



**VILLAGE COUNCIL  
AGENDA FOR SPECIAL MEETING OF JULY 29, 2019  
3:00 PM ASSEMBLY HALL  
395 MAGNOLIA RD.  
PINEHURST, NORTH CAROLINA**

1. Call to Order.
2. Discuss 2019 Draft Comprehensive Plan.
3. Adjournment.

*Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.*

*Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.*

*Values: Service, Initiative, Teamwork, and Improvement.*



**DISCUSS 2019 DRAFT COMPREHENSIVE PLAN.  
ADDITIONAL AGENDA DETAILS:**

**FROM:**

Natalie Hawkins

**CC:**

Jeff Sanborn and Darryn Burich

**DATE OF MEMO:**

7/26/2019

**MEMO DETAILS:**

This agenda item is to continue Council discussion and review of the 2019 Comprehensive Plan. Since the Village Council's work session on 7/22/19, Village staff have prepared several documents for review during this discussion:

1. REVISED Implementation Strategies - This file reflects the Council's review of the Implementation Strategies contained in the DRAFT Comprehensive Plan over the last two work sessions. Council will notice there are some strategies highlighted in yellow that are proposed to be added, modified, or deleted and need further discussion. This is a result of either adding strategies based on Council's Focus Area selections, deleting or combining recommendations that were duplicated in multiple Guiding Principles, and adding strategies that were included in the "Driving Success" part of the document that were not included on the recommendations list that Council reviewed. Also, staff have renumbered strategies and provided a cross-map to the original strategy numbers and those strategies proposed to be removed from the plan are separated from those Council have indicated should be added, retained, or modified.
2. REVISED Table of Contents (Clean Version) - This document indicates the proposed reorganization of the DRAFT Comprehensive Plan to streamline the document and make it more user friendly. It has also been reorganized to be more consistent across chapters so that there is a background or overview at the beginning of each chapter, followed by recommendations or implementation strategies that are more appropriately grouped together.
3. REVISED Table of Contents (Red Lined Version) - This attachment indicates the original Table of Contents and the specific changes to the plan's organization being proposed.
4. REVISED Guiding Principles - This document indicates management's recommendations for wording changes to the Guiding Principles based on Council's initial review and the plan's reorganization.
5. Proposal on How to Prioritize and Categorize Implementation Strategies - This document represents management's proposal for how the Council could consider prioritizing and categorizing the Implementation Strategies.

In this work session, staff would like for the Council to review, discuss, and come to an agreement on the revised strategies, reorganization of the plan document, wording changes to the Guiding Principles, and the process the Council will use to prioritize and categorize the Implementation Strategies.

Council will likely need to hold one more work session after each Council member has individually prioritized the strategies to review and come to consensus on the plan's priorities.

Please don't hesitate to contact me if you have any questions.

**ATTACHMENTS:**

Description

- 📎 REVISED Implementation Strategies
- 📎 REVISED Table of Contents (Clean Version)
- 📎 REVISED Table of Contents (Red Lined Version)
- 📎 REVISED Guiding Principles
- 📎 Proposal on How to Prioritize and Categorize Implementation Strategies

Village of Pinehurst  
**REVISED** Comprehensive Plan Implementation Strategies (After Village Council Review)  
2019 Comprehensive Plan

Strategies in bold and highlighted were top strategies supported by Pinehurst residents

ORIG Rec #	NEW Rec #	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
GP1: Village Character and Authenticity						
7-5	1.1	Continue preservation efforts in the historic Village Center to keep historic properties intact and properly integrate any new development or re-development.	Promote private preservation efforts in the historic Village Center and support the efforts of the Historic Preservation Commission.	88	Modify	
7-6	1.2	Evaluate all future development recommendations or proposals in the Village Center and their potential impact on the National Historic Landmark status. With the input of the community, weigh the value of the NHL designation against any development proposals that may improve the Village Center and benefit the community, and make decisions based on community values and the long-term needs of the Village.	Evaluate all future development recommendations or proposals in the Village Center and their potential impact on the National Historic Landmark status. With the input of the community, weigh the value of the NHL designation against any development proposals that may improve the Village Center and benefit the community, and make decisions based on community values and the long-term needs of the Village.	45	Retain	
7-4	1.3	Periodically re-evaluate the Village’s National Historic Landmark Status to be sure that the requirements of maintaining the designation are still in keeping with the goals of the community. If so, maintain the National Landmark Designation.	Periodically re-evaluate the Village’s National Historic Landmark Status to be sure that the requirements of maintaining the designation are still in keeping with the goals of the community. If so, maintain the National Landmark Designation.	16	Retain	
7-7	1.4	Continue to support the efforts of the Historic Preservation Commission.	Continue to maintain the Local Pinehurst Historic District.	30	Modify	
7-7.1	1.5		Consider developing a program for the HPC to acquire properties within the Pinehurst Local Historic District to hold, manage, preserve, restore, and improve properties to promote the preservation efforts.		Add	
7-9	1.6	Periodically review and amend the Historic District Guidelines.	Periodically review and amend the Historic District Guidelines.	4	Retain	
GP2: Balancing & Regulating Conservation and Growth						
	2.1		Consider allowing character-based conservation neighborhoods in the ETJ after character-based zoning and pattern books are evaluated and adopted by the Village Council.		Add	Add this strategy based on Focus Area selections
3-3	2.2	Coordinate with Moore County to identify opportunities to amend its current Water and Wastewater Extension Policy and Procedures Manual to require voluntary annexation petitions if/when the Utility extends water and sewer service in the Village’s extraterritorial jurisdiction.	Coordinate with Moore County to identify opportunities to amend its current Water and Wastewater Extension Policy and Procedures Manual to require voluntary annexation petitions if/when the Utility extends water and sewer service in the Village’s extraterritorial jurisdiction.	12	Retain	
	2.3		Create a small area plan for the NC Highway 5 commercial area depicted in Focus Area 2 to facilitate redevelopment as an "Innovation Hub" with office, medical, life science, and research facilities supported with small-scale retail services.		Add	Add this strategy based on Focus Area selections
	2.4		Amend the Pinehurst Development Ordinance to allow up to 4 story buildings in the Office and Professional zoning districts depicted in Focus Area 3.		Add	Add this strategy based on Focus Area selections
	2.5		Amend the Pinehurst Development Ordinance to allow up to 6 story buildings in the Hospital District zoning districts depicted in Focus Area 3.		Add	Add this strategy based on Focus Area selections
	2.6		Amend the Pinehurst Development Ordinance to allow taller parking structures in the Hospital District zoning districts depicted in Focus Area 3.		Add	Add this strategy based on Focus Area selections
	2.7		Consider amending the Pinehurst Development Ordinance to allow pedestrian overpasses or bridges on Page Road and Memorial Drive in the hospital district depicted in Focus Area 3.		Add	The P&Z board expressed concerns about the visual impact and indicated a preference for pedestrian tunnels.
	2.8		Create a small area plan for the Village Place/Rattlesnake Trail Corridor depicted in Focus Area 4 to create a mixed use, walkable destination area that is connected to the Village Center.		Add	Add this strategy based on Focus Area selections
	2.9		Consider expanding the Village's extra-territorial jurisdiction north of NC Highway 211 and west of US Highway 15-501.		Add	Add this strategy based on Focus Area selections

