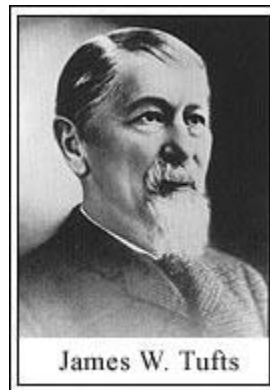




## History

Looking for a place to build a health-orientated resort, James Walker Tufts (head of the America Soda Foundation) stopped in the Sandhills area in the spring of 1895. Despite the fact that the area had been almost completely clear-cut by the timber industry, something about this area moved him, and in June 1895, he bought 598 acres of land for nearly \$1.25 per acre and makes up what is now the Village Center.



On June 20, 1895, Tufts contacted Frederick Law Olmsted, the designer of Central Park in New York and the landscape designer of the Biltmore Estate in Asheville, North Carolina, to help him create a first-rate resort. That summer, with the new plan in hand, 450 men began construction on what was originally referred to as "Tuftstown". Tufts selected the name Pinehurst for his resort out of a list of non-winning names for Martha's Vineyard.

On New Year's Eve 1895, the Holly Inn opened its doors and Pinehurst was on its way.



*Development of Village Center*

Since all of the early buildings of Pinehurst stood on barren land, Tufts hired Warren Manning to plant over 222,000 tree seedling and other plants (47,250 of these were imported from France) around Pinehurst to give the resort the natural beauty we all still enjoy today.

For many years, Pinehurst was a privately held resort under sole proprietorship of the Tufts family. The Tufts family controlled all aspects of the resort and closely monitored all types of activities, including the creation of its first 9-hole golf course in February 1898, and the continued acquisition of more land.



Tufts brought in a young Scotsman named Donald Ross to design golf courses, and his No. 2 (originally built in 1902 with only man and mule power and then redesigned by Ross) is still consistently listed among the worlds' finest golf courses. Donald Ross, the father of golf, was a huge part of our heritage and history, as he influenced many golf course designers such as Peter Tufts and Ellis Maples.



*Donald Ross*

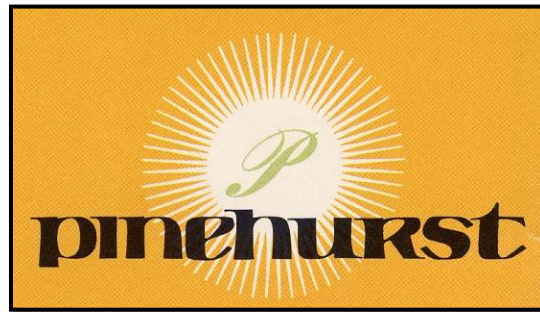
In 1920, a corporate form of ownership was established when a charter for Pinehurst, Inc. was obtained from the North Carolina Secretary of State. Tufts considered incorporating the village as a municipality in 1926, but he felt that a lack of year-round residents and state tax laws would not be able to sustain it.

During the Great Depression, as other resorts began to fail, property owners in Pinehurst agreed to pay more taxes in order to support the resort through the Depression and ensure that it would not fail like the surrounding resorts. During World War II, Pinehurst served as a support area for neighboring Fort Bragg and many servicemen were either residents or visitors.

It was not until 1960 that Pinehurst became a year-round resort with the introduction of air conditioning and swimming pools at the resort facilities. By the late 1960s, however, Pinehurst's days as a paternalistic resort under the Tufts were coming to an end.

Realizing that the resort was 75 years old and in need of significant investment to update and improve the resort facilities, the Tufts heirs sold Pinehurst, Inc., including the resort and approximately 7,500 acres of land, to the Diamondhead Corporation for \$9.2 million in January 1971. It was under Diamondhead's control that the creation and sale of lots with membership rights to the Pinehurst resort facilities began.

Advertisements were placed in newspapers around the country, and people were flown in to play golf and purchase a lot. Lake Pinehurst was created to enhance the residential neighborhood, new recreational improvements were made (including Course Number 6 in the late 1970s), and infrastructure was put into place to support the new development. However, all this activity was not considered to be progress by local residents.



