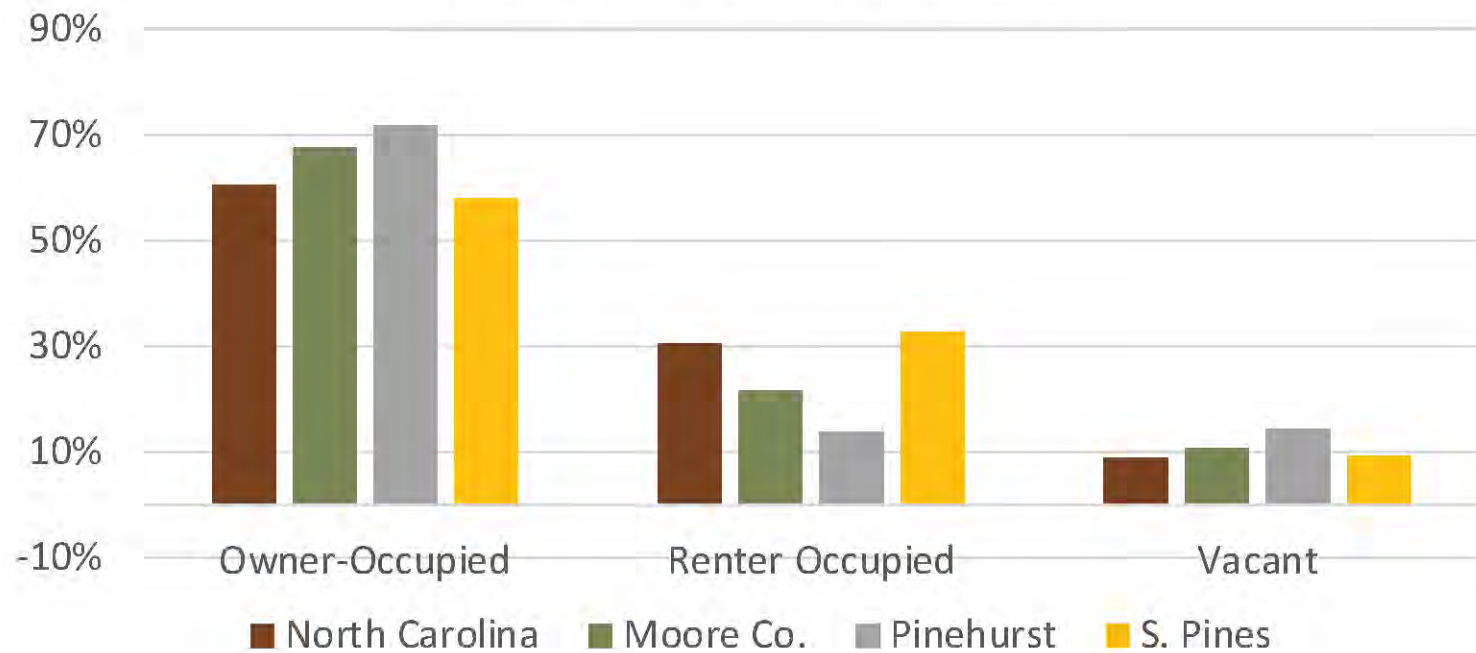
Geography	2020	2025	Growth	Annual Growth Rate
North Carolina	4,341,543	4,494,724	153,181	0.7%
Moore County	43,651	45,169	1,518	0.7%
Moore Co. as % of NC	1.0%	1.0%	1.0%	
Pinehurst Village	7,885	8,100	215	0.5%
Pinehurst as % of Moore	18.1%	17.9%	14.2%	
Southern Pines Town	7,142	7,207	65	0.2%
Southern Pines as % of Moore	16.4%	16.0%	4.3%	

Source: AccessNC, North Carolina Department of Commerce, Labor and Economic Analysis

Age Distribution, 2020

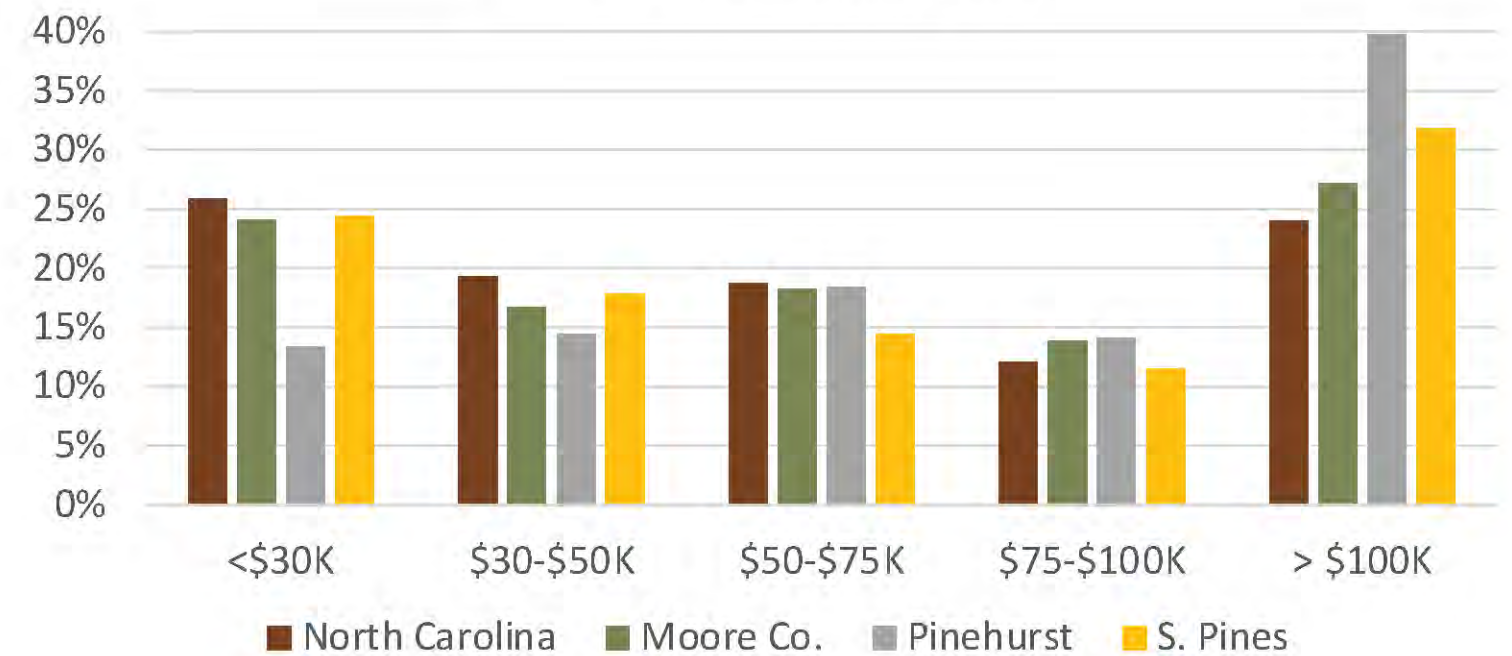


Housing Units Distribution, 2020



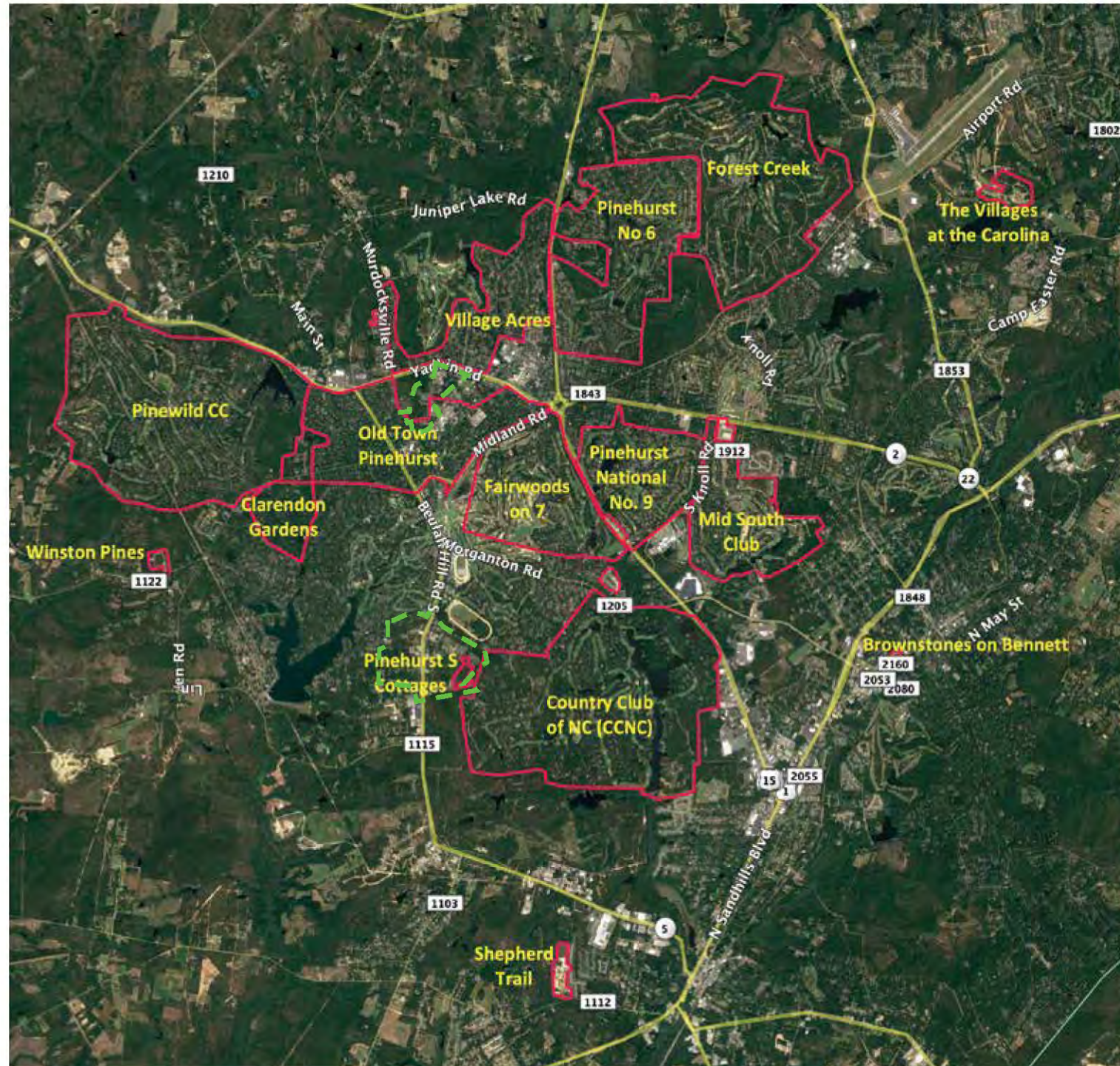
Source: AccessNC, North Carolina Department of Commerce, Labor and Economic Analysis

Income Distribution, 2020



Source: AccessNC, North Carolina Department of Commerce, Labor and Economic Analysis

For-Sale Residential



KEY

- SMALL AREA PLAN (SAP) BOUNDARY
- FOR-SALE COMMUNITY OUTLINE



Permits and sales continue to increase
Healthy market with strong demand fundamentals
 For-sale in Pinehurst tends to be single-family detached
 Demand is high



Home prices continue to rise in Pinehurst - still more attainable/affordable than similar housing in other parts of the country
 New homes in non-golf oriented communities are \$300,000 to \$500,000 on average
 New, infill housing in golf-oriented master-planned communities are \$450,000 to \$750,000



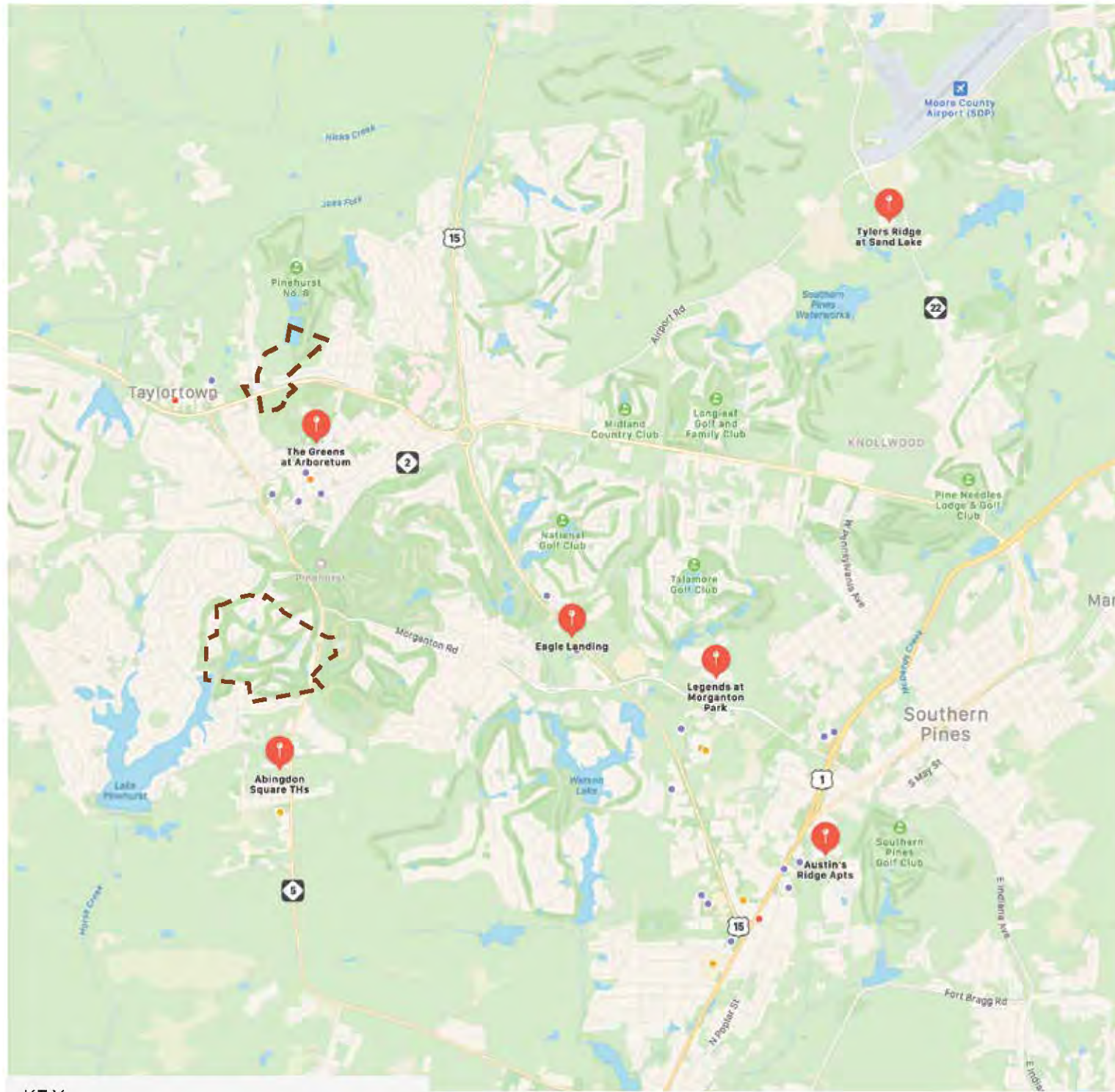
Single-family homes selling in Village Place tend to be priced from \$200,000 to \$400,000. **Two new homes sold for approximately \$300,000**
 New product within the study area could be a combination of small lot single-family detached, townhome/attached, and possibly condominium product
 The price point would likely be above existing homes within the study area



There are very few for-sale houses within the Pinehurst South study area
 Nearby townhouse community built in the late 1980s sells for approximately \$180,000 and \$230,000
 For-sale homes would be marketable in the study area. There could be a combination of small lot single-family detached and townhome/villa product
 The pricing would be above the existing product, and likely within the middle band of new houses in the Pinehurst area

Pinehurst is projected to see strong owner household growth over the coming years; both Village Place and Pinehurst South could capture this growth and help create new, walkable, mixed-use neighborhoods

For-Rent Residential



KEY

- SMALL AREA PLAN (SAP) BOUNDARY
- APARTMENT COMPLEX



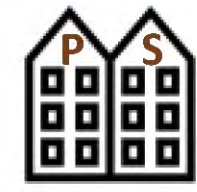
Vacancy continues to remain low (3%) despite the addition of 180 apartment units since 2020
 Most Pinehurst rental product is single-family detached homes
Strong, in-balance apartment market
 Demand is moderate



Rental rates, although not overly high compared to more suburban areas, have continued to rise in recent years
 New rental product in Pinehurst is likely to rent at the higher end of the market, similar to The Greens at Arboretum
 One bedrooms range from \$1.43 to \$1.63 per square foot, two bedrooms range from \$1.18 to \$1.26 per square foot, and three bedrooms range from \$1.25 to \$1.55 per square foot



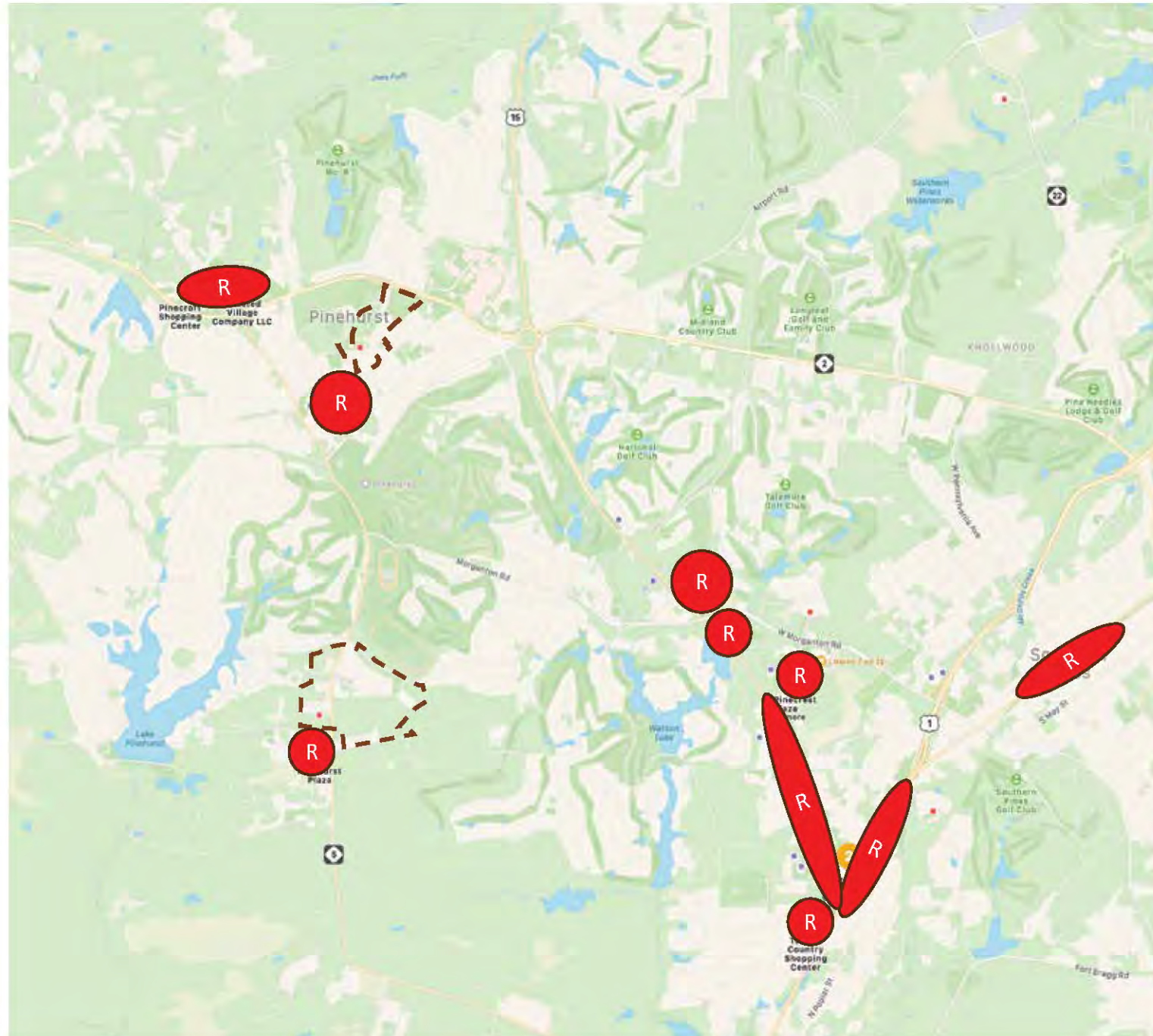
The Greens, a relatively new apartment complex, is located within Village Place
 Additional new for-rent residential would be marketable within the study area
 It is walkable to the Village Core, is close to services and amenities, and close to open space




Pinehurst South currently has a rental townhome community, Abingdon Square Townhomes, and the Inn at Quail Haven Village, a senior continuing care retirement community (CCRC)
 It would be a marketable location for a rental community
 It would likely be positioned below new apartments in Village Place given it is not walkable and farther from services and amenities

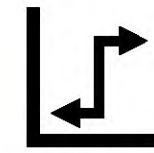
Pinehurst is projected to see modest rental household growth over the coming years; both Village Place and Pinehurst South could capture this growth and help create new, walkable, mixed-use neighborhoods

Retail



KEY

-  SMALL AREA PLAN (SAP) BOUNDARY
-  RETAIL SHOPPING



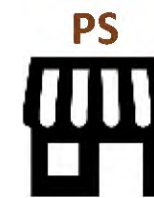
Retail occupancy is currently down due to Covid-19, but still performing relatively well compared to other similar parts of the state
 Occupancy should increase after the pandemic is over
 Demand is moderate, and tied to household growth



The average rental rate has been relatively stable
 Rental rates are approaching the amount needed for new construction (roughly \$24 to \$30/SF)



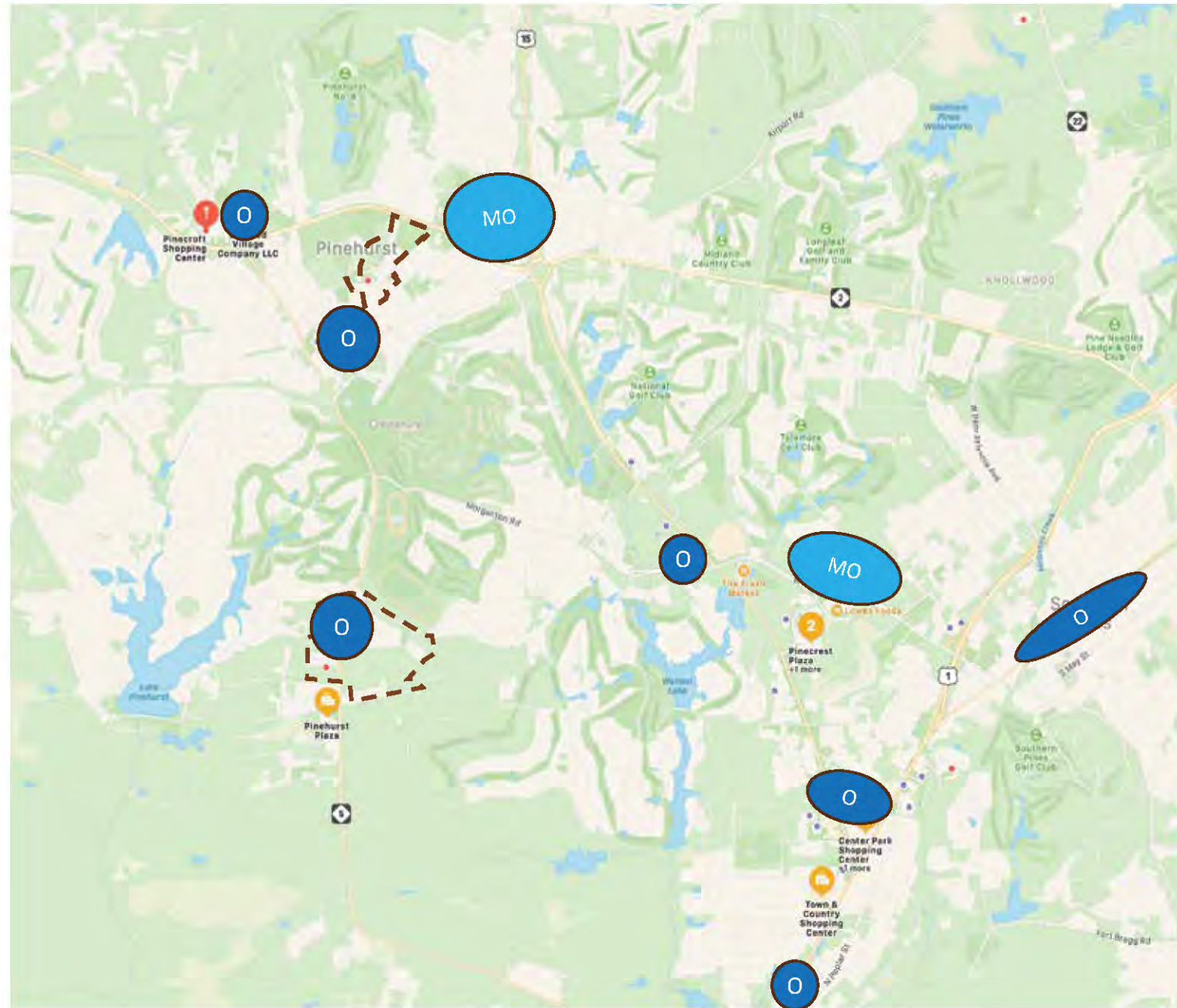
Village Place is adjacent to the Village Center
 Small retail cluster along Rattlesnake Trail. This area could be built upon
 Village Place would be an appropriate location for retail including restaurants, entertainment, tourist-oriented, and locally serving retail.
 Larger format retail would prefer to be along NC 211, while smaller retail could be an extension of the Village Core, brewery, and retail along Rattlesnake Trail



Pinehurst South is adjacent to some underperforming, older retail
 A few retail businesses in PS including the new ABC store, bank, and framing shop
 Pinehurst South reasonable location for retail. Main challenge on eastern side of NC 5 is access – retail needs good access, and the rail road crossings make that difficult
 Western side of NC 5 would be a good location for locally-serving retail and perhaps shopping center


Pinehurst is projected to see modest retail growth over the coming years; both Village Place and Pinehurst South could capture this growth and help create new, walkable, mixed-use neighborhoods.