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3-12	2.10	Utilize the new Pinehurst CommunityViz Model developed for the Comprehensive Plans a monitoring tool and scenario planning (what-if) platform. Information from the model should be shared with elected officials and the community when it is used to make more informed decisions about future growth and development in Pinehurst.	Utilize the new Pinehurst CommunityViz Model developed for the Comprehensive Plans a monitoring tool and scenario planning (what-if) platform. <del>Information from the model should be shared with elected officials and the community when it is used to make more informed decisions about future growth and development in Pinehurst.</del>	9	Modify	Remove 2nd sentence
	2.11		Utilize and maintain the CommunityViz model to evaluate the potential impacts of significant development proposals.		Add	Was included in Taking Care of Business and not on master list
	2.12		Include likely impacts of significant development proposals in Planning staff reports to better inform land use decisions.		Add	Was included in Taking Care of Business and not on master list
	2.13		Consider periodically updating update the Land Use Fiscal Impact Analysis every two to three years.		Add	Was included in Taking Care of Business and not on master list
7-10	2.14	Consider a rewrite of the Pinehurst Development Ordinance, including character-based components to deal with all aspects of community character and design.	Consider simplifying and clarifying the Pinehurst Development Ordinance with character based zoning and Pattern Books to help direct high quality design for new residential development.	19	Modify	
6-17	2.15	Consider amending the Pinehurst Development Ordinance to reduce the minimum size for a multi-family dwelling, in order to provide smaller units for seniors and other residents who may desire less maintenance and a smaller home.	Re-evaluate the need for minimum square footage requirements in the Pinehurst Development Ordinance.	7	Modify	Council wants this to be a general recommendation that also applies to other housing types (e.g. single-family)
6-11	2.16	Identify locations to create new mixed-use centers. See “Focus Areas For The Village” in the “Just Big Enough” section of the Plan.	Consider amending the Pinehurst Development Ordinance to allow mixed use development centers identified in the Focus Areas.	3	Modify	
6-2.1	2.17		Consider changes to the Pinehurst Development Ordinance to allow a broader range of housing types, including attached and multi-family housing in the mixed-use Focus Areas and in areas around employment centers, which <b>appeal to a wide demographic of the young and old alike.</b>		Add	Very similar to 6-19. Combine and eliminate 6-19
<b>7-1</b>	<b>2.18</b>	<b>Through the zoning ordinance, ensure that new or redeveloped buildings demonstrate a relationship to the prevailing scale, form, and proportion of surrounding buildings to avoid overwhelming or dominating the existing character of the area.</b>	Consider amending the Pinehurst Development Ordinance to ensure that new or redeveloped buildings are character-based and demonstrate a relationship to the prevailing scale, form, and proportion of surrounding buildings.	<b>115</b>	Modify	
6-1	2.19	Explore ways to enhance the overall quality of new housing in the Village.	Explore ways to enhance the overall quality of new housing in the Village.	32	Retain	
6-21.1	2.20		Investigate ways to require covenants and architectural review committees for new subdivisions/housing developments to help improve housing design.		Add	
6-21.2	2.21		Create "How To" information guides that describe how property owners can create property owners associations in existing neighborhoods to create and enforce architectural standards.		Add	
7-12	2.22	Work with property owners to pursue public/private development partnerships, or enter into an agreement with existing owners to work together to attract the type of high-quality development identified in the plan.	Work with property owners and developers to pursue public/private development partnerships that attract high quality development and provide needed infrastructure for areas identified for development or re-development. Consider issuing Requests for Development Proposals (RFDP), as needed.	16	Modify	
<b>7-17</b>	<b>2.22</b>	<b>Ensure that the gateways to Pinehurst provide residents and visitors with clear visual clues that they have entered the Village, and that the experience of traveling through one of these gateways contributes positively to the reputation of the Village.</b>	<b>Maintain gateway signage and enhance landscaping at gateways to the Village to provide residents and visitors clear visual clues they have entered the Village of Pinehurst.</b>	<b>107</b>	Modify	
7-18	2.23	If development expands into the ETJ, evaluate new locations for gateways in order to ensure that new development in the ETJ is understood to be part of the Village of Pinehurst.	As municipal limits expand in the future, relocate gateways to the appropriate locations.	68	Modify	
7-19	2.24	Continue and support the efforts of the Tri-Cities work group to create and enforce standards for critical corridors in the Village.	Continue to support the efforts of the Tri-Cities work group to create and enforce standards for critical corridors into the Village.	57	Modify	

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GP3: Supporting Infrastructure						
3-4.1	3.1		Evaluate, identify, and purchase land for a future third fire station based on projected development patterns to ensure adequate fire emergency response times.		Add	
3-4.2	3.2		Identify alternative locations for the Public Services Complex to allow for redevelopment of Village Place.		Add	
3-4.3	3.3		Evaluate the capacity of Village Hall to meet the increased service needs and demands of residents.		Add	
3-4.4	3.4		Evaluate the need for an additional Police Station or substation to meet the increased service needs and demands of residents.		Add	
3-5	3.5	Consider implementing a Village-wide stormwater management strategy.	Prepare a comprehensive stormwater master plan to identify effective stormwater management strategies.	47	Modify	
3-6	3.6	Study if/when/how the Village might create a local stormwater utility for planning, programming, and coordinating future stormwater infrastructure in the community.	Evaluate creating a local stormwater utility for planning, programming, and coordinating future stormwater infrastructure in the community.	27	Modify	
3-8	3.7	Implement rules for new development that consider impervious surface limits and post-construction maintenance requirements.	Implement rules for post-construction stormwater maintenance requirements.	77	Modify	
3-1	3.8	Coordinate with service providers to ensure adequate capacity exists to serve the Conservation and Growth Map.	Coordinate with Moore County Public Utilities to ensure adequate water and sewer infrastructure capacity exists to meet the needs of the community and any projected development patterns shown on the Conservation and Growth Map.	18	Modify	
3-1.1	3.9		Coordinate with NC Department of Transportation (NCDOT) to ensure adequate transportation infrastructure capacity exists to meet the needs of the community and any projected development patterns shown on the Conservation and Growth Map.		Add	
3-1.2	3.10		Coordinate with Moore County Schools to ensure adequate school infrastructure capacity exists to meet the needs of the community and any projected development patterns shown on the Conservation and Growth Map.		Add	
1-1	3.11	<b>Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.</b>	<b>Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.</b>	99	Retain	
1-3	3.12	Consider creating an indoor and/or outdoor performing arts venue, and identify potential locations for such a facility.	Assess whether the community supports an indoor and/or outdoor performing arts venue, and if so, explore options for locations and funding sources.	32	Modify	
	3.13		Implement the GIS strategic plan to leverage a wide array of GIS tools to better communicate geo-spatial data.		Add	
3-10	3.14	Implement interactive web-based digital platforms for online data presentation and collection.	Convert static maps to online interactive digital maps accessible on the Village website.	5	Modify	
3-11	3.15	<b>Evaluate options for bringing high-speed broadband Internet (5G) to Pinehurst, whether by partnership with a private provider or through investments in a municipal-funded network. Target areas of the Village that will support near-term economic recruitment initiatives for technology firms and medical-related industries.</b>	<b>Evaluate ways to partner with private entities to bring high-speed broadband internet and wireless access to Pinehurst. Target areas of the Village that will support near-term economic recruitment initiatives for technology firms and medical-related industries.</b>	106	Modify	
3-16	3.16	Develop a Public Realm Plan for Pinehurst that organizes future infrastructure investments.	Consider creating a Public Realm Plan for Pinehurst that organizes future infrastructure investments by infrastructure categories.	6	Modify	
3-14	3.17	Implement a policy that allocates Village infrastructure dollars by category to meet short-term and long-term needs in the community.	Consider projecting long term infrastructure capital needs by infrastructure category beyond the five-year planning horizon of the annual Strategic Operating Plan.	13	Modify	
3-13	3.18	Implement a Comprehensive Plan Consistency Statement for the Capital Improvements Plan (CIP).	Evaluate the need for a Comprehensive Plan Consistency Statement for Capital Projects.	5	Modify	

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<b>GP 4: Moving Around the Village</b>						
4-14	4.1	Consider developing and adopting a Complete Streets policy.	Consider developing and adopting a Complete Streets policy.	7	Retain	
4-1	4.2	Cooperate with the Moore County Transportation Committee to implement the Comprehensive Transportation Plan. Ensure that the plan aligns with the goals of the Village, and recommend amendments to the Plan as needed to ensure Moore County transportation projects have the desired outcome on both character and transportation quality and efficiency.	Cooperate with the Moore County Transportation Committee to implement the Comprehensive Transportation Plan. Ensure that the plan aligns with the goals of the Village, and recommend amendments to the Plan as needed to ensure Moore County transportation projects have the desired outcome on both character and transportation quality and efficiency.	20	Retain	
4-10	4.3	Further study the Midland Road/Page Road/Kelly Road intersection and propose improvements.	Evaluate the need to include other key intersections in the MCCTP and work with NCDOT to amend the MCCTP to include these intersections improvements including pedestrian crossings, lighting, and signage as needed.	14	Modify	Make this a general recommendation and not specific to a road(s)
<b>4-7</b>	<b>4.4</b>	<b>Continue to work with NCDOT to come up with solutions to improve traffic into and around the traffic circle while protecting the character of the Village.</b>	<b>Continue to work with NCDOT to come up with solutions to improve traffic flows into and around the traffic circle while protecting the character of the Village.</b>	<b>161</b>	Modify	
<b>4-13</b>	<b>4.5</b>	<b>Explore options to protect the Western Connector Corridor.</b>	<b>Take necessary steps to protect the Western Connector Corridor so that development is not approved in the proposed location.</b>	<b>122</b>	Modify	
4-4	4.6	<del>Consider coordinating with NCDOT to create a CTP for the Village.</del>	Consider coordinating with NCDOT to create a CTP for the Village.	7	Delete	Council does not see added value in a Village CTP, but P&Z Chair would like to discuss before removing
4-2	4.7	Implement the recommendations set forth in the Comprehensive Pedestrian and the Comprehensive Bicycle Plans.	Implement the recommendations set forth in the Comprehensive Pedestrian and the Comprehensive Bicycle Plans.	41	Retain	
4-3	4.8	Periodically review and amend each plan to ensure that the strategies put forth in the Plan still align with the desires of the community.	Periodically review and update the Comprehensive Pedestrian and Comprehensive Bicycle Plans every 7-10 years to ensure that the plans still align with the desires of the community.	3	Modify	
<b>4-5</b>	<b>4.9</b>	<b>Explore opportunities for bicycle and pedestrian connection in areas where the roadway network creates circuitous paths for walkers and bikers.</b>	<b>Explore opportunities for and develop bicycle, pedestrian and golf cart crossings to increase connectivity and safety.</b>	<b>95</b>	Modify	
4-12	4.10	Evaluate the rights-of-way and area around Pinehurst Elementary School and consider improvements such as the one described.	Consider the use of advisory lanes as a means to provide additional pedestrian, cyclist, and golf cart connectivity and as a traffic calming measure.	3	Modify	Make this a general recommendation and not specific to a road(s)
4-25	4.11	Continue to work with and support the efforts of Pinehurst Elementary School to encourage safe walking and biking by students.	Continue to work with and support the efforts of Pinehurst Elementary School to encourage safe walking and biking by students with clinics.	20	Modify	Combine with 4-27
4-28	4.12	Pursue a grant through the SRTS program at NCDOT and utilize such funds to implement transportation safety educational and awareness programs.	Pursue a grant through the SRTS program at NCDOT and utilize such funds to implement transportation safety educational and awareness programs.	1	Retain	
	4.13		Explore ways to expand accessibility of golf carts on Village roads to improve golf cart access to destinations such as golf courses, the Village Center and shopping and dining destinations.		Add	Suggest adding a separate section on golf cart mobility
4-6	4.14	Explore opportunities for transportation network improvements in any new or re-development.	Explore opportunities for transportation network improvements in any new or re-development.	4	Retain	
4-29	4.15	Amend zoning to require parking to be located in the rear of the buildings in new residential areas.	Consider amending the Pinehurst Development Ordinance to require parking to be located in the rear of the buildings in mixed-use and conservation neighborhoods.	5	Modify	
4-37	4.16	Implement shared parking strategies in areas of the Village that have inverted parking patterns, specifically in the mixed-use Focus Areas.	Consider shared parking strategies in mixed-use areas of the Village that have inverted parking patterns.	1	Modify	
<b>4-32</b>	<b>4.17</b>	<b>Continue to encourage employees to park off-street, rather than in the on-street spaces in front of Village Center businesses. Make convenient on-street parking available for customers and visitors.</b>	<b>Continue to encourage employees to park off-street, rather than in on-street spaces in front of Village Center businesses.</b>	<b>95</b>	Modify	