*Old Diamondhead Logo*

Since Pinehurst was not a full municipality, there were no building inspections, no planning or zoning regulations, and no real means for the concerns of the residents to be acted upon. After several years of debate among residents over whether to seek incorporation as a full municipality or continue to allow Diamondhead to coordinate affairs, it was decided by a majority in 1980 that Pinehurst would function most effectively independently of the Diamondhead Corporation.

In 1980, with a population of 1,746 residents, Pinehurst was granted full incorporation as a municipality and was, for the first time, more than just a privately run resort.

According to the U.S. Census Bureau, adjusted for an annexed area effective March 31, 2010, Pinehurst had a population of 14,206 people in the year 2010. The 2010 population is a 61% increase from its population in 2000. Many of these new residents come from across the country, if not the world, to settle in this "village in the forest". When asked what brought them here, many cited ambiance, community character and spirit as their reasons for choosing the area.



*Village of Pinehurst Logo*



## *Demographic Characteristics*

With a current population of 15,411, the Village of Pinehurst is an integral part of the economy of Moore County, which is well diversified with significant healthcare, retirement, tourism, retail, agriculture, and manufacturing sectors. The Pinehurst area is largely a service-based economy focused on tourism/hospitality, healthcare-related activities, and retail trade.

Two of the largest employers in Moore County are located in Pinehurst and are service-related: FirstHealth of the Carolinas and Pinehurst Resort. FirstHealth of the Carolinas is a private, not-for-profit health care network serving 15 counties in the mid-Carolinas. Pinehurst Resort, owned by Pinehurst, LLC operates eight championship golf courses in the Village, including the famous Pinehurst No. 2 course (site of the 1999 and 2005 U.S. Open Championships). Pinehurst Resort will also host 14 days of championship play in June 2014, with back to back U.S. Open and U.S. Women's Open Championships – for the first time in history.

The Village also provides other recreational opportunities for residents. The Village owns and operates a 111 acre Harness Track facility, which is used for winter training of standardbred horses and horse shows at various times throughout the year. The Village has 3 major parks that include an in-line hockey rink, tennis courts, ball diamonds and concession stands, playgrounds and disc golf. The Village also has an extensive Greenway System. The Greenway System will eventually connect most of the Village via a pedestrian and bicycle pathway.



## *Geographic Characteristics*

The Village of Pinehurst is located in the Sandhills Region of North Carolina, 60 miles southwest of Raleigh and about 75 miles east of Charlotte. The city spans approximately 17 square miles and is locally recognized as an outstanding residential community and major golf resort. The central location of Pinehurst allows quick and easy access to the beautiful Blue Ridge Mountains and the white, sandy beaches of North and South Carolina.



## Operating Indicators By Function

### Operating Indicators by Function Last Nine Fiscal Years

Function	Fiscal Years								
	2005	2006	2007	2008	2009	2010	2011	2012	2013
General Government									
<b>Financial Services</b>									
Purchase orders issued	323	262	207	225	260	280	295	269	299
Vendor checks issued	2,673	2,529	2,427	2,448	2,333	2,471	2,444	2,365	1,840
Vendor EFTs issued	-	-	-	-	-	-	-	401	620
<b>Human Resources</b>									
Workers' compensation lost time (days)	322	6	60	12	446	32	425	33	74
Employee turnover rate	9.0%	9.0%	9.4%	7.8%	7.9%	9.2%	8.5%	10.7%	11.4%
<b>Fleet Maintenance</b>									
Tire work orders completed	150	186	132	311	216	116	188	200	205
10-point service performed	350	200	291	233	208	194	288	228	220
Public Safety									
<b>Fire Protection</b>									
Public fire & life safety classes	95	219	204	167	159	170	176	191	254
Incident calls	842	922	827	843	855	884	1,031	865	982
Structure fires	21	26	56	63	44	55	58	35	43
Inspections	766	824	787	732	620	423	784	1,174	950
Child passenger seat inspections	833	579	583	396	173	222	228	120	182
<b>Police Protection</b>									
Physical arrests	206	202	262	585	444	445	233	165	184
Citations issued	1,560	1,285	3,806	3,891	3,993	2,970	3,053	1,908	1,208
Response to calls/officer initiated activity	11,500	9,801	11,866	13,513	13,640	14,495	14,362	13,364	10,901
Traffic accidents	447	432	483	500	474	418	476	414	447
<b>Inspections</b>									
Building inspections conducted	11,286	10,588	9,194	7,683	5,409	4,281	4,370	3,832	4,608
Certificates of occupancy issued	254	271	227	169	181	156	197	48	68
<b>Transportation</b>									
Street resurfacing (miles)	5.0	5.0	6.3	5.6	4.8	3.2	6.4	4.5	3.6
<b>Environmental Protection</b>									
Refuse collected (tons annually)	4,578	4,287	4,392	4,094	3,948	3,849	4,124	3,808	3,856
Homes receiving service	6,345	6,485	6,651	6,782	6,862	7,686	7,736	7,812	7,877
Recyclables collected (tons annually)	305	369	568	943	966	1,473	1,734	1,807	1,913
<b>Economic &amp; Physical Development</b>									
Building permits issued	318	378	424	359	278	259	239	287	275
Zoning compliance investigations	475	480	477	690	624	475	501	577	596
Cultural & Recreation									
<b>Recreation</b>									
Program participants	398	468	679	830	939	1,065	1,739	1,748	1,591
Athletics participants	1,507	1,503	1,556	1,982	2,323	2,287	2,296	1,934	1,838
<b>Harness Track</b>									
Standardbred stalls leased	280	285	249	220	281	251	276	259	223
Facilities reserved (days)	62	45	32	30	20	30	32	32	103
<b>Fair Barn</b>									
Events	67	87	89	84	80	88	113	113	102
Rental days	125	131	117	95	98	96	120	113	112