Office




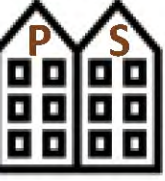
KEY

-  SMALL AREA PLAN (SAP) BOUNDARY
-  GENERAL OFFICE
-  MEDICAL OFFICE

 Occupancy continues to remain high and there has been turnover within buildings
 New space has been constructed and slowly leased within the area
 Pinehurst office is primarily medical and/or locally serving
 Demand is relatively low

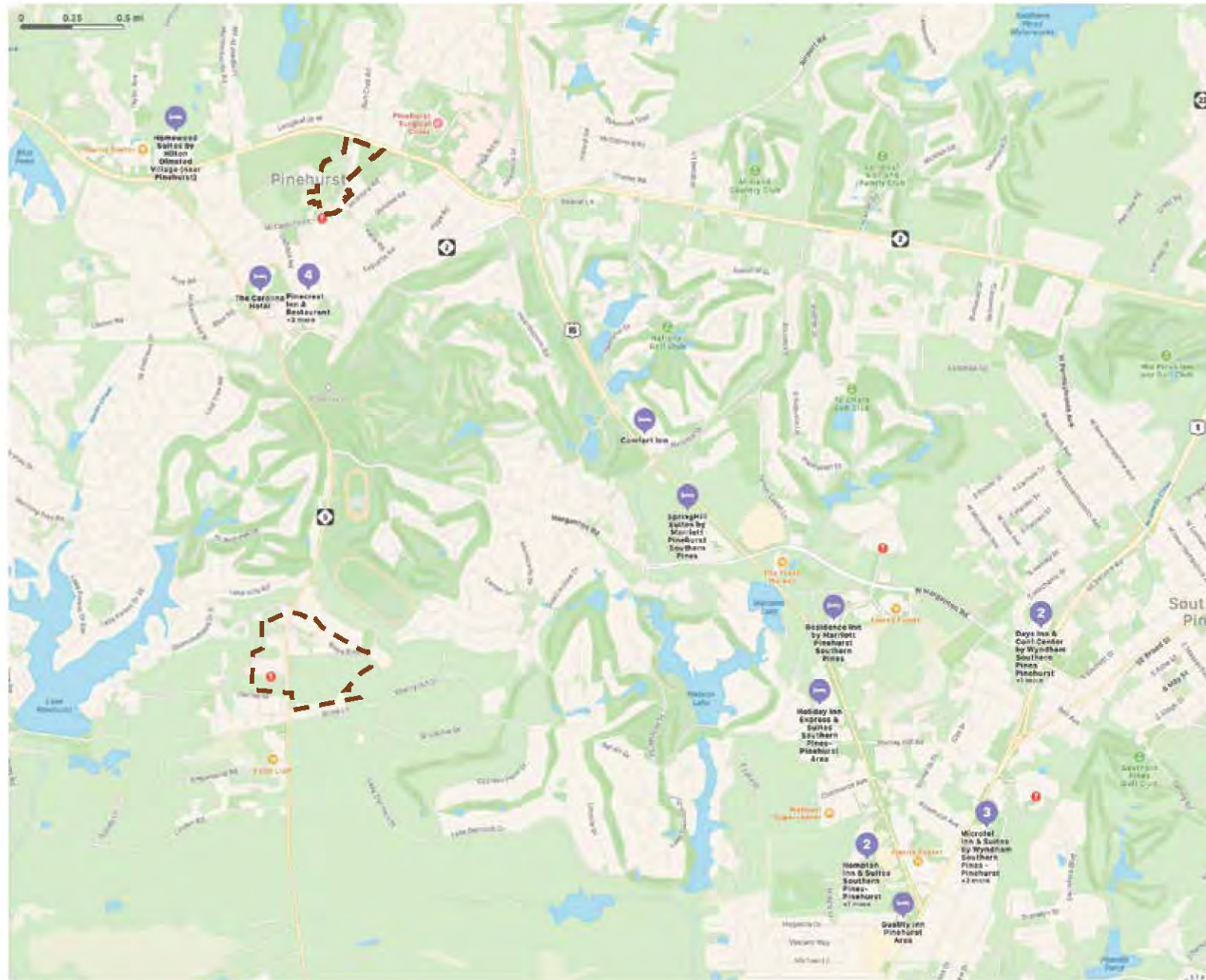
 Rental rates for most tenants remains below the threshold to build new product
 New office product can be built when leases reach \$18-\$22/SF
 This is starting to happen through the Pinehurst area, so new office construction begins to be feasible

 There is very little office currently located within Village Place
 Location would be appropriate for small-scale office that is locally-serving and generated such as accountants and real estate professionals

 Pinehurst South has a fair amount of office
 Some of it is medical office, such as dentists, and some is locally-serving such as financial planners
 Location would be appropriate for both office mixed in with other uses as well as more stand-alone, larger office given land availability

Pinehurst is projected to see limited office growth over the coming years; both Village Place and Pinehurst South could capture this growth. In VP it would be part of a walkable, mixed-use neighborhoods. In PS it could also be more office-park like space.

Hospitality



KEY

 SMALL AREA PLAN (SAP) BOUNDARY

 HOTELS



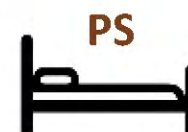
Occupancy is currently down due to Covid-19
After the pandemic, market is likely to fully rebound to previous occupancy levels (65%)
Demand is low to moderate



The Average Daily Rate has remained strong despite Covid-19 at \$131 for 2020
RevPAR is down to \$61 for 2020, but should return to pre-Covid levels (\$90 in 2019)



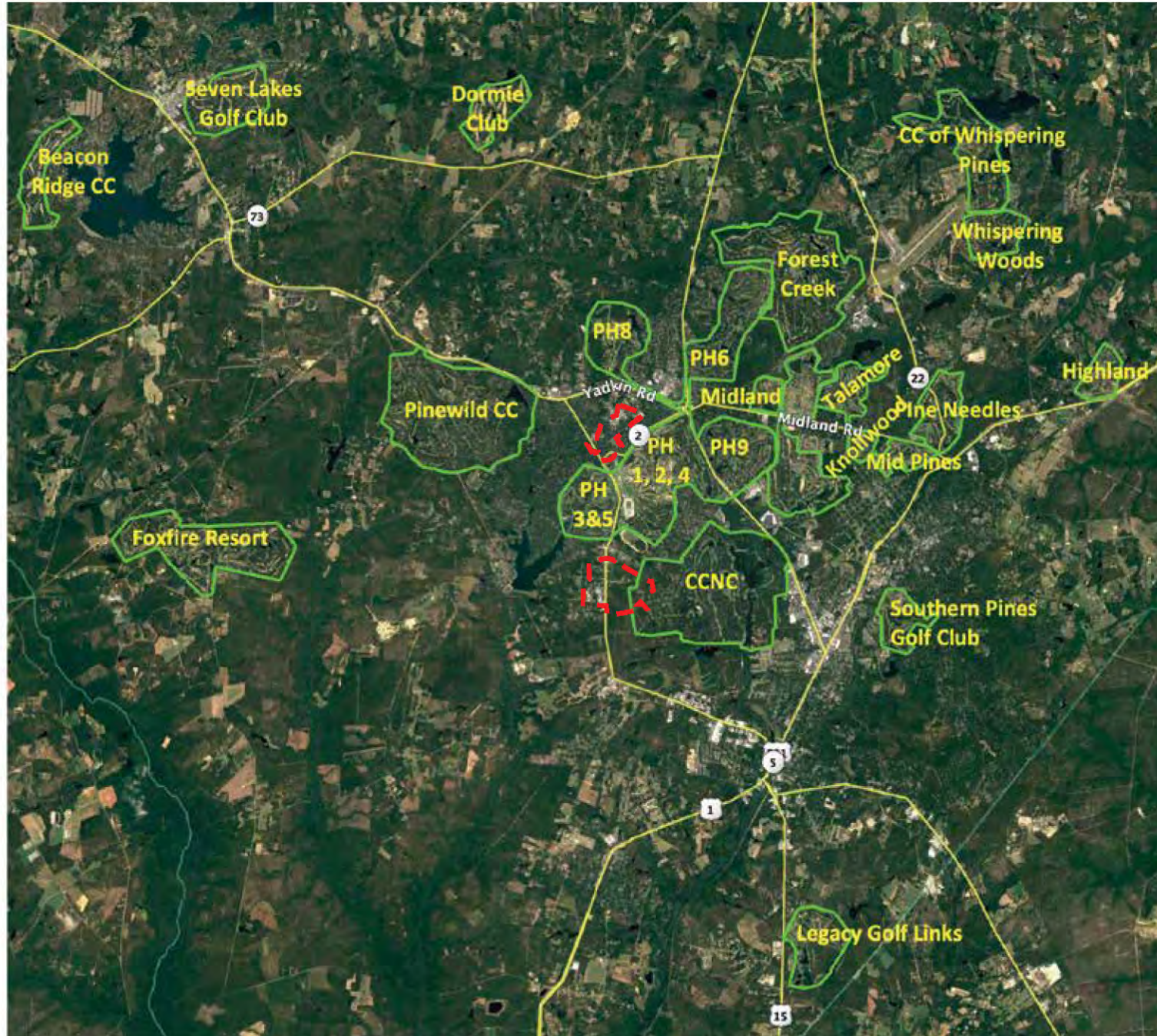
The Manor is located within Village Place. 42 rooms and recently renovated. Higher-end hotel in the area
Village Place good location for additional hotel rooms. Close to downtown, NC 211, and could appeal to golf, medical, and business travelers



There are no hotels currently in or near Pinehurst South
Majority of hotels in the area are concentrated either close to Pinehurst Center or along the major highways including US 15-501 and US 1
Currently, Village Place would be a more attractive location for a hotel than Pinehurst South

Pinehurst is projected to see modest hospitality growth over the coming years; both Village Place and Pinehurst South could capture this growth and help create new, walkable, mixed-use neighborhoods.

Golf



KEY

- - - SMALL AREA PLAN (SAP) BOUNDARY
- GOLF COURSE OUTLINE



Participation is currently up in the US for the first time in many years
 Pinehurst has also seen an increase in the amount of golfers and rounds played this year



According to the National Golf Foundation, the average round in the US costs \$61 in 2020
 Pinehurst has rates far above the national average for golf



Village Place cannot accommodate a new golf course
 Given the nature of the other land uses, this is not as good of a location for other golf uses that might be appropriate in Pinehurst South



Pinehurst South cannot accommodate a new golf course
 It could be an appropriate location for golf operations facilities

Pinehurst and the surrounding area are projected to see modest golf growth in the coming years; neither Village Place nor Pinehurst South could support a golf course. Pinehurst South could be a viable location of golf-support activities (maintenance, back of house, etc.).

Summary of Market Opportunity

Land Use	Overall Market Opportunity	Village Place	Pinehurst South
For-Sale Residential	✓✓✓✓✓	✓✓✓✓	✓✓✓✓
For-Rent Residential	✓✓✓	✓✓✓	✓✓✓
Retail	✓✓✓✓	✓✓✓	✓✓✓
Office	✓✓	✓✓	✓✓
Hospitality	✓✓✓	✓✓✓	✓✓✓
Golf	✓✓	O	✓

Key: ✓✓✓✓✓ = best, ✓ = worst, O = none

Summary of Demand

Land Use	Demand Potential	Locations within Pinehurst
For-Sale Residential	80-120 homes/year	Almost anywhere
For-Rent Residential	15-25 units/year	Major roads, VP, PS, Village Cntr
Retail	20-25,000 SF/ every 5 years	Major roads, VP, PS, Village Cntr
Office	Up to 5,000 SF/year	Medical area, VP, PS, Village Cntr
Hospitality	25 rooms/yr. in Moore Co.	Resort, Village Cntr, PS, VP
Golf	2-3 courses over the next 10 years in Moore Co.	Focus Area 1 is the only area with space

Summary of Demand for Land Uses within Planning Areas

Land Use	Village Place
For-Sale Residential	Unlimited (up to build-out capacity) 1 project would sell approximately 15-25 homes per year
For-Rent Residential	1-2 projects of up to 70-100 units each Timing depends on where else apartments have been constructed (e.g. Village only has demand for 1 project every 5-10 years)
Retail	25,000 - 50,000 SF
Office	25,000 - 20,000 SF Limited amount per year. 5,000 SF total in Village. Village Place could capture some of that, but likely less than Pinehurst South
Hospitality	1 hotel with approximately 75 - 100 rooms as well as bed and breakfasts
Golf	None

RECOMMENDATIONS

Village Place

For-Sale Residential

- Would likely be infill development or part of a small, mixed-use development.
- Most likely small lot single-family detached or attached product. Attached product would include both townhome style and condominium style product.
- The demand for this product is deep, and the planning area can support as much for-sale product as desired.
- Pricing would vary based upon product type and positioning, but would likely be in the range of \$300,000 to \$500,000.

For-Rent Residential

- Could either be stand-alone or within a mixed-use project. Would likely be horizontal mixed-use as opposed to vertical mixed-use (e.g. the apartments are next to the retail and office, not above) given the rent ranges possible to achieve and the cost of construction. If rents rise to support residential over commercial, that would be an appropriate land use here as well.
- Most likely size of an apartment complex would be similar to The Greens (70-100 units).
- Rents would be similar to the newest apartments at the time of construction. At this point, the newest apartments in the market are The Greens at approximately \$1.35/SF. At an average size of approximately 1,000 square feet, that would equate to a rent of approximately \$1,350 per month.

Retail

- The retail would not be in the form of a stand-alone shopping center, unless the retail was located along NC 211. Given the current uses, it is unlikely that there would be a shopping center in the planning area along NC 211.
- The retail would be part of a mixed-use area or more small retail shops like currently exist along Rattlesnake Trail.

- The demand for retail is more limited in this configuration, and would be limited to 25,000 to 50,000 SF total at build-out.
- Rents would need to be \$24-\$30/SF to support new construction.
- Tenants would include those that support local residents and tourists (such as flower shops, gift shops, pharmacies, home goods, salons, restaurants, shoe stores, boutiques, and others). The demand is strong for a variety of retail shops.

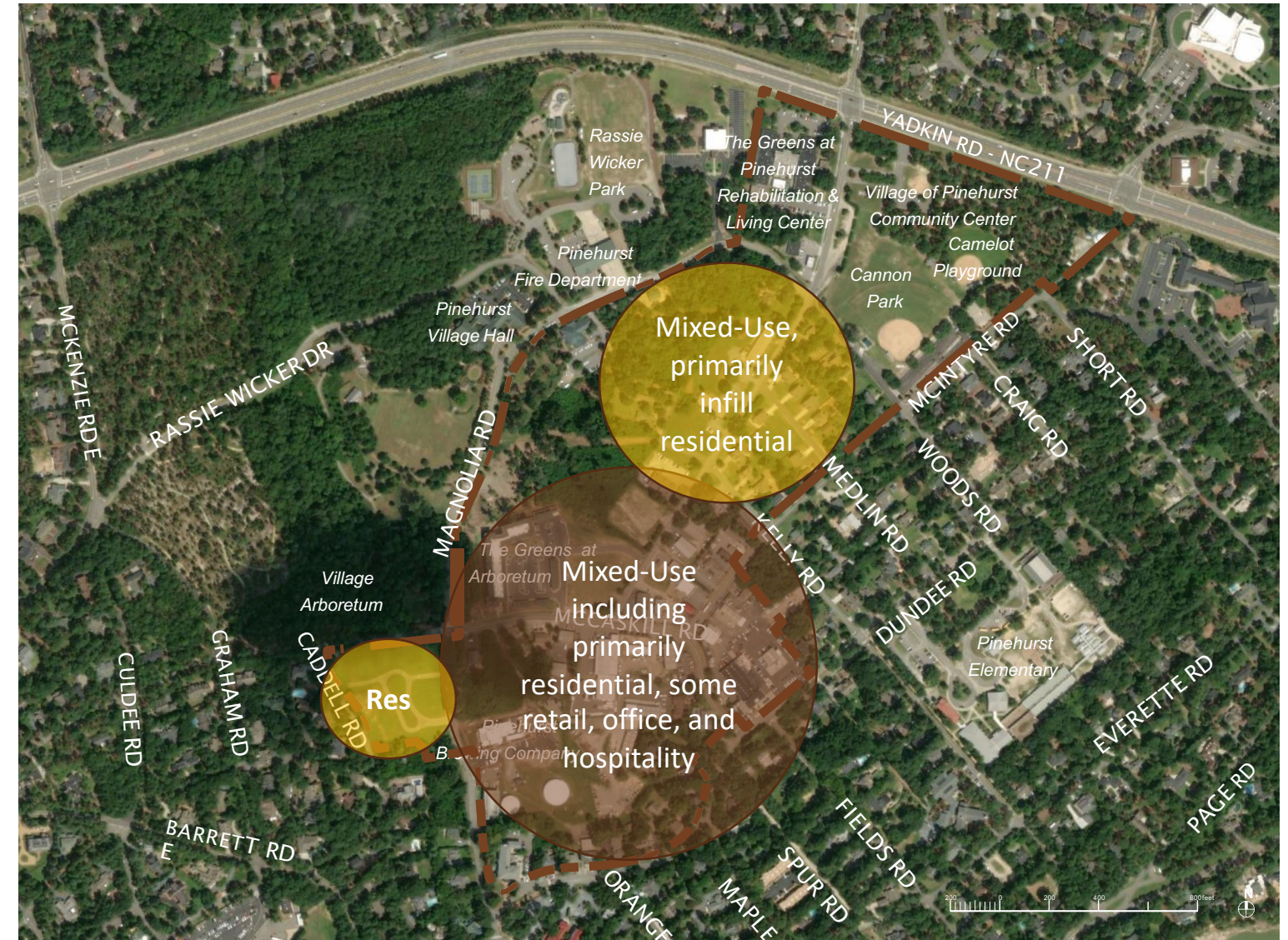
Office

- Office would be a supportive land use to the mixed-use area. It would be small offices, primarily locally-serving, including medical office.
- Given the amount of retail that could happen, we would anticipate the office to be less than or equal to the amount of retail, therefore, we would anticipate 25,000 to 30,000 SF of office at build-out.
- Rents would be in the \$18-\$22/SF range.

Hospitality

- Village Place could support a hotel as well as bed and breakfasts. They would likely support tourists, and potentially people visiting the hospital.
- Hospitality could also include rental product within homes.
- New hotels in the area tend to have 75-100 rooms. Bed and breakfasts and similar tend to have far fewer rooms, typically less than 10.

Possible Generalized Location for Land Uses Based upon Market Study



Land Use	Summary of Market Conditions	Future Demand Potential	Product/Tenant Types	Preferred Location	Suitability for Village Place
For-Sale Residential	<ul style="list-style-type: none"> Building permits have been rising in Pinehurst, suggesting an uptick in the new for-sale housing market The resale market has remained relatively steady Many new homes are scattered throughout existing golf course communities New homes within non-golf smaller subdivisions tend to be less expensive and generally range from \$250,000 to \$400,000 New homes within golf master-planned communities tend to be more expensive and range from \$300,000 to over \$1 million 	<ul style="list-style-type: none"> Strong demand potential from local buyers, military buyers, and second home buyers There is demand for approximately 80-130 new homes per year in the Village (which may or may not be realized). Some years will have more and some will have less, but are likely to average 100 new homes per year 	<ul style="list-style-type: none"> Approximately 12% of owner-occupied homes in Pinehurst have children in them The majority of owners in Pinehurst (almost 70%) are married couples without children, and of these, 65% are over the age of 65 Buyers are reported to be a mix of military families from Fort Bragg, children of current owners, commuters, and retired and second home owners 	<ul style="list-style-type: none"> Owners like to be near services and amenities. Walkable locations are desired. Golf course communities are popular Depending on the age and make-up of owners, schools can be an important factor as well 	<p>Strong</p> <p>Small lot SFD Attached product Mixed-use</p> <p>Medium</p> <p>Multifamily</p>
For-Rent Residential	<ul style="list-style-type: none"> The majority of rental product in Pinehurst is single-family detached Rents have been steadily rising in Pinehurst Apartment complexes are 95% occupied on average The majority of renters pay between \$1,000 to \$2,000 in rent 	<ul style="list-style-type: none"> The majority of households in Pinehurst own their homes (85%), so demand for rental product is lower There is demand for approximately 15-25 new units of rental housing per year in the Village 	<ul style="list-style-type: none"> Approximately 27% rental units in Pinehurst have children in them Rental apartments would likely appeal to a younger demographic without children. They are typically 1 and 2 person households Rental townhomes would likely appeal to family renters 	<ul style="list-style-type: none"> Renters like to be near services and amenities. Walkable locations are desired. Depending on the age and make-up of renters, schools can be important as well as nightlife 	<p>Strong</p>
Retail	<ul style="list-style-type: none"> Overall a strong retail market with low vacancy rates Currently some challenges due to Covid-19 This is likely a short-term issue Almost half of the retail in the Village is restaurants. This includes a variety of sit down and fast casual establishments 	<ul style="list-style-type: none"> Strong demand potential tied to future household growth Much of the retail is outside of the Village limits. There is even leakage outside of Moore County for certain categories There is demand for 20-25,000 square feet of retail every five years in the Village – often this is captured by surrounding communities 	<ul style="list-style-type: none"> Retail most in demand includes auto parts and accessory stores, furniture stores, building material stores, health & personal care stores, gas stations, clothing stores, sporting good stores and restaurants 	<ul style="list-style-type: none"> Retailers want centralized, visible, accessible and appropriate locations Local retail (Neighborhood Goods & Services and Food & Beverages): near households Regional retail (General Merchandise, Apparel, Furnishings & Other): along US 15-501, NC 211, and US 1 	<p>Strong</p> <p>Small, locally-serving Boutique Restaurant</p> <p>Medium</p> <p>Convenience</p>
Office	<ul style="list-style-type: none"> The market is currently doing fairly well. It is reported to be well-occupied, and lease rates are stable 	<ul style="list-style-type: none"> There is limited demand for future office space at up to 5,000 square feet per year 	<ul style="list-style-type: none"> Medical, professional service, locally serving 	<ul style="list-style-type: none"> Tenants enjoy areas with services and amenities and good access. Some enjoy being in walkable areas 	<p>Strong</p> <p>Locally-serving, small</p>
Hospitality	<ul style="list-style-type: none"> The current hospitality market is suffering due to Covid-19. Although leisure guests have remained and possibly even increased, the group business is completely gone This is likely a short-term issue Post Covid-19 should go back to a very healthy hospitality market 	<ul style="list-style-type: none"> Future demand potential is based upon the growth in tourism as well as business and medical travel We estimate the demand for approximately 25 new hotel rooms per year in the Pinehurst market area (Moore County). Some of this could locate in Pinehurst 	<ul style="list-style-type: none"> Hotels and bed and breakfast establishments 	<ul style="list-style-type: none"> Hotels vary in their location decision criteria. Hotels catering to tourists want to be near the attraction (ocean, theme park). In this case, the attraction is golf Hotels attracting businesses would like to be located near employment, amenities, and major highways 	<p>Strong</p>
Golf	<ul style="list-style-type: none"> Total on-course golf participation has remained relatively stable in the US There has been an uptick in golf rounds played in Pinehurst area since Covid restrictions have eased Market is currently performing well in the Pinehurst area 	<ul style="list-style-type: none"> Demand for golf should remain moderately strong in the area. There could be demand for up to 2-3 new golf courses in the overall area in the next 10 years The area is well-known for golf, and the addition of the USGA's Golf House Pinehurst and five US Open Championships, should increase future demand 	<ul style="list-style-type: none"> There appears to be an increase in the demand for 9 hole courses across the country 	<ul style="list-style-type: none"> In the Pinehurst, Aberdeen, Southern Pines area Near other courses 	<p>Not Suitable</p>

An aerial sketch of a campus, showing various buildings, streets, and trees. The drawing is done in a light, sketchy style with fine lines. The buildings are of various sizes and shapes, some with multiple stories. The trees are represented by simple outlines and some shading. The overall impression is that of a detailed architectural plan or a conceptual drawing of a campus layout.