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4-34	4.18	Continue to utilize Village Hall parking for special events. Provide shuttle service to transport attendees to and from events.	Expand efforts to utilize shuttle services for Village events that are well advertised and clearly signed to reduce the demand for on-street parking during downtown events, including exploring opportunities to partner with the Resort.	10	Modify	Incorporate 4-33 and 4-35 into this recommendation
GP 5: Taking Care of Business						
5-2	5.1	Identify appropriate areas for office uses in the Village, encouraging new office spaces in employment centers such as the medical district, rather than in the historic Village Core.	Identify appropriate areas for office uses in the Village, encouraging new office spaces in employment centers.	20	Modify	
5-1	5.2	Develop a Pinehurst creative spaces initiative, to identify potential locations for co-working and creative entrepreneurial spaces in the Village.	Identify potential locations for co-working and creative entrepreneurial spaces in the Village and strategies for implementation.	14	Modify	
5-3	5.3	Re-establish the Village Core as an experiential retail and entertainment center with a mix of retail, dining, entertainment, arts and cultural offerings.	Note to Consultants: Need some specific, actionable recommendations here, such as the ones added below	142	Modify	How do we do this? What are some actionable recommendations herer?
5-4.2	5.4		Explore ways to enhance the streetscape in the Village Core with additional landscaping and other pedestrian improvements such as expanded sidewalks, additional lighting, and signage.		Add	Council liked the idea of the Market Sq. improvements, but was not included in the draft. Want to make this a general recommendation.
5-4.1	5.5		Explore ways to enhance connectivity between Village Place and the Village Center.		Add	
5-4	5.6	Continue to promote Village Core retail businesses with events like “Shop Small in the Village” in order to encourage residents to shop in the Village Core year-round.	Continue to promote Village Core retail businesses with business events like “Shop Small in the Village” in order to encourage residents to shop in the Village Core year-round.	19	Retain	
5-4.3	5.7		Work with the medical community to activate the Village Core with health care related events.		Add	
5-6	5.8	Work with existing and future business owners in mixed-use areas to locate retail and destination uses on the street level, with office and residential uses on upper levels.	Continue to promote first floor retail and destination uses on the street level, with office and residential uses on upper levels.	23	Modify	
5-4.5	5.9		Work with the medical community to support and expand the health care market with innovative medical/life sciences/research businesses.		Add	
5-5	5.10	Work with Pinehurst Resort to explore opportunities to further activate the Village Core and other nodes of activity with golf-related businesses and uses.	Work with Pinehurst Resort to explore opportunities to further activate the Village Core and other nodes of activity with golf-related businesses and uses, such as a golf museum.	39	Retain	
5-4.4	5.11		Consider the development and implementation of a historic tour mobile application to promote historic tourism, the Village as a destination, and assist visitors with navigation.		Add	
5-9	5.12	Coordinate efforts between Aberdeen, Southern Pines & Pinehurst to expand arts and cultural facilities and experiences in the region.	Coordinate efforts between Aberdeen, Southern Pines & Pinehurst to expand arts and cultural facilities and experiences in the region.	62	Retain	
1-5	5.13	Continue to support existing special events and festivals while exploring additional opportunities for unique events that showcase the history and culture of Pinehurst.	Continue to support existing special events and festivals while exploring additional opportunities for unique events and festivals that showcase the history and culture of Pinehurst.	132	Retain	
1-2	5.14	Continue to foster partnerships with Sandhills Community College, The Artists League of the Sandhills, the Arts Council of Moore County and other similar organizations in order to share cultural resources between public and private entities in the Moore County region.	Foster external partnerships with Sandhills Community College, The Artists League of the Sandhills, the Arts Council of Moore County and other similar organizations in order to share cultural resources between public and private entities and bring arts exhibitions and education opportunities to Pinehurst.	82	Modify	
5-10.1	5.15		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.		Add	
5-10	5.16	Coordinate with the Resort and local transportation services to provide transportation between arts and entertainment venues in the Village.	Coordinate with the Resort and local transportation services to provide transportation between arts and entertainment venues in the Village.	12	Retain	



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5-8	5.17	Continue to promote the character and quality of life of Pinehurst as a place, including marketing destination businesses, visitor attractions, and recreational amenities in the Village.	Continue to promote the character and quality of life of Pinehurst as a place to live and work, including marketing destination businesses, visitor attractions, and recreational amenities in the Village.	126	Modify	
5-7	5.18	Continue to reinforce the Village’s branding and marketing strategy to promote the Village as a key location in the region for healthcare, tourism, and business development.	Continue to reinforce the Village’s branding and marketing strategy to promote the Village as a key location in the region for healthcare, tourism, and business development.	26	Retain	
5.4-6			<b>Note to consultants: Do we need a specific, actionable recommendation for business retention and/or recruitment? Having a hard time determining what VOP role should be.</b>		Add	
GP6: Places to Live						
6-3	6.1	Continue to enforce and periodically evaluate standards for residential design, building and property maintenance, and landscape design and planting. Amend standards as necessary to meet the needs and desires of the Village.	Continue to enforce and periodically evaluate standards for residential design, building and property maintenance, and landscape design and planting. Amend standards as necessary to meet the needs and desires of the Village.	47	Retain	
6-4	6.2	Continue to monitor the changing preferences of residents in existing neighborhoods using community- and neighborhood-wide surveys. Periodically evaluate the satisfaction of residents when it comes to factors such as safety; quality and availability of civic spaces and facilities; and neighborhood elements such as sidewalks, paths, trails, landscape and street lighting.	Continue to monitor the changing preferences of residents in existing neighborhoods using community- and neighborhood-wide surveys. Periodically evaluate the satisfaction of residents when it comes to factors such as safety; quality and availability of civic spaces and facilities; and neighborhood elements such as sidewalks, paths, trails, landscape and street lighting.	49	Retain	
6-10	6.3	Identify opportunities to enhance connections within existing neighborhoods, and connections to surrounding neighborhoods, centers and recreation areas.	Identify opportunities to enhance connections within existing neighborhoods, and connections to surrounding neighborhoods, centers and recreation areas.	21	Retain	
6-8	6.4	<b>Prepare a Village-wide, neighborhood-specific sidewalk and street lighting plan with the understanding that implementation will be a neighborhood-by-neighborhood approach dependent on consensus in each neighborhood to add sidewalks and additional lighting.</b>	<b>Prepare a Village-wide, neighborhood-specific sidewalk and street lighting plan with the understanding that implementation will be a neighborhood-by-neighborhood approach dependent on consensus in each neighborhood to add sidewalks and additional lighting.</b>	89	Retain	
6-15	6.5	<b>Create an interconnected network of accessible sidewalks and paths to allow residents of all ages and ability levels to move around the Village using non-vehicular methods of transportation.</b>	<b>Create an interconnected network of accessible sidewalks and paths to allow residents of all ages and ability levels to move in and around their neighborhood the Village using non-vehicular methods of transportation.</b>	102	Retain	Update to reflect neighborhood connectivity b/c 4-2 (now 4.7) covers Village-wide connectivity.
6-23	6.6	<b>Create new open spaces and neighborhood amenities to continue to meet the community’s needs for both active and passive recreation. Many neighborhoods have lots that have not been built on due to topographic or other landscape concerns. The Village could consider purchasing these lots to create neighborhood open spaces, or to create open space networks through neighborhoods.</b>	<b>Create new open spaces and neighborhood amenities to continue to meet the community’s needs for both active and passive recreation that are connected with sidewalks, paths or trails. Consider purchasing lots that have not been built on due to topographic or other landscape concerns to create neighborhood open spaces and other neighborhood amenities.</b>	91	Modify	
6-24	6.7	<b>Take necessary steps to preserve existing open spaces.</b>	<b>Take necessary steps to preserve existing open spaces in neighborhoods.</b>	118	Modify	
6-5	6.8	Evaluate the market potential of short-term rental in the Village (though not necessarily in single-family neighborhoods), and identify potential locations for such rentals if there is a market.	Continue to monitor the legislative authority of the Village to regulate short term rentals and evaluate options to address the impacts of short term rentals on single-family neighborhoods.	6	Modify	Council wants this to be a general recommendation, given the legal framework of short term rentals in NC.
6-2	6.9	Continue to monitor the changing preferences of home buyers in the Village and consider providing a broader range of housing types including attached and multi-family housing in specific areas such as the mixed-use Focus Areas and in areas around employment centers.	Continue to monitor the changing preferences of home buyers in the Village.	13	Modify	Split this recommendation into two separate recommendations. See 6.21 or new 2.17

