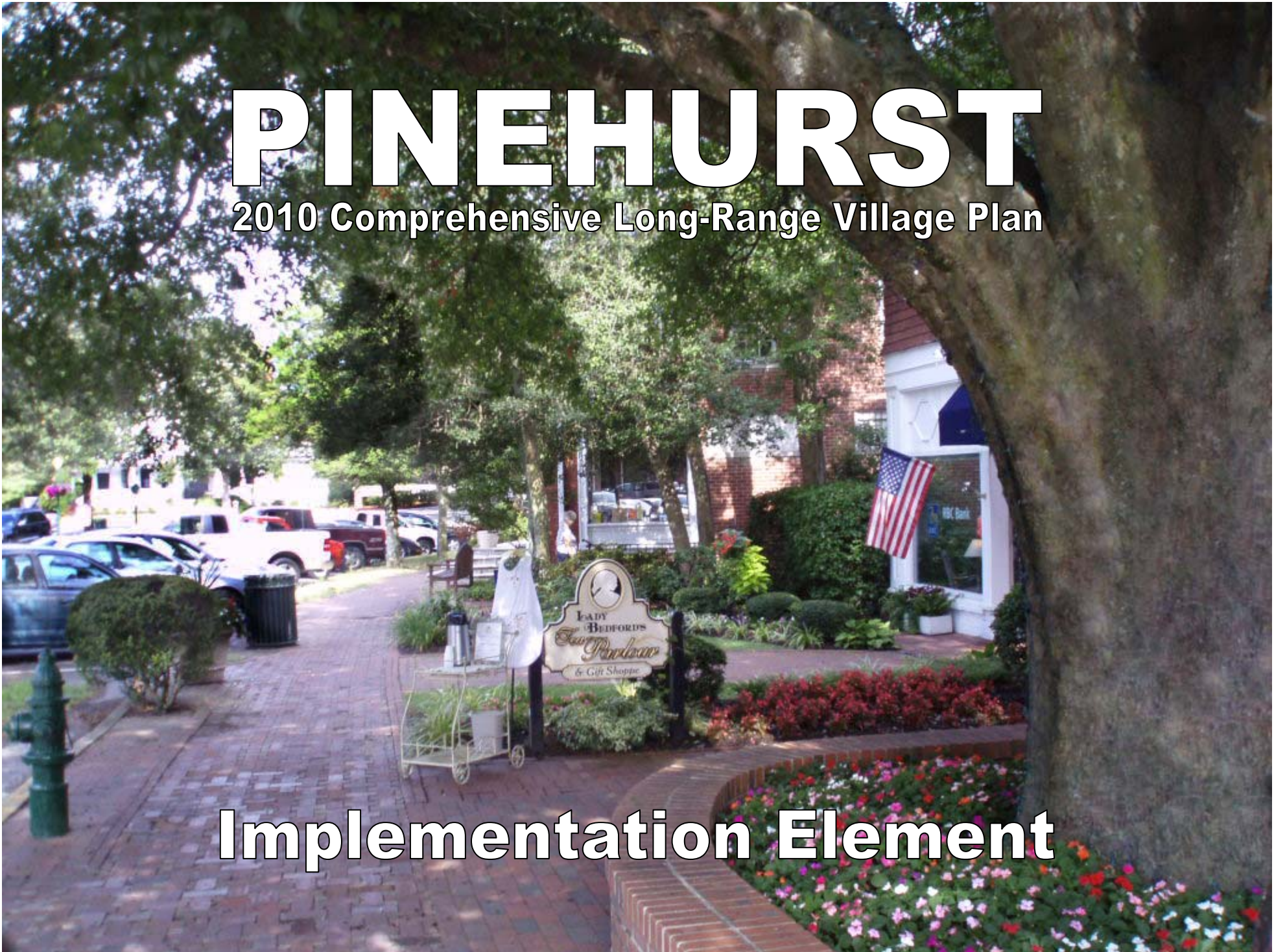


# PINEHURST

2010 Comprehensive Long-Range Village Plan

Implementation Element



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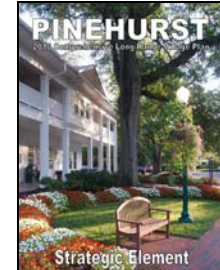
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## About This Plan ...

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

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



This part – known as the “Implementation Element” – is a more detailed compilation of tasks and programs which will be considered to accomplish the overall strategies. This element identifies specific tasks to be completed, the entity responsible for completing the task, and the anticipated timeframe for completing the task. It is envisioned that the Implementation Element will be reviewed and updated every year to clear completed tasks and to add new tasks. In addition, this annual review will help to ensure that the work program for the coming year (and beyond) reflects fiscal and operational capabilities and the evolving needs of the Village.



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

### The Village of Pinehurst intends to:

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

## Implementation Overview

Implementation is the main purpose of the planning process. While identification of desirable strategies is important, that effort will only bear fruit if tasks or actions are implemented to make it happen. It is intended that this Implementation Element be a working document used to implement strategies identified in the Strategic Element (a separate document) of the 2010 Long Range Village Plan.

As a working document, it is expressly intended that this Plan will be used on a regular basis. The main reason that the Long Range Plan has been prepared with two elements is so that this Implementation Element will be updated on a regular basis by:

- Assessing how implementation is proceeding,
- Adding new tasks or actions which will help accomplish the overall strategic goals outlined in the Strategic Element,
- Refining tasks or actions already under way in order to enhance their implementation or improve their effectiveness,
- Deleting tasks or actions completed satisfactorily, and
- Adding or deleting tasks or actions as the Strategic Element is amended from time to time.

This type of process is intended to cultivate a “culture of planning” within Pinehurst where the overall strategies are periodically reviewed and the supporting tasks and policies are regularly revised to respond to changing conditions. This approach will help the Plan (and Plan strategies) be relevant over a long timeframe.

It is understood that implementation of the Plan will be a gradual and continual process. While some recommendations should (and will) be carried out in a relatively short period of time, others may be long-term in nature. Further, since some recommendations will involve additional study or a commitment of fiscal resources, their implementation will take place over several years or occur in stages.

The Village Council has the primary responsibility of coordinating implementation of the Plan’s recommendations. Of course, some recommendations will require the cooperation of, and actions by, other local boards and commissions. However, if the Plan is to be successfully realized, it must serve as a guide to all residents, businesses, and individuals interested in the orderly growth of Pinehurst.

# Implementation Tools

## Annual Work Programs

Using the Long-Range Plan as a basis for organizing the annual work programs of local departments, boards, and other agencies will help accomplish the goals and objectives of the Plan. If the activities of all municipal organizations can be coordinated, there can be significant benefits in efficiency, economy, and results.

Subsequent pages in this element contain implementation guides identifying initial tasks and actions that will promote implementation of the Plan. The guides assign primary responsibilities and priorities to implementing the recommended strategies and tasks.

These implementation guides can (and should) be used by other organizations when preparing and evaluating their capital planning and work programs.

## As A Reference For Proposed Actions Or Activities

Using the Long-Range Plan as a basis for land use and other decisions within the Village will help accomplish the goals and objectives of the Plan. All land use proposals will be evaluated in terms of the Plan and its various elements.

## Annual Operating Budget

The Annual Budget is the guideline for municipal spending over the coming fiscal year. Plan recommendations should be considered during formulation of the Village's Operating Budget so that the overall objectives of the Plan will be accomplished.

## Capital Improvement Programming

The Capital Budget (or Capital Improvement Plan) is a tool for planning major capital expenditures of a municipality so that local needs will be identified and prioritized within local fiscal constraints that exist. The Plan proposes that plan recommendations be included in the Village's Capital Improvements Plan and that funding for them be included as part of the Capital Budget.

## Implementation Guides

It is anticipated that the implementation guides on the following pages will be used by the Village Council and other boards and commissions to develop and refine more detailed work programs. For example, it is envisioned that the Village Council will use the Plan to help develop the operational budget and the capital budget and refine the implementation schedule. The annual work program will then be shared and coordinated with other boards and commissions.