3.0 PUBLIC OUTREACH

3.1 OVERVIEW

3.2 PHASE 1 FEEDBACK SUMMARY

3.3 PHASE 2 FEEDBACK SUMMARY

3.1 OVERVIEW

Public participation helps ensure the plan addresses community concerns and ideas, foster an inclusive and transparent planning process, identify key opportunities and priority areas, and build momentum to move a planning process towards adoption and implementation. Stakeholder input and feedback were critical to creating a community-supported vision for Village Place.

A critical task throughout the planning effort was to gather stakeholder input on existing conditions and feedback on proposed concepts. This engagement was conducted through a variety of outreach methods.

Stakeholder Interviews

Throughout December 2020 and January 2021, the consultant team conducted over 20 key stakeholder interviews, discussing the two plan areas with Village staff, appointed and/or elected officials, agency representatives, committee chairs, residents, local businesses and merchants, golf and tourist industry representatives, major employers, property owners, developers, brokers, and others to further understand their viewpoints.

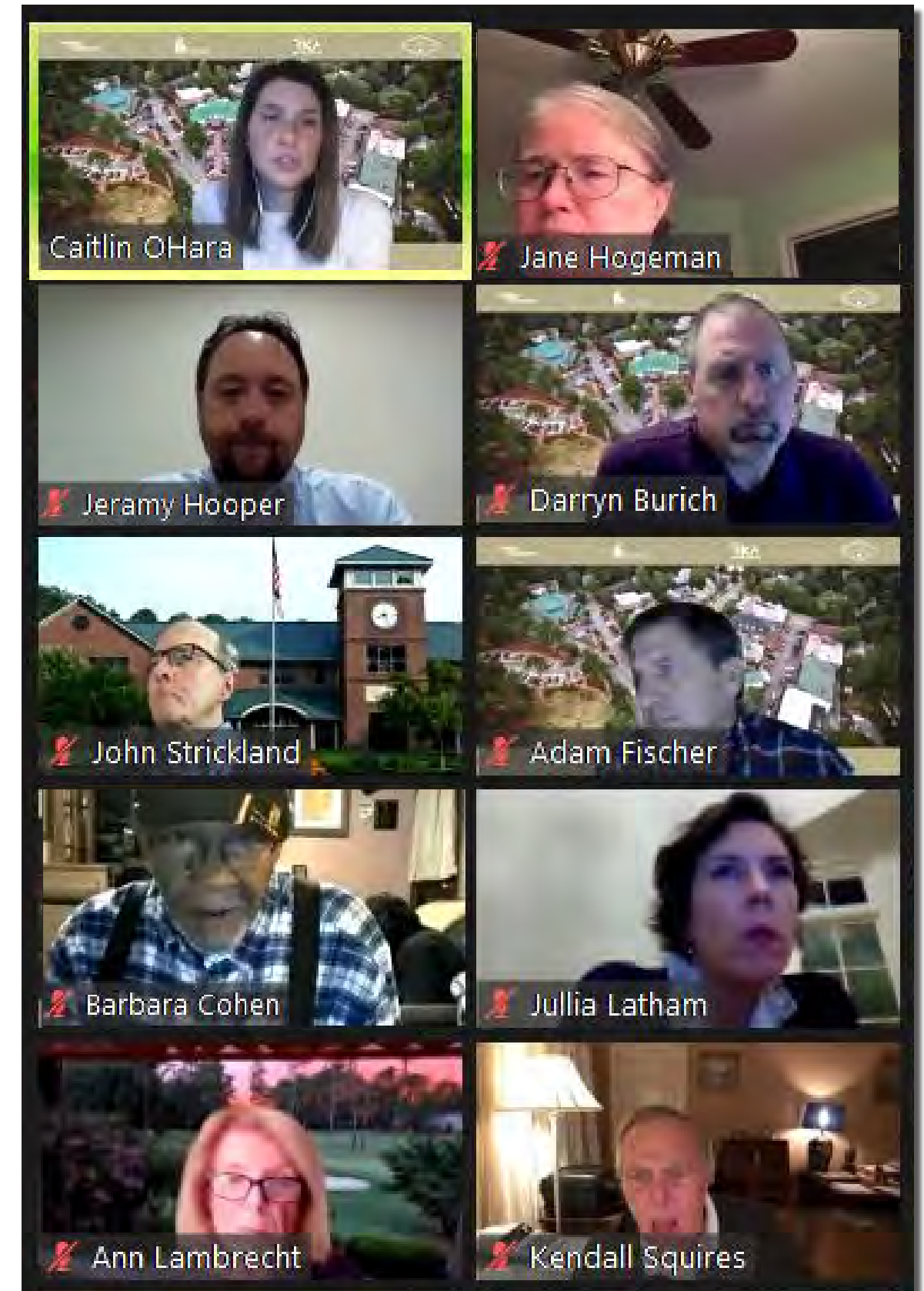
Public Workshops

The consultant team and the Village of Pinehurst held three public workshops to elicit feedback and present work to stakeholders. The workshops were held as follows:

- » In February 2021, Public Workshop 1 was held to outline a vision for the future of the two Small Area Plans with public input and guidance. There were 148 registrants (including consultant and Village staff team members), and approximately 100 attendees participated virtually, due to COVID-19 precautions.
- » In early June 2021, Public Workshop 2 was held to solicit further feedback on the proposed concepts for the two Small Area Plans. There were 88 registrants (including consultant and Village staff team members) and approximately 59 attendees participated virtually, due to COVID-19 precautions.
- » In February 2022, an open house was held to present the draft Village Place Plan. Approximately 108 attendees participated in person at the Fair Barn.



Presentation images from Public Workshop 1



Screenshot images from Virtual Public Workshop 1

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3.2 PHASE 1 FEEDBACK SUMMARY

Overview

In February 2021, the consultant team and Village of Pinehurst held Public Workshop 1 (of 3) to outline a vision for the future of the two Small Area Plans with public input and guidance.

The Public Workshop was held virtually due to COVID-19. There were 148 registrants (including consultant and Village staff team members), and approximately 100 attendees participated. Darryn Burich (VOP) introduced the team and gave an overview of the project goals and objectives. Cecily Bedwell and Caitlin O'Hara (DCI) presented the project team, project introduction, project schedule and Existing Conditions. Melina Duggal (DREA) presented the Market and Economic Analysis.

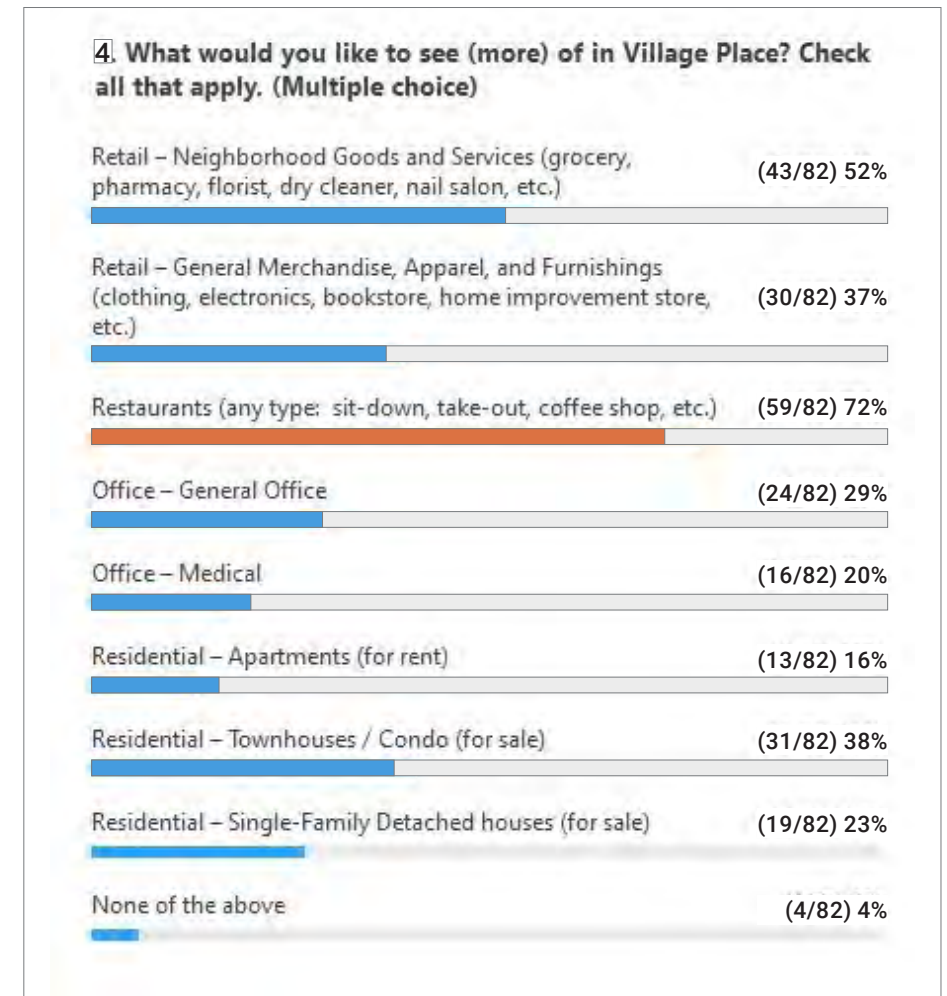
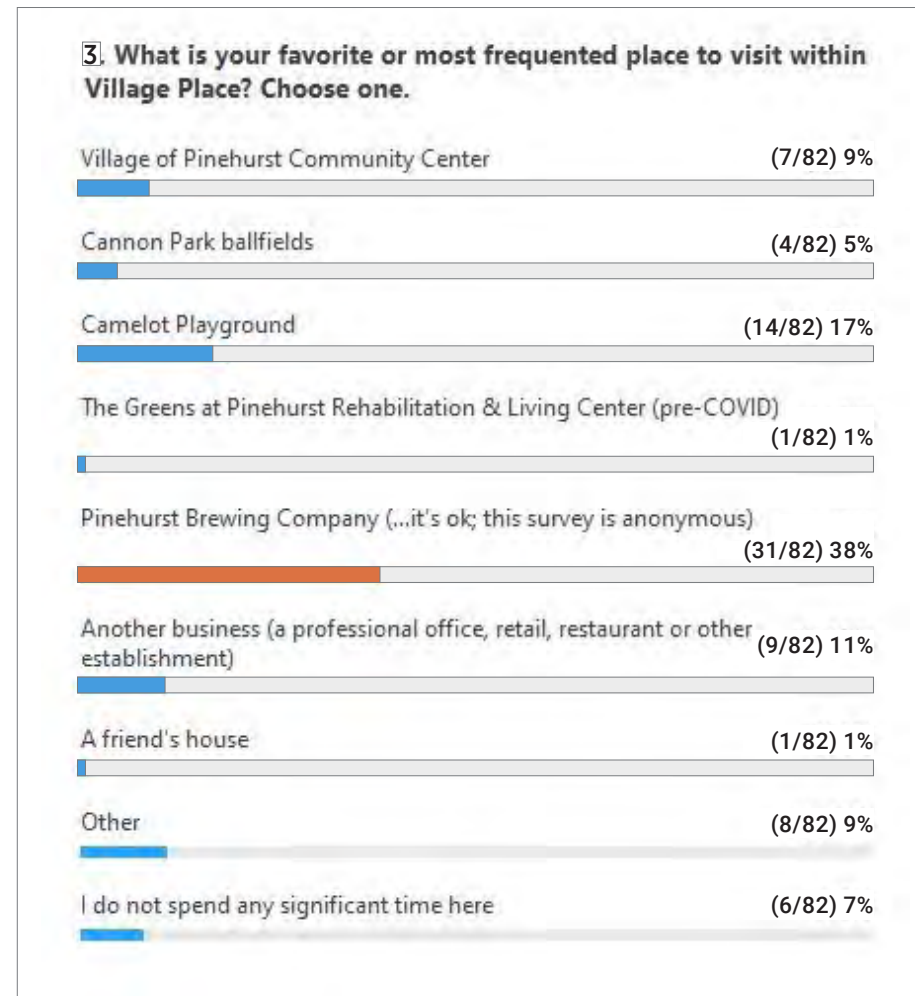
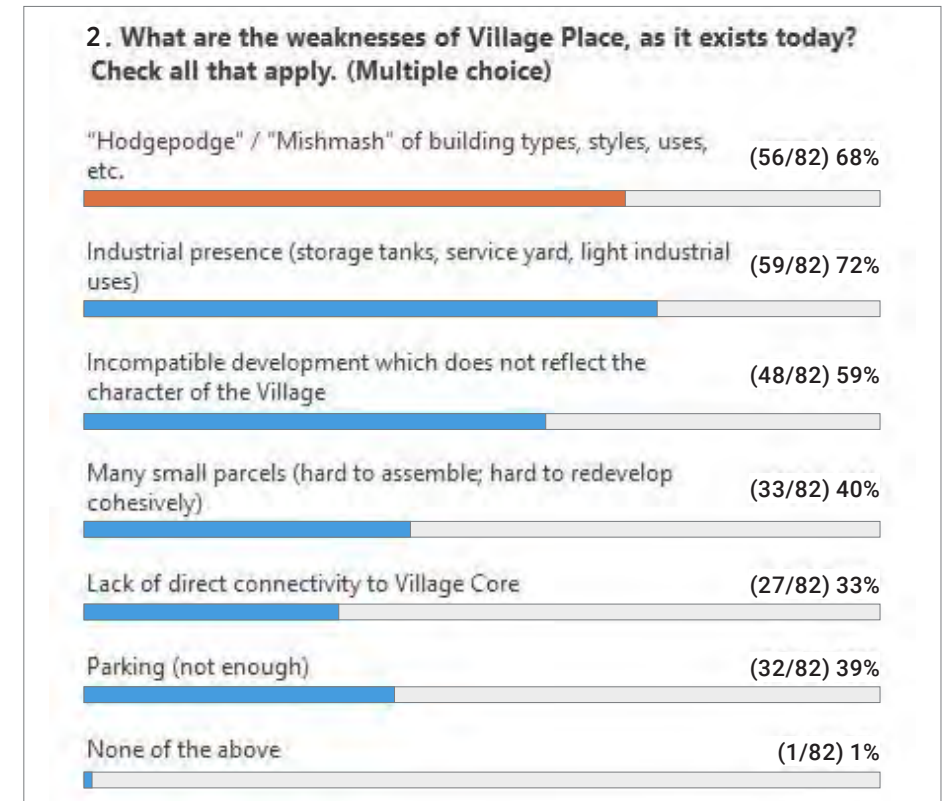
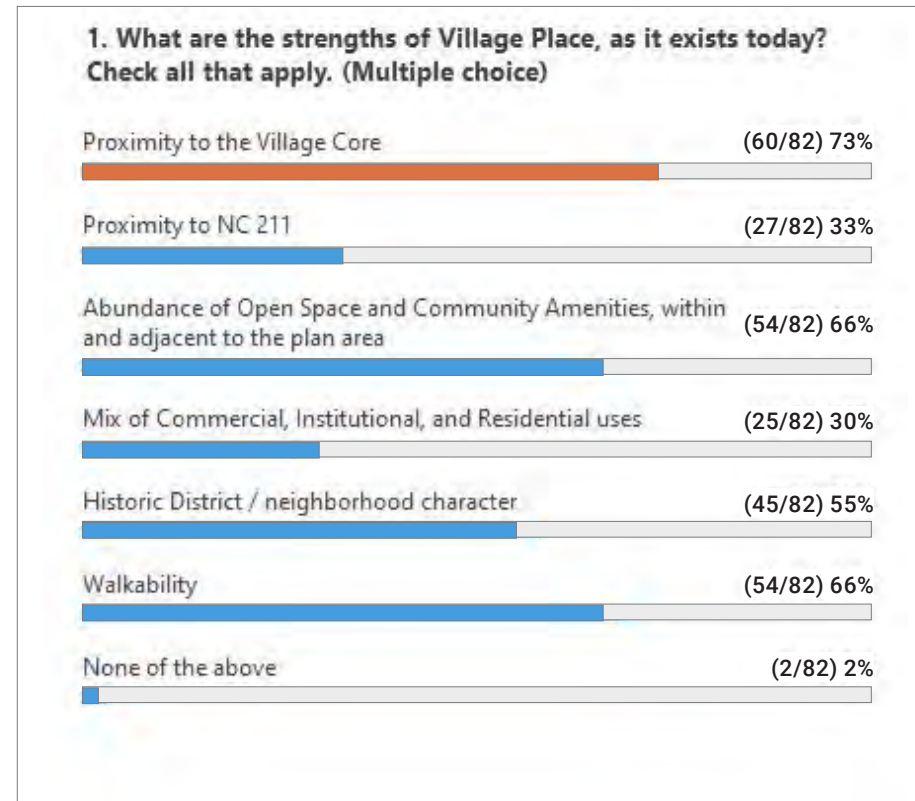
Breakout Rooms were utilized to give participants the opportunity to ask questions, give input, and listen to other stakeholders. Each breakout room was facilitated by a member of the project team. Additionally, the project website provided outreach materials as well as an online survey and a summary of the presentation.

The following pages summarize the feedback received as a result of Public Workshop 1.

Village Place Polling Questions

The polls were available live during the Public Workshop and also on the Project website for 10 days following the event. Participants were encouraged to use the polling questions to express their views on the strengths, weaknesses, and opportunities relating to the Small Area Plan.

This page shows the cumulative results of the Polling Questions for Village Place.



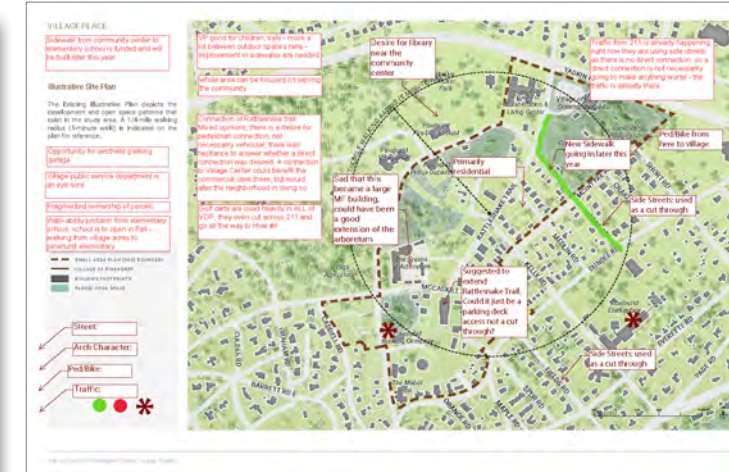
Public Workshop 1 Summary

Public Workshop 1 offered the community an opportunity to voice their observations and concerns about the future of Village Place. The list below is a compilation of the comments received during the workshop, as well as additional comments received by staff post workshop. For a full list of comments recorded during Public Workshop 1, please visit the project website: www.engage.vopnc.org/smallareaplans.

Land Use

- » Village Place lacks a sense of place and is currently a hodgepodge of uses.
- » Pinehurst is established as a destination resort for golfers, therefore, the needs and desires of visitors should be taken into account as it is a major source of revenue for businesses. Consider amenities or retail options that support these users – i.e., golf related retail.
- » Desires:
 - A library to be located in this area, potentially across from Village Hall as a 2-story building
 - Uses that serve the community; i.e. personal services, neighborhood serving retail, open space, library
 - Live/work or other creative solutions for residential. However, some stakeholders are concerned that apartments above retail currently do not work well in the village center (most likely due to parking)
 - Multi-family or townhouses (mixed opinions from stakeholders)
 - There are mixed opinions about restaurants in this area. Some stakeholders feel they are needed, as there is nowhere to go right now, however there is concern for character, competition with the village center and more traffic
 - Village Place would be a good opportunity for retail space if not in competition with the village center
 - The uses in this area should complement the village center, be an extension of it, serve the community and not compete with the village center

- » Concerns:
 - Apartments may attract residents who are not invested in the community
 - Concern about industrial uses – safety for children, truck traffic
 - The Public Service area is an eyesore, this area would be better as mixed-use for the public



VILLAGE PLACE PLANS FOR BREAKOUT ROOM DISCUSSIONS

The pages above are examples plans shown during the Breakout Rooms for Village Place. For a full reference of these comments, please see the PW 1 Summary document on the project website.

Character

- » Village Place lacks an overall plan
- » Architecture:
 - Concern for existing uses that do not match the character of VOP; overall the entire area needs better architectural character
 - Architectural character should blend in with the Village, more traditional
 - Desire for adaptive reuse, not for new construction or cheap construction
 - Maintain scale and character of older single family detached homes; preserve historic character
 - “New England Small Town”
- » Landscaping and open space are very important to the character of Pinehurst
- » Concern for protecting existing trees
- » Some stakeholders believe this area should have no more rental units and no new construction over 2 stories

Transportation

- Need for an independent, professional traffic study
- Overall need for improvement in pedestrian circulation in this area. Pedestrians currently walk, but it is not safe. If it were safer, more people (families) would walk between destinations as opposed to drive.
 - Connecting to the schools
 - Connecting various open spaces
 - Connecting to VC (residents already bike/walk from here to VC)

- Paths along Rattlesnake Trail, especially the west side
- Consider a bike-share program
- » Considerations for paths:
 - Consider longevity of sidewalks - brick sidewalks and sand sidewalks require a lot of maintenance - mixed opinions about desired sidewalk material
 - Maintain clay paths where it makes sense in the historic district
 - Consider visual interest along pathways – i.e., buildings that are visually interesting, buildings lining the street
 - Need crosswalks along Rattlesnake, not just at NC-211
 - Consider use by golf carts
 - Desire for a singular path that links everything together
 - Leverage public/private partnerships to improve sidewalks/trail connectivity
- » Traffic is an overall concern in the area; streets are stressed, current infrastructure will not support increase in traffic
 - Pinehurst Brewery is attracting outside traffic. Some stakeholders find this traffic concerning
 - Cut through traffic on the side streets – i.e. Woods Road, Fields Road to get to the Village Core

- » Rattlesnake Trail
 - There needs to be a better gateway from NC-211 – although some stakeholders think the opposite, do not want to entice visitors
 - Consider longevity of sidewalks – brick sidewalks
 - This street should feel like a Pinehurst street, not a commercial street, i.e., improve landscape and streetscape to be consistent with streets in the village center
 - Mixed opinions about a cut-through for Rattlesnake Trail – a pedestrian connection would be beneficial, not sure about vehicular
 - Rattlesnake could be a better entrance, a big connector to the hospital as well
- » Parking is a major concern:
 - If there is more development, will need even more parking
 - Parking needs to be convenient and safe
 - Need parking south of McCaskill to support the Brewery, Manor Inn, and Village Center parking needs
 - No parallel parking on residential streets; walking paths on every street
 - Opportunity in this area for an aesthetically-pleasing parking garage
- » Concern that widening streets will displace existing trees.
- » Extension of Kelly Road could be a good idea if “cleaned up” and leading to a destination.

3.3 PHASE 2 FEEDBACK SUMMARY

Overview

In Phase 2, from March to May 2021, based on the analysis conducted and feedback received during Phase 1, the consultant team designed and compiled Concept Plan Options, Street Sections, Open Space and Street Network Plan Diagrams, Renderings, Precedent Images, and similar for Village Place. During this time frame, the consultant team discussed the two plan areas and concepts with Village staff, appointed and/or elected officials, and key stakeholders and, based on input received, refined the concepts.