Village of Pinehurst

REVISED Comprehensive Plan Implementation Strategies (After Village Council Review)  
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Strategies in bold and highlighted were top strategies supported by Pinehurst residents

ORIG Rec #	NEW Rec #	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
GP7: All Things Green						
8-2	7.1	Periodically review and amend the Comprehensive Parks & Recreation Master Plan to ensure that the strategies put forth still align with the desires of the community.	Update and then implement the Comprehensive Parks & Recreation Master Plan to identify locations for potential neighborhood parks, community gardens, and dog parks.	8	Modify	
8-3	7.2	Continue to provide parks, open spaces, and recreational facilities for a variety of passive and active recreation, and at a variety of sizes, from larger community parks to smaller neighborhood spaces. Ensure that these spaces and facilities continue to meet the needs of residents of all ages and physical abilities.	Continue to provide parks, open spaces, and recreational facilities for a variety of passive and active recreation, and at a variety of sizes. Ensure that these spaces and facilities continue to meet the needs of residents of all ages and physical abilities.	133	Modify	
	7.3		Seek ways to enhance strategic partnerships with other public and private entities to expand and enhance recreation facilities and programs offered.		Add	Consider to facilitate partnerships (ex. Kiwanis on dev't of West Pinehurst Park)
8-6	7.4	Continue to maintain Pinehurst’s status as a Tree City.	Continue to maintain Pinehurst’s status as a Tree City.	30	Retain	
8-5	7.5	Continue to maintain the Tree Preservation Program and the standards for tree planting and preservation in the Pinehurst Development Ordinance.	Enhance the Tree Preservation Program and standards for tree planting and preservation in the Pinehurst Development Ordinance.	35	Modify	
8.7-1	7.6		Consider implementing a routine evaluation of trees in public spaces to ensure regeneration of mature trees through natural regeneration or new plantings.		Add	
8-7	7.7	Identify and register any “champion” trees with the National Register of Champion Trees (www.americanforests.org).	Consider identifying and registering any “champion” trees with the National Register of Champion Trees (www.americanforests.org) and educate residents on "champion" trees.	9	Modify	
8-8	7.8	Continue to protect water features, including lakes, ponds, streams, wetlands and floodplains.	Continue to protect water features, including lakes, ponds, streams, wetlands and floodplains with appropriate development regulations.	120	Retain	
8-9	7.9	Continue to protect wellheads and wellfields.	Update the Village's wellhead protection plan.	21	Modify	
8-10	7.10	Reduce or eliminate the use of harmful pesticides and fertilizers on Village-owned property, and encourage the same on private properties.	Reduce or eliminate the use of harmful pesticides and fertilizers on Village-owned property, and encourage the same on private properties.	22	Retain	
8-12	7.11	Ensure proper disposal of harmful chemicals and hazardous wastes.	Encourage proper disposal of harmful chemicals and hazardous wastes and consider expanding household hazardous waste events.	48	Modify	
8-13	7.12	Encourage water conserving measures in households and businesses in the Village.	Encourage water conserving measures in households and businesses in the Village.	17	Retain	
8-14	7.13	Consider the impact of future development on impervious surfaces and water needs in the Village.	Utilize the CommunityViz software to quantify the impact of development on impervious surface limits and community water needs.	73	Modify	
8-15	7.14	Encourage the preservation of land in Pinehurst for both conservation and recreation.	Encourage the preservation of land in Pinehurst for both conservation and recreation, through appropriate zoning. Review and update the PDO, as needed.	100	Retain	
8-14.1	7.15		Utilize the Green Growth Toolbox resources provided by the NC Wildlife Resources Commission to inform conservation efforts, especially in the ETJ.		Add	Add based on feedback from NC Fish & Wildlife
8-14.2	7.16		Consider developing a conservation plan or preparing a conservation assessment, in conjunction with the NC Wildlife Resources Commission, to identify natural areas and habitats that should be preserved.		Add	Add based on feedback from NC Fish & Wildlife
8-16	7.17	Work with Moore County, the Sandhill Area Land Trust (SALT) and the Land Conservancy to develop partnerships to help with land conservation efforts in the Village.	Work with the Three Rivers Land Trust (formerly the Sandhills Area Land Trust - SALT) to develop partnerships to help with land conservation efforts in the Village and the ETJ.	79	Modify	
8-23	7.18	Assess community interest in the creation of an equestrian community or equestrian conservation land in the ETJ. Look at other places that have implemented these types of conservation methods.	Assess the potential for conserving land in the ETJ for equine purposes through the creation of riding trails similar to those provided by the Walther Moss Foundation.	32	Modify	
8-20	7.19	Continue to protect the longleaf pine ecosystem.	Continue to protect the longleaf pine ecosystem.	101	Retain	
8-19	7.20	Continue to work with the USFWS to protect endangered species habitats.	Continue to work with the USFWS to protect endangered species habitats.	16	Retain	

Village of Pinehurst  
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Strategies in bold and highlighted were top strategies supported by Pinehurst residents

<b>ORIG Rec #</b>	<b>NEW Rec #</b>	<b>ORIGINAL Implementation Strategy/Recommendation</b>	<b>REVISED Implementation Strategy/Recommendation</b>	<b>Total # of Votes</b>	<b>Action</b>	<b>Notes</b>
8-21	7.21	Discourage the introduction of invasive or non-native species in public open spaces and on private property.	Continue to discourage the introduction of invasive or non-native species in public open spaces and on private property by utilizing the Village of Pinehurst Planting Guide.	12	Modify	
8-22	7.22	Work with golf course ownership in Pinehurst to reduce and mitigate the impacts of non-native plantings, and to encourage native vegetation during golf course construction or renovation.	Continue to work with golf course ownership in Pinehurst to reduce and mitigate the impacts of non-native plantings, and to encourage native vegetation during golf course construction or renovation.	7	Modify	
8-27	7.23	Consider the creation of an Energy Plan for the Village that studies the impacts and feasibility of using alternate energy sources in the Village.	Consider the creation of an Energy Plan for the Village that studies the impacts and feasibility of using alternate energy sources in the Village.	37	Retain	
8-28	7.24	Consider installing electric car charging stations in Village parks and/or municipal facilities for the use of residents and employees.	Consider partnering with private entities to install electric car charging stations in Village parks and/or municipal facilities for the use of residents and employees.	24	Modify	
8-29	7.25	Consider the use of electric or hybrid vehicles for municipal use.	Consider the use of electric or hybrid vehicles for municipal use.	23	Retain	
8-26	7.26	Consider provisions in the Pinehurst Development Ordinance to promote renewable energy options for homes and businesses.	Consider provisions in the Pinehurst Development Ordinance to promote renewable energy options for homes and businesses.	18	Retain	
8-25	7.27	Complete an energy audit to include a review of existing rules and policies that promote or prohibit energy conservation in the community for developers, residents and business owners. Act on reasonable findings and recommendations from the audit by updating development standards and by creating policy documents to encourage or require energy conserving measures.	Consider updating development standards to encourage/require energy conservation measures in residential and commercial development.	12	Modify	
8-24	7.28	Periodically (every five to ten years) complete an energy audit of public facilities and buildings in Pinehurst to identify opportunities for the Village to lead by example in terms of energy conservation and efficiency. Act on reasonable findings and recommendations by updating Village facilities to incorporate energy saving features or implementing energy conserving measures in new facilities.	Periodically (every five to ten years) complete an energy audit of public facilities and buildings in Pinehurst to identify opportunities for energy conservation and cost efficiencies. Act on reasonable findings and recommendations by updating Village facilities to incorporate energy saving features or implementing energy conserving measures in new facilities.	11	Retain	
8-23.1	7.29		Seek additional ways to encourage recycling and the reuse of resources.		Add	Not sure if Council wants to address recycling in the Comp Plan