More importantly, it is envisioned that these implementation guides will be updated on a regular basis to ensure that they reflect the most current thinking about desirable actions and programs for the Village of Pinehurst. It is understood that policies and strategies will evolve over time as implementation or new situations provides insight into desirable policy directions. In other words, the Plan is not a static document and it will continue to be reviewed and refined over time.

This review could be undertaken by the Village Council, another local board, or by a special committee appointed just for this purpose. The process of updating the implementation guides should be swift and purposeful so that efforts can be focused back on implementation.

### Legend To Implementation Guides

The following page contains an example of an implementation guide and a glossary of terms. These are provided to assist with the implementation and updating of the tasks and actions in the future.

The following table summarizes the codes for some of the organizations expected to participate in implementation:

<b>Code</b>	<b>Description</b>	<b>Code</b>	<b>Description</b>	<b>Code</b>	<b>Description</b>
<b>CAC</b>	Community Appearance Comm.	<b>PD</b>	Police Department	<b>VC</b>	Village Council
<b>CC</b>	Conservation Commission	<b>PI</b>	Planning & Inspections Dept.	<b>VE</b>	Village Engineer
<b>DOT</b>	NC Dept of Transportation	<b>PR</b>	Parks & Recreation Dept.	<b>VM</b>	Village Manager
<b>FD</b>	Fire Department	<b>PS</b>	Public Services Department	<b>WC</b>	Water Committee
<b>FI</b>	Finance Department	<b>PU</b>	Moore County Public Utilities		
<b>GC</b>	Greenway Committee	<b>PZB</b>	Planning & Zoning Board		
<b>HPC</b>	Historic Preservation Commission				

# Legend

**Leader –**  
The organization most responsible for implementation. See codes on facing page and on inside back cover).

**Partners –**  
Other organizations that will assist with implementation. See codes on facing page and on inside back cover)

**Program –**  
An ongoing program or strategy which is expected to continue over time and may never be completed. Identified with a letter in the “Priority / Status” column.

**Action / Task –**  
A distinct step or part of a work program which can be measured and identified as completed. Identified with a number in the “Priority / Status” column and a check box for noting that the action is completed.

**Priorities Legend –**  
A / 1 = Most Important - Should be implemented immediately  
B / 2 = Very Important - Should be implemented in near future  
C / 3 = Important - Should be addressed in next few years  
D / 4 = Needed - Should be implemented as opportunities arise

Pinehurst Long Range Plan - Implementation Element  
Implementation Guides  
Natural Resources  
April 7, 2010

**A. Protect Water Quality**

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1. Continue to protect water features, wetlands, and floodplains.	4/2010	Ongoing	n/a	PI	PZB VE
A	2. Maintain the quality of water supplies through available means, including the wellfield protection program.	4/2010	Ongoing	n/a	PI	VE WC
B	3. Continue programs for regional household hazardous waste collection programs.	4/2010	Ongoing	n/a	CC	CC
1	4. Adopt regulations that will promote conservation development patterns and help protect sensitive natural resources.	4/2010	12/2011		VC	PZB PI
B	5. Provide education programs to inform residents about how to prevent groundwater contamination.	4/2010	Ongoing		CC	WC VE PI PU
2	6. Consider requiring greater setbacks to waterbodies, watercourses, and wetlands.	4/2010	12/2011		VC	PI VE
C	7. Investigate the use of permeable pavement and other alternatives to reduce stormwater runoff and groundwater.	4/2010	Ongoing	n/a	CC	WC PU
B	8. Continue to address and manage erosion problems.	4/2010	Ongoing	n/a	VE	PS PI

Letter = Ongoing Program / Strategy  
Number = Distinct Task / Action

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**Percent Complete –**  
Information to track progress of implementation of actions / tasks. Marked as not applicable (n/a) for programs.

**Target Date –**  
The projected target date for implementation to be complete. Marked as on-going for programs.

**Date Added –**  
The date the item was added to the implementation guides.

## Maintenance of Implementation Guides

It is intended that the implementation guides on the following pages will be reviewed and updated annually. It is not intended that these implementation guides should be expected to remain valid or relevant for an extended period since circumstances affecting the Village of Pinehurst will certainly change over time. The process of annual review and updating of the implementation guides might include the following protocol *for each element and strategy*:

### **Programs / Objectives (Ongoing activities where progress or completion may not be completed)**

1. Which programs or objectives are being implemented?
  - a. Are the results helping to achieve the strategic direction identified in the Strategic Element of the Long Range Plan?
  - b. Should any refinements be made to the program or objective?
2. Are there any new programs or objectives (or changes to listed programs or objectives) which should be undertaken to help achieve the strategic direction identified in the Strategic Element of the Long Range Plan?

### **Task / Actions (progress or completion can be identified and measured)**

3. Which tasks or actions have been initiated or completed since the last review?
  - a. Are the results helping to achieve the strategic direction identified in the Strategic Element of the Long Range Plan?
  - b. Should any refinements be made to the task or action?
  - c. Can the task or action be marked as completed?
4. Are there any new tasks or actions (or changes to listed tasks or actions) which should be undertaken to help achieve the strategic direction identified in the Strategic Element of the Long Range Plan?

### **Priority / Responsibility**

5. Are the priorities for the program/objectives appropriate?
6. Is the target date realistic and reasonable given available resources and priorities?
7. Are the appropriate entities identified?

### **Overall Strategy**

8. Is the overall strategy still relevant and appropriate?
9. Are any new strategies needed to focus attention in new areas?



# Implementation Guides

Implementation

## Overall Implementation

See pages 2-6 in the "Implementation Element" of the Long Range Plan for information on overall implementation.

### A. Implement The Plan

Overall Implementation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
1 <input type="checkbox"/>	1 . Adopt the Plan.	4/2010	5/2010		<b>VC</b>	
<b>A</b>	2 . Use the Plan as a reference when reviewing development applications.	4/2010	Ongoing	n/a	<b>PI</b>	VC PZB
1 <input type="checkbox"/>	3 . Update the Implementation Element on an annual basis.	4/2010	5/2011		<b>VC</b>	PI VM
1 <input type="checkbox"/>	4 . Hold an annual retreat for Department Heads to review the status of implementation.	4/2010	9/2010		<b>VC</b>	VM PI
1 <input type="checkbox"/>	5 . Hold an annual retreat for Village Council to review the status of implementation and set priorities.	4/2010	12/2010		<b>VC</b>	VM PI
1 <input type="checkbox"/>	6 . Use the Plan to guide preparation of the annual Operating Budget.	4/2010	1/2011		<b>VC</b>	VM FI PI
1 <input type="checkbox"/>	7 . Use the Plan to guide preparation of the Capital Budget.	4/2010	1/2011		<b>VC</b>	VM FI PI
<b>B</b>	8 . Use the Plan as a guide for programming other proposed actions or activities.	4/2010	Ongoing	n/a	<b>VC</b>	VM

Letter = Ongoing Program / Strategy

A / 1 = Most Important  
 B / 2 = Very Important  
 C / 3 = Important  
 D / 4 = Needed

Number = Distinct Task / Action

# Implementation Guides

## Character / Ambience Enhance

See pages 18-21 in the "Strategic Element" of the Long Range Plan for information on "Character / Ambience" strategies.