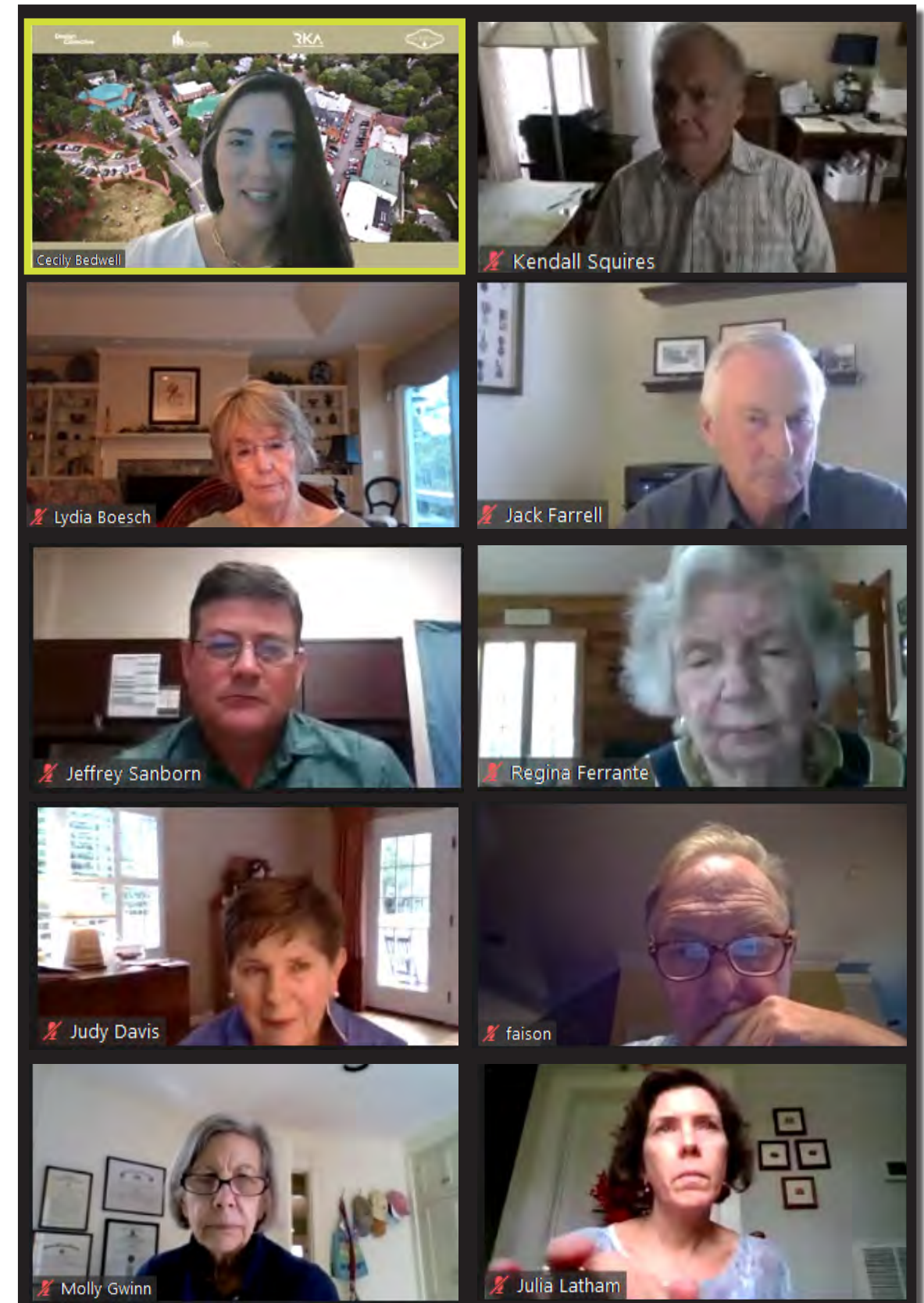
In early June 2021, the consultant team and Village of Pinehurst held Public Workshop 2 (of 3) to solicit further feedback on the proposed concepts for the two Small Area Plans. There were 88 registrants (including consultant and Village staff team members) and approximately 59 attendees participated virtually, due to COVID-19 precautions. Cecily Bedwell and MacKenzie Twardus (DCI) presented the Project Overview, Public Workshop 1 Summary, two plan options for each Small Area Plan, and other supporting materials. Melina Duggal (DREA) presented the Market and Economic Analysis summary that contributed to the plan options.

Breakout Rooms were utilized to give participants the opportunity to ask questions, give input, and listen to other stakeholders. Each breakout room was facilitated by a member of the project team. Materials were then posted to the project website to allow for further input.

The following pages summarize the feedback received during Public Workshop 2.



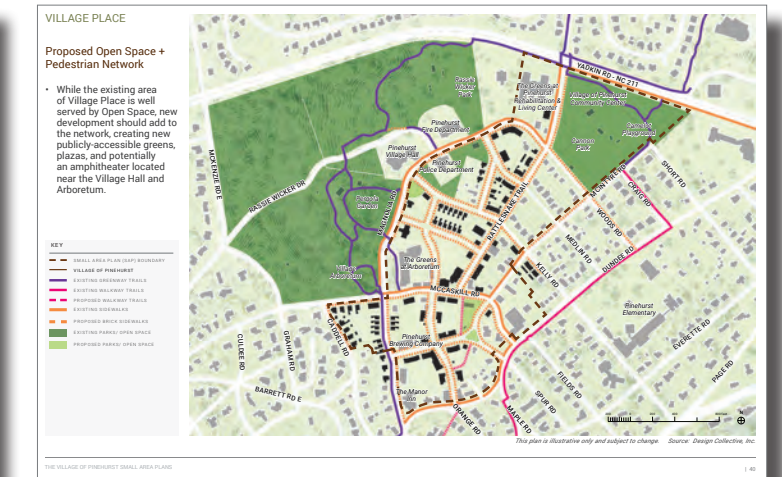
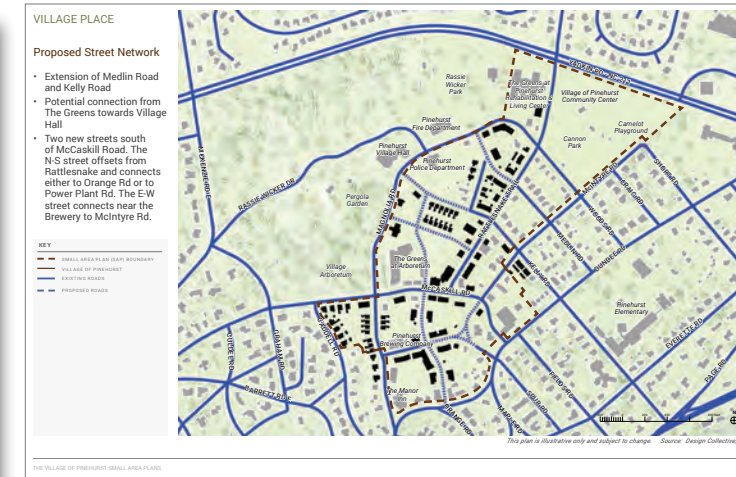
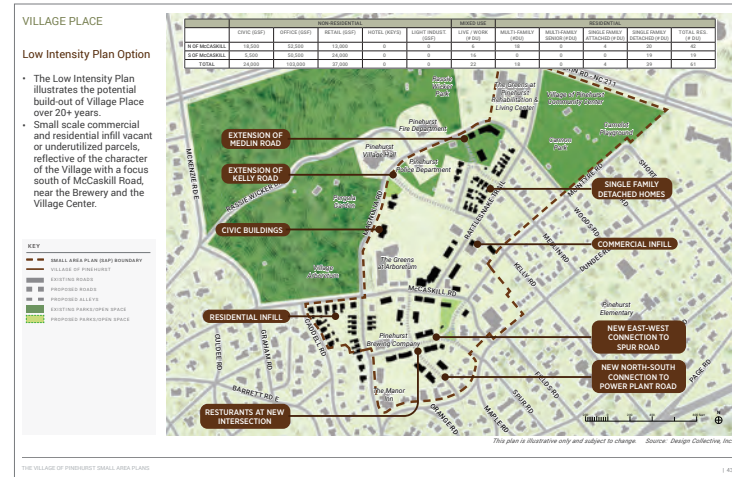
Presentation images from Public Workshop 2



Screenshot images from Virtual Public Workshop 2

Public Workshop 2 Summary

Public Workshop 2 offered the community an opportunity to voice their observations and concerns about the future of Village Place. The list below is a compilation of the comments received during the workshop for Village Place, as well as additional comments received post workshop, via the project website survey.



VILLAGE PLACE PLANS FOR BREAKOUT ROOM DISCUSSIONS

The pages above are examples plans shown during the Breakout Rooms for Village Place. For a full reference of these comments, please see the PW 2 Summary document on the project website.

Low and High Intensity Plan Options

- » Positive feedback from the stakeholders overall. PW1 comments were taken into account.
- » Some stakeholders think the Low Intensity Plan is better; they prefer Single-Family Detached (SFD) to blend in with the character of the Village.
- » Other stakeholders would like to see some Multi-Family units (either rental or for-sale) incorporated, as there is a lack of diversity and residential options in the area. Some stakeholders note that both young and senior residents may prefer Multi-Family units, to be close to activities, instead of having a backyard
- » There is concern that the High Intensity Plan would bring an influx of cars, adding to the existing traffic issues.
- The support for Mixed-Use buildings is divided. Some stakeholders support Mixed-Use, if buildings are setback with landscape/shops.
- Other stakeholders think Mixed-Use is too urban and does not fit with VOP character.
- » Stakeholders support the idea of grouping restaurants and retail near the Brewery, as the Brewery is a magnet. However, there is concern that parking in the area might become a problem.
- » The idea of a parking garage behind the hotel building, and parallel parking in commercial area, is supported by some, as it encourages people to walk around the Village Core.
- » A few stakeholders suggested an off-hill garage, as the topography of area can support the design.
- » There is an important need for increased activities and destinations in VOP.
- » Desire for a Form-Based Code (FBC) that guides the right type, scale, look of buildings.

Connections/Street Network

- » Sidewalks:
 - Overall support for new sidewalks and pedestrians connections.
 - Streetscape improvement can encourage visitors of Pinehurst to explore area by foot and bicycle. A connection to the Arboretum, and other destinations, is a great way to encourage visitors of Village Core to visit businesses in this area.
 - Although a few stakeholders are concerned about sidewalks being too wide, many are in support of wide sidewalks to accommodate outdoor dining/pedestrian access.
 - Stakeholders are concerned about the topography of the area, and how ADA accessible it will be.
- » Streets
 - Many stakeholders support connection to Orange Road as it is a more direct connection to the Village Core. Other stakeholders are concerned about ownership of streets and how likely is that private owners would allow streets to be built.
 - Some stakeholders do not support connection to Orange Road and, instead, prefer a connection to Power Plant Road.
 - Some support offsetting Rattlesnake Road as more appropriate.
 - A few stakeholders do not support the idea of extending Medlin Road
 - Additional streets make for more parallel parking.
 - Concern streets are out of scale. All streets should be similar in scale. Street and sidewalks near Brewery seem too wide

- NC-211 can be used to handle traffic load.
- Curving streets are unique to character of Pinehurst - accommodating growth that has to happen, while maintaining character of the community
- Streets need to maintain the Olmstedian experience - consistent with the existing character - while supporting growth gracefully
- Some stakeholders are concerned that cut through traffic negatively impacts existing residential areas.
- Need for an independent, professional traffic study

Buildings:

- » 2 stories is a better height; consistent with surrounding context.
- » Some stakeholders believe the hotel and parking garage (shown at 3 stories) do not belong / are out of context
- » Some stakeholders support 3-story buildings if in the right location - i.e., next to The Greens, an existing, taller structure within this neighborhood, or next to the Open Space/Retail Core; most are in support of 3 stories in an off-hill condition
- » 3-Story buildings should have a landscape setback to avoid "claustrophobic"/out of place feeling. (e.g., The Manor Inn)
- » A few stakeholders suggested 2 stories in front, 3 behind, with a garage in the rear, taking advantage of topography.
- » Some believe 3-story buildings should not be in the core area, rather should be near other tall buildings.
- » The commercial core should have an appropriate scale

- and character.
- » New development should encourage night life activities, though not supported by all.
- » Landscape and buildings must integrate to match VOP theme and make it more desirable.
- » Parking for new residential in back is a problem for houses that may need backyards. Kids forced to play in street. (If large lot, garage in rear off alley, and there is still room for a big backyard, that would be ok)
- » 3 stories with an active ground-floor use is important (coffee shop, mom + pop etc.); it is important to interact with the building's first floor if walking by (welcoming passersby, instead of imposing)

Open Space:

- » Overall, community is very supportive of the Amphitheater. Topography and location is good, but some suggested that it could be bigger
 - Landscape should be natural (organic)
 - Some believe existing (Pine) trees should be replaced/re-purposed
- » Some think that there should be more Open Space (parks) with organic landscape.
- » Some stakeholders would like the library to be located on Village-owned land, and some specifically on the west side of Rattlesnake, on the 1-acre, flat property owned by the Village.
- » Residents are pleased with the triangular greens.

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4.0 RECOMMENDATIONS

4.1 OVERVIEW

4.2 GUIDING PRINCIPLES

4.3 CONCEPT DESIGN

4.4 FINAL DESIGN

4.1 OVERVIEW

The recommendations for Village Place are broken down into three components: Guiding Principles, Concept Design, and Final Design. The material in this section takes into consideration the Phase 1 existing conditions analysis; the review of previous plans and studies; stakeholder feedback on proposed concept plans received in Phase 2; and continued input on refinements to the preferred plan and recommendations throughout Phase 3.

Approach

The approach for developing concept plan options in Phase 2 was guided by the following summary of feedback received in Phase 1, assembled in to three main planning categories of Character, Land Use, and Transportation. Additionally, the planning concepts were guided by universal planning principles as well as the principles used by Olmsted and Manning in the original design for Pinehurst.

CHARACTER:

- » Mixed-use and walkable
- » Reflective of Village Center (VC); the area south of McCaskill Road, in particular, should emulate VC in scale, massing, and materials
- » Protect, respect, and connect to - but do not compete with the VC
- » Address the character of Village Place described by stakeholders as “blighted” and “haphazard”
- » Test preferences for 1-2 or 1-3 stories

LAND USE:

- » McCaskill south: Mixed-Use similar in scale to VC; focus Restaurants and Retail here, with some office
- » New infill development requires the relocation of the Village’s Public Services Complex
- » Address Parking (surface and potentially structured)
- » McCaskill north: Mixed-Use along Rattlesnake Trail; explore variety of Residential types (including

cottages, townhouses, live-work, and missing middle residential) and infill Commercial (mainly Office)

- » Incorporate new small Open Spaces, to supplement and connect to existing larger Open Spaces which are well-supplied

TRANSPORTATION:

- » Interest in connecting area north of McCaskill to VC, but likely not a direct vehicular connection
- » Explore crossing streets through McCaskill south area, connecting to Power Plant Road, Spur Road, and/or McIntyre Road
- » Explore street extensions of Medlin Road, Kelly Road, etc. west of Rattlesnake Trail
- » Study streetscape improvements along Rattlesnake Trail, including giving feedback on the in-progress VOP Rattlesnake/Woods Sidewalk Plans
- » Connect trails and destinations
- » Choose sidewalk locations with consideration of existing Single-Family frontage

Guiding Principles

The Guiding Principles below informed the Concept and Final Designs found within this document and should carry through in future development and improvements within Village Place. These defining planning principles help with creating lively, walkable, desirable, and cohesive neighborhoods. The Guiding Principles employed for this planning effort are separated into universal Planning Principles and specific Olmsted and Manning Principles as follows.

PLANNING PRINCIPLES:

- » Create a connected circulation network
- » Incorporate Complete Streets
- » Strengthen building frontage
- » Provide a variety of public open spaces
- » Design streets for flexible programming
- » Promote health and wellness through neighborhood design

OLMSTED & MANNING PRINCIPLES:

- » Design curvilinear street forms, following topography and continuously redirecting views
- » Incorporate triangular parks at curvilinear street intersections
- » Create an organic grid with short, walkable blocks (no cul-de-sacs)
- » Maintain consistent building setbacks (except for Civic uses)
- » Encourage tree-lined streets
- » Organic landscape design in Open Spaces

Concept Design

Following the Public Outreach engagement and the Guiding Principles research, the consultant team began a concept design process to explore options for development in Village Place. The purpose of this phase (Phase 2) was to explore options for the Village Place Small Area Plan and elicit feedback from Village staff and representatives as well as stakeholders. The Concept Design was presented as part of Public Workshop 2. The feedback on these designs was critical to generating the Final Design, which can be found in Section 4.4 of this document.

Final Design

The Final Design (i.e., the preferred design solution) is a combination of text, perspective renderings, framework plans, streetscapes, and a potential build-out plan and absorption plan that represent the culmination of the feedback received through the project’s Public Outreach process as well as the insight achieved from the existing conditions analysis, best practice and precedent research, and the concept design studies. The Final Design includes recommendations for planning and transportation elements throughout Village Place. The Final Plan and its accompanying recommendations encompass the entire plan area and consider its surroundings and broader context. The Final Design helps to create an interconnected and coordinated approach for recommendations and inform the design the Detail Plan.



Village Center streetscape depicting the curving streets and irregular groupings of evergreen and deciduous planting that are the hallmark of the original Olmsted & Manning vision for Pinehurst
Source: Design Collective

Form-Based Code (FBC)

The Form-Based Code (FBC) is a companion document to this Small Area Plan (SAP) report. While this document focuses on the existing conditions analysis, best practice and precedent research, Concept Design studies, the Final Design plan and recommendations, as well as stakeholder feedback, it should be seen as an account of the planning process and the intent and vision established collectively. The FBC, on the other hand, is a regulating document, taking the intent and vision established through this planning process and formulating precise development standards that help ensure the vision becomes reality. Property owners, whether from the public or private sector, and their design teams will be required to follow the criteria laid out in the FBC when designing and submitting their intended development or improvement. The Village will use the FBC to review submissions to ensure they are in compliance.

4.2 GUIDING PRINCIPLES

Planning Principles

The universal Guiding Principles below identify overarching design strategies for achieving an engaging, successful, and sustainably built environment. Additionally, on the following pages, the Olmsted and Manning Principles are design strategies specific to the historic design of the Village of Pinehurst which should be preserved and emulated in Village Place. These principles have been identified as essential strategies for improving Village Place and should be used to guide zoning modifications, streetscape and transportation improvements, and new development throughout the area.

1. CREATE A CONNECTED CIRCULATION NETWORK

- » Provides greater accessibility through more direct routes compared to a branching system.
- » Increases overall network efficiency and reliability through added redundancy
- » Improves multi-modal transportation and encourages walking and bicycling
- » Improves safety and public health
- » Improve and expand golf cart accessibility

2. INCORPORATE COMPLETE STREETS STRATEGIES

- » Incorporate bicycle and pedestrian facilities (e.g., accessible, passable sidewalks; curb ramps; bike racks; dark sky compliant, LED lighting; etc.)
- » Integrate innovative stormwater management
- » Improve the existing streetscapes to promote safe, comfortable, and convenient access for all users
- » Require new development to design and improve streets to meet the Complete Streets principles and enhance and expand the pedestrian, bicycle, golf cart, and vehicular networks

3. STRENGTHEN BUILDING FRONTAGE

- » Define Frontage with Street Trees and Buildings
- » Relegate parking to side or rear
- » Encourage infill development that respects traditional frontage patterns, with buildings lining streets
- » Locate building entrances along primary streets and

provide easy access and wayfinding for all users

- » Require new development in the core area to have buildings with active ground-floor uses along primary streets to create engaging streetscapes

4. PROVIDE A VARIETY OF PUBLIC OPEN SPACES

- » Incorporate a variety of passive and active open spaces to serve a broad base of users
- » Promote an active lifestyle at all stages, by providing family-friendly outdoor activities and integrated accessible features and facilities
- » Distribute open spaces to encourage daily use and access by walking and bicycling
- » Require new development to provide a variety of appropriately-scaled open spaces and provide connections to the trail network. For proper village-scaled development, open space should equate to approximately 8% of the developable land area.

5. DESIGN STREETS FOR FLEXIBLE PROGRAMMING

- » Streets in core locations should be flexible and adaptable
- » Able to carry pedestrians, bicycles, and vehicles on the typical day
- » But on event days, or in unique circumstances like the pandemic, streets may be closed to vehicular traffic to host festivals, in-street dining, provide additional open space, etc.
- » Explore parking ratio reductions

6. PROMOTE HEALTH AND WELLNESS THROUGH NEIGHBORHOOD DESIGN

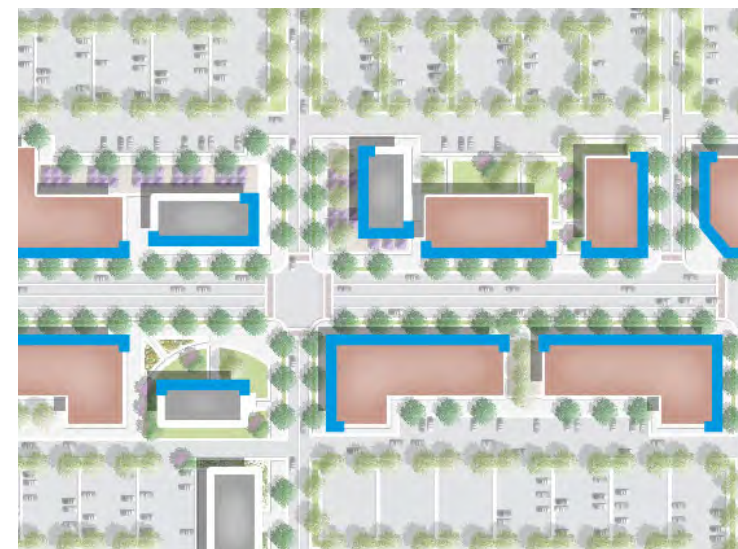
- » Connect people with health, fitness, and wellness through daily engagement and activity
- » Create places to Live-Work-Play-Eat-Shop in an enriched natural setting that promotes healthy lifestyles
- » Promote walkable, mixed-use neighborhoods, lessening dependence on vehicles
- » Celebrate Pinehurst's founding as a health resort village



1. CREATE A CONNECTED NETWORK



2. INCORPORATE COMPLETE STREETS STRATEGIES



3. STRENGTHEN BUILDING FRONTAGE



4. PROVIDE A VARIETY OF PUBLIC OPEN SPACES



5. DESIGN STREETS FOR FLEXIBLE PROGRAMMING

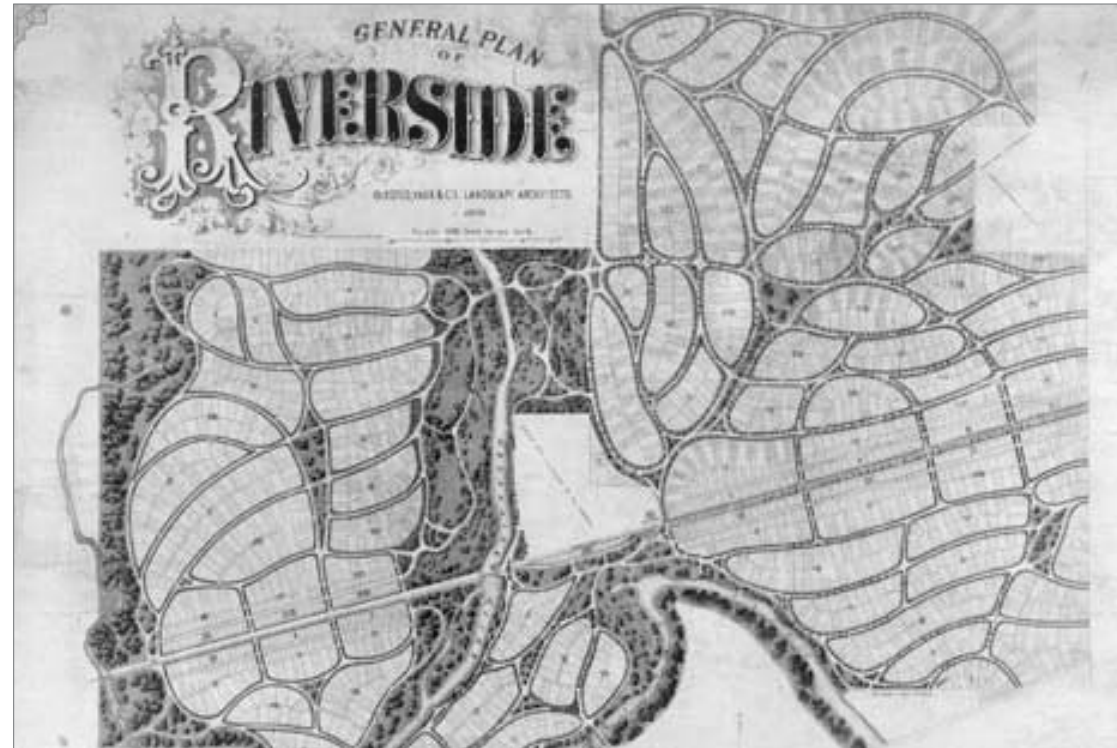


6. PROMOTE HEALTH AND WELLNESS ENVIRONMENTS

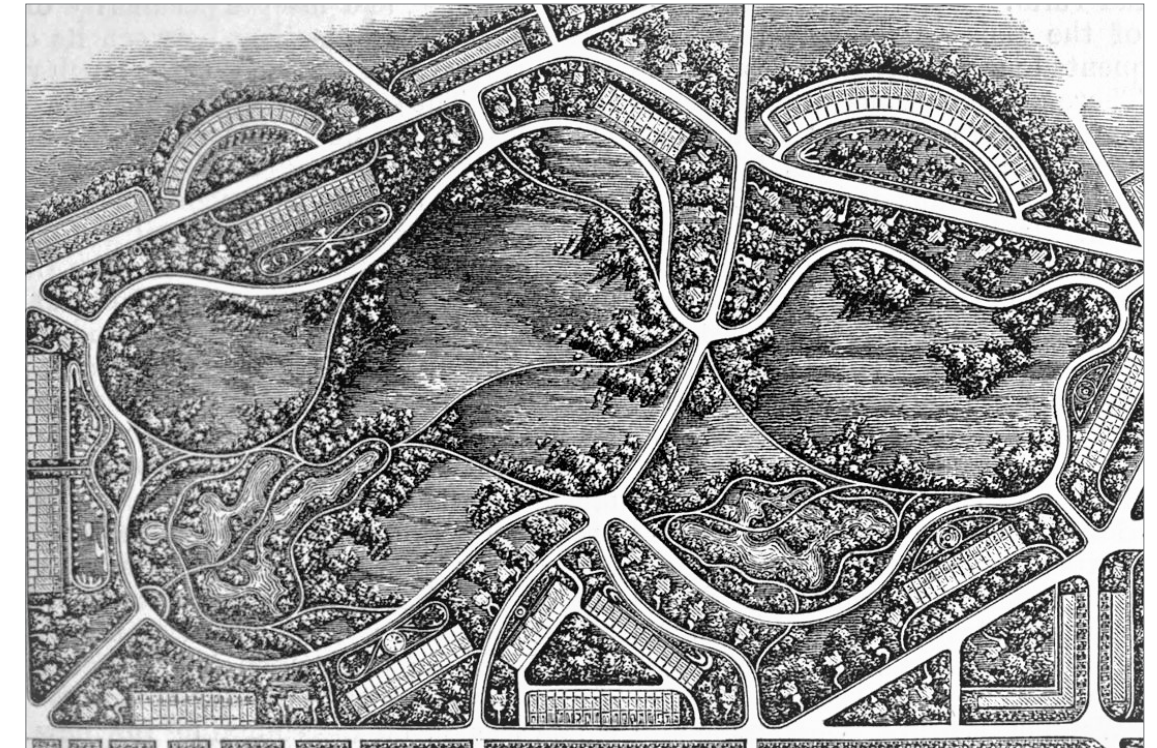
Olmsted Planning Principles

In 1895, James Walker Tufts hired the landscape architecture firm Olmsted, Olmsted, and Eliot to design the Village of Pinehurst as a health-centered resort. Known as the "Founder of American Landscape Architecture", Frederick Law Olmsted brought his design philosophy and planning principles to bear on Pinehurst - an approach that can be seen in many of his designs for towns, cities, and parks. These "Olmstedian" Principles include the following design strategies:

- » Design curvilinear street forms, following topography and continuously redirecting views
- » Incorporate triangular parks at curvilinear street intersections
- » Create an organic grid with short, walkable blocks (no cul-de-sacs)
- » Maintain consistent building setbacks (except for Civic uses)
- » Encourage tree-lined streets, typically with regularly-spaced shade trees
- » Organic landscape design in Open Spaces



Olmsted Plan: Riverside, IL
Credit: Enjoy Illinois



Olmsted Plan: Birkenhead Park - United Kingdom
Credit: The American Cyclopedia v. 13, 1879



Olmsted Plan: Vandergrift - Westmoreland Co, PA
Credit: Alamy Stock Photo



Olmsted Plan: Sherwood - Richmond, VA
Credit: National Park Service/Sherwood Land Co.