Source: Various Village departments



## Demographic and Economic Statistics Last Ten Calendar Years

<u>Fiscal Year</u>	<u>Calendar Year</u>	<u>Population (1)</u>	<u>Personal Income</u>	<u>Per Capita Income (2)</u>	<u>Median Age (2)</u>	<u>Unemployment Rate (3)</u>
2004	2003	10,218	\$ 458,407,284	\$ 44,863	60.4	6.5%
2005	2004	10,498	\$ 483,590,811	\$ 46,065	60.4	5.6%
2006	2005	10,694	\$ 509,319,363	\$ 47,627	60.4	5.1%
2007	2006	11,026	\$ 542,145,667	\$ 49,170	60.4	4.8%
2008	2007	11,316	\$ 572,262,434	\$ 50,571	60.4	4.5%
2009	2008	11,632	\$ 610,890,250	\$ 52,518	60.4	6.2%
2010	2009	13,277	\$ 694,911,723	\$ 52,340	60.4	10.3%
2011	2010	13,601	\$ 434,198,324	\$ 31,924	58.4	9.5%
2012	2011	14,783	\$ 526,777,422	\$ 35,634	58.4	8.9%
2013	2012	14,979	\$ 608,671,665	\$ 40,635	60.6	8.6%

**Sources:**

- (1) Office of State Budget and Management.
- (2) U.S. Census Bureau.
- (3) North Carolina Employment Security Commission.
- (4) A change in municipal boundary effective March 31, 2010 increased the certified population in fiscal year 2010 by 1,482.

**Notes:**

Per Capita Income is adjusted annually after the Decennial Census calendar year by the annual average inflation rate.

Unemployment rate information is a calendar year adjusted annual average in Moore County.



## Principal Tax Payers

### Principal Property Tax Payers Current Year and Nine Years Ago

Taxpayer	2013		2004	
	Taxable Assessed Value	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Percentage of Total Taxable Assessed Value
Pinehurst, LLC	\$ 165,094,503	4.83%	\$ 122,721,821	6.22%
Pinehurst Surgical Clinic	23,614,600	0.69%	7,476,792	0.38%
Country Club of North Carolina	22,019,470	0.64%	19,234,509	0.98%
Pinehurst Medical	20,244,470	0.59%	10,518,950	0.53%
Pinewild Project Limited PTNS	14,041,942	0.41%	-	0.00%
Progress Energy Carolinas	12,381,585	0.36%	11,188,017	0.57%
MTMM Associates (Carolina Eye Assoc.)	9,634,212	0.28%	7,497,974	0.38%
East Lake Development, LLC	8,162,720	0.24%	-	0.00%
SCOP (Surgery Center of Pinehurst)	5,148,450	0.15%	-	0.00%
Carolina Telephone and Telegraph	4,323,982	0.13%	4,171,776	0.21%
Branch Banking and Trust Co.	-	0.00%	4,149,931	0.21%
Pleasant Living Health Care (Quail Haven)	-	0.00%	8,164,628	0.41%
Pinehurst Nursing	-	0.00%	3,555,883	0.18%
Total	<u>\$ 284,665,934</u>	<u>8.33%</u>	<u>\$ 198,680,281</u>	<u>10.08%</u>

**Sources:**

Moore County Tax Department

**Notes:**

2013 and 2004 data are for tax years 2012 and 2003 respectively.