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

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Continue efforts to maintain and enhance a vibrant Village Center with a strong historic character.	4/2010	Ongoing	n/a	<b>VC</b>	HPC PZB PI
<b>A</b>	2 . Maintain strong design controls in the Village Center area.	4/2010	Ongoing	n/a	<b>PZB</b>	HPC VC PI
<b>B</b>	3 . Maintain the local historic district and the National Landmark designation.	4/2010	Ongoing	n/a	<b>HPC</b>	VC PI
<b>A</b>	4 . Maintain / enhance landscaping within the public areas of the Village Center.	4/2010	Ongoing	n/a	<b>PR</b>	VC
<b>B</b>	5 . Encourage / require the maintenance / enhancement of landscaping on private property within the Village Center.	4/2010	Ongoing	n/a	<b>HPC</b>	PI VC
<b>B</b>	6 . Maintain high-level maintenance and cleanliness within the Village Center.	4/2010	Ongoing	n/a	<b>PR</b>	PS
2 <input type="checkbox"/>	7 . Design signage to facilitate way-finding to the Village Center (from NC5 / NC2).	4/2010	12/2012		<b>PI</b>	HPC
3 <input type="checkbox"/>	8 . Install and maintain signage to facilitate way-finding to the Village Center (from NC5 / NC2).	4/2010	12/2013		<b>PS</b>	PI
<b>B</b>	9 . Maintain / enhance landscaping on main travel routes.	4/2010	Ongoing	n/a	<b>PS</b>	PR
2 <input type="checkbox"/>	10 . Revisit uses allowed along major corridors.	4/2010	12/2011		<b>PI</b>	PZB VC
<b>C</b>	11 . Work with NCDOT to ensure high-quality "context sensitive" design on road projects.	4/2010	Ongoing	n/a	<b>VE</b>	VM VC
2 <input type="checkbox"/>	12 . Modify the PDO to require berms, landscaping, and/or walls / fencing along major road corridors to screen parking lots, loading docks, storage areas, etc. from adjacent roads.	4/2010	12/2011		<b>PI</b>	PZB VC
2 <input type="checkbox"/>	13 . Prepare a Streetscape Master Plan to identify landscaping and other character improvements along major road corridors.	4/2010	12/2011		<b>PI</b>	PR PS VE

Letter = Ongoing Program / Strategy

A / 1 = Most Important  
 B / 2 = Very Important  
 C / 3 = Important  
 D / 4 = Needed

Number = Distinct Task / Action

# Implementation Guides

## B. Preserve and Enhance Landscaping

Character / Ambience

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
2 <input type="checkbox"/>	1 . Establish a tree planting program on Village property and within road rights-of-way.	4/2010	12/2011		<b>VC</b>	PS PR PI CC
2 <input type="checkbox"/>	2 . Establish a tree planting program to encourage tree planting on private property along main streets.	4/2010	12/2011		<b>VC</b>	PS PR PI CC
<b>B</b>	3 . Preserve significant existing trees at prominent places on Village property and road rights-of-way within the Village.	4/2010	Ongoing	n/a	<b>PS</b>	PR
2 <input type="checkbox"/>	4 . Establish a "companion tree" replacement program for prominent existing trees on Village property and within road rights-of-way.	4/2010	12/2011		<b>PS</b>	PR
2 <input type="checkbox"/>	5 . Implement a "planting palette" for Pinehurst with particular attention paid to restoring the historic Olmsted / Manning plantings along public streets.	4/2010	12/2011		<b>PI</b>	PR
2 <input type="checkbox"/>	6 . Review and revise the PDO to ensure that it requires extensive landscaping within developments and along streets.	4/2010	12/2011		<b>VC</b>	PI PZB

Letter = Ongoing Program / Strategy

Number = Distinct Task / Action

A / 1 = Most Important

B / 2 = Very Important

C / 3 = Important

D / 4 = Needed

## Implementation Guides

### C. Implement Other Strategies To Enhance Character

Character / Ambience

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
3 <input type="checkbox"/>	1 . Prepare an overall plan for major gateways to Pinehurst.	4/2010	12/2011		<b>PI</b>	PS CAC VC
3 <input type="checkbox"/>	2 . Establish major gateway features in appropriate locations.	4/2010	12/2013		<b>VC</b>	VM PI VE
2 <input type="checkbox"/>	3 . Establish a logical way-finding system for visitors.	4/2010	12/2012		<b>PI</b>	VE VC
4 <input type="checkbox"/>	4 . Create guidelines for "public art" in Pinehurst and incorporate public art where feasible.	4/2010	12/2011		<b>VM</b>	
2 <input type="checkbox"/>	5 . Establish a property maintenance ordinance or similar approach to maintaining character.	4/2010	12/2011		<b>VC</b>	PI CAC
<b>A</b>	6 Seek ways to provide incentives for property owners to improve / restore structures.	4/2010	Ongoing		<b>VC</b>	VM PI HPC
2 <input type="checkbox"/>	7 . Institute an awards program to recognize new, remodeled, sustainable projects of special quality.	4/2010	12/2011		<b>CAC</b>	CC PI
1 <input type="checkbox"/>	8 . Establish a design review process to guide business development in Pinehurst.	4/2010	12/2011		<b>PI</b>	VC

Letter = Ongoing Program / Strategy

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# Implementation Guides

Enhance

## Quality of Life

See pages 22-23 in the "Strategic Element" of the Long Range Plan for information on "Quality of Life" strategies.

### A. Promote Special Events / Activities

Quality of Life

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Promote more community events and activities in the Village Center and on the Village Green.	4/2010	Ongoing	n/a	<b>PR</b>	VC
<b>B</b>	2 . Promote and host more community events and activities at the Arboretum and the Fair Barn.	4/2010	Ongoing	n/a	<b>PR</b>	VC
<b>C</b>	3 . Work with other organizations (such as Given Memorial Library, Tufts Archive, Pinehurst Civic Group, First-Health, Sandhills Community College, Pinehurst Business Guild, neighborhood associations, etc.) to provide other events and activities of interest to Pinehurst residents.	4/2010	Ongoing	n/a	<b>PR</b>	VC
<b>C</b>	4 . Promote social and recreational events and activities (sports, arts, culture, etc.) conducted for Pinehurst residents and the Sandhills region.	4/2010	Ongoing	n/a	<b>PR</b>	VC

Letter = Ongoing Program / Strategy

Number = Distinct Task / Action

A / 1 = Most Important

B / 2 = Very Important

C / 3 = Important

D / 4 = Needed



# Implementation Guides

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

Quality of Life

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>C</b>	1 . Encourage participation in neighborhood associations as a way to promote community spirit.	4/2010	Ongoing	n/a	<b>VC</b>	
<b>B</b>	2 . Maintain the Village Newsletter or other forms of communication with residents.	4/2010	Ongoing	n/a	<b>VM</b>	
<b>B</b>	3 . Publicize the work of the Village commissions in the Village Newsletter and on the website.	4/2010	Ongoing	n/a	<b>VM</b>	
<b>C</b>	4 . Promote volunteerism by residents which helps support community programs.	4/2010	Ongoing	n/a	<b>VC</b>	
<b>C</b>	5 . Promote philanthropy by residents which will help to enhance the Village, its character, and the quality of life.	4/2010	Ongoing	n/a	<b>VC</b>	

Letter = Ongoing Program / Strategy

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# Implementation Guides

Enhance

## Image / Reputation

See pages 24-25 in the "Strategic Element" of the Long Range Plan for information on "Image / Reputation" strategies.

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

Image / Reputation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Promote the image and reputation of Pinehurst as a desirable place - locally, regionally, nationally, and internationally.	4/2010	Ongoing	n/a	<b>VC</b>	VM
<b>A</b>	2 . Establish a positive and supportive image of the Village of Pinehurst and its local government programs.	4/2010	Ongoing	n/a	<b>VM</b>	VC
<b>B</b>	3 . Promote and support existing assets that are distinctive and readily identifiable.	4/2010	Ongoing	n/a	<b>VC</b>	VM
<b>B</b>	4 . Establish / promote other assets that complement the image / reputation and are valued by potential visitors.	4/2010	Ongoing	n/a	<b>VC</b>	VM

### B. Enhance External Presentation of Pinehurst

Image / Reputation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Promote positive media recognition and good name recognition ("conversational value") of Pinehurst as a desirable place -regionally, nationally, and internationally.	4/2010	Ongoing	n/a	<b>VM</b>	VC
<b>C</b>	2 . Work with NCDOT to install signs which will guide people to Pinehurst from RDU, I-40, I-73, and I-95 and help create a sense of anticipation and excitement for visitors.	4/2010	Ongoing	n/a	<b>VM</b>	VE VC
<b>B</b>	3 . Maintain a Welcome Center for Pinehurst.	4/2010	Ongoing	n/a	<b>VM</b>	VC

Letter = Ongoing Program / Strategy

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B / 2 = Very Important

C / 3 = Important

D / 4 = Needed

Number = Distinct Task / Action

# Implementation Guides

## C. Develop A Distinctive Mark or Image

Image / Reputation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
2 <input type="checkbox"/>	1 . Develop and use a consistent graphic identity (logo, font, tagline, etc.).	4/2010	12/2011		<b>VM</b>	VC PI
3 <input type="checkbox"/>	2 . Develop and implement a consistent signage program.	4/2010	12/2012		<b>VM</b>	VC PI PS CA

Letter = Ongoing Program / Strategy

Number = Distinct Task / Action

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B / 2 = Very Important

C / 3 = Important

D / 4 = Needed

# Implementation Guides

Preserve

## Open Space

See pages 28-31 in the "Strategic Element" of the Long Range Plan for information on "Open Space" strategies.