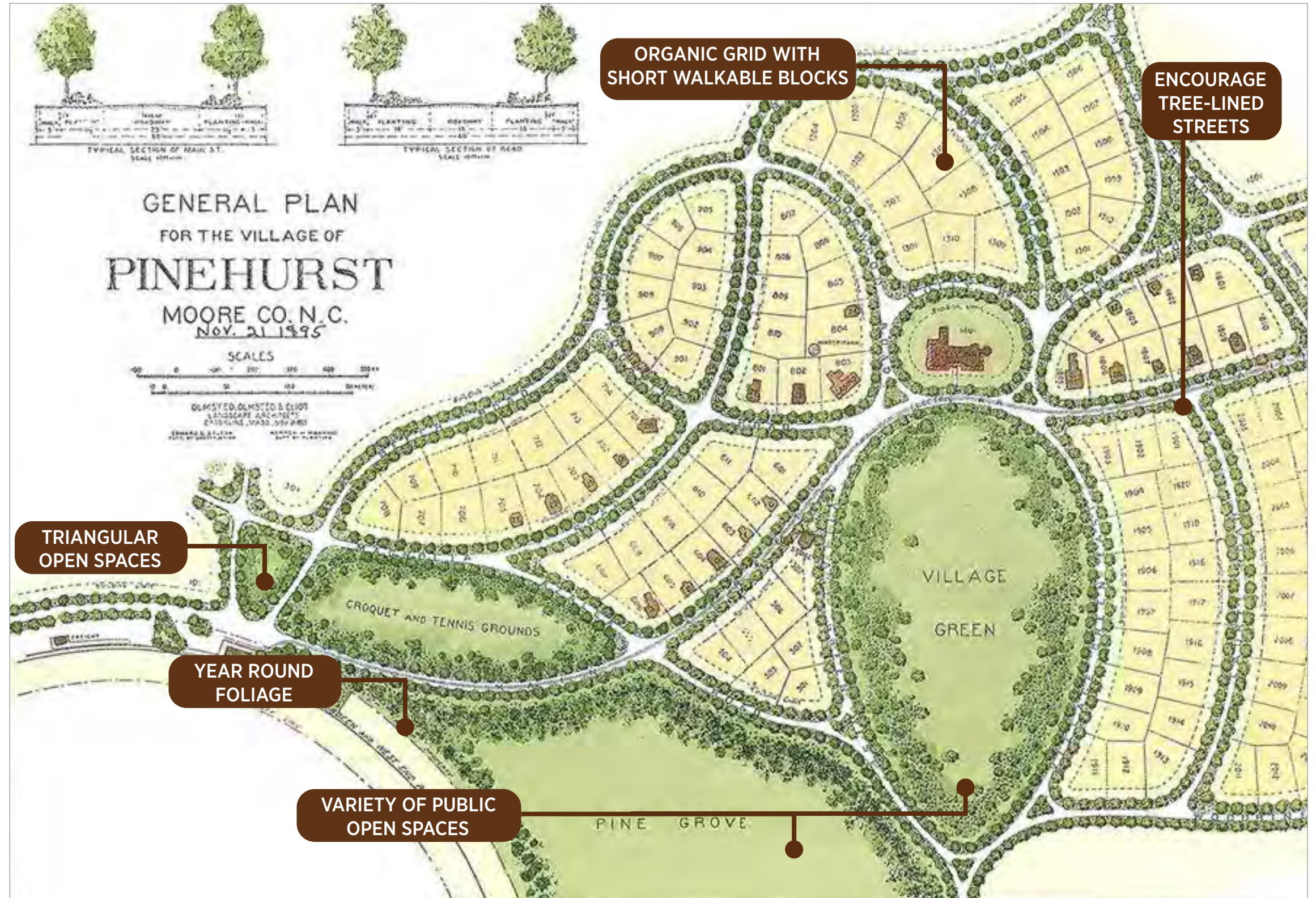
Olmsted and Manning Principles and the Village

The General Plan for the Village of Pinehurst, (shown to the right) exhibits many of the iconic "Olmstedian" characteristics of design. However, Olmsted's assistant Warren H. Manning also uniquely influenced the vision and execution of the plan, carrying out most of the major landscape design work and implementation. To view more detail, see the *Pinehurst National Historic Landmark Nomination Registration Form*.

- » Design curvilinear street forms, providing a more relaxed approach to "getting there"
- » Create an effect of a park-like oasis
- » Encourage the use of native plants, primarily evergreens and plants with winter interest, to create a year-round green village. To note, while the plan to the right depicts a regular, linear spacing of deciduous street trees, the built landscape of Village Center represents an organic approach with irregular groupings of odd-numbered, mixed evergreen and deciduous plantings along the street edge.
- » Accommodate new patrons and winter residents by providing additional recreational venues (this later became a focus on the golf industry with designer Donald James Ross)



Village Center
Credit: Village of Pinehurst



4.3 CONCEPT DESIGN

Overview

Following the Public Outreach and Guiding Principles research, the consultant team led a Concept Design process to explore options for development in Village Place. The purpose of the Concept Design phase (Phase 2) was to explore options for the Village Place Small Area Plan and elicit feedback from stakeholders and continued input from Village staff and representatives. The following pages outline images, diagrams, and plan options that were developed and presented as a part of Public Workshop 2. The feedback on these concept designs and images was critical to generating the Final Design, which can be found in Section 4.4 of this document.

The images to the right show stakeholder preference feedback received in Public Workshop 2 Breakout Room Discussions. The images were shown as precedents for the architecture, streetscapes, parking, and parks/open spaces of Village Place. Participants were encouraged to respond "like" (with green dots) or "dislike" (with red dots) to each photo; the numbers within the green and red dots indicate the number of stakeholder responses.












PUBLIC INPUT RECEIVED BASED ON BREAKOUT ROOM DISCUSSIONS

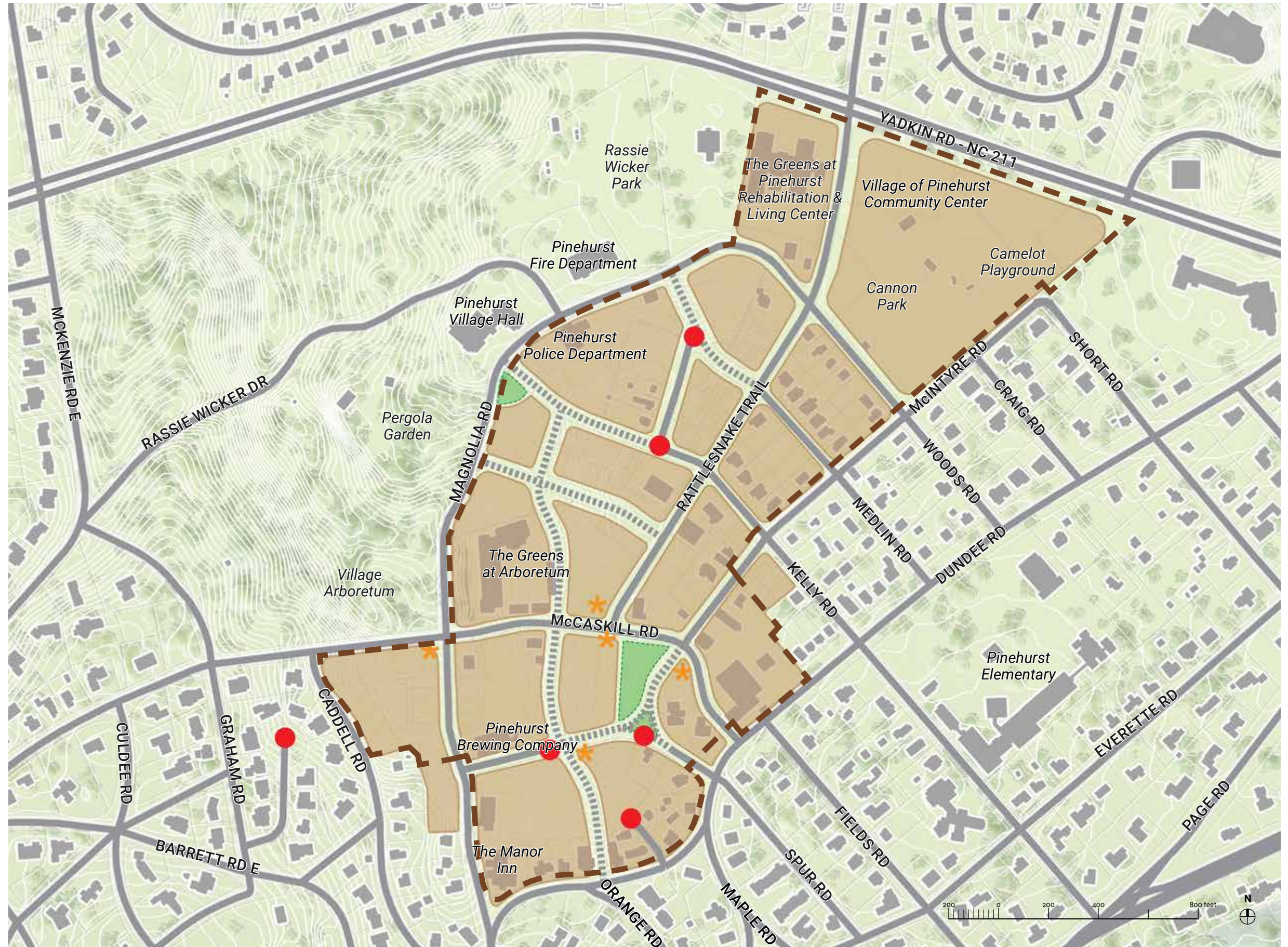
The feedback above is a summary of all Breakout Rooms. Participants were encouraged to respond to "like" (green) or "dislike" (red) for each photo.

Parti/Block Diagram (preliminary concept)

The Parti/Block Diagram shows potential new streets and blocks that create a more connected street network and neighborhood. This diagram was presented as part of Public Workshop 2. The purpose of this diagram was to elicit feedback and conversation about development patterns and circulation in Village Place. This diagram does not represent the recommended plan as detailed in Section 4.4 Final Plan of this document.

KEY

-  SMALL AREA PLAN (SAP) BOUNDARY
-  VILLAGE OF PINEHURST
-  EXISTING ROADS
-  PROPOSED ROADS
-  EXISTING DEAD END
-  EXISTING PARKS/ OPEN SPACE
-  PROPOSED PARKS/ OPEN SPACE
-  PROPOSED BLOCKS
-  PROPOSED PROMINENT BUILDING LOCATION



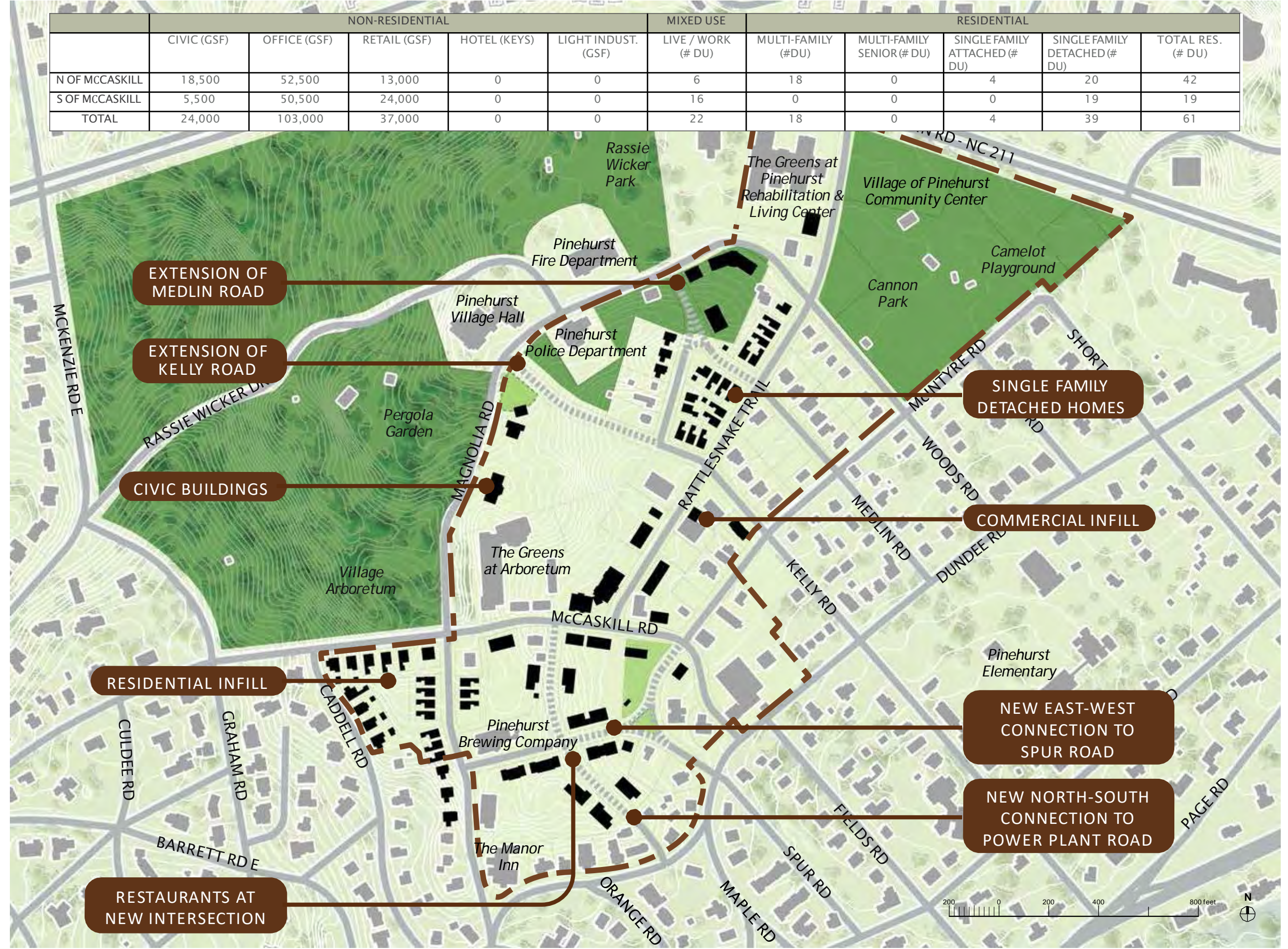
Low Intensity Plan - Preliminary Design Concept

The Low Intensity Plan option was presented as part of Public Workshop 2. The purpose of this plan was to test opportunity sites; see what building and parking configurations might fit on parcels; and elicit feedback and conversation about development patterns and intensity of new infill. This was a preliminary concept study and not the final recommended plan as detailed in Section 4.4 of this document.

The Low Intensity Plan illustrates a less intense potential build-out of Village Place over 30 years.

Small scale commercial and residential infill of vacant or under-utilized parcels, reflective of the character of the Village with a focus south of McCaskill Road creating a core activity area focused around the Brewery.

	NON-RESIDENTIAL					MIXED USE	RESIDENTIAL				TOTAL RES. (# DU)
	CIVIC (GSF)	OFFICE (GSF)	RETAIL (GSF)	HOTEL (KEYS)	LIGHT INDUST. (GSF)	LIVE / WORK (# DU)	MULTI-FAMILY (#DU)	MULTI-FAMILY SENIOR (# DU)	SINGLE FAMILY ATTACHED (# DU)	SINGLE FAMILY DETACHED (# DU)	
N OF MCCASKILL	18,500	52,500	13,000	0	0	6	18	0	4	20	42
S OF MCCASKILL	5,500	50,500	24,000	0	0	16	0	0	0	19	19
TOTAL	24,000	103,000	37,000	0	0	22	18	0	4	39	61



KEY

- SMALL AREA PLAN (SAP) BOUNDARY
- VILLAGE OF PINEHURST
- EXISTING ROADS
- PROPOSED ROADS
- PROPOSED ALLEYS
- EXISTING PARKS/OPEN SPACE
- PROPOSED PARKS/OPEN SPACE

This plan is illustrative only and subject to change. Source: Design Collective, Inc.

High Intensity Plan - Preliminary Design Concept Option

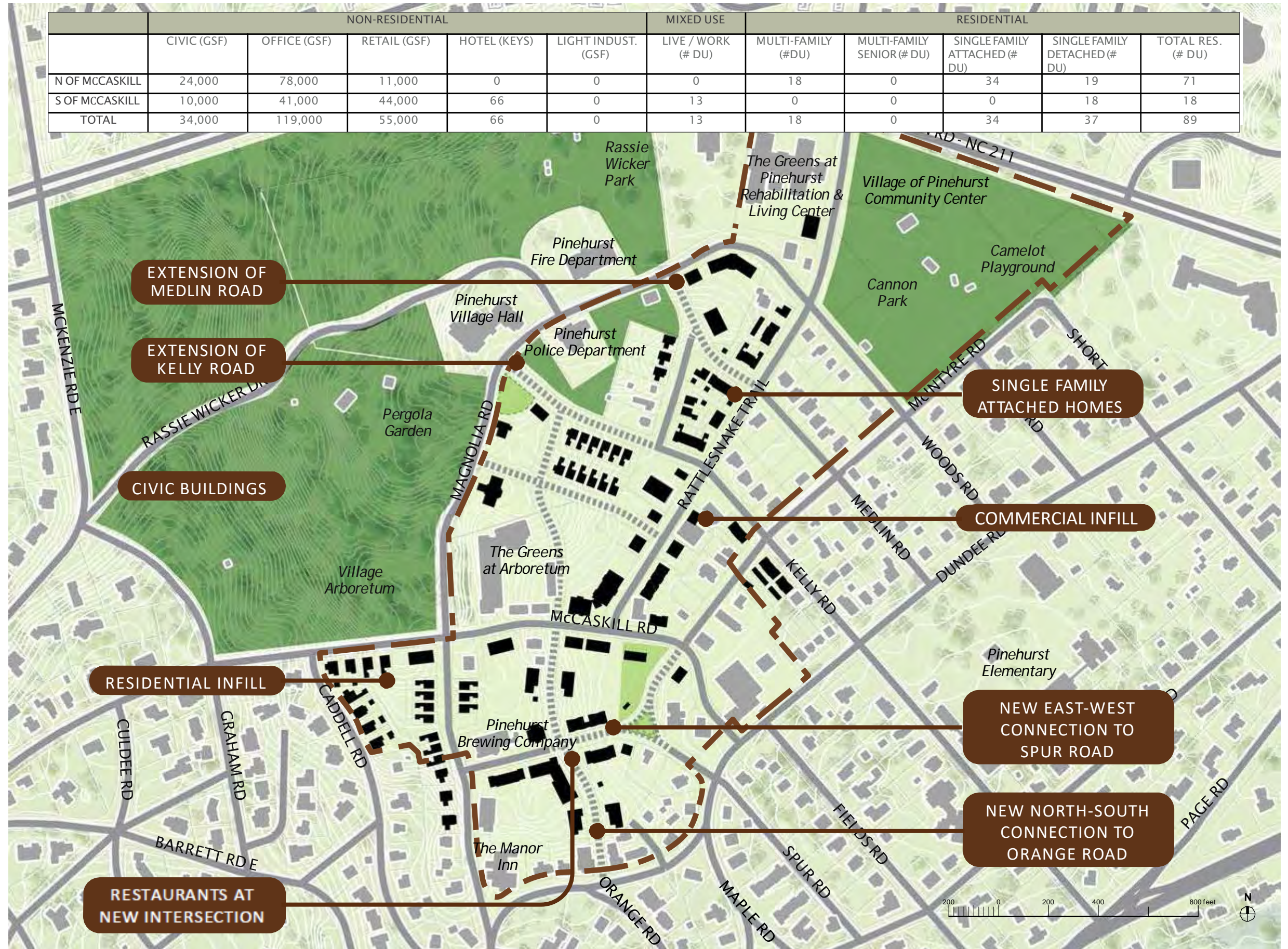
The High Intensity Plan option was presented as part of Public Workshop 2. Similar to the Low Intensity Plan, the purpose of this plan was to test opportunity sites; see what building and parking configurations might fit on parcels; and elicit feedback and conversation about development patterns and intensity of new infill. This was a preliminary concept study and not the final recommended plan as detailed in Section 4.4 of this document.

The High Intensity Plan illustrates a more intense potential build-out of Village Place over 30 years.

As with the Low Intensity Plan, small scale commercial and residential infill of vacant or underutilized parcels.

This option differs from the Low Intensity Plan with new street alignments, a higher percent of SFA, and moderately increased commercial infill.

	NON-RESIDENTIAL					MIXED USE	RESIDENTIAL				
	CIVIC (GSF)	OFFICE (GSF)	RETAIL (GSF)	HOTEL (KEYS)	LIGHT INDUST. (GSF)	LIVE / WORK (# DU)	MULTI-FAMILY (#DU)	MULTI-FAMILY SENIOR (# DU)	SINGLE FAMILY ATTACHED (# DU)	SINGLE FAMILY DETACHED (# DU)	TOTAL RES. (# DU)
N OF MCCASKILL	24,000	78,000	11,000	0	0	0	18	0	34	19	71
S OF MCCASKILL	10,000	41,000	44,000	66	0	13	0	0	0	18	18
TOTAL	34,000	119,000	55,000	66	0	13	18	0	34	37	89



KEY

- SMALL AREA PLAN (SAP) BOUNDARY
- VILLAGE OF PINEHURST
- EXISTING ROADS
- PROPOSED ROADS
- PROPOSED ALLEYS
- EXISTING PARKS/OPEN SPACE
- PROPOSED PARKS/OPEN SPACE

This plan is illustrative only and subject to change. Source: Design Collective, Inc.

4.4 FINAL DESIGN

Overview

The Final Design comprises renderings, framework plans, and street sections that represent the culmination of the planning process and feedback heard through the project's Public Outreach efforts. It also incorporates the Guiding Principles, discussed in Section 4.2 of this document. The Final Design includes recommendations for land use and transportation throughout Village Place and illustrates the intent of the vision through graphics and text. It is important to note that the plans and renderings herein are illustrative only; development will occur as individual property owners come forward with development plans. The Form-Based Code (FBC), a companion document to this report, is the regulatory document that will ensure development plans (whether by the private or public sector) abide by the recommendations of this *Village Place Small Area Plan*.