Village of Pinehurst  
**REVISED** Comprehensive Plan Implementation Strategies (After Village Council Review)  
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ORIG Rec #	NEW Rec #	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
Strategies Proposed to be Removed from the Comprehensive Plan (Either Deleted or Combined)						
Rec #	New Rec #	ORIGINAL Implementation Strategy/Recommendation	Revisions/Recommended Changes (VC Reviewed 7/15)	Total # of Votes	Action	Notes
1-4		Work with the Artists League to bring exhibitions and arts education opportunities to Pinehurst.		13	Combine	Combine with 1-2
1-6		Explore opportunities to provide an indoor Farmer's Market venue in the fall, winter and spring. Assess resident interest in such a venue and identify potential locations as needed.		56	Delete	No Council interest in this at this time
3-2		Formally engage service providers in and around Pinehurst—water, sewer, roads, and schools—to confirm processes, protocols, available funding, and schedules are in place to foster healthy partnerships and better coordinate plans, programs, and projects.		14	Combine	Combine with 3-1
3-4		Coordinate with Moore County Schools on the timing and location of new development influenced by the Conservation and Growth Map, and strengthen ties to the school system's strategic and capital investment planning processes.		7	Delete	3-3 covers this recommendation
3-7		If created, a stormwater master plan should be created in the first year of the new utility to identify priority investment areas and plan/program stormwater improvements.		10	Delete	3-6 covers this recommendation
3-9		Evaluate new development on unbuilt lots in existing neighborhoods to assess potential drainage issues.		65	Delete	3-5 covers this recommendation
3-15		Review and revise portions of the policy each year, taking into account changing needs in the community. This should be done six months ahead of the next budget year initiative to maintain a more predictable framework for infrastructure spending.		15	Delete	3-14 covers this recommendation
3-17		Recommendations from the public realm plan should be programmed in the Village's Capital Improvements Plan and/or used during the development application review process to leverage private investments in the public realm.		3	Delete	3-16 covers this recommendation
4-8		Consider an advance notification system on all five legs approaching the traffic circle to alert drivers and inform them of correct lane positioning.		28	Delete	4-7 covers this recommendation
4-9		Explore enhancements to the existing circle, including minor channelization, signage and lighting.		24	Delete	4-7 covers this recommendation
4-11		Consider pedestrian and bicycle facilities, including crosswalks, signage and lighting to improve safety in the Midland Road/Page Road/Kelly Road intersection.		48	Combine	Combine with 4-10 and make it a general recommendation
4-15		Integrate the Complete Streets Policy into other Village documents, plans, procedures, or processes in order to ensure implementation.		4	Delete	If a Complete Streets Policy is adopted, this strategy would be added in the future.
4-16		Review the elements of typical roadway design projects, and ensure that they support the Complete Streets policy.		1	Delete	If a Complete Streets Policy is adopted, this strategy would be added in the future.
4-17		Evaluate the potential impact of peer to peer ride sharing services on both parking and traffic.		1	Delete	This is a duplicate of 4-23
4-18		Work with Moore County to increase the frequency of the A Pines line and advertise locally.		3	Delete	Council is not interested in exploring public transportation/micro-transit at this time

Village of Pinehurst  
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ORIG Rec #	NEW Rec #	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
4-19		<del>Work with Moore County to extend the A Pines route into the Village Core to serve more destinations and more residents and visitors.</del>		5	Delete	Council is not interested in exploring public transportation/micro-transit at this time
4-20		<del>Create a new, route deviated service connecting the Village Core directly to the Southern Pines Downtown ("Core to Core").</del>		6	Delete	Council is not interested in exploring public transportation/micro-transit at this time
4-21		<del>Cooperate with the Resort to explore public/private partnerships to provide transit solutions that will benefit both residents and visitors. One such option is micro transit service, which provides both door to door and door to bus route service through the combination of public shuttle vehicles and a smartphone/online app to schedule service.</del>		53	Delete	Council is not interested in exploring public transportation/micro-transit at this time
4-22		<del>Explore opportunities for public/private partnerships with peer to peer ridesharing services to provide discounted fares for trips beginning or ending in Pinehurst and the surrounding communities.</del>		2	Delete	Council is not interested in exploring public transportation/micro-transit at this time
4-23		<del>Evaluate the potential impact of peer to peer ride sharing services on both parking and traffic.</del>		1	Delete	Council is not interested in exploring public transportation/micro-transit at this time
4-24		<del>Consider becoming an NC Vision Zero community by developing a Vision Zero program in the Village.</del>		0	Delete	Consider removing this entire section on crashes; fatality rate for car crashes is very low in Pinehurst
4-26		<del>Continue to implement strategies related to children and school transportation as outlined in the 2015 Comprehensive Pedestrian Plan.</del>		8	Delete	Duplicate recommendation
4-27		<del>Work with a League of American Bicyclists Certified Master Instructor to conduct a safe walking and biking clinic with Pinehurst Elementary School students.</del>		8	Combine	Combine with 4-25
4-30		<del>Consider removing the Village Green parking lot from the Village Green and converting the space to a park.</del>		2	Delete	No Council interest in removing this parking
4-31		<del>If it is undesirable or impractical to remove the Village Green parking lot, improve the lot by adding landscaping, lighting and streetscape improvements to increase its utility.</del>		8	Delete	Council supports "re-greening" the Village Center, but put this as a general recommendation in GP5 as a strategy to stimulate activity in the Village Center
4-33		<del>Coordinate with the Resort to provide transportation services and strategic parking plans during special events.</del>		19	Delete	Combine with 4-34
4-35		<del>Implement better advertising of existing transit services, especially during events. Focus on signage, maps, advertising and visibility of shuttles to increase ridership and lessen demand on precious on street parking spaces.</del>		9	Delete	Combine with 4-34
4-36		<del>Consider allowing the construction of a parking deck for the hospital and related ancillary medical businesses in the hospital district.</del>		54	Delete	See new recommendation 2.16
6-6		<del>Evaluate the desirability of short term rentals in existing single family neighborhoods. If the Village wishes to continue to allow short term rental in existing neighborhoods, establish guidelines and standards for such use.</del>		33	Combine	Combine with 6-5
6-7		<del>Whether the Village wishes to continue to allow short term rentals at all, to allow them only in specific areas, or to prohibit them entirely; amend the zoning as necessary.</del>		43	Delete	Council does not have any interest in creating short term rental districts