### A. Expand the Greenway Trail System Open Space

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Reinvigorate and accelerate efforts to build additional trail sections as part of a comprehensive greenway system in Pinehurst.	4/2010	Ongoing	n/a	<b>GC</b>	VC PR
1 <input type="checkbox"/>	2 . Have the Greenway Committee update and refine the greenway plan, including any new approaches to establishing a greenway system.	4/2010	5/2011		<b>GC</b>	VC PR
<b>B</b>	3 . Maintain a member of the Village Council on the Greenway Committee.	4/2010	Ongoing	n/a	<b>VC</b>	GC PR
<b>B</b>	4 . Commit to funding Greenway construction at a sustainable level in each year of the Capital Improvement Plan.	4/2010	Ongoing	n/a	<b>VC</b>	GC PR VM FI
<b>C</b>	5 . Over the long term, seek to pave trails for all-weather use by bicycle, strollers, and other activities.	4/2010	Ongoing	n/a	<b>GC</b>	PR VC
<b>D</b>	6 . Continue to promote ways for people to retain or obtain membership rights at the Resort if they donate or sell a lot to the Village for the greenway trail or open space.	4/2010	Ongoing	n/a	<b>VM</b>	GC PR
<b>D</b>	7 . Over the long term, facilitate greenway crossings of major roadways (such as NC211 and/or US 15/501) including tunnels or bridges.	4/2010	Ongoing	n/a	<b>GC</b>	PR VE

Letter = Ongoing Program / Strategy

A / 1 = Most Important  
 B / 2 = Very Important  
 C / 3 = Important  
 D / 4 = Needed

Number = Distinct Task / Action

# Implementation Guides

## B. Add New Open Spaces

Open Space

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Encourage the preservation of more open spaces in Pinehurst - both planned and natural.	4/2010	Ongoing	n/a	<b>PR</b>	CC PI
3 <input type="checkbox"/>	2 . Regularly review the need to acquire new open spaces to meet community needs.	4/2010	12/2011		<b>PR</b>	CC PZB
1 <input type="checkbox"/>	3 . Modify the Pinehurst Development Ordinance to promote (or require) conservation development patterns in the ETJ area in order to ensure significant open space is reserved as part of any development in the ETJ area.	4/2010	12/2010		<b>VC</b>	PI PZB PI
2 <input type="checkbox"/>	4 . Modify the Pinehurst Development Ordinance to promote (or require) provision of a "greenbelt buffer" as part of open space developments on the perimeter of Pinehurst (similar to the viewshed protection language currently in the PDO).	4/2010	12/2010		<b>VC</b>	PZB PI
3 <input type="checkbox"/>	5 . Prepare an open space / natural resource preservation "master plan" for the outlying areas in order to end up with a coordinated open space system which will protect resources and provide opportunities from greenway trails and other important community assets.	4/2010	12/2011		<b>PI</b>	CC VC
<b>C</b>	6 . Support open space preservation efforts of other groups (such as the Sandhills Area Land Trust, the Pinehurst Open Space Trust, etc.).	4/2010	Ongoing	n/a	<b>VC</b>	PR PI

Letter = Ongoing Program / Strategy

Number = Distinct Task / Action

A / 1 = Most Important

B / 2 = Very Important

C / 3 = Important

D / 4 = Needed



# Implementation Guides

## C. Preserve Existing Open spaces

Open Space

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Ensure that existing private open space is preserved in perpetuity through acquisition of open space easements, right of first refusal, etc.).		Ongoing		<b>VC</b>	PR PI

## D. Increase Open Space Connectivity

Open Space

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Connect greenway trails together, including connections to greenway trails in other communities.	4/2010	Ongoing	n/a	<b>GC</b>	PR VC PI
<b>B</b>	2 . Connect open space areas together to enhance the overall open space system.	4/2010	Ongoing	n/a	<b>PR</b>	GC PI

Letter = Ongoing Program / Strategy

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# Implementation Guides

Preserve

## Natural Resources

See pages 32-35 in the "Strategic Element" of the Long Range Plan for information on "Natural Resource" strategies.

### A. Protect Water Quality

Natural Resources

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Continue to protect water features, wetlands, and floodplains.	4/2010	Ongoing	n/a	<b>PI</b>	PZB VE
<b>A</b>	2 . Maintain the quality of water supplies through available means, including the wellfield protection program.	4/2010	Ongoing	n/a	<b>PI</b>	VE WC
<b>B</b>	3 . Continue programs for regular "household hazardous waste collection" programs.	4/2010	Ongoing	n/a	<b>PS</b>	CC
1 <input type="checkbox"/>	4 . Adopt regulations that will promote conservation development patterns and help protect sensitive natural resources.	4/2010	12/2010		<b>VC</b>	PZB PI
<b>B</b>	5 . Provide education programs to inform residents about how to prevent groundwater contamination.	4/2010	Ongoing	n/a	<b>CC</b>	WC VE PI PU
2 <input type="checkbox"/>	6 . Require greater setbacks to waterbodies, watercourses, and wetlands.	4/2010	12/2011		<b>VC</b>	PI VE
<b>C</b>	7 . Encourage minimal use of fertilizers and other chemicals that can affect the local groundwater.	4/2010	Ongoing	n/a	<b>CC</b>	WC PU
<b>C</b>	8 . Continue to address and manage erosion problems.	4/2010	Ongoing	n/a	<b>VE</b>	PS PI

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## Implementation Guides

### B. Enhance Water Quantity

Natural Resources

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Implement stormwater recharge on public property through infiltration basins, recharge basins, and rain gardens.	4/2010	Ongoing	n/a	<b>PS</b>	VE PI VC VM
<b>A</b>	2 . Promote or require stomwater infiltration on private property through infiltration basins, recharge basins, and rain gardens.	4/2010	Ongoing	n/a	<b>VE</b>	VC PI
<b>C</b>	3 . Limit the use of sprinkler irrigation systems.	4/2010	Ongoing	n/a	<b>VC</b>	PZB CC PI
<b>B</b>	4 . Continue to regulate (or prohibit) the installation of private irrigation wells.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	5 . Recommend (or require) planting with species that require lower water use to minimize irrigation needs.	4/2010	Ongoing	n/a	<b>PZB</b>	CC PI
<b>B</b>	6 . Limit the planting of grass on public and private property unless needed for erosion/drainage control or other public purpose.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	7 . Offer education on drought resistant plants.	4/2010	Ongoing	n/a	<b>CC</b>	CC PI
2 <input type="checkbox"/>	8 . Examine requirements in the Development Ordinance in terms of landscaping, water use, drainage, etc.	4/2010	12/2011		<b>PZB</b>	PI VC

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# Implementation Guides

## C. Protect Biologic Resources

Natural Resources

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>C</b>	1 . Continue to protect the habitat of the Red-Cockaded Woodpecker.	4/2010	Ongoing	n/a	<b>PI</b>	PZB
<b>C</b>	2 . Continue to protect the Longleaf Pine ecosystem.	4/2010	Ongoing	n/a	<b>PI</b>	CC PR PS
<b>C</b>	3 . Continue to encourage the preservation of trees and the Tree Preservation Program.	4/2010	Ongoing	n/a	<b>PI</b>	CC PR PS
<b>C</b>	4 . Discourage or prevent the introduction of invasive or non-native species.	4/2010	Ongoing	n/a	<b>CC</b>	PI
<b>C</b>	5 . Educate and inform residents about the wildlife in Pinehurst.	4/2010	Ongoing	n/a	<b>CC</b>	PR

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# Implementation Guides

## Sustainability Preserve

See pages 36-37 in the "Strategic Element" of the Long Range Plan for information on "Sustainability" strategies.