The Aerial Rendering to the right demonstrates how Village Place may appear at full build-out. The rendering shows the following:

- » A focus of Mixed-Use south of McCaskill Road
- » A new Central Green as a focal point to the new mixed-use, small-scale development south of McCaskill Road; the green will serve as a space for community events and gathering
- » Commercial infill along Rattlesnake Trail
- » Residential infill west of Magnolia Road as a transition to the existing, adjacent single-family residential areas
- » Civic infill along Magnolia Rd as an expansion of existing civic uses in that area

The Eye-Level Rendering on the following page shows a conceptual view of the new, main intersection south of McCaskill Road.

The renderings are conceptual and represent one of many scenarios that could happen over the next 30+ years in Village Place. Future development will depend on the interest of public and private property owners in developing or selling their property. The development will also be dependant on future changes to the market demand in the Village of Pinehurst.



VILLAGE PLACE - AERIAL RENDERING

This rendering is illustrative only and subject to change. Source: Design Collective, Inc. & Zanetta Illustration



PROPOSED LIVE/WORK

PROPOSED HOTEL WITH RESTAURANT

BREWERY SMOKESTACK

PROPOSED RETAIL/OFFICE

BRICK SIDEWALK WITH ROOM TO STROLL, SHOP, SIT, ETC.

PROPOSED RESTAURANT

PARALLEL PARKING

VILLAGE PLACE - EYE LEVEL RENDERING

This rendering is illustrative only and subject to change. Source: Design Collective, Inc. & Zanetta Illustration

Detail Plan

The Detail Plan illustrates the potential build-out of the Village Place core area south of McCaskill Road; showing new buildings, streets, parking, and open space.

At the center, two new streets crisscross the area. Their intersection creates a hub for new restaurants, a hotel, Live/Work units, and professional offices. Parking is accommodated mid-block and as parallel on-street spaces.

Single-Family Detached (SFD) homes along McCaskill Road and Caddell Road help to transition to existing residential areas.

A new Central Green anchors the new infill area, serving as a gathering place for small community events, while a pedestrian passage links the area to Community Road, encouraging pedestrian circulation to and from the Village Core.

KEY

- EXISTING BUILDINGS
- PROPOSED BUILDINGS
- PROPOSED CIVIC BUILDINGS



This plan is illustrative only and subject to change. Source: Design Collective, Inc.



Precedent - Multi-Family - Daniel Island, SC
Credit: Daniel Parolek /Island Press



Precedent - Single Family Attached House - Baxter Village, NC
Source: Design Collective



Precedent - Single Family Detached House - Daniel Island, SC
Credit: www.homefinder.com



Precedent - Single Family Detached House - Maple Lawn, MD
Source: Design Collective



Precedent - Mixed Use - Mashpee Commons, MA
Credit: Congress for New Urbanism



Precedent - Mixed Use - Mashpee Commons, MA
Credit: PCA Design



Precedent - Streetscape - Village Center, Pinehurst
Source: Design Collective



Precedent - Live/Work Units - Habersham, SC
Credit: Missing Middle Housing



Precedent - Live/Work Units - Mashpee Commons, MA
Credit: Michigan Municipal League



Precedent - Mixed Use - Market Square, Pinehurst
Credit: VOP Rentals



Precedent - Mixed-Use: Hotel Retail/Restaurant - Baxter Village, SC
Credit: Google Maps

Proposed Open Space + Pedestrian Network

While Open Space is abundant in Village Place, new development should add to the network creating publicly-accessible greens, plazas, and potentially an amphitheater located near the Village Hall and Arboretum.

A new Central Green is proposed southeast of Rattlesnake Trail and McCaskill Road to complement the new mixed-use core south of McCaskill, where the Village's Public Services Complex is currently located.

A new pedestrian path is proposed from McCaskill Road, south through the new open spaces, connecting to Community Road and then to the Village Center. Additionally, sidewalks will be added as new streets are constructed, creating a walkable, pedestrian-friendly environment.

KEY

-  SMALL AREA PLAN (SAP) BOUNDARY
-  VILLAGE OF PINEHURST
-  EXISTING GREENWAY TRAILS
-  EXISTING WALKWAY TRAILS
-  EXISTING SIDEWALKS
-  PROPOSED SIDEWALKS*
-  EXISTING PARKS/ OPEN SPACE
-  PROPOSED PARKS/ OPEN SPACE

* Proposed sidewalks shall be brick in commercial areas



This plan is illustrative only and subject to change. Source: Design Collective, Inc.



Proposed Amphitheater Rendering
Source: Design Collective



Open Space - Attached Greens- Maple Lawn, MD
Source: Design Collective



Open Space - Plaza
Source: Design Collective



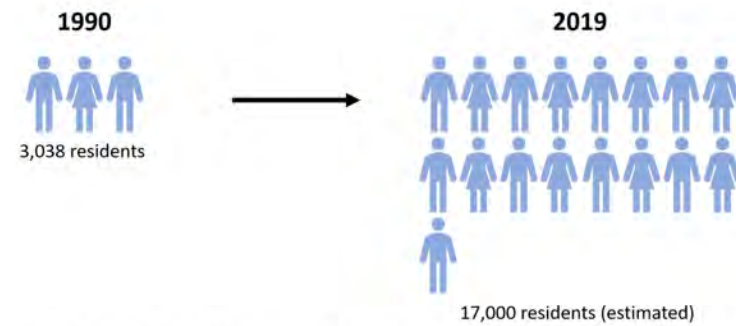
Open Space - Farmers Market
Credit: Community Farmers Market

TRAFFIC & TRANSPORTATION

Introduction

The Village of Pinehurst (Village) is a desirable community attracting new residents and businesses. Some Village residents are concerned about the impact of growth on the existing quality of life, particularly further vehicular traffic impacts.

In 2019, the Village of Pinehurst completed the “Envision the Village” community initiative to adopt the 2019 Comprehensive Plan. The 2019 Comprehensive Plan is an approved guide for the future vision and policy framework for development in Pinehurst. The plan established five focus areas which represent the most important areas to influence, as development in these areas could have the most significant impact on shaping the future of Pinehurst. Village Place/Rattlesnake Trail area is being evaluated in greater detail.



Source: Village of Pinehurst 2019 Comprehensive Plan. October 2019.

This Small Area Plan (SAP) effort aims to recommend improvements to the Village Place/Rattlesnake Trail Area (hereafter referred to as Village Place) that will improve the transportation network while maintaining the future vision for the Village of Pinehurst. This study provides a plan to create a mixed-use, walkable area that connects Village Place to the Village Center.

Village Place

Most of the streets in Village Place follow the original Olmsted Plan. According to the U.S. Department of the Interior/National Park Service, these streets:

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

Existing Transportation and Infrastructure Conditions

STREETS

Most of the transportation network within the Village Place Study Area consists of local streets. The only changes to these streets over time is that the sixteen-foot clay and sand road surfaces have been paved with asphalt and are now typically eighteen (18’) to twenty feet (20’) wide. The streets are smooth and range from fair to good condition. The North Carolina Department of Transportation (NCDOT) plans to resurface US 211 in 2024, which is on the north end of this study area.

Travel on the streets within the study area consists of motorized vehicles, golf carts, bicycles, and pedestrians. Although some conflict points exist, these modes of travel currently coexist well together within the shared 18- to 20-foot roadway width. The speed limit on the streets is 25 miles per hour (MPH) and traffic is controlled by stop signs, with the exception of US 211, which has a posted speed limit of 45 MPH to 55 MPH (55 west and 45 east) and a traffic signal at its intersection with Rattlesnake Trail. A review of reported traffic accidents from 2015 to 2019 along the streets in Village Place reveals only minor incidents such as struck deer in road, vehicle backing from private drive, and sideswipe (mirrors colliding) due to narrow street lane conditions. There are several reported accidents along the section of US 211 between McKenzie Road and Rattlesnake Trail that may warrant further investigation.

BICYCLE AND PEDESTRIAN

Despite sidewalks being part of the original Olmsted plan, there are several streets within Village Place that do not have sidewalks, as shown on the Open Space + Trails + Sidewalks plan diagram on page 25 of this document.

Improvements to the sidewalk network in the area have been a noted community concern in the past: the 2015 Comprehensive Pedestrian Plan makes several recommendations for sidewalk installation in this area, and the 2019 Comprehensive Plan noted that a lack of sidewalks and pedestrian connections was raised as a community concern. As part of a funded project, sidewalks were installed along the east side of Rattlesnake Trail from US 211 to Woods Road and along the north side of Woods Road from Rattlesnake Trail to Dundee Road. These two portions of sidewalk complete a needed pedestrian connection between the VOP Community Center and the new Pinehurst Elementary School on Dundee Road.

GOLF CARTS

Golf carts are allowed on most of the streets within the Village Place study area and coexist well with existing motorized traffic. Concerns over golf cart safety and increased use was expressed in some of the public input received during this planning process.

Traffic Impacts of Village Place Build-Out Plan

Based on the 50-year Build-Out Development Plan for the Village Place Area, traffic was generated for the proposed new land uses based on the Institute of Transportation Engineers (ITE) trip generation manual, which is universally accepted by Traffic Engineers and Planners to project future traffic based on various land-uses. Traffic was generated for the two development options, Low Intensity and High Intensity, for the Village Place study area.

TRIP GENERATION

As development is phased in over the next 50 years, there will be a total of about 7,714 new trips per day created by the Low Intensity development scenario to about 11,191 new trips per day created by the High Intensity scenario. See tables on the following page for a summary of the total trips generated for these options.

Because the proposed development is a mixture of uses (residential, retail, restaurant, etc.), not all of these trips will result in actual new vehicle trips. Some of these trips will be absorbed by internal capture as patrons of the new shops may also decide to dine at one of the new establishments, thus eliminating a new vehicle trip (these are known as “internal capture” trips).

Based on internal capture and the pass-by trips, the total new vehicle trips per day will be reduced by about 20%. This trip reduction is due to internal capture and is an accepted practice by Transportation Engineers and Planners. Based on the ITE Trip generation rates and pass-by/internal capture reduction of 20%, it is estimated that there will be an additional 6,171 vehicles per day (vpd) to 8,952 vpd.

TRIP DISTRIBUTION

The 6,171 to 8,952 new vehicle trips that will gradually be introduced to the streets within Village Place over the 50-year phased build-out plan. As development is phased-in over time, the new vehicle trips will be evenly distributed to the local street network (Magnolia Road, Rattlesnake Trail, McCaskill Road, Dundee Road, Community Road, etc.) as well as distributed to new local streets which will be built with the new development as phased-in.

TRIP IMPACTS

The new traffic will be distributed amongst the existing street network as well as to the new streets built with the new developments, establishing new connections and access within Village Place. The existing street network and new streets/connections will be able to accommodate the gradual increase in traffic over time without a measurable increase in traffic congestion.

Village Place Opt A - Low Intensity Scheme				
		Daily Trips (vpd)	AM Peak Hour Trips (vph)	PM Peak Hour Trips (vph)
North of McCaskill Road	Subarea A	64	13	71
	Subarea B	519	71	115
	Subarea C	170	5	15
	Subarea D	1,828	223	215
	Subarea E	857	159	67
Subtotal		3,438	471	483
South of McCaskill Road	Subarea F	268	9	23
	Subarea G	829	171	130
	Subarea H	1,602	183	196
	Subarea I	30	6	68
	Subarea J	289	45	94
	Subarea K	1,258	189	167
Subtotal		4,276	603	678
TOTAL		7,714	1,074	1,161

Village Place Opt A - High Intensity Scheme				
		Daily Trips (vpd)	AM Peak Hour Trips (vph)	PM Peak Hour Trips (vph)
North of McCaskill Road	Subarea A	125	24	77
	Subarea B	515	75	115
	Subarea C	188	13	18
	Subarea D	2,164	244	244
	Subarea E	825	194	133
Subtotal		3,817	550	587
South of McCaskill Road	Subarea F	388	17	32
	Subarea G	1,329	191	173
	Subarea H	1,652	192	201
	Subarea I	58	12	71
	Subarea J	2,388	247	245
	Subarea K	1,559	170	191
Subtotal		7,374	829	913
TOTAL		11,191	1,379	1,500

*Trip Options correspond to the Preferred Build Out Plan on page 71.

It is anticipated that as traffic volumes increase there will be added facilities and accommodations so pedestrians and bicyclists can coexist with increased motorized traffic.

Transportation Improvements

The following improvements to the transportation infrastructure are recommended to be phased-in as development occurs within Village Place to enhance access, connectivity, pedestrian accommodations, and to calm/slow traffic.

ROADWAY/STREET

Additional street connections are needed within Village Place to provide improved traffic dispersion, more direct pedestrian, and vehicular connections, as well as access to future development sites. Street connections through the area south of McCaskill Road, near the Pinehurst Brewing Company, were shown in the 2011 Village of Pinehurst Thoroughfare Plan. These connections identified in the Thoroughfare Plan are included in the SAP's recommended street network improvements with some modifications. The street network improvements will provide route choices to the Village Center and other development sites which will reduce traffic volumes on some of the existing streets as travel will become more distributed across the network with better access to the Village Center and other Village Place destinations. The Proposed Circulation Plan on page 66 of this document provides a visual of the proposed street network.

TRAFFIC CALMING

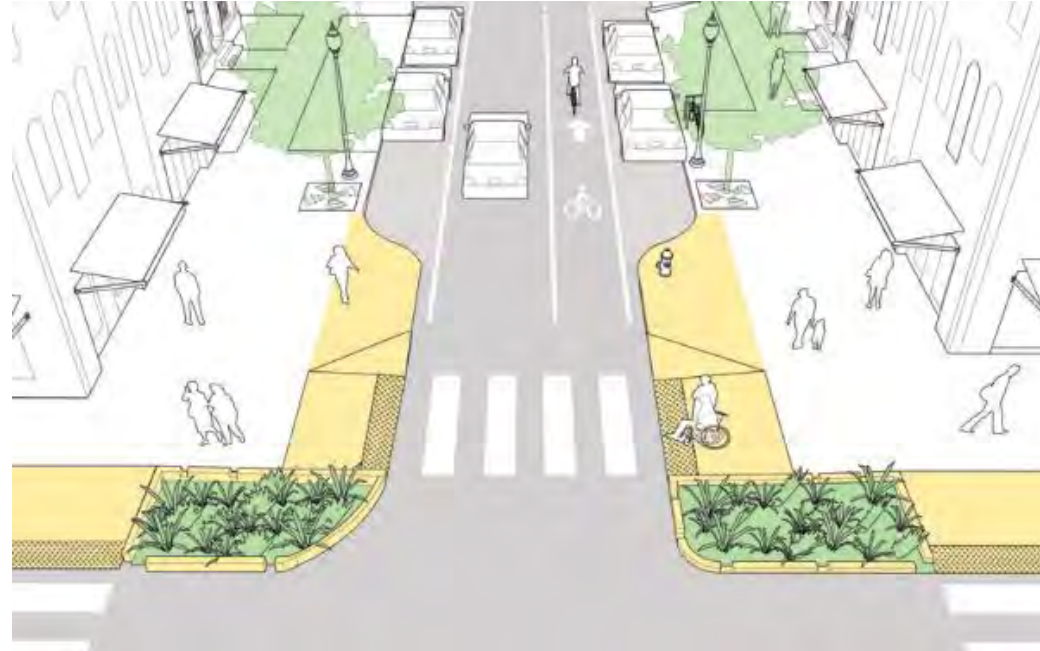
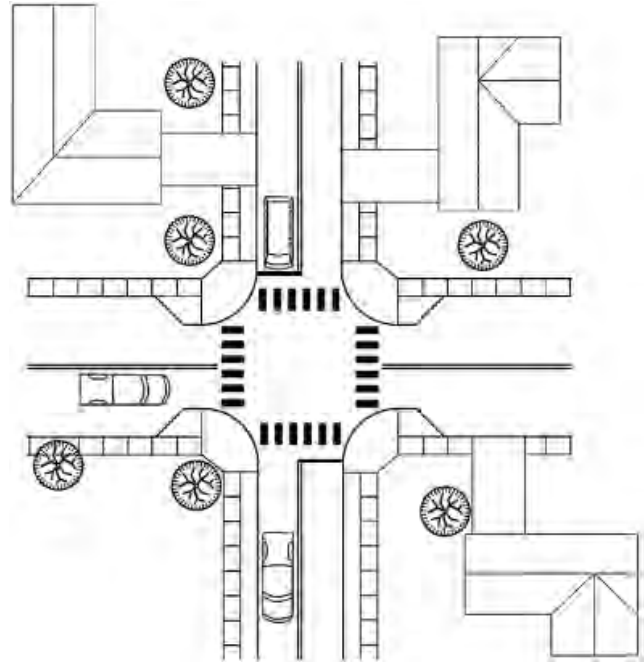
Speeding and traffic volumes on the local streets is an existing concern for residents and will continue to be a concern with the completion of the new Pinehurst Elementary School on Dundee Road and future development within Village Place. To address speeding concerns, it is recommended that additional multi-way stops be installed, additional cross-walk treatments be added, and that traffic calming devices be considered along streets within Village Place. Traffic calming devices can include strategies such as speed humps, intersection extensions/bulb-outs, mini roundabouts, and raised intersection treatments. Intersection improvements at critical intersections could be phased over time as funding

becomes available; additional stop signs including some multi-way stops and marked crosswalks are low-cost investments that could be implemented immediately while speed humps/tables, intersection extension/bulb-outs, mini roundabouts, and raised crosswalks could be phased-in with new development and/or once full funding is available. The following page shows examples of phased intersection improvements and traffic calming devices

PEDESTRIAN AND BICYCLE

Despite sidewalks being part of the original Olmsted plan, there are several streets within Village Place that do not have sidewalks, as shown on page 25 of this document.

Improvements to the sidewalk network in the area have been a noted community concern in the past: the 2015 Comprehensive Pedestrian Plan makes several recommendations for sidewalk installation in this area, and the 2019 Comprehensive Plan noted that a lack of sidewalks and pedestrian connections was raised as a community concern. To address pedestrian mobility concerns, in late 2021 sidewalks were installed along the east side of Rattlesnake Trail from US 211 to Woods Road and along the north side of Woods Road from Rattlesnake Trail to Dundee Road. These two portions of sidewalk complete a needed pedestrian connection between the VOP Community Center and the new Pinehurst Elementary School on Dundee Road. However, during the first public workshop, some residents expressed strong concerns over the placement of sidewalks along every street within Village Place, citing impacts to private property, a lack of need, and alteration of the historic character. SAP recommendations for the pedestrian network strike a balance between improving pedestrian connections where critical (between primary destinations) while not advocating sidewalks be installed on every existing street within the study area, as shown on page 60 of this document. Recommended sidewalks and pedestrian connections will coincide with future development and provide better pedestrian connections between Village Place and the Village Center.



Corner Extension/Bulb-out



Speed Hump



Raised Intersection



Mini Roundabout




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Proposed Circulation Plan

The proposed Circulation Plan for Village Place emphasizes an improved, connected network of streets. This system will provide additional routes for vehicles (as well as for pedestrians, bicycles, and golf carts), thereby reducing traffic stress on a single street. The circulation recommendations include:

- » Extension of Medlin Road and Kelly Road
- » Two new streets south of McCaskill Road. The north-south street extends from Rattlesnake Trail and connects to Power Plant Road. The east-west street connects near the Brewery to McIntyre Road.
- » Connect Board Branch Road to Medlin Road

KEY

-  SMALL AREA PLAN (SAP) BOUNDARY
-  VILLAGE OF PINEHURST
-  EXISTING STREETS
-  PROPOSED STREETS



This plan is illustrative only and subject to change. Source: Design Collective, Inc.

Proposed Street Section - Rattlesnake Trail

The Proposed Rattlesnake Trail Street Section depicts the addition of a brick sidewalk along the east side as currently being installed by the Village, along with clustered evergreens and deciduous trees with groundcover plantings below.

As a gateway to Pinehurst, new development along Rattlesnake Trail should create frontage that frames the street.*

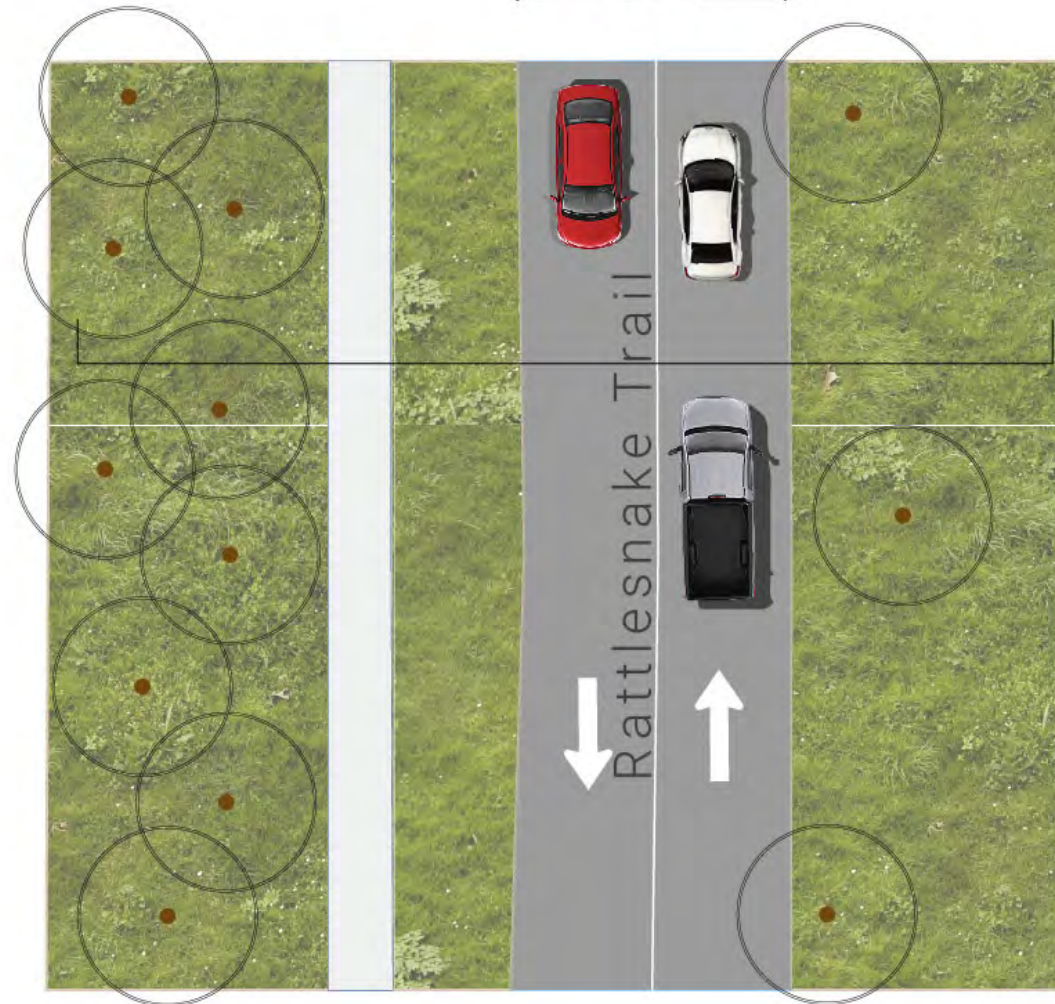
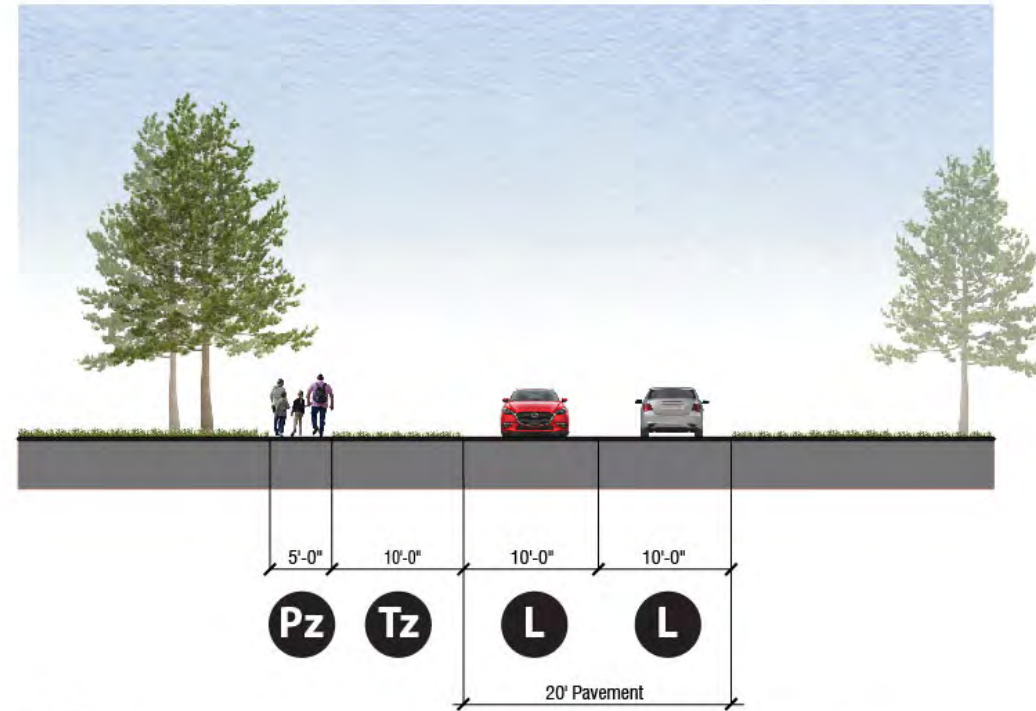
The Village may incorporate parallel parking along Cannon Park to provide additional parking where space is available. Further, for private development, along Rattlesnake Trail from NC-211 to McCaskill Road, as redevelopment occurs, parallel parking shall be incorporated on both sides of the street, where feasible, to provide additional parking spaces for patrons and visitors.