Village of Pinehurst  
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ORIG Rec #	NEW Rec #	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
6-9		Identify opportunities to create small nodes of activity such as parks, squares or playgrounds within walking distance of nearby residents, while continuing to strengthen and improve linkages from existing neighborhoods to civic and commercial centers.	<del>Identify opportunities to create small nodes of activity such as parks, squares or playgrounds within walking distance of nearby residents, while continuing to strengthen and improve linkages from existing neighborhoods to civic and commercial centers.</del>	22	Delete	Covered with 6-23 (now 6.6)
6-12		<del>Identify housing needs for aging seniors. Consider a study of current and potential residents to determine preferences for different housing types and settings.</del>		25	Combine	Combine with 6-19 and make a general recommendation on housing needs for a variety of demographics
6-13		<del>Identify locations in the Village appropriate for senior housing, being mindful of the benefits of locating such housing close to amenities and services, rather than in isolated locations.</del>		20	Combine	Combine with 6-19 and make a general recommendation on housing needs for a variety of demographics
6-14		<del>Support community assistance programs such as Moore County Medical Transportation, a service provided by the county for the region's at home seniors who need assistance getting to meal programs, doctor's appointments, grocery stores or other essential services.</del>		38	Delete	Council thinks the County can handle this
6-16		<del>Ensure that community facilities, recreational opportunities, amenities and events are accessible to residents of all ages and ability levels.</del>		9	Delete	Required by law to ensure facilities are accessible
6-18		<del>Identify appropriate locations for different housing types in the Village.</del>		9	Delete	
6-19		Amend the Pinehurst Development Ordinance to allow the types of housing desired in the future.	<del>Amend zoning in the Pinehurst Development Ordinance to allow for a variety of housing types in the Village that appeal to a wide demographic of young and old alike.</del>	1	Combine	Combine with 6-2.1 (now 2.17)
6-20		Consider amending the Pinehurst Development Ordinance to help direct the design of neighborhoods.	<del>Consider simplifying and clarifying the Pinehurst Development Ordinance with character-based zoning and Pattern Books to help direct high quality design for new residential development.</del>	11	Delete	This is a duplicate of 7-10 (now 2.10)
6-21		Consider the creation of Pattern Books for new development in the Village.		3	Combine	Combine with 6-20
6-22		<b>Enhance and expand the greenway trail system throughout the Village, in accordance with the Village Greenway Master Plan and the Comprehensive Pedestrian Plan (2015).</b>	<del>Enhance and expand the greenway trail system throughout the Village, in accordance with the Comprehensive Pedestrian Plan.</del>	<b>85</b>	Delete	<b>Remove and reference to 4.7. The greenway plan was incorporated into the Pedestrian Plan</b>
6-25		<del>Ensure that open spaces within the Village are accessible to residents of all ages and abilities, and that they are connected to residential areas with sidewalks, paths or trails.</del>		71	Combine	Combine with 6-23
7-2		<del>Review the zoning regulations for areas identified for future development to ensure that the zoning permits the desired scale of development. Conversely, ensure that the zoning in place for any new areas identified for development does not permit undesirable building patterns.</del>		<b>124</b>	Combine	Combine with 7-1
7-3		<del>Explore opportunities to reduce parking in front of existing buildings, especially in areas of the Village where walkability is a goal.</del>		12	Delete	Duplicate of 4-29
7-8		Maintain the Local Historic District by continuing preservation efforts in the historic Village Center and supporting the efforts of the Historic Preservation Commission.		32	Combine	Combine with 7-5
7-11		<del>Identify property for residential and mixed-use development.</del>		13	Delete	Isn't this identified in the Focus Areas?
7-13		<del>Solicit interest from regional developers that have successfully completed similar projects in the area.</del>		4	Combine	Combine with 7-12
7-14		<del>Issue a Request for Development Proposal (RFDP) for mixed-use projects on key sites in partnership with private sector owners.</del>		6	Combine	Combine with 7-12
7-15		<del>Enter into public-private partnerships with developers that could include the provision of infrastructure, parking structures, or land write-down or swaps.</del>		8	Combine	Combine with 7-12

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7-16		<del>Coordinate with regional economic development partners to determine if any other incentives may be applicable for mixed use or multi family residential development.</del>		8	Delete	Council is not interested in incentives beyond those currently provided.
8-1		<del>Implement the recommendations set forth in the Comprehensive Parks &amp; Recreation Master Plan.</del>		11	Combine	Combine with 8-2
8-4		<del>Identify potential locations for the types of neighborhood spaces that residents expressed interest in during Envision the Village; including, but not limited to, neighborhood parks, community gardens and dog parks.</del>		20	Combine	Combine with 8-2
8-11		<del>Ensure proper maintenance of septic systems.</del>		12	Delete	Moore Co does this
8-17		<del>Review the Pinehurst Development Ordinance to ensure that standards for development achieve the goals of the community when it comes to conservation in the Village and the ETJ.</del>		24	Combine	Combine with 8-15
8-18		<del>If and when development occurs in the ETJ, amend the Pinehurst Development Ordinance and the Zoning Map to ensure the preservation of significant open space in the ETJ.</del>		32	Combine	Combine with 8-15
		Utilize and maintain the Community Viz Model			Delete	Was included in Taking Care of Business (pg 251) and not on master list. Duplicate of 3-12 (now 2.10), so remove .

**Village of Pinehurst**  
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## **Introduction**

- Why Plan?
- A User's Guide
- History of Pinehurst
- Envision the Village
- Vision and Guiding Principles

## **Executive Summary**

## **Village Character & Authenticity**

- What "Character" Means to Pinehurst
  - Quality of Life in Pinehurst
  - The Tufts and Olmsted Vision
  - The Historic Village Center
  - Historic Designations
  - Golf & Tourism in Pinehurst
- Preserve and Enhance Property in the Historic District
- Retain the Small-Town Charm and Rural Feel of the Village

## **Balancing & Regulating Conservation and Growth**

- Conservation & Growth Context
  - Importance of Balancing Conservation and Growth
  - What Influences Community Growth?
  - Regional Context
- Conservation & Growth Map
  - Purpose of the Map
  - Organization of the Map
- Focus Areas
  - Identifying Focus Areas
  - Five Focus Areas
  - Focus Area Measures
    - Focus Area 1: Existing Extra-Territorial Jurisdiction
    - Focus Area 2: Highway 5 Commercial Area
    - Focus Area 3: Medical District
    - Focus Area 4: Village Place/Rattlesnake Trail Corridor
    - Focus Area 5: Highway 211 Commercial Area
  - Focus Area Impacts
- Expand the Extra-Territorial Jurisdiction
- Monitor and Quantify the Impacts of Development
- Ensure High Quality Development
  - Modernize & Simplify the Development Ordinance
  - Pursue Public/Private Development Partnerships
  - Implement Best Practices in Mixed-Use Neighborhood Design
- Enhance Gateways & Corridors to the Village



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## **Supporting Infrastructure & Facilities**

- Role of Infrastructure in Shaping the Village
- Who is Responsible?
  - Village of Pinehurst
  - Moore County
  - Moore County Schools
  - NC Department of Transportation
  - Duke Energy
  - Piedmont Natural Gas
  - Private Developers
- Community Facilities & Infrastructure Overview
  - Overview of Existing Community Facilities & Infrastructure
  - Public Input on Community Facilities
- Expand & Enhance Facilities & Infrastructure Capacity
  - Expand & Enhance Village Owned Community Facilities & Infrastructure
  - Partner with Others to Expand & Enhance Facilities & Infrastructure
    - Water & Sewer Facilities
    - Streets & Roads
    - Pinehurst Elementary School
    - Given Memorial Library
  - Consider Adding New Community Facilities
- Expand Information Technology Infrastructure
- Infrastructure Planning

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**Moving Around the Village: Transportation, Mobility & Parking**

- Background
  - Public Input on Transportation
  - Overview of Transportation System
    - Streets & Roads
    - Sidewalks & Walkways
    - Golf Carts
    - Commuting Patterns
  - Comprehensive Transportation Plans
    - Moore County Comprehensive Transportation Plan
    - Comprehensive Pedestrian & Bicycle Plans
    - Village of Pinehurst Comprehensive Transportation Plan
- Enhance Connectivity & Mobility
  - Adopt a Complete Streets Policy
  - Implement & Update the Moore County Comprehensive Transportation Plan
    - Traffic Circle
    - Western Connector
    - Implement a Village of Pinehurst Comprehensive Transportation Plan**
  - Implement and Update the Comprehensive Pedestrian and Bicycle Plans
  - Address Barriers to Connectivity
  - Utilize Advisory Lanes
  - Encourage Safe Walking & Biking to School
  - Enhance Golf Cart Mobility
  - Improve Infill Network Design
- Address Parking Needs and Improve Parking Design
  - Parking in Residential and Mixed-Use Development Areas
  - Parking in the Village Center
  - Parking in the Hospital District**

**Taking Care of Business**

- Economic Overview
  - State & Regional Context
  - Pinehurst's Role in the Regional Economy
  - Demographic Base
  - Employment Base
  - Public Input on Retail in the Village
- Strengthen the Economy
  - Strengthen the Office Market
  - Strengthen the Retail Market
  - Strengthen the Health Care Market
  - Strengthen the Golf, Hospitality, & Tourism Market
  - Create a Thriving Arts, Culture, & Entertainment Market
  - Create Nodes of Mixed Use Development
    - Village Place/Rattlesnake Trail Corridor
    - Highway 5 Commercial Area
    - Extra-Territorial Jurisdiction
- Reinforce Branding & Marketing

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## **Places to Live**

- Pinehurst Neighborhoods & The Housing Market
  - Pinehurst Neighborhoods
  - The Pinehurst Housing Market
    - For-Sale Housing
    - Rental Market
  - Public Input on Neighborhood Space Destinations
- Protect Existing Neighborhoods
  - Protect & Enhance Existing Neighborhoods
    - Improve Connectivity
    - Provide Open Spaces & Other Neighborhood Amenities
    - Address Short Term Rentals
  - Expand Housing Options

## **All Things Green: Parks, Open Spaces & Natural Resources**

- Parks and Recreation in Pinehurst
- Expand Parks & Recreation Offerings
  - Update & Implement the Comprehensive Parks & Recreation Master Plan
  - Strengthen Recreation Partnerships
- Protect Pinehurst's Natural Resources
  - Preserve Trees
  - Protect Water Resources
- Conserve Land & Protect Wildlife
  - Conserve Land
  - Protect Wildlife & Wildlife Habitats
- Reduce, Reuse, and Recycle Resources
  - Increase Energy Conservation & Efficiency
  - Recycle and Reuse Resources