### A. Encourage Sustainability Sustainability

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Identify and encourage sustainable practices.	4/2010	Ongoing	n/a	<b>CC</b>	PZB VC PI

### B. Reduce Water Use Sustainability

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Continue to recommend ways for residents to implement water conservation strategies.	4/2010	Ongoing	n/a	<b>CC</b>	
2 <input type="checkbox"/>	2 . As circumstances warrant, find ways to mandate use of water conservation technologies.	4/2010	5/2011		<b>VC</b>	CC PI PU
2 <input type="checkbox"/>	3 . Encourage (or require) irrigation systems to be drip-type and/or use water sensors.	4/2010	5/2011		<b>VC</b>	CC PI PU
2 <input type="checkbox"/>	4 . Prepare information on water usage of ground covers and plantings appropriate for the Pinehurst region.	4/2010	5/2011		<b>CC</b>	I
<b>B</b>	5 . Discourage extensive planting of grass or other "thirsty" plantings.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	6 . Continue to encourage the use of xeriscaping (landscaping that does not require supplemental irrigation).	4/2010	Ongoing	n/a	<b>CC</b>	PI
<b>B</b>	7 . Continue to encourage the planting of native and/ or drought tolerant plant species.	4/2010	Ongoing	n/a	<b>CC</b>	PI

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# Implementation Guides

## C. Reduce Energy Use

Sustainability

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Encourage development that incorporates measures from the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) or other similar sustainable design programs.	4/2010	Ongoing	n/a	<b>CC</b>	PZB PI
<b>B</b>	2 . Encourage "green" building design and construction standards (such as LEED) for new Village buildings.	4/2010	Ongoing	n/a	<b>CC</b>	PZB PI
<b>B</b>	3 . Encourage "green" building design and construction on private property.	4/2010	Ongoing	n/a	<b>CC</b>	PZB PI
<b>C</b>	4 . Encourage energy audits (houses, businesses, government facilities).	4/2010	Ongoing	n/a	<b>CC</b>	
<b>C</b>	5 . Encourage "life-cycle costing" where up-front investments are compared to long-term savings.	4/2010	Ongoing	n/a	<b>CC</b>	FI
<b>C</b>	6 . Encourage landscaping that will provide shade to buildings and reduce the heating effect from large expanses of paved and unlandscaped areas.	4/2010	Ongoing	n/a	<b>CC</b>	PZB PI
<b>B</b>	7 . Encourage the use of solar collectors.	4/2010	Ongoing	n/a	<b>CC</b>	PI
<b>C</b>	8 . As technology evolves, evaluate ways to encourage the use of alternative energy systems (such as fuel cells and wind energy systems).	4/2010	Ongoing	n/a	<b>CC</b>	PI
<b>C</b>	9 . Investigate ways to reduce the need for automobile travel for daily needs.	4/2010	Ongoing	n/a	<b>CC</b>	PI
<b>B</b>	10 . Promote walking and bicycling through site and building design.	4/2010	Ongoing	n/a	<b>PI</b>	PZB CC VC

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# Implementation Guides

Guide

## Village Center

See pages 40-53 in the "Strategic Element" of the Long Range Plan for information on "Village Center" strategies.

### A. Expand / Improve the Village Center

Village Center

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Expand / improve the Village Center to improve its vitality.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	2 . Ensure that the overall New England character of the Village Center and expansion area will be maintained and enhanced.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	3 . Make the Village Center more a part of residents' everyday lives.	4/2010	Ongoing	n/a	<b>VC</b>	VM PI

### B. Expand Along An Organizing Spine

Village Center

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Expand the Village Center in a northerly direction along an organizing, or "connecting" spine.	4/2010	Ongoing	n/a	<b>VC</b>	PZB VM PI
<b>B</b>	2 . Establish the "connecting spine" route as soon as possible.	4/2010	Ongoing	n/a	<b>VC</b>	PZB VM PI
<b>B</b>	3 . Ensure development along the organizing spine is comparable to the Village Center in terms of appearance, intensity, quality, and level of interest.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	4 . Maintain continuity in activities and level of interest along the organizing spine in order to promote pedestrian traffic along it.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	5 . Configure the organizing spine as a roadway / sidewalk combination.	4/2010	Ongoing	n/a	<b>VC</b>	VE PI
<b>B</b>	6 . Adopt an "official map" to identify and preserve the route of the connecting spine.	4/2010	Ongoing	n/a	<b>VC</b>	PZB VM PI

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## Implementation Guides

### C. Proceed Incrementally

Village Center

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . In terms of commercial development (retail, office, etc.), expand the Village Center incrementally.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	2 . Allow residential development to occur independently of the incremental approach if the design and concept will enhance the overall Village Center.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI

### D. Revise Regulations To Accomplish The Vision

Village Center

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
1 <input type="checkbox"/>	1 . Based on the building character and style that presently exists, review and revise dimensional standards (building footprints, floor areas, yard setbacks, and building heights) to ensure they will produce the desired vision (intensity, character, etc.) for the Village Center and expansion area.	4/2010	5/2011		<b>PI</b>	VC PZB HPC
1 <input type="checkbox"/>	2 . Review the uses permitted in the various zoning districts in the Village Center expansion area (VC, VMU, VCP) to ensure they are appropriate (commercial, residential, etc.).	4/2010	5/2011		<b>PI</b>	VC PZB
<b>A</b>	3 . For the Village Center expansion, limit zoning along the organizing spine to the Village Commercial district only.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	4 . In areas considered for expansion of the Village Center, limit or prohibit retail uses in areas outside of the Village Commercial district.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>C</b>	4 . When appropriate, eliminate the current restrictions on banks and real estate offices on the first floor of buildings in the Village Center area.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
2 <input type="checkbox"/>	5 . Review, for appropriateness, the forms and types of residential uses allowed.	4/2010	5/2011		<b>PI</b>	PZB VC
<b>B</b>	6 . Given the importance of ambience and character, adopt design guidelines or form-based coding for the Village Center and expansion area.	4/2010	Ongoing	n/a	<b>PI</b>	PZB VC HPC

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# Implementation Guides

## E. Provide For Parking

Village Center

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Seek ways to enhance parking in the Village Center, including the sand parking lot.	4/2010	Ongoing	n/a	<b>VC</b>	VM PR PI
<b>C</b>	2 . As parking demand increases in the future, re-establish on-street parking time limitations, especially during the mid-day period to ensure there is adequate turnover of spaces.	4/2010	Ongoing	n/a	<b>VC</b>	VM PD
1 <input type="checkbox"/>	3 . Modify the PDO to require all new floor area to provide on-street parking spaces (first priority), off-street parking spaces, or make a fee-in-lieu payment to the Village (a special fund) to support the provision of public parking spaces to support all uses.	4/2010	5/2011		<b>VC</b>	PZB PI FI
1 <input type="checkbox"/>	4 . Modify the PDO to adopt either an overall parking ratio (such as 2.5 spaces per 1,000 SF) or compute each use individually with credit given for mixed / shared use.	4/2010	5/2011		<b>VC</b>	PZB PI
<b>C</b>	5 . Over the long term, consider the potential for structured parking facilities provided it is well-designed and screened from view in order to be compatible with the character and ambience (and historic district designation) in the Village Center area.	4/2010	Ongoing	n/a	<b>VC</b>	VM PI HPC
<b>D</b>	6 . Over the long term, consider removing parking from the Village Green in order to make it a more park-like setting as originally envisioned by the Tufts family.	4/2010	Ongoing	n/a	<b>VC</b>	VM PI HPC