* For additional criteria and more information on frontage and setback requirements, see the *Village Place Form-Based Code*.

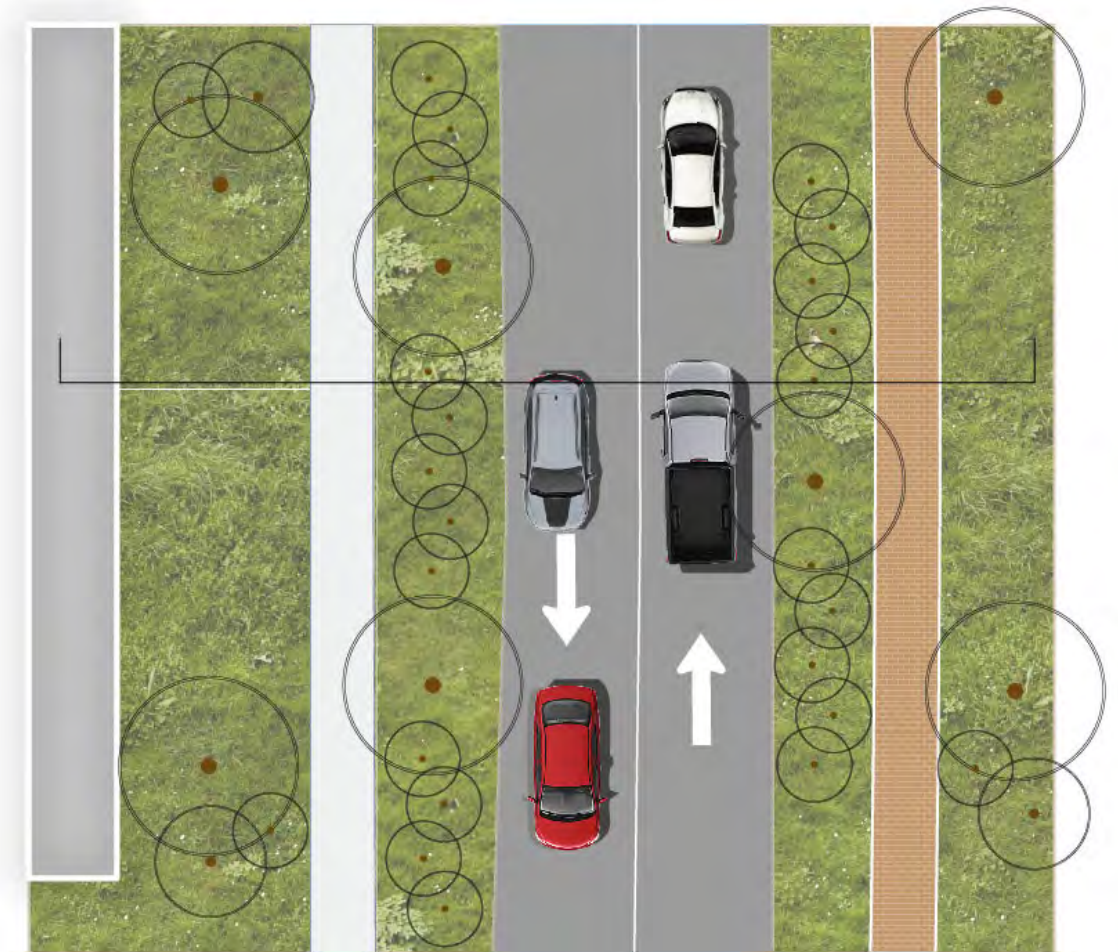
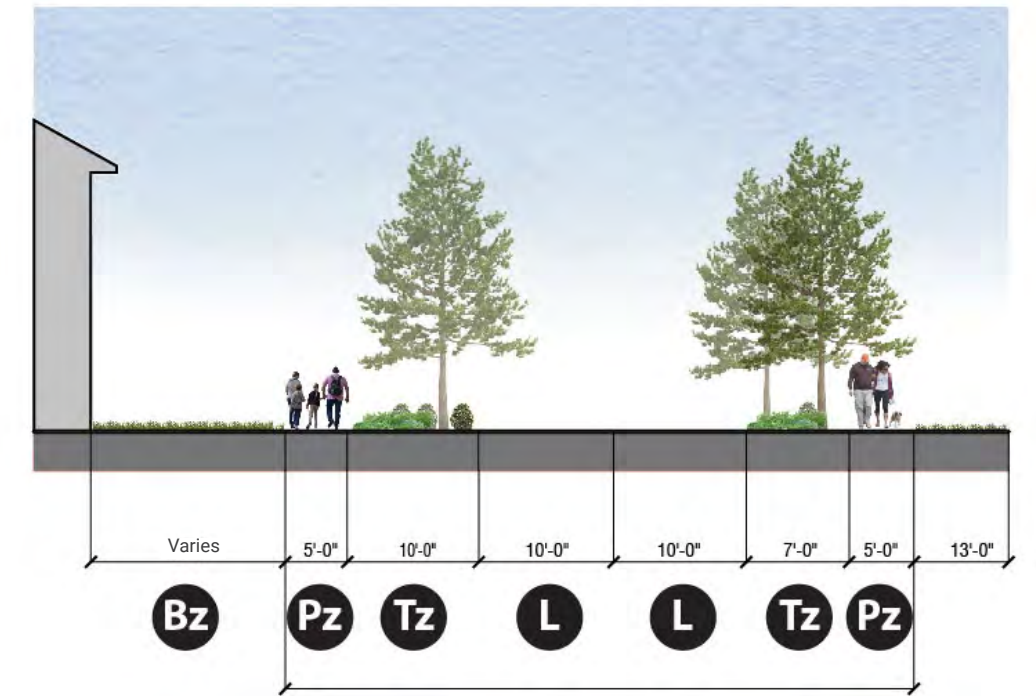
STREET SECTION KEY

- Bz** BUILDING ZONE
- Pz** PEDESTRIAN ZONE (SIDEWALK)
- Tz** TREE ZONE (PLANTING STRIP)
- L** TRAVEL LANES (VEHICULAR)

EXISTING



PROPOSED



Proposed Street Section - Typical Commercial

The Typical Commercial Street Section is a two-way, two-lane street with parallel parking; street trees and groundcover in stormwater management planters or tree pits; a 5' min. clear pedestrian zone; and a storefront zone for tables, chairs, potted plants, and displays.

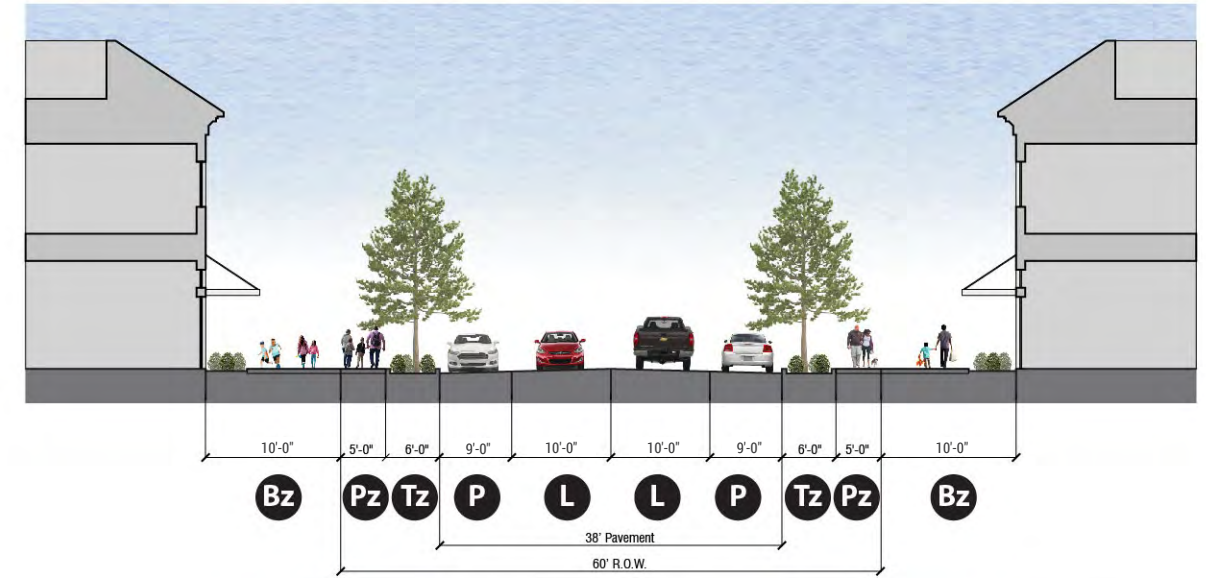
To reflect the character of Village Center, within the Village Place area, brick sidewalks are required where buildings have commercial frontage.* The Village's standard benches and street lights shall also be incorporated.*

Parallel parking shall be incorporated on both sides of the street, where feasible, to provide additional parking spaces for patrons and visitors.*

* For additional criteria and more information on frontage and setback requirements, see the *Village Place Form-Based Code*.

STREET SECTION KEY

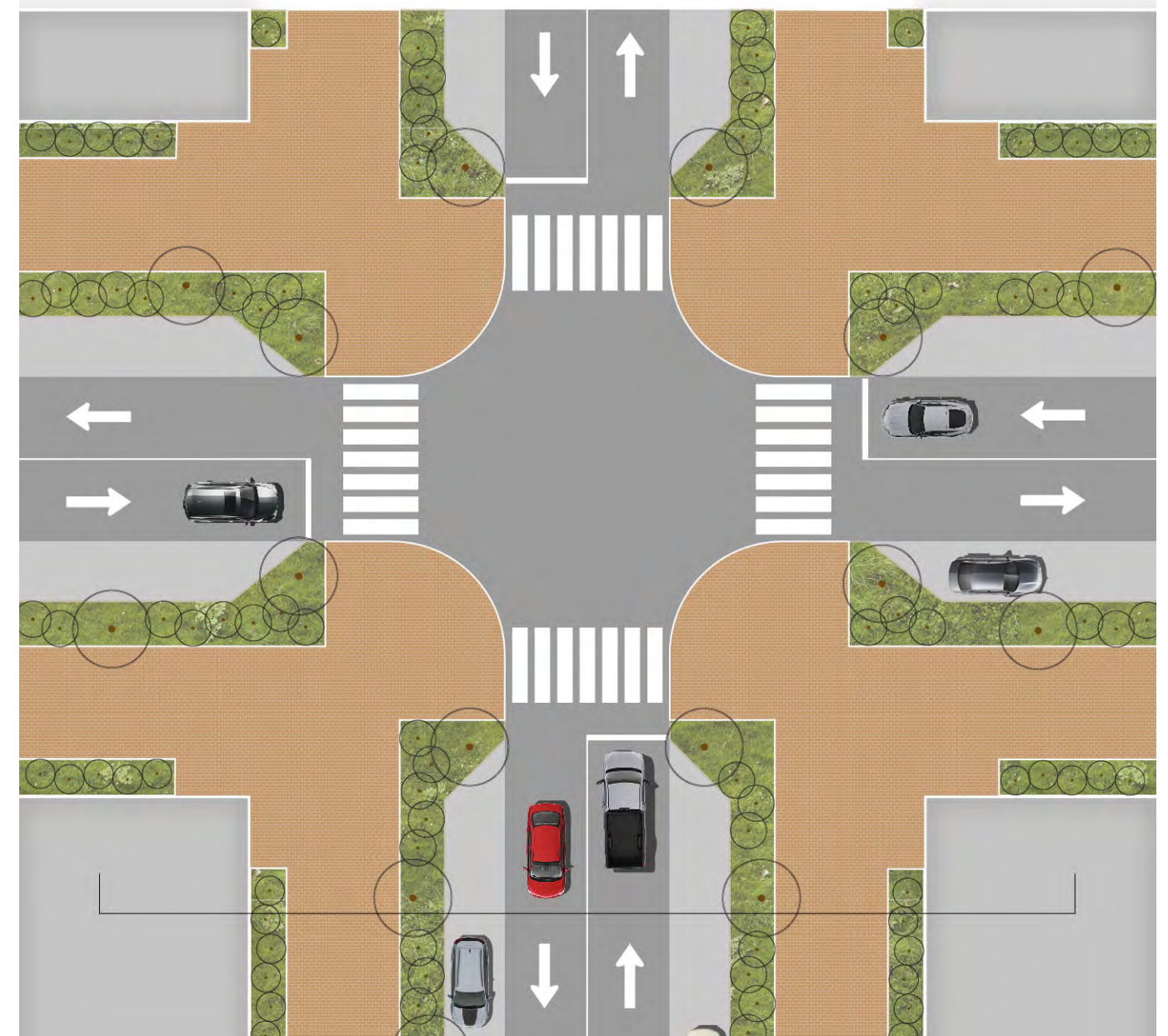
- Bz** BUILDING ZONE
- Pz** PEDESTRIAN ZONE (SIDEWALK)
- Tz** TREE ZONE (PLANTING STRIP)
- P** PARKING (PARALLEL)
- L** TRAVEL LANES (VEHICULAR)



Mixed Use - Market Square, Pinehurst
Credit: VOP Rentals



Precedent - Mixed Use - Mashpee Commons, MA
Credit: PCA Design, Mashpee Commons, MA



Proposed Street Section - Typical Residential

The Typical Residential Street Section is a two-way, two-lane street with parallel parking; street trees and groundcover in stormwater management planters or tree lawns; and a 5' min. clear pedestrian zone.

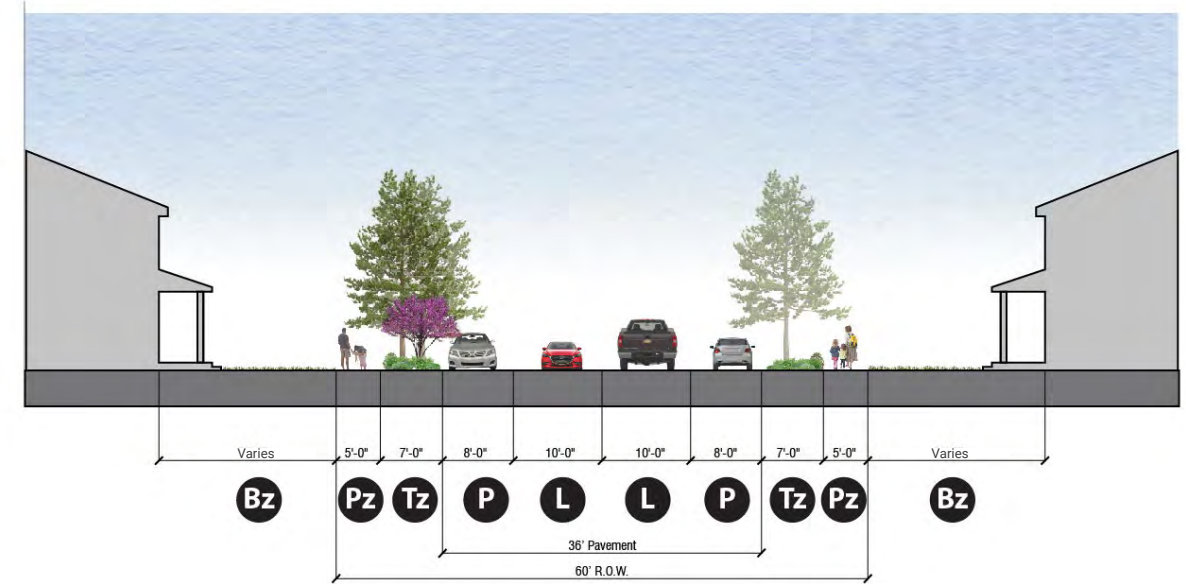
In non-commercial areas, sidewalk material shall be specified as sand/clay, or concrete, as appropriate to context*.

Parallel parking shall be incorporated on both sides of the street, where feasible, to provide additional parking spaces for homeowners and visitors.*

* For additional criteria and more information on frontage and setback requirements, see the *Village Place Form-Based Code*.

STREET SECTION KEY

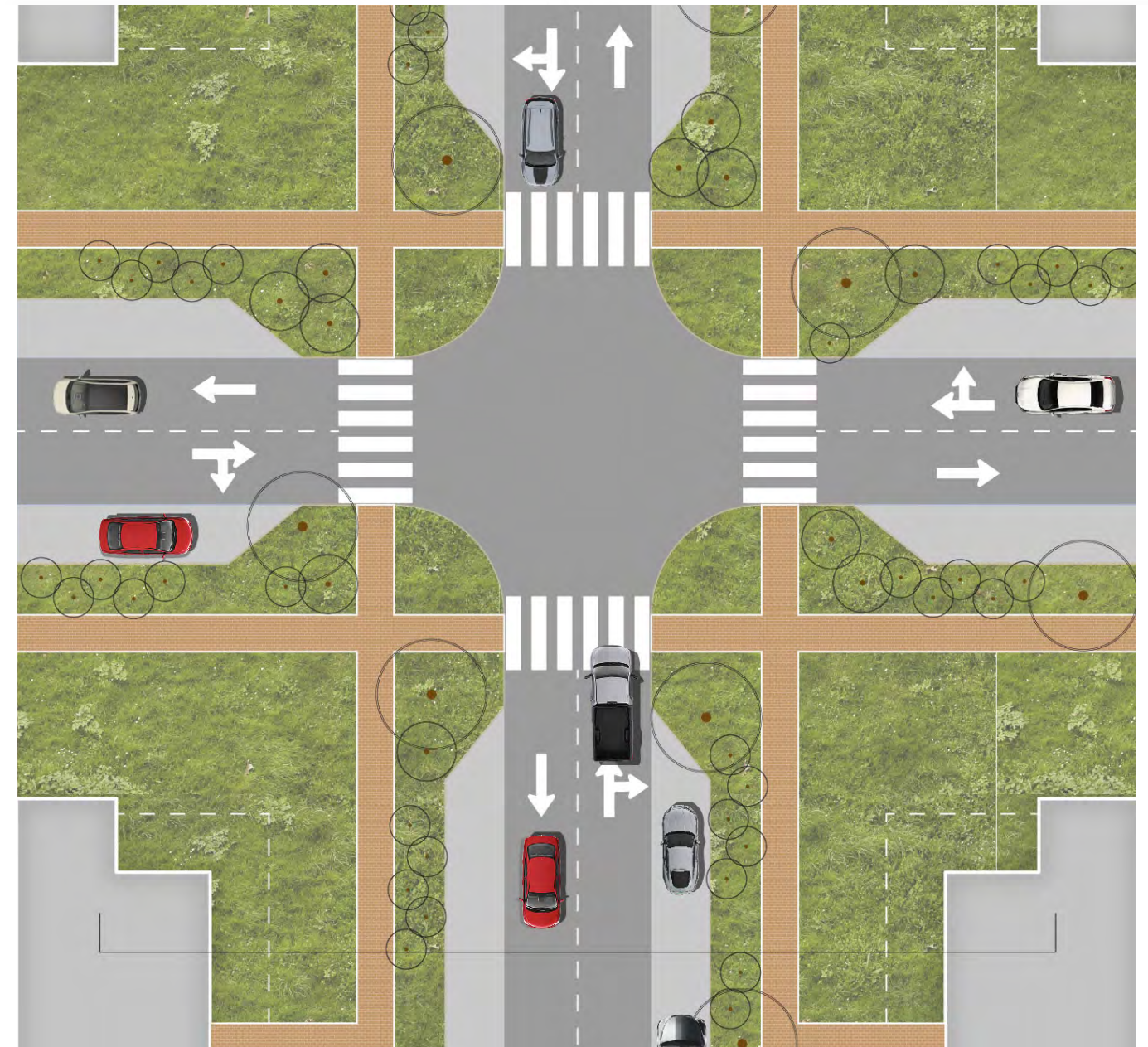
- BZ** BUILDING ZONE
- PZ** PEDESTRIAN ZONE (SIDEWALK)
- TZ** TREE ZONE (PLANTING STRIP)
- P** PARKING (PARALLEL)
- L** TRAVEL LANES (VEHICULAR)



Precedent Residential Streetscape
Source: shortforkfarms.com



Precedent: Residential Streetscape - Kentlands, MD
Source: www.longandfoster.com



Preferred Build-Out Plan

The Preferred Build-out Plan represents one potential scenario of how infill development in Village Place may occur over the next 30+ years. This scenario is illustrative only and should not be considered the only option for this area. The build-out plan is based on the market demand and absorption rates per use, as projected by Duggal Real Estate Advisors (DREA). The *Village Place Form-Based Code* (FBC) will regulate the character of development in dimension, material, and detail - see that document for additional information.

The plan shows the following:

- » A concentration of Mixed-Use south of McCaskill Road
- » A new Central Green as a focal point to new development, located south of McCaskill Road and serving as a space for small community events and gathering
- » Commercial infill along Rattlesnake Trail
- » Residential infill west of Magnolia Road as a transition to the existing residential neighborhoods
- » Civic infill along Magnolia Road as an expansion of existing civic uses in that area

Form-Based Code (FBC)

The Form-Based Code (FBC) is a companion document to this Small Area Plan (SAP) report. While this document focuses on the existing conditions analysis, best practice and precedent research, concept design studies, the Final Design plan and recommendations, and stakeholder feedback, it should be seen as an account of the planning process and the intent and vision established collectively. The FBC, on the other hand, is a regulating document, taking the intent and vision established through this planning process and formulating precise development standards that help ensure the vision becomes reality. Property owners, whether from the public or private sector, and their design teams will be required to follow the criteria laid out in the FBC when designing and submitting their intended development or improvement. The Village will use the FBC to review submissions, to ensure they are in compliance.

	NON-RESIDENTIAL					MIXED USE	RESIDENTIAL				
	CIVIC (GSF)	OFFICE (GSF)	RETAIL (GSF)	HOTEL (KEYS)	LIGHT INDUST. (GSF)	LIVE / WORK (# DU)	MULTI-FAMILY (#DU)	MULTI-FAMILY SENIOR (# DU)	SINGLE FAMILY ATTACHED (# DU)	SINGLE FAMILY DETACHED (# DU)	TOTAL RES. (# DU)
N OF McCASKILL	21,000	79,000	7,000	0	0	0	18	0	11	0	29
S OF McCASKILL	10,000	61,000	44,000	66	0	13	0	0	0	8	21
TOTAL	31,000	140,000	51,000	66	0	13	18	0	11	8	50
DENSITY	Average Non-Residential Density: 0.13 FAR (West of NC5: 0.15 FAR, East of NC5: 0.11 FAR)					Average Residential Density: 9 DU/AC (North of McCaskill: 11.6 DU/AC, South of McCaskill 6.4 DU/AC)					

*Note this average includes 18 DU of Multi-Family from the previously-approved The Greens at Pinehurst planned development.

Preferred Build-out Plan Diagram

- » As noted above, the Preferred Build-out Plan represents one potential scenario of how infill development in Village Place may occur over the next 30+ years.
- » As with the Low and High Intensity Plans developed as concepts in Phase 2, small scale commercial and residential infill of vacant or underutilized parcels.
- » This option increases the amount of infill commercial, while reducing the amount of infill residential.
- » The building footprints are illustrative only, but represent the scale and placement of buildings appropriate to the context and historic character of the Village.



This plan is illustrative only and subject to change. Source: Design Collective, Inc.

Proposed Concept Plan - Phasing

Using the Market Analysis demand summary (shown in the charts to the right), the consultant team projected the potential timeframes of the proposed Village Place Build-Out plan. The resulting Absorption Plan (on the following page) illustrates these timeframes. As with the Build-Out Plan, this absorption scenario is illustrative only and should not be considered the only option for this area, particularly considering that it can only occur as private and public property owners express interest in redeveloping or selling their parcels.

Civic

Civic uses were not analyzed as part of the Market Analysis and will be determined and developed as needed by the Village.

Residential

The Market Analysis displayed a high demand for residential; therefore, the potential for any residential building Village Place is likely to be as soon as the next 0-5 years. The amount of residential shown in the Final Plan is much less than the demand, as a result of feedback to consultants by Village staff and representatives.

Office

The amount of Office in the Final Plan exceeds the current demand for this use in Village Place. Therefore, while up to 5,000 SF/year is projected, it will take 30+ years to develop the program shown on this plan. Office near the mixed-use area south of McCaskill Road should be prioritized over those properties closer to NC-211.