## **Driving Success**

- Action Plan Overview
  - Partnering with Others
  - Integrating Strategies in Other Plans
- Plan Implementation Matrix
- Implementing & Monitoring the Plan
- Updating the Plan

**Village of Pinehurst**  
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**2019 Comprehensive Plan**

## **Introduction**

Why Plan?  
A User's Guide  
History of Pinehurst  
Envision the Village  
Vision and Guiding Principles

## **Executive Summary** (add an Executive Summary)

## **Village Character & Authenticity**

What "Character" Means to Pinehurst  
Quality of Life in Pinehurst  
The Tufts and Olmsted Vision  
The **Historic** Village Center  
**Historic Designations**  
Golf & Tourism in Pinehurst  
**Preserve & Enhance Properties in Historic the District**  
**Retain the Small-Town Charm and Rural Feel of the Village**  
~~Cultural Resources & Community Vibrancy~~ (move these to other GPs)  
~~Public Input on Community Facilities~~ (move to GP3 – Community Facilities Overview)  
~~A Shared Identity...and an Independent One~~ (move to GP5 – Strengthen the Arts, Culture & Entertainment Market)  
~~Cultural Resources~~ (move to GP3 – Given Memorial Library and GP5 – Strengthen the Arts, Culture & Entertainment Market)  
~~Visual & Performing Arts~~ (move to GP5 – Strengthen the Arts, Culture & Entertainment Market)  
~~Events & Festivals~~ (move to GP5 – Strengthen the Arts, Culture & Entertainment Market)

## Village of Pinehurst

### ORIGINAL Comp Plan Table of Contents (REDLINED)

#### 2019 Comprehensive Plan

## ~~Just Big Enough~~ Balancing & Regulating Conservation and Growth

### Conservation & Growth Context

Importance of Balancing Conservation and Growth

What Influences Community Growth?

Regional Growth Context

~~Just Big Enough~~ (move to Importance of Balancing Conservation & Growth)

~~Conservation & Growth Framework~~ (move to Importance of Balancing Conservation & Growth)

~~Conservation, Preservation, & Innovation Framework~~ (just remove this heading)

~~Why a new Framework for Development?~~ (just remove this heading)

### Conservation & Growth Map

Purpose of the Map

Organization of the Map

### Focus Areas Identification

Identifying Focus Areas (use these as subsections)

Five Focus Areas (use these as subsections)

### ~~Focus Areas for the Village~~ (combine with Focus Areas section above)

~~Focus Areas Performance Measures~~

Focus Area 1: Existing Extra-Territorial Jurisdiction (use these as subsections)

Focus Area 2: Highway 5 Commercial Area (use these as subsections)

Focus Area 3: Medical District (use these as subsections)

Focus Area 4: Village Place/Rattlesnake Trail Corridor (use these as subsections)

Focus Area 5: Highway 211 Commercial Area (use these as subsections)

Focus Area Impacts (insert a consolidated summary of impacts of Focus Areas move from pg 120-121)

Expand the Extra-Territorial Jurisdiction (add a new section)

Monitor and Quantify the Impacts of Development

~~Identifying Regulatory Barriers~~ Ensure High-Quality Development (move from GP6)

~~Modernizing~~ & Simplify the Development Ordinance (move from GP6)

~~Simplifying the Development Ordinance~~ (move from GP6)

Pursue Public/Private Development Partnerships (move from GP6)

Implement Best Practices in Mixed Use Neighborhood Design (move from GP7)

~~Ensuring High-Quality Future Development~~ (move from GP6)

Enhance Gateways & Corridors to the Village (move from GP6)

## Village of Pinehurst

### **ORIGINAL** Comp Plan Table of Contents (**REDLINED**)

## 2019 Comprehensive Plan

### **Supporting Infrastructure & Facilities**

Role of Infrastructure in Shaping the Village

Who is Responsible?

Village of Pinehurst

Moore County

Moore County Schools

NC Department of Transportation

Duke Energy (add a new subsection)

Piedmont Natural Gas (add a new subsection)

Private Developers

Community Facilities & Infrastructure Overview

Overview of Existing Community Facilities & Infrastructure

Public Input on Community Facilities

~~Baseline Inventory & Assessment~~ Expand & Enhance Facilities & Infrastructure Capacity

Expand & Enhance Village Owned Facilities & Infrastructure

Partner with Others to Expand & Enhance Facilities & Infrastructure

~~Education~~ Pinehurst Elementary School

Water Service & Sewer Facilities

~~Sewer Service~~ Given Memorial Library

Consider New Community Facilities

~~Future Year Needs & Considerations~~ (move to GP2 b/c more than just infrastructure)

~~Add Capacity & Increase Services~~ (delete this section and include recommendations in Expand and Enhance Facilities section above)

Services

~~Become a Digital Village~~ Expand Information Technology Infrastructure

~~Protect Long-Term Financial Stability~~

~~Organize & Prioritize Future Infrastructure Investments~~ Planning

**Village of Pinehurst**  
**ORIGINAL Comp Plan Table of Contents (REDLINED)**  
**2019 Comprehensive Plan**

## **Moving Around the Village: Transportation, Mobility & Parking**

### Background

Public Input on Transportation

Overview of Transportation System

Streets & Roads

Sidewalks & Walkways

Golf Carts

~~Complementary Transportation Planning~~ Comprehensive Transportation Plans

Moore County Comprehensive Transportation Plan

~~Village of Pinehurst Comprehensive Pedestrian Plan & Comprehensive Bicycle Plans~~

~~Village of Pinehurst Comprehensive Transportation Plan~~ (move to Enhance Connectivity & Mobility)

### Transportation Patterns

Commuting Patterns (make this a subsection of Overview of Transportation System)

~~Pedestrian Networks~~ (move to Sidewalks and Walkways under Overview of Transp. Syst)

### Enhancing Connectivity & Mobility

Adopt a Complete Streets Policy (moved from Enhance Transp Choices & Mobility section)

Implement & Update the Moore County Comprehensive Transportation Plan

Traffic Circle

Western Connector

Implement a Village of Pinehurst Comprehensive Transportation Plan (switch order with below)

Implement & Update the Comprehensive Pedestrian and Bicycle Plans (switch order with above)

~~Addressing Major Barriers to Connectivity~~

Utilize Advisory Lanes

Encourage Safe Walking & Biking to School

Enhance Golf Cart Mobility

~~Improving Infill Network Design~~

### Addressing Specific Transportation Issues (include these in the Enhance Connectivity & Mobility section)

~~Midland Road/US 15-501 Traffic Circle~~

~~Midland Road/Page Road/Kelly Road Intersection~~

~~Dundee Road & Everette Roads~~

~~Preservation of the Western Connector Corridor~~

### Enhancing Transportation Choices & Mobility

~~Adopt Citywide Complete Streets Policy~~ (move to Enhance Connectivity & Mobility)

~~Enhance Transit and Ridesharing System~~ (eliminate this section entirely)

### Enhancing Transportation System Safety (???) (eliminate this section entirely)

~~Reducing Crashes~~

~~Pedestrian Safety for Students~~ (move to Enhancing Connectivity & Mobility)

### Reducing Address Parking Needs and Improving Parking Design

Parking in Residential and Mixed-Use Development Areas

Parking in the Village Center

Parking in the Hospital District

Parking in Mixed-Use Development Areas



**Village of Pinehurst**  
**ORIGINAL Comp Plan Table of Contents (REDLINED)**  
**2019 Comprehensive Plan**

**Village of Pinehurst**  
**ORIGINAL Comp Plan Table of Contents (REDLINED)**  
**2019 Comprehensive Plan**

## **Taking Care of Business**

### Economic Overview

State & Regional Context  
Pinehurst's Role in the Regional Economy  
Demographic Base (make this a subsection of Economic Overview)  
Employment ~~Base & Workforce~~ (make this a subsection of Economic Overview)  
Office Market (move this to Strengthen the Economy)  
The Village Core (move this to Strengthen the Economy)  
Retail & Entertainment Market (make this a subsection of Economic Overview; move entertainment to Create a Thriving Arts, Culture & Entertainment Market)  
The Village Core (move this to Strengthen the Retail Market)  
Public Input on Retail in the Village  
Golf, Hospitality & Tourism Market (move this to Strengthen the Economy)  
Lodging  
Recreation & Tourism

### Strengthening the Economy

Strengthen the Office Market  
Strengthen the Retail Market  
Strengthen the Health Care Market  
Strengthen the Golf, Hospitality, & Tourism Market  
Create a Thriving Arts, Culture, & Entertainment Market  
~~Mix of Uses~~ Create Nodes of Mixed Use Development  
Village Place/Rattlesnake Trail Corridor  
Highway 5 Commercial Area  
Extra-Territorial Jurisdiction

### Reinforce Branding & Marketing

~~Arts-Related Business Opportunities~~ (move to Strengthening the Arts and Entertainment Market)