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# Implementation Guides

## F. Address Traffic Circulation

Village Center

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Define the desirable roadway cross-section in more detail (and compared to the existing roadway cross-sections in the Village Center area) before proceeding.	4/2010	Ongoing	n/a	<b>PI</b>	VE VM
<b>B</b>	2 . Make the connection from the Village Center to the expansion area with a vehicular travel way with abundant on-street parking along the organizing spine.	4/2010	Ongoing	n/a	<b>PI</b>	VE VM
<b>B</b>	3 . Connect to Rattlesnake Trail.	4/2010	Ongoing	n/a	<b>VC</b>	VE PI
<b>B</b>	4 . Anticipate the possible need to get involved in road construction in the Village Center expansion area.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI
2 <input type="checkbox"/>	5 . Create a wayfinding system to Village Center / Club / lodging.	4/2010	5/2011		<b>PI</b>	VC VE PS
2 <input type="checkbox"/>	6 . Better define access points to the Village Center from Route 5 (and NC 211) with signage.	4/2010	6/2012		<b>VC</b>	VE PS
2 <input type="checkbox"/>	7 . Better define access points to the Village Center from Route 2 (especially at Midland / Field) with signage.	4/2010	6/2012		<b>VC</b>	VE PS
<b>D</b>	8 . When the connection from the Village Center to the expansion area has been made, better define access points to the Village Center from Route 211 with signage.	4/2010	Ongoing	n/a	<b>VC</b>	VE PS

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## Implementation Guides

### G. Plan Out The Approach and Schedule

Village Center

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Determine the best approach for the Village of Pinehurst to address the development or disposal of municipal properties within the Village Center expansion area.	4/2010	Ongoing	n/a	<b>VM</b>	VC
3 <input type="checkbox"/>	2 . Coordinate timing of the Village Center expansion with the 2014 US Open golf championships.	4/2010	12/2012		<b>VM</b>	VC PI VE

### H. Nurture The Village Center

Village Center

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Work with local groups (such as businesses, property owners, the Business Guild and others) to nurture and support the vitality of the Village Center.	4/2010	Ongoing	n/a	<b>VM</b>	VC PI
<b>A</b>	2 . Work with state and federal officials to retain the post office in the Village Center.	4/2010	Ongoing	n/a	<b>VM</b>	VC PI
<b>B</b>	3 . As needed for desired improvements and activities, increase municipal support (funding) for the downtown.	4/2010	Ongoing	n/a	<b>VC</b>	VM
<b>C</b>	4 . Continue to explore possible changes or enhancements to the Village Green.	4/2010	Ongoing	n/a	<b>VC</b>	VM PR HPC PI
<b>C</b>	5 . Continue to investigate strategies for incorporating more activities on the Village Green.	4/2010	Ongoing	n/a	<b>PR</b>	VC VM
<b>B</b>	6 . Continue to schedule and promote events in the Village Center area.	4/2010	Ongoing	n/a	<b>PR</b>	VC VM

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# Implementation Guides

Guide

## Extra-Territorial Areas

See pages 54-57 in the "Strategic Element" of the Long Range Plan for information on "Extra-Territorial Area" strategies.

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

Extra-Territorial Areas

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . As appropriate, expand Pinehurst's jurisdiction (corporate limits or extra-territorial jurisdiction) to a logical boundary when considered necessary or desirable to protect character, ambience, or other local interests.	4/2010	Ongoing	n/a	<b>VC</b>	PZB VM PI

### B. Apply New Residential Development Concepts In The ETJ Area

Extra-Territorial Areas

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
1 <input type="checkbox"/>	1 . Modify the PDO to promote (or require) open space residential development patterns in the ETJ area.	4/2010	12/2010		<b>VC</b>	PI PZB PI
1 <input type="checkbox"/>	2 . Modify regulations to allow for Planned Unit Development or Open Space Subdivisions as described in the "Strategic Element" of the Plan.	4/2010	12/2010		<b>VC</b>	PI PZB PI
2 <input type="checkbox"/>	3 . Prepare a map of "potential conservation lands" to guide growth (including soils, slopes, vegetation, hydrology, wetlands, floodplains, aquifers, wildlife habitat, scenic viewsheds, historic resources, cultural resources, etc.).	4/2010	12/2011		<b>PI</b>	PZB CC
<b>B</b>	4 . Guide development activities based on the process described in Conservation Design for Subdivisions: A Practical Guide to Creating Open Space Networks (Island Press, 1996).	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	5 . Require that open space that will be provided as part of a development be deeded to the Village of Pinehurst or an acceptable entity.	4/2010	Ongoing	n/a	<b>VC</b>	PZB CC PR PI

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## Implementation Guides

### C. Review Business Development Locations In The ETJ Area

Extra-Territorial Areas

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Within any area included in any future extension of corporate limits or extra-territorial jurisdiction, establish business zoning for existing business uses where desired to meet community needs.	4/2010	Ongoing	n/a	<b>VC</b>	PZ PI
<b>B</b>	2 . With any future extension of corporate limits or extra-territorial jurisdiction, if existing business uses will not be allowed in the proposed zoning district, investigate revising the PDO to allow for expansion of non-conforming uses by special permit.	4/2010	Ongoing	n/a	<b>VC</b>	PZ PI
<b>B</b>	3 . Look into developing potential hamlets or nodes in the ETJ for convenience uses (such as a small country store) to support residential needs.	4/2010	Ongoing	n/a	<b>VC</b>	PZ PI

### D. Undertake Special Studies

Extra-Territorial Areas

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Undertake a study of the Jackson Hamlet community to better understand its needs and issues and how to help address them.	4/2010	Ongoing	n/a	<b>PI</b>	PZB VC
<b>B</b>	2 . Undertake a study of the Monroetown community to better understand its needs and issues and how to help address them.	4/2010	Ongoing	n/a	<b>PI</b>	PZB VC

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# Implementation Guides

Guide

## Residential Development

See pages 58-59 in the "Strategic Element" of the Long Range Plan for information on "Residential Development" strategies.

### A. Protect Existing Residential Neighborhoods

Residential Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Protect existing residential neighborhoods from inappropriate uses or activities.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	2 . Enhance existing residential neighborhoods through supporting landscaping, street tree planting and similar programs.	4/2010	Ongoing	n/a	<b>PS</b>	CAC VC PI
3 <input type="checkbox"/>	3 . Maintain and evaluate residential design standards.	4/2010	12/2011		<b>PI</b>	PZB VC
3 <input type="checkbox"/>	4 . Evaluate uses allowed in residential districts in order to eliminate inappropriate uses and allow for additional uses, if appropriate.	4/2010	12/2011		<b>PI</b>	PZB VC
3 <input type="checkbox"/>	5 . Review standards for floor area, lot coverage, yard setbacks, building height, and overall building mass in residential zones to ensure they are appropriate.	4/2010	12/2011		<b>PI</b>	PZB VC

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# Implementation Guides

## B. Guide Residential Development To Address Housing Needs

Residential Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>C</b>	1 . Consider allowing congregate living facility, assisted living facility, and/or life care facility in appropriate locations as a major special use.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	2 . Continue to allow for upper level residential units in the Village Commercial (VC) district to provide housing opportunities for individuals, young couples, and others.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>D</b>	3 . Continue to allow for upper level residential units in the Neighborhood Commercial (NC) and Office Professional (OP) districts to provide housing opportunities for individuals, young couples, and others.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	4 . Diversify the housing portfolio of Pinehurst by allowing cluster developments that preserve desirable open spaces in the ETJ.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>C</b>	5 . Diversify the housing portfolio of Pinehurst by allowing assisted living or other types of housing facilities or mixed use development in the ETJ.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>C</b>	6 . Consider whether to allow smaller houses in Pinehurst in exchange for more architectural amenities.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI

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# Implementation Guides

Guide

## Business Development

See pages 60-63 in the "Strategic Element" of the Long Range Plan for information on "Business Development" strategies.

