



**PLANNING AND ZONING BOARD
AUGUST 7, 2019
ASSEMBLY HALL
395 MAGNOLIA RD.
PINEHURST, NORTH CAROLINA
4:00 PM**

- I. Call to Order
- II. General Business
 - A. Discuss 2019 Draft Comprehensive Plan.
- III. Next Meeting Date
 - B. August 14, 2019
- IV. Motion to Adjourn

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:

Darryn Burich

CC:

Jeff Sanborn & Natalie Hawkins

DATE OF MEMO:

8/2/2019

MEMO DETAILS:

This special meeting is a continuation of previous discussions the Planning and Zoning Board have held on the draft 2019 Comprehensive Plan. Please see the attached memo from staff.

ATTACHMENTS:

Description

- ☐ Memo
- ☐ Priority Strategies Table



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

FROM:

Darryn Burich

CC:

Jeff Sanborn and Natalie Hawkins

DATE OF MEMO DETAILS:

8/2/2019

MEMO DETAILS:

This agenda item is to continue the Planning and Zoning Board's discussion of the 2019 Comprehensive Plan and in particular the Comprehensive Plan Implementation Strategies as reviewed by the Village Council. Attached to this agenda item is a table titled "Revised Comprehensive Plan Implementation Strategies (After Village Council Review) for discussion. I have edited that table to allow the Planning and Zoning Board to more easily focus in on the priority strategies themselves in column 2 of the table. The balance of the table to the left of column 2 generally relates to implementation.

The purpose of the Planning and Zoning Board's review at this point in the process is threefold:

1. To familiarize P&Z with the Plan. As P&Z will ultimately be requested to review and provide a formal recommendation to the Village Council on the Plan itself, staff thought that involving and exposing P&Z at this point would help facilitate a more thorough review of the Plan. Additionally, as many of the recommendations and priority strategies will involve P&Z (i.e. PDO

changes, development of a small area plan, etc.), exposing the Board to those concepts earlier will help with future implementation.

2. Identify potential sticking points. As P&Z will be a major partner in implementation, reviewing and identifying some the implementation strategies at this point for potential issues or further clarification may be helpful as Council further considers the draft Comprehensive Plan.
3. What might be missing from the Plan. While the Council has already vetted and proposed the priority implementation strategies as identified on the included table there may be some that were overlooked or not considered for various reasons. Some may have been taken out because they were not feasible or appropriate at this time and some that were not felt necessary in the Plan at all given that there are already 117 strategies proposed. It may be helpful that as P&Z reviews the Plan and the implementation strategies that if the Board feels that it is important enough that an additional strategy to be considered that be done through group consensus. For example, as you read the Plan if you feel that an implementation strategy was not included or omitted that may be worth a discussion as group.

For Wednesday's Special Meeting, what would be helpful and most efficient for use of time, would be instead of going over each of the line item strategies that the table be reviewed page by page and that if any member would like to discuss any particular strategy they initiate that discussion with the Board. If the Board would like to then provide a recommendation, they then come to a consensus on that recommendation. The same process can be followed for those priority strategies not included in the Plan.

Prior to coming to any conclusion on any priority strategy (in the Plan or absent from the Plan) and to better understand its meaning, it is important to remember that any strategy being proposed is done within a specific context of one of the Guiding Principles laid out in the Plan. So if a priority strategy is not there or has been taken out, that may be due to it already being addressed by another strategy or combined into another strategy. So it is critical to cross reference back in the Plan document to the Guiding Principle discussion. Please use the previous table provided you for the 7/31/19 work session. That table included

the original cross reference priority by Guiding Principle (e.g. 1-8) to the draft Comprehensive Plan that was provided to Board members.

Let me know if you need any additional information.

Village of Pinehurst

REVISED Comprehensive Plan Implementation Strategies (After Village Council Review)

2019 Comprehensive Plan

NEW Rec #	REVISED Implementation Strategy/Recommendation Approved by Council	Action	Timeframe	Importance	Cost	Type
	GP1: Village Character and Authenticity					
1.1	Promote private preservation efforts in the historic Village Center and support the efforts of the Historic Preservation Commission.	Modify			\$	Project
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.	Retain			\$	Project
1.3	Continue to maintain the Local Pinehurst Historic District.	Modify			\$	Project
1.4	Consider partnering with others to promote private, or public, acquisition of historic properties to hold, manage, preserve, restore, and improve properties to promote historic preservation efforts.	Add			\$	Project
1.5	Periodically review and amend the Historic District Guidelines.	Retain			\$	Project
1.6	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.	Modify			\$	Project
1.7	As municipal limits expand in the future, relocate gateways to the appropriate locations.	Modify			\$	Project
	GP2: Balancing Conservation and Growth					
2.1	Consider allowing conservation based neighborhoods or subdivisions in the ETJ after amending the Pinehurst Development Ordinance to include character based zoning and Pattern Books.	Add			\$	Evaluation
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.	Retain			\$	Project
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			\$\$	Initiative
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			\$	Project
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			\$	Project
2.6	Amend the Pinehurst Development Ordinance to allow taller parking structures in the Hospital District zoning districts depicted in Focus Area 3.	Add			\$	Project
2.7	Consider allowing pedestrian overpasses or bridges on Page Road and Memorial Drive in the hospital district depicted in Focus Area 3.	Add			\$	Project
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			\$\$	Initiative

Village of Pinehurst

REVISED Comprehensive Plan Implementation Strategies (After Village Council Review)

2019 Comprehensive Plan

NEW Rec #	REVISED Implementation Strategy/Recommendation Approved by Council	Action	Timeframe	Importance	Cost	Type
2.9	Consider expanding the Village's extra-territorial jurisdiction north of NC Highway 211 and west of US Highway 15-501.	Add			\$	Project
2.10	Utilize the new Pinehurst CommunityViz Model developed for the Comprehensive Plans as a monitoring tool and scenario planning (what-if) platform.	Modify			\$	Project
2.11	Utilize and maintain the CommunityViz model to