**Village of Pinehurst**  
**ORIGINAL Comp Plan Table of Contents (REDLINED)**  
**2019 Comprehensive Plan**

## **Places to Live**

Growth & Development Patterns and Existing Neighborhood Character ~~Pinehurst Neighborhoods & The Housing Market~~  
    The Pinehurst Housing Market  
        For-Sale Housing  
        Rental Market  
    Public Input on Neighborhood Space Destinations (move from GP 8)  
Protect Existing Neighborhoods While Addressing Future Housing Needs  
    Protect & Enhance Existing Neighborhoods  
        Improve Connectivity  
        Provide Open Spaces & Other Neighborhood Amenities  
        Address Short Term Rentals  
    Improve Existing Neighborhood Structure (combine with Protect & Enhance Existing Neighborhoods)  
    Improve Neighborhood and Housing Design (move to GP2 – Ensure High Quality Development)  
Expand Housing Options  
    Housing in Mixed-Use Areas  
    Senior Housing  
    Concentrate New Housing Within Mixed-Use Areas (move to Expand Housing Options)  
    Address Senior Housing Needs and Support the Aging Population (move to Expand Housing Options)  
    Consider Housing for a Changing Demographic (move to Expand Housing Options)  
    Provide a Variety of Open Spaces & Other Neighborhood Amenities (move to Protect & Enhance Existing Neighborhoods)

## **The Built Environment** (Eliminate this section and incorporate in GP1 and GP2)

Best Practices in Neighborhood Design (move to GP2)  
Historic Districts (move to GP1)  
    The Village Center as a National Historic Landmark (move to GP1)  
    Pinehurst Historic Preservation Commission (move to GP1)  
    Pinehurst Local Historic District & Historic District Guidelines (move to GP1)  
~~Identifying Regulatory Barriers Ensure High Quality Development~~ (move to GP2)  
    Modernizing & Simplify the Development Ordinance (move to GP2)  
    Simplifying the Development Ordinance (move to GP2)  
    Pursue Public/Private Development Partnerships (move to GP2)  
Ensuring High Quality Future Development (move to GP2)  
Enhance Gateways & Corridors to the Village (move to GP2)

**Village of Pinehurst**  
**ORIGINAL Comp Plan Table of Contents (REDLINED)**  
**2019 Comprehensive Plan**

## **All Things Green: Parks, Open Spaces & Natural Resources**

Parks and Recreation in Pinehurst  
Public Input on Parks & Recreation ~~Neighborhood Space Destinations~~ (rename and move to GP6)  
~~Expand Parks & Recreation Offerings~~  
Complementary Planning Documents ~~Update & Implement the Comprehensive Parks & Recreation Master Plan~~  
Strengthening ~~Recreation~~ Partnerships  
~~Expand Events & Festivals~~  
Protecting Pinehurst's Natural Resources  
~~Preserve~~ Trees  
~~Protect~~ Water Resources  
~~Conserve~~ Land Conservation & ~~Protect~~ Wildlife Protection  
Conservation Land  
~~Protect~~ Wildlife & Wildlife Habitats  
~~Opportunities in the Extra-Territorial Jurisdiction (ETJ)~~ (move to Conserve Land)  
~~Environmental Sustainability~~ ~~Reduce, Reuse, and Recycle Resources~~  
Increase Energy Conservation & Efficiency  
~~Recycle and Reuse Resources~~

## **Making Sense of the Comp Plan**

Eliminate this section and incorporate illustrations in GP2

## **Driving Success**

Action Plan Overview  
~~Partnering with Others~~  
~~Financial Sustainability~~ ~~Integrating Strategies in Other Plans~~ (make a subsection of Action Plan Overview)  
~~Recommended Policies, Initiatives, Plans, Projects & Studies~~ (include in Plan Implementation Matrix)  
Plan Implementation Matrix  
~~Regional Partnership~~ (make a subsection of Action Plan Overview – Partnering with Others)  
~~Marking Cents of the Comprehensive Plan~~ (move to GP3 – Quantify Impact of Development on Infrastructure)  
Implementing & Monitoring the Plan  
Updating the Plan

**Village of Pinehurst**  
**Guiding Principles - REVISED**  
**2019 Comprehensive Plan**

**Guiding Principle 1: Village Character & Authenticity**

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

**Guiding Principle 2: Balancing & Regulating Conservation and Development**

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 throughout the Village and maintain high quality gateways and corridors to ensure the built environment is in keeping with the character of Pinehurst.

**Guiding Principle 3: Supporting Infrastructure & Facilities**

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 construct and expand infrastructure to ensure a high quality of life.

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

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

**Guiding Principle 5: Taking Care of Business**

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

**Guiding Principle 6: Places to Live**

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

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

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

**Village of Pinehurst**  
**Prioritizing and Categorizing Comp Plan Strategies**  
**2019 Comprehensive Plan**

**Prioritizing Strategies**

There are an endless number of ways the Council could potentially prioritize Comp Plan strategies. Management proposes the Village Council utilize the following process to prioritize the Implementation Strategies contained in the 2019 Comprehensive Plan:

**Step 1:**

**Identify a timeframe for each Implementation Strategy that indicates when the Village should begin implementing the strategy:**

1. Ongoing
2. 1-2 years
3. 3-5 years
4. 5+ years

Management suggests that when assigning timelines, the Council consider the following:

1. Prerequisites – Are there things that need to happen first before the strategy can be implemented? (Ex: We would need to create a stormwater masterplan before we considered establishing a stormwater utility)
2. Financial capacity – Does the Village have the financial capacity to implement the strategy, given the potential cost and other obligations or priorities (e.g. other Implementation Strategies included in the same timeframe)?
3. Staff capacity – Do we or will we have the staff capacity to implement the strategy?
4. Amount of coordination needed – Will the strategy require coordination with other agencies or partners that could impact the timing of implementation? If so, what is the willingness of other agencies to partner or the extent of the amount of coordination needed?
5. Expected duration – Can the strategy be implemented in a short period of time or will it be a strategy that takes several years to implement?
6. Other environmental considerations – Are there other external factors that could impact implementation such as the regulatory environment, the political environment, the economic environment, or major events like the U.S. Open Championship?

**Step 2:**

**Assign an importance priority to each Implementation Strategy for all of the Implementation Strategies.** This should be based on the strategy's importance to fulfilling the Village's mission to "Promote, enhance, and sustain a high quality of life for residents, businesses, and visitors"

1. Most Important – Could have a very significant impact on quality of life
2. Very Important – Could have a significant impact on quality of life
3. Important – Could have a positive impact on quality of life

To do this, Village staff can provide Councilmembers with a spreadsheet to identify their preferred timeframe and importance for each individual strategy. Council could submit their individual prioritization to Village staff who would accumulate the individual prioritizations, assign a Council consensus timeframe and importance, and then bring that back to the Council for Council's review. For example, Council will have all of the strategies listed on the spreadsheet and will indicate the timeframe and importance for each Implementation Strategy:

Rec #	Strategy	Timeframe	Importance
3.6	Prepare a comprehensive stormwater master plan to identify effective stormwater management strategies	3-5 years	Very Important
3.7	Evaluate creating a local stormwater utility for planning, programming, and coordinating future stormwater infrastructure in the community.	5+ years	Very Important

Following this process, will help Council and management program the Implementation Strategies into our annual Strategic Operating Plan next year and in subsequent years with ease and will help clarify the Council's top priorities and preferred timelines. Management recommends the Village Council utilize this process each year to amend the Implementation Matrix and indicate organizational priorities as a part of the annual strategic planning process each year.

### **Categorizing Strategy Cost**

To articulate the estimated costs of each Implementation Strategy, management proposes the Village Council categorize each strategy as follows:

- \$\$\$\$ Most Significant Financial Investment (i.e. MAJOR capital projects)
- \$\$\$ Significant Financial Investment (\$200,000 - \$1,000,000)
- \$\$ Moderate Financial Investment (\$50,000 - \$200,000)
- \$ Minimal Financial Investment (\$0 - \$50,000)

### **Categorizing Strategy Types**

To ensure seamless integration into our annual Opportunities for Improvement and Innovation (OFI) list in our annual Strategic Planning Process, management also proposes to categorize each Implementation Strategy as follows:

1. Initiative - Defined and measurable activities needed to accomplish our strategic objectives that involve a significant amount of financial and/or staff resources or have a significant community impact over the five year period.
2. Project - Department specific activities that can be completed within a shorter period of time (typically within one year), without needing detailed implementation timelines. Projects also typically would not require additional workforce capacity.
3. Evaluation - Those opportunities where departments need to consider the impact of pursuing the action, including: 1) identifying alternative ways to pursue the action, 2) determining the financial and staffing impact of alternatives, and 3) identifying the advantages and disadvantages of the alternatives. Evaluations should be completed using the systematic BIRDIE or ACE process or other evaluation tools.