### A. Review Existing Business Zones

Business Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
1 <input type="checkbox"/>	1 . Review the location of commercial and business zones, particularly the Neighborhood Commercial zone, and change the zoning of those properties where the type of business development allowed would not be appropriate in that location.	4/2010	5/2011		<b>VC</b>	PZB PI
1 <input type="checkbox"/>	2 . Review the parameters of commercial and business zones, particularly the Neighborhood Commercial and Village Commercial zones, and modify those standards which might result in inappropriate development patterns.	4/2010	5/2011		<b>VC</b>	PZB PI
1 <input type="checkbox"/>	3 . Amend the uses permitted in the Neighborhood Commercial zone and designate some or all of these uses as special uses (requiring a special use permit).	4/2010	5/2011		<b>VC</b>	PZB PI

### B. Establish New Business Zones

Business Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
3 <input type="checkbox"/>	1 . Establish a new neighborhood business "hamlet" at the intersection of Linden Road and Chicken Plant Road and at other appropriate locations.	4/2010	5/2012		<b>VC</b>	PZB PI
4 <input type="checkbox"/>	2 . If considered desirable at some time in the future, allow small "general stores" or similar operations where appropriate.	4/2010	5/2012		<b>VC</b>	PZB PI

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# Implementation Guides

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

Business Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Establish a design review process (which might include a design review committee) to guide the character of business development in Pinehurst.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	2 . Adopt graphic design guidelines to ensure appropriate future development in the peripheral business areas.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>B</b>	3 . Modify the PDO to require shared driveways and parking to the side and rear of the buildings unless modified by the Village Council.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PI
<b>C</b>	4 . Undertake more detailed studies of peripheral business areas (use regulations, design standards, etc.) to enhance the overall character of these areas.	4/2010	Ongoing	n/a	<b>PI</b>	VC PZB

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# Implementation Guides

Support

## Utility Infrastructure

See pages 66-75 in the "Strategic Element" of the Long Range Plan for information on "Utility Infrastructure" strategies.

### A. Establish a Reliable Water Supply

Utility Infrastructure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Continue to seek additional water sources for Pinehurst residents and businesses to ensure an adequate water supply to meet their present and future needs.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PU
<b>A</b>	2 . Continue to work for a regional water solution that will benefit Pinehurst and its residents.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PU
<b>A</b>	3 . Continue efforts to expand and diversify the Village's water supply sources.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PU
<b>B</b>	4 . Continue to participate in the Moore County Summit's Water Task Force.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PU
<b>B</b>	5 . Encourage the County to evaluate and reconcile water availability with the overall growth pattern of the county.	4/2010	Ongoing	n/a	<b>VC</b>	VM
<b>B</b>	6 . Increase water storage capacity within Pinehurst.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PU
<b>B</b>	7 . Consider the need for " fire flow " of water when undertaking any water line improvements.	4/2010	Ongoing	n/a	<b>VE</b>	FD PU VC

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## Implementation Guides

### B. Enhance Community Drainage Systems

Utility Infrastructure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Continue to provide annual funding to address storm water drainage and runoff issues in the community.	4/2010	Ongoing	n/a	<b>VC</b>	PS VE
<b>B</b>	2 . To help manage stormwater drainage from new development, modify regulations and policies to increase the amount of infiltration and reduce the amount of runoff.	4/2010	Ongoing	n/a	<b>VC</b>	PZB PS VE PI
<b>C</b>	3 . Encourage (or require) existing properties to capture and infiltrate rainfall.	4/2010	Ongoing	n/a	<b>VE</b>	PZB CC PS PI
<b>C</b>	4 . As needed, prepare drainage studies to address local drainage issues in a meaningful way.	4/2010	Ongoing	n/a	<b>VE</b>	PS VC

### C. Continue To Manage Wired Utilities

Utility Infrastructure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>C</b>	1 . Continue to ensure that new wired utilities are installed underground.	4/2010	Ongoing	n/a	<b>PI</b>	VE PS
<b>B</b>	2 . Support efforts to improve the reliability of wired utilities.	4/2010	Ongoing	n/a	<b>VE</b>	PI

### D. Enhance Wireless Communications Coverage

Utility Infrastructure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>C</b>	1 . Work with telecommunication providers to provide more service capacity within the Village for residents and visitors while maintaining the overall character and ambience of Pinehurst.	4/2010	Ongoing	n/a	<b>PI</b>	VM PZB

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## Implementation Guides

### E. Establish a Dependable Sewage Disposal System

Utility Infrastructure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Work with Moore County on maintenance and improvements to the existing sewerage system in Pinehurst.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PU
<b>B</b>	2 . Support efforts by Moore County to reduce unwanted water entering the sewer system.	4/2010	Ongoing	n/a	<b>VC</b>	VM PU
<b>C</b>	3 . Support the capacity expansion of the sewage treatment facility for Moore County.	4/2010	Ongoing	n/a	<b>VC</b>	VM PU

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

Utility Infrastructure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Work with natural gas providers to extend service within the Village of Pinehurst.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PU

### G. Address Street Lighting

Utility Infrastructure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Continue to encourage or require street lighting in the Village Center and commercial areas but not in residential areas.	4/2010	Ongoing	n/a	<b>VC</b>	PS VM
<b>B</b>	2 . Expand street and/or pathway lighting in and near the Village Center in order to promote pedestrian activity.	4/2010	Ongoing	n/a	<b>VC</b>	PS VM
<b>C</b>	3 . Investigate installing reflectors in the pavement at street intersections in order to facilitate way-finding (in lieu of street lights).	4/2010	Ongoing	n/a	<b>VE</b>	PS VC VM
<b>B</b>	4 . If necessary, consider installing street lights at major street intersections.	4/2010	Ongoing	n/a	<b>VC</b>	PS
<b>C</b>	5 . Adopt a standard street light specification(s) which minimizes the effects of night sky lighting.	4/2010	Ongoing	n/a	<b>PI</b>	VE PS VM
2 <input type="checkbox"/>	6 . Review the street lighting policy of the Village to incorporate desired changes.	4/2010	12/2011	n/a	<b>VC</b>	PS VE VM

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# Implementation Guides

## Vehicular Transportation Support

See pages 76-79 in the "Strategic Element" of the Long Range Plan for information on "Vehicular Transportation" strategies.

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

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Carefully review proposed developments and roadway improvements to ensure they do not have an adverse impact on the overall character and ambience of the community.	4/2010	Ongoing	n/a	<b>VE</b>	VM VC PI DOT

### B. Promote Greater Regional Connectivity / Mobility Vehicular Transportation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Continue to advocate for regional road connections.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>A</b>	2 . Continue efforts to establish a north part of a "western connector" from NC 211 near Pinewild to Foxfire Road.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>A</b>	3 . Continue efforts to establish a south part of a "western connector" from Foxfire Road to Linden Road near Lake Pinehurst or to NC 5.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>B</b>	4 . Continue efforts to establish a "southern connector" from NC 5 near Linden Road to the US 15-501 commercial area.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>C</b>	5 . Consider ways to establish a roadway connecting Linden Road near Lake Pinehurst to Roseland Road.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>C</b>	6 . Plan for the potential long-term need to improve Juniper Lake Road to accommodate increased traffic volumes.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>C</b>	7 . Prepare a traffic circulation "master plan" for the extra-territorial area since development of individual properties might not result in a meaningful roadway system.	4/2010	Ongoing	n/a	<b>PI</b>	VE VM
<b>D</b>	8 . Continue efforts to establish a "western bypass" between NC 211 in West End and US 15/501 in Aberdeen/ Southern Pines.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT

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## Implementation Guides

### C. Manage Improvements To Major Roadways

Vehicular Transportation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Continue to work with NCDOT to ensure that any roadway widening on NC 211 occurs in a way that will be as compatible as possible with the character of Pinehurst and not harm the traffic circle.	4/2010	Ongoing	n/a	<b>VE</b>	VM DOT
<b>C</b>	2 . If improvements are proposed to US 15/501, advocate for a raised median, provide for pedestrian/bicycle crossings, and align Spring Lake Road on both sides.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>A</b>	3 . Retain the traffic circle as a significant roadway feature in Pinehurst.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>B</b>	4 . Consider providing a roundabout or other intersection improvement on NC 2 at Fields / Cherokee to guide traffic to the Village Center.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>B</b>	5 . On NC 5, make intersection improvements with a preference for roundabouts (especially at McCaskill / Barrett).	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>B</b>	6 . Maintain the character of Linden Road (from NC 5 to Pinewild) by maintaining the existing vegetation.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT

### D. Manage Other Transportation Issues

Vehicular Transportation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>A</b>	1 . Promote roundabouts over signalized intersections and other traffic control devices when considering intersection improvements.	4/2010	Ongoing	n/a	<b>VC</b>	VM VE PI DOT
<b>C</b>	2 . Continue to investigate ways to minimize the overall cost of future pavement maintenance.	4/2010	Ongoing	n/a	<b>VE</b>	VM VC
<b>B</b>	3 . Continue to monitor traffic speeds.	4/2010	Ongoing	n/a	<b>PD</b>	VE VC
<b>B</b>	4 . Protect neighborhoods from adverse impacts of through traffic (through techniques such as "traffic calming").	4/2010	Ongoing	n/a	<b>VE</b>	PI VC

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# Implementation Guides

Support

## Community Facilities

See pages 80-81 in the "Strategic Element" of the Long Range Plan for information on "Community Facilities" strategies.

### A. Address Current Needs

Community Facilities

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
3 <input type="checkbox"/>	1 . Construct a Community / Recreation Center.	4/2010	5/2015		<b>VC</b>	PR VM
<b>C</b>	2 . Continue the improvement of Rassie Wicker Park.	4/2010	Ongoing	n/a	<b>VC</b>	PR VM
<b>C</b>	3 . Review the timing to construct and relocate the new Public Services facility on Juniper Lake Road.	4/2010	Ongoing	n/a	<b>VC</b>	PS VM

### B. Prepare For Mid-Range Needs

Community Facilities

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>C</b>	1 . Consider the need to acquire land adjacent to the new Public Services site or elsewhere in order to meet community needs well into the future.	4/2010	Ongoing	n/a	<b>VC</b>	PS VM
<b>C</b>	2 . Evaluate ways to address the need for aquatic facilities to meet the needs of a changing age composition and the needs of residents who do not belong to the Resort.	4/2010	Ongoing	n/a	<b>PR</b>	VC

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# Implementation Guides

## C. Plan For Possible Long-Range Needs

Community Facilities

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>C</b>	1 . Continue to monitor changing age demographics and other indications of possible future recreation needs (children, families, seniors, etc.).	4/2010	Ongoing	n/a	<b>PR</b>	PI VC
<b>C</b>	2 . Consider the best way to provide community facilities (such as additional park land, recreation facilities, public services, a fire station, and other facilities) to address growth in the areas west of NC 5 and east of Hoffman Road.	4/2010	Ongoing	n/a	<b>VM</b>	PR PS FD PD
<b>C</b>	3 . Evaluate the possible need for expansion of Village Hall to meet community needs.	4/2010	Ongoing	n/a	<b>VM</b>	VC

## D. Support Other Entities

Community Facilities

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>C</b>	1 . Continue to work with Moore County to support Pinehurst Elementary School.	4/2010	Ongoing	n/a	<b>VC</b>	PR VM
<b>C</b>	2 . Continue to coordinate with Moore County Schools for use of educational facilities for recreation and community programs.	4/2010	Ongoing	n/a	<b>PR</b>	VM
<b>C</b>	3 . Help support the Given Memorial Library and the Tufts Archive.	4/2010	Ongoing	n/a	<b>VC</b>	VM

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# Implementation Guides

## Other Transportation Support

See pages 82-83 in the "Strategic Element" of the Long Range Plan for information on "Other Transportation" strategies.

### A. Prepare A Pedestrian / Bicycle Master Plan Other Transportation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
2 <input type="checkbox"/>	1 . Prepare a pedestrian / bicycle master plan.	4/2010	5/2012		<b>PI</b>	PR PS VE VM

### B. Promote Pedestrian Circulation Other Transportation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>B</b>	1 . Ensure continuous and ample brick sidewalks in the business areas of the Village Center and extend them along major roadways and to major uses as opportunities present themselves.	4/2010	Ongoing	n/a	<b>VE</b>	PS PR VC
<b>C</b>	2 . In outlying business areas, require sidewalks for pedestrian circulation.	4/2010	Ongoing	n/a	<b>PI</b>	PZB VC
<b>C</b>	3 . Over the long-term, in outlying residential areas, extend the greenway trail system.	4/2010	Ongoing	n/a	<b>PR</b>	GC VC
<b>C</b>	4 . Safely route trails over major highways (such as by tunnels or bridges).	4/2010	Ongoing	n/a	<b>PR</b>	VE GC PI VC
<b>C</b>	5 . As pedestrian activity continues to increase, establish sidewalks along the major streets in residential neighborhoods or seek more ways to help people get to the greenway trail system.	4/2010	Ongoing	n/a	<b>PI</b>	VE PR PS VC
<b>B</b>	6 . Continue to publish (on-line and on paper) a sidewalk / greenway trail map for residents and visitors.	4/2010	Ongoing	n/a	<b>PR</b>	
<b>C</b>	7 . Promote connectivity for bicycles and pedestrians within Pinehurst and to surrounding communities.	4/2010	Ongoing	n/a	<b>PI</b>	PR GC VC

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# Implementation Guides

## C. Provide For Bicycle Circulation

Other Transportation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
2 <input type="checkbox"/>	1 . Prepare a bicycle master plan that will provide for clear, identifiable, and ample bicycle pathways to interconnect different areas and create safe routes of travel to public gathering spaces, trails, parks, community centers, schools, gateways, and entries.	4/2010	5/2012		<b>PI</b>	PR PS VE VM
<b>C</b>	2 . Continue to expand the greenway trail system for bicycles.	4/2010	Ongoing	n/a	<b>PR</b>	GC VC
<b>C</b>	3 . Provide for bicycle routes on local roads where appropriate.	4/2010	Ongoing	n/a	<b>PS</b>	PI VE PR VM
<b>C</b>	4 . Continue to provide for bicycle racks and other bicycle amenities in appropriate areas.	4/2010	Ongoing	n/a	<b>PR</b>	CC
<b>B</b>	5 . Create and publish (on-line and on paper) a bike trail map for residents and visitors.	4/2010	Ongoing	n/a	<b>PR</b>	

## D. Evaluate Provision of Other Transportation Services

Other Transportation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
<b>C</b>	1 . Continue to encourage Moore County Transportation Services to provide transit services to Pinehurst residents.	4/2010	Ongoing	n/a	<b>VC</b>	VM
<b>C</b>	2 . Review whether there is a need for local transit services beyond what Moore County Transportation Services can provide.	4/2010	Ongoing	n/a	<b>VM</b>	VC
<b>C</b>	3 . Continue to evaluate the use of alternative vehicles (such as golf carts or Segways) on local roads.	4/2010	Ongoing	n/a	<b>VM</b>	VC

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## Notes & Comments

### Legend To Implementation Guides

The following table summarizes the codes for some of the organizations expected to participate in implementation:

<u>Code</u>	<u>Description</u>	<u>Code</u>	<u>Description</u>	<u>Code</u>	<u>Description</u>
<b>CAC</b>	Community Appearance Comm.	<b>HPC</b>	Historic Preservation Commission	<b>PZB</b>	Planning & Zoning Board
<b>CC</b>	Conservation Commission	<b>PD</b>	Police Department	<b>VC</b>	Village Council
<b>DOT</b>	NC Dept of Transportation	<b>PI</b>	Planning & Inspections Dept.	<b>VE</b>	Village Engineer
<b>FD</b>	Fire Department	<b>PR</b>	Parks & Recreation Dept.	<b>VM</b>	Village Manager
<b>FI</b>	Finance Department	<b>PS</b>	Public Services Department	<b>WC</b>	Water Committee
<b>GC</b>	Greenway Committee	<b>PU</b>	Moore County Public Utilities		



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