*The Carolina Hotel*



## Principal Employers

### Principal Employers Current Year and Nine Years Ago

<u>Employer</u>	<u>2013</u>		<u>2004</u>	
	<u>Employees</u>	<u>Percentage of Total Employment</u>	<u>Employees</u>	<u>Percentage of Total Employment</u>
First Health of the Carolinas (1)	2,677	58.32%	2,255	56.59%
Pinehurst, LLC (2)	1,128	24.58%	1,184	29.71%
Total		<u>82.90%</u>		<u>86.30%</u>

**Sources:**

- (1) Human Resources Department at First Health of the Carolinas.
- (2) Human Resources Department at Pinehurst, LLC f/n/a Resorts of Pinehurst Inc.

**Notes:**

2013 employment is based on calendar year 2012.  
2004 employment is estimated.  
GASB 44 requires comparative data for the current calendar year and nine years prior. 2010 adjusted Census Data was used for 2004 and 2013 to estimate the percentage of total employment.





## Personnel Classification Schedule

Classification Plan Summary	Budgeted FY 2011	Budgeted FY 2012	Budgeted FY 2013	Budgeted FY 2014	Budgeted FY 2015
<b>General Government</b>					
Administration					
Administration	6.0	6.0	7.0	7.0	7.0
Financial Services	4.0	4.0	3.5	3.5	3.5
Human Resources	2.0	1.5	2.5	2.5	2.5
Fleet Maintenance	3.0	3.0	3.0	3.0	3.0
Buildings and Grounds Maintenance	6.0	6.0	6.0	6.0	6.0
Information Technology	3.5	4.0	4.0	4.8	4.8
<b>Total General Government</b>	<b>24.5</b>	<b>24.5</b>	<b>26.0</b>	<b>26.8</b>	<b>26.8</b>
<b>Public Safety</b>					
Police	29.0	28.0	28.0	28.0	28.0
Fire	30.0	30.0	30.0	30.0	30.0
Inspections	2.0	2.0	2.0	2.0	2.0
<b>Total Public Safety</b>	<b>61.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>	<b>60.0</b>
<b>Economic and Physical Development</b>					
Planning	7.0	6.5	6.0	6.0	6.0
Community Development	2.5	0.0	0.0	0.0	0.0
<b>Total Economic and Physical Development</b>	<b>9.5</b>	<b>6.5</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
<b>Transportation</b>					
Public Services Administration	3.0	3.0	3.0	3.0	3.0
Streets and Grounds	13.0	15.0	15.0	15.0	15.0
<b>Total Transportation</b>	<b>16.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>
<b>Environmental Protection</b>					
Solid Waste	9.0	9.0	9.0	9.0	9.0
<b>Total Environmental Protection</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
<b>Cultural and Recreation</b>					
Parks and Recreation	5.0	5.0	6.0	6.0	6.0
Harness Track	4.5	4.0	4.0	4.0	4.3
Fair Barn	2.5	1.8	1.8	1.8	1.8
<b>Total Cultural and Recreation</b>	<b>12.0</b>	<b>10.8</b>	<b>11.8</b>	<b>11.8</b>	<b>12.1</b>
<b>GRAND TOTAL</b>	<b>132.0</b>	<b>128.8</b>	<b>130.8</b>	<b>131.6</b>	<b>131.9</b>

<b>Population</b>	<b>13,460</b>	<b>14,783</b>	<b>14,979</b>	<b>15,082</b>	<b>15,082</b>
<b>Employees per 1,000 Population</b>	<b>9.8</b>	<b>8.7</b>	<b>8.7</b>	<b>8.7</b>	<b>8.7</b>