Retail/Hospitality

The amount of retail proposed in the Final Plan represents the full build-out potential for Village Place. The build-out of this plan would likely take 10+ years as the demand potential is currently 20-25,000 SF every five years. The demand for retail will likely be higher closer to Village Center, therefore retail around the southern mixed-use core area was prioritized to occur in the near term. Development of retail north of McCaskill Road would likely come later in the build-out of this plan. In conjunction, with the demand for Hospitality uses, a small hotel has been proposed at the main intersection in the core area (see the Detail Plan on page 58).

Golf was not included as part of the proposed plan for Village Place as this was not seen as an appropriate use for this area; golf-related retail and hospitality is included above.

SUMMARY OF MARKET OPPORTUNITY

Land Use	Overall Market Opportunity	Village Place	Pinehurst South
For-Sale Residential	✓✓✓✓✓	✓✓✓✓	✓✓✓✓
For-Rent Residential	✓✓✓	✓✓✓	✓✓✓
Retail	✓✓✓✓	✓✓✓	✓✓✓
Office	✓✓	✓✓	✓✓
Hospitality	✓✓✓	✓✓✓	✓✓✓
Golf	✓✓	O	✓

Key: ✓ ✓ ✓ ✓ ✓ = best, ✓ = worst, O = none

SUMMARY OF DEMAND

Land Use	Demand Potential	Locations within Pinehurst
For-Sale Residential	80-120 homes/year	Almost anywhere
For-Rent Residential	15-25 units/year	Major roads, VP, PS, Village Cntr
Retail	20-25,000 SF/ every 5 years	Major roads, VP, PS, Village Cntr
Office	Up to 5,000 SF/year	Medical area, VP, PS, Village Cntr
Hospitality	25 rooms/yr. in Moore Co.	Resort, Village Cntr, PS, VP
Golf	2-3 courses over the next 10 years in Moore Co.	Focus Area 1 is the only area with space

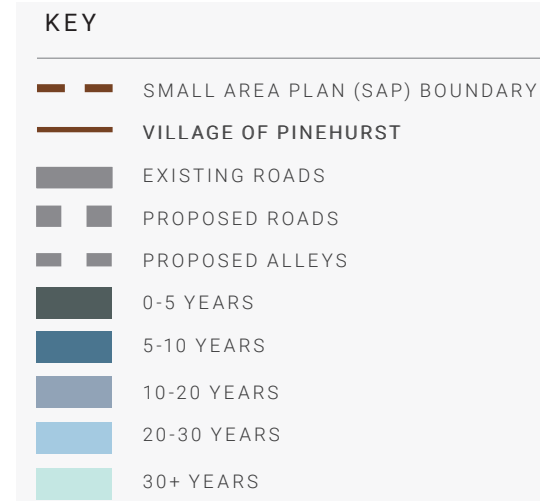
For additional information regarding the Market Analysis summary, see Section 2.3 of this document.

SUMMARY OF DEMAND FOR LAND USE WITHIN PLANNING AREA

Land Use	Village Place
For-Sale Residential	Unlimited (up to build-out capacity) 1 project would sell approximately 15-25 homes per year
For-Rent Residential	1-2 projects of up to 70-100 units each Timing depends on where else apartments have been constructed (e.g. Village only has demand for 1 project every 5-10 years)
Retail	25,000 - 50,000 SF
Office	25,000 - 20,000 SF Limited amount per year. 5,000 SF total in Village. Village Place could capture some of that, but likely less than Pinehurst South
Hospitality	1 hotel with approximately 75 - 100 rooms as well as bed and breakfasts
Golf	None

Phasing Absorption Plan

In coordination with the Market Analysis, the consultant team developed a potential Absorption Plan to demonstrate the absorption potential based on current demand projections (see the previous page for more information).



This plan is illustrative only and subject to change. Source: Design Collective, Inc.

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5.0 IMPLEMENTATION

5.1 OVERVIEW

5.2 FISCAL ANALYSIS

The following staff developed strategies/priorities are recommended to implement major Plan goals. Implementation of various strategies in the Plan are subject to policy modifications (e.g. zoning amendments) or funding (e.g. infrastructure) availability. See tables below.

ACTION NO.	CATEGORY/ACTION	DESCRIPTION	PLAN PAGE OR COMP. PLAN REFERENCE	TERM	RESPONSIBLE PARTIES	COST
1	Regulatory Revisions to Existing Zoning Districts	<p>Revise existing zoning districts to support the envisioned future land uses identified in the plan. There are currently 6 different zoning districts within the Village Place planning boundary area. The different zoning districts have differing use and development standards that may not align with the Plan’s vision to create a walkable mixed-use area. The base zoning districts within Village Place are: Village Mixed Use (VMU); Neighborhood Commercial (NC); Village Residential (VR); Village Cottage Professional (VCP); Public Conservation (PC); Single Family Residential (R-10).</p> <p>Consider aligning the base zoning with the overall Village Place planning area (with exceptions) with the Village Commercial (VC) zoning district which is more suitable with the Plan’s vision. The purpose of the Village Commercial District is to “accommodate an active, pedestrian-friendly area of community-scale commercial, residential, office, and civic uses in both vertically mixed-use, as well as free-standing building. Retail should be placed as street level, with residential uses in rear or upper stories.” This can be achieved with “active” frontage requirements in areas where this environment is desirable. For example, require active frontage in the area proposed around the Pinehurst Brewery as detailed on page 58 of this Plan.</p>	VP 22 Comp Plan Strategy 2.15, 2.16, 5.11, 5.5, 5.13 and 5.14	Short (0-3) Medium (3-8) Long (8+) Short	PL P&Z VC	<p>\$ Minimal (\$0 - \$50,000) \$\$ Moderate (\$50,000 - \$200,000) \$\$\$ Significant (\$200,000 - \$1 million) \$\$\$\$ Major Capital (> \$1 million)</p> <p>\$</p>
2	Revisions to Existing Zoning Standards - Section 8.5 & 8.6 Table of Permitted Uses & Special Uses	<p>a) The term “Dwelling – Mixed Use” is used in Section 8.5 of the PDO, however, it is unclear whether the term “Live-Work Unit” (as defined in Section 10.2) is included as a Dwelling-Mixed Use and may potentially limit the development of Live-Work Units.</p> <p>b) Develop a Special Requirement for Live-Work Units or add to SR-5 Dwelling - Mixed Use.</p> <p>c) SR-3 Dwelling - Multi-Family. The minimum size for a multiple-family dwelling unit is one thousand five hundred (1,500) square feet. This unit size is well outside the typical unit size (nationally, regionally, and locally) and may preclude new development from occurring and/or providing a range of unit sizes to meet market demand.</p> <p>d) Section 8.5.1a does not include “office” as defined in Section 10.2 as “general business office, government office, insurance office, law office, and real estate and management offices”. The specificity of the uses listed in the table may be problematic for certain types of offices that may be desirable.</p> <p>e) The PDO defines such uses as Art Gallery, Artisan Studio, and Boutique Shop but does not correspondingly place them on the Table of Permitted Uses and Special Uses in Section 8.5.1a, which may discourage these desirable uses in mixed-use districts.</p>	VP 10, 11 Comp Plan Strategy 2.14	Short	PL P&Z VC	\$

ACTION NO.	CATEGORY/ACTION	DESCRIPTION	PLAN PAGE OR COMP. PLAN REFERENCE	TERM	RESPONSIBLE PARTIES	COST
	Regulatory			Short (0-3) Medium (3-8) Long (8+)		\$ Minimal (\$0 - \$50,000) \$\$ Moderate (\$50,000 - \$200,000) \$\$\$ Significant (\$200,000 - \$1 million) \$\$\$\$ Major Capital (> \$1 million)
3	Revisions to Existing Zoning Standards – Sections 9.1 & Table of Dimensional Requirements	<p>a) Minimum Front Yard Setback: The minimum front yard setback for the majority of districts is greater than or equal to 20 feet. This may be problematic for small infill lots and/or to allow for a consistent street frontage that relates to pedestrian scale where building frontage is desirable and helps to create an engaging streetscape. For example, Rattlesnake Trail has street frontage across 4 differing zoning districts with differing development standards which can create streetscape uniformity issues.</p> <p>b) As written, the principal building as well as other structures including decks, landings, terraces, porches, and patios (with minimal exclusions) shall not be located within setbacks (see Section 9.1.E.2). This standard may unintentionally eliminate desirable building elements (such as deep front porches and bay windows) or streetscaping elements such as outside seating areas.</p> <p>c) Building height is currently measured to the highest point of the roofline which can unintentionally force flat or truncated roofs with wells.</p>	VP 10	Short	PL P&Z VC	\$
4	Revisions to Existing Zoning Standards – Section 9.3 Village Mixed Use District Design Standards.	<p>a) Requires consistency with the development standards as identified in Section 9.3.1 and also references to design guidelines in the NewCore Master Plan but does not include specific design and architectural standards.</p> <p>b) Certain standards are vague or impractical; e.g., shake is limited to 15% per block, requiring the architect or builder to calculate every façade on the block in lieu of their proposed building only and allowing the first buildings to consume a full block’s allocation of shake.</p> <p>c) Façade lighting standards address glare but do not address light trespass, full cut-off fixtures to protect the night sky, light temperature, or energy-conserving lamps.</p> <p>d) Public Spaces shall be incorporated in the Village Mixed Use District only, and there are no standards such as minimum size, frequency, appropriate types, amenities, and similar.</p>	VP 11	Short	PL P&Z VC	\$
5	Revisions to Existing Zoning Standards – Section 10.2 Definitions	<p>a) Building Height is defined as “the vertical distance measured from the average elevation of the proposed finished grade at the front of the building to the highest point of the roof.” The preferred method requires building height to be measured to the eave or to the midpoint of the roof, allowing properly pitched roof slopes and tall floor-to-ceiling heights reflective of the Village’s architectural character. The current definition may force flat or truncated roofs.</p> <p>b) Live-Work Units are defined as “variations of either the detached house building type or the townhome building type”. It is recommended to also include Dwelling – Mixed Use to coordinate with the Table of Permitted Uses & Special Uses in Section 8.5.1 a.</p> <p>c) The use of the phrase “detached house” should match “Dwelling - Single Family”.</p> <p>d) “General Retail” is a term used in Section 8.5, however, is not defined in Section 10.2.</p>	VP 10, 11	Short	PL P&Z VC	\$

ACTION NO.	CATEGORY/ACTION	DESCRIPTION	PLAN PAGE OR COMP. PLAN REFERENCE	TERM Short (0-3) Medium (3-8) Long (8+)	RESPONSIBLE PARTIES	COST \$ Minimal (\$0 - \$50,000) \$\$ Moderate (\$50,000 - \$200,000) \$\$\$ Significant (\$200,000 - \$1 million) \$\$\$\$ Major Capital (> \$1 million)
Regulatory						
6	Revisions to Existing Zoning Standards – Parking	Require parking to be located in the rear or side yard of mixed use, live-work, retail, commercial, multiple family, and townhouse developments.	Comp Plan Strategy 4.14	Short	PL P&Z VC	\$
7	Revisions to Engineering Standards and Specifications Manual	Amend ESSM to implement proposed street standards in this plan.	VP 67-69	Short	PS PL VC	\$
8	Adopt Form Based Code	Adopt Form-Based Code to implement plan goals and vision.	Comp Plan Strategy 2.13, 2.16, 2.17	Short	PL P&Z VC	\$
Public Infrastructure Development						
9	Extend pedestrian network within the Village Place neighborhood	<p>a) Install sidewalks/paths as needed to extend pedestrian circulation network connections to existing facilities prioritizing the sidewalk connection along Rattlesnake Trail between Woods Road and McCaskill Road.</p> <p>b) Install pedestrian connection along Kelly Road extended between Rattlesnake Trail and Magnolia Road, approximately 900 feet.</p> <p>c) Install pedestrian connection between 35 to 55 Community Road to connect with Power Plant Road extended. Requires cooperation of adjacent property owners.</p>	VP 60	Medium	AD PR BPAC VC	\$\$\$
10	Explore ways to create a commercial spine connecting Village Place with Village Center	<p>a) Install pedestrian connection somewhere between 35 to 55 Community Road to connect with Power Plant Road extended. Requires cooperation of adjacent property owners.</p> <p>b) Improve wayfinding from Village Center along Magnolia and Dogwood Roads.</p>	VP 58, 60, 73 Comp Plan Strategy 5.2	Medium	AD PR BPAC	\$\$
11	Construct new streets	<p>a) Construct or support additional street connections south of McCaskill Road near the Pinehurst Brewery as shown on the “Proposed Circulation Plan” (page 66). Will require relocation of Public Services Campus and acquisition of Moore County Public Utilities Sites.</p> <p>b) Investigate possible funding scenarios including Capital Improvement Plan, Economic Incentives, TIF, grants, etc.</p>	VP 58, 66	Medium	AD PS VC	\$\$\$\$
78						

ACTION NO.	CATEGORY/ACTION	DESCRIPTION	PLAN PAGE OR COMP. PLAN REFERENCE	TERM	RESPONSIBLE PARTIES	COST \$ Minimal (\$0 - \$50,000) \$\$ Moderate (\$50,000 - \$200,000) \$\$\$ Significant (\$200,000 - \$1 million) \$\$\$\$ Major Capital (> \$1 million)
Public Infrastructure Development						
12	Develop Capital Improvement Plan for infrastructure development within the planning area	Develop multi-year capital improvement budget to plan and fund infrastructure projects. Include scope, timing, and financing.	Comp Plan Strategy 6.15	Medium	AD PS VC	\$\$\$\$
Site Assembly						
13	Relocate Public Services Campus	Relocate Public Services campus and prepare the current public services area for redevelopment.	VP 56- 58, 71 Comp Plan Strategy 6.5	Medium	AD PS VC	\$\$\$\$
14	Moore County Public Utilities Site	Work with Moore County to acquire former utilities site for inclusion with the current public services campus to create a larger redevelopment site.	VP 56- 71	Short-Medium	AD VC MCPU MC	\$\$\$
15	Moore County Emergency Services site	Encourage/support relocation to allow for development in keeping with plan vision.	VP 56- 58, 71	Short-Medium	AD VC	\$\$\$
Beautification and Landscaping						
16	Underground Overhead Utility Lines	<ul style="list-style-type: none"> a) Develop plan to underground existing overhead utility lines where feasible. b) Require utility lines to be undergrounded as part of development review. c) Investigate funding sources to implement undergrounding of utility lines. 		Medium-Long	PL PS P&Z VC	\$\$\$\$
17	Encourage landscaping and building façade improvements to older building and developments to enhance appearance, especially the Rattlesnake Trail and McIntyre Road commercial corridor areas	<ul style="list-style-type: none"> a) Develop a unified landscaping and building façade improvement plan for the block bounded by Kelly Road, Rattlesnake Trail, McCaskill Road E, and McIntyre Road. b) Develop a matching grant program to incentivize exterior facade and landscaping improvements for use throughout the Village Place area. 		Medium-Long	PL CD VC BTFL	\$\$\$
18	Wayfinding	Develop and implement a unified wayfinding plan consistent with connection to the Village Center.	Comp Plan Strategy 5.1	Short-Medium	PL CD VC BTFL	\$\$

ACTION NO.	CATEGORY/ACTION	DESCRIPTION	PLAN PAGE OR COMP. PLAN REFERENCE	TERM	RESPONSIBLE PARTIES	COST
	Beautification and Landscaping					
19	"Soften" exterior look of 270 Magnolia Road (CenturyLink)	Work with CenturyLink to "soften" industrial look of the property especially the barbed wire fenced storage area through additional landscaping and screening treatments.		Short-Medium	PL AD BTFL	\$
	Development					
20	Adaptive Reuse	Encourage adaptive reuse of existing older buildings for more active pedestrian oriented uses such as retail or restaurant types of operations.		Short-Long	CD PL	\$
21	Issue RFP for redevelopment of Village owned parcels.	Issue individual RFP for newly created lots or for a Master developer for all lots.		Medium-Long	AD CD VC	\$
22	Evaluate zone changes, site plans, and conditional zoning requests for consistency with Village Place goals	Similar to the Comprehensive Plan Consistency statement, incorporate a Village Place consistency statement for actions by advisory boards and Village Council.		Short	VC P&Z PL	\$
23	Targeted Business Development	Consider public/private partnerships to locate artist studios and galleries in the Village Center and Village Place (e.g. Starworks glass blowing) to enhance the character of the Village and expand the arts.	VP Comp Plan Strategy 5.9, 5.14	Medium-Long	CD VC PIP	\$

Responsible Parties

The operating departments responsible for implementation and other departments, committees, or outside entities who could partner with the responsible department.

- AD: Administration
- CD: Community Development
- PR: Parks and Recreation
- PL: Planning
- PS: Public Services

- VC: Village Council
- BPAC: Bicycle & Pedestrian Advisory Committee
- BTFL: Beautification Committee
- MC: Moore County
- MCPU: Moore County Public Utilities
- P&Z: Planning & Zoning Board
- PBP: Pinehurst Business Partners
- PIP: Moore County Partners in Progress

5.2 FISCAL ANALYSIS

Introduction

When new development occurs within the Village of Pinehurst, it brings both new revenues to the Village (primarily in the form of new taxes) and new costs to the Village (in terms of services such as fire protection and police as well as new infrastructure such as roads or sewers). Therefore, an important component to understand the implications of the Small Area Plans (SAPs) is to understand the revenue and costs to the Village of added services and infrastructure based upon future potential plans. This analysis is called a Fiscal Impact Analysis.

To determine the revenue and the costs of added service and infrastructure on the Preferred Build-Out Plans for Village Place and Pinehurst South, the team utilized the **FY 2017 Land Use Fiscal Analysis** completed by the Village of Pinehurst in October 2017. This document provided a net fiscal impact of various types of development in the Village of Pinehurst. These are expressed either as a net surplus or net deficit per acre by land use type. Please see the callout box for important assumptions made in the original document. In addition, refer to the original **FY 2017 Land Use Fiscal Analysis** for the full explanation of methodology and assumptions used to determine the net fiscal impact of different land uses by acre.

One of the major findings for the Village was that the analysis indicated that residential land uses generate more net revenue for the Village than non-residential uses. This is due in large part to the fact that the majority of revenues in the Village are from property taxes and that retail sales tax distributions occur on a per capita basis (as opposed to retail square footage or number of businesses). They also noted that certain assumptions about gated communities had a significant impact on the Single Family – Medium Density land use since the communities have security and maintain their own roads. In addition, assumptions regarding vacancy (16% for single-family and 68% for multifamily) had a large impact on the results. Finally, some Multi-family developments do not use the Village's solid waste services and instead contract with a private hauler which impacts costs. It was noted that for future development, Village leaders should consider variables such as private security, private roads, and solid waste collection to determine the true cost of any future residential development.

Results of Fiscal Impact Analysis

Based upon the results of the analysis, utilizing the assumptions as described herein, the Small Area Plans could have the following annual impact on the Village of Pinehurst at build-out (e.g. when the plan is completely built):

- » Village Place Preferred Program: -\$40,003 estimated total annual impact
- » Pinehurst South Program Low: -\$32,192 estimated total annual impact
- » Pinehurst South Program High: -\$18,313 estimated total annual impact

The commercial and the residential land uses in the plans balance each other out to help bring the net fiscal impact fairly close to zero. As noted above, residential land uses have a positive net fiscal impact on the VOP (e.g. more residential in the plans creates more revenue) and commercial land uses have a negative impact on the net fiscal impact (e.g. more commercial in the plans creates less revenue).

Fiscal Impact Assumptions and Methodology

In order to complete the analysis, we utilized the following assumptions:

- » We utilized the assumptions regarding surplus or deficit by acre without any changes from the 2017 report. As noted above, this could make some residential land uses appear more beneficial than they are since the SAPs do not contemplate gated communities and for the other various reasons noted above.
- » We fit the land use categories from the current SAPs into those land use categories from the 2017 report.

Figure 2 on page 78 outlines how the current land use categories in the SAPs compare to the FY 2017 document.

The next step was to determine the likely acreage associated with the SAPs as the FY document reported the surplus and deficit by acreage. The proposed density is similar to the existing density in the Village Center. The calculations to determine density by land use were completed on a gross net basis, based on typical average lots, plus the minimum required open space at 8%, half the right-of-way, and half the alley, if applicable. The following Figure 3 includes the estimated density of the products by land use that were then used to determine acreage in the SAPs.

Figure 4 on page 79 shows the calculations for each of the potential programs.

Page 1, FY 2017 Land Use Fiscal Analysis

“The 2017 Village of Pinehurst Land Use Fiscal Analysis was prepared by Village staff to determine the approximate net revenues or net expenditures of various land uses within the Village of Pinehurst corporate limits. Properties included in the Village’s extra-territorial jurisdiction (ETJ) were not included in this analysis. This land use fiscal analysis was prepared using FY 2017 data and represents an estimate of current revenues and expenditures by land use for that period of time.

This analysis provides revenue and expenditure allocation principals that can be applied to any proposed future development to estimate the financial impact. It is not a perfect predictor of the financial impacts of future development because the impacts of future land uses will vary on a case by case basis. The actual revenues and expenditures generated by one acre of land can vary within the same land use type due to many variables. Therefore, the information contained in this analysis should be used to provide an approximation of the estimated net revenue or cost of development, recognizing the actual revenue and costs associated with any one particular development will likely not be the exact amounts shown in this report.”

Figure 1: Land Uses from FY 2017 Land Use Fiscal Analysis Report and Net Impact Per Acre

Land use	Description	Net Annual Surplus (Deficit) Per Acre
Single Family – Low Density	R210: 5 acre lot/ 2,000 SF min	\$520
Single Family – Medium Density	R-30: 30,000 SF lot/ 2,000 SF min R-20: 20,000 SF lot/ 2,000 SF min R-15: 15,000 SF lot/ 1,800 SF min	\$1,054
Single Family – High Density	R-10: 10,000 SF lot/ 1,800 SF min R-8: 8,000 SF lot/ 1,500 SF min	\$806
Multi-family Development	Density varies by zoning jurisdiction	\$1,597
Office	General office, medical/dental office, government office, post office	(\$3,109)
Retail	Retail, car dealership, drugstore	(\$8,518)
Lodging	Hotel	(\$2,110)
Recreational	Park, marina, golf course, harness track, tennis facility, fitness center	\$52
Institutional	School, church, library	(\$6,622)
Medical	Hospital, nursing home, clinics	(\$6,995)
Industrial	Utilities, manufacturing, warehousing	(\$110)
Services	Bank, real estate office, restaurant, gas station	(\$3,230)

Figure 2: Land Uses from SAPs Compared to FY 2017 Report

Land Use in SAP	Corresponding Land Use in FY 2017 Report
Civic	Institutional
Office	Office
Retail/Restaurant	40% Retail, 60% Services
Hotel	Lodging
Light Industrial	Industrial
Live / Work	Multi-Family Dev.
Multi-Family	Multi-Family Dev.
Multi-Family Senior	Multi-Family Dev.
Single-Family Attached	Multi-Family Dev.
Single-Family Detached	Single-Family - High Density

Figure 3: Estimated Density by Land Use to Determine Acreage in SAPs

Land Use	FAR*/Dwelling Unit (DU)/Key Per Acre
Civic	1.00
Office	0.50
Retail/Restaurant	0.33
Hotel	50
Light Industrial	0.25
Live / Work	12
Multi-Family	18
Multi-Family Senior	25
Single-Family Attached	10
Single-Family Detached	5.5

* Floor Area Ratio (FAR) is the measurement of a building's total amount of usable floor area in relation to the total area of the lot on which the building stands.

Figure 4: Village Place Preferred Program Calculations

Land Use in SAP	Non-Residential					Mixed-Use	Residential				Total Program
	Civic (GSF)	Office (GSF)	Retail (GSF)	Hotel (Keys)	Light Indust. (GSF)	Live / Work (# DU)	Multi-Family (#DU)	Multi-Family Senior (#DU)	Single-Family Attached (#DU)	Single-Family Detached (#DU)	
Village Place Program											
N of McCaskill	21,000	79,000	7,000	0	0	0	18	0	11	0	
S of McCaskill	10,000	61,000	44,000	66	0	13	0	0	0	8	
Total	31,000	140,000	51,000	66	0	13	18	0	11	8	
Village Place Program in Acres											
N of McCaskill	0.5	3.6	0.5	0.0	0.0	0.0	1.0	0.0	1.1	0.0	6.7
S of McCaskill	0.2	2.8	3.0	1.3	0.0	1.1	0.0	0.0	0.0	1.5	9.9
Total	0.7	6.4	3.5	1.3	0.0	1.1	1.0	0.0	1.1	1.5	16.6
Village Place Annual Revenue (Deficit) By Land Use											
N of McCaskill	-\$3,192	-\$11,277	-\$2,577	\$0	\$0	\$0	\$1,597	\$0	\$1,757	\$0	-\$13,693
S of McCaskill	-\$1,520	-\$8,707	-\$16,200	-\$2,785	\$0	\$1,730	\$0	\$0	\$0	\$1,172	-\$26,310
Total	-\$4,713	-\$19,984	-\$18,777	-\$2,785	\$0	\$1,730	\$1,597	\$0	\$1,757	\$1,172	-\$40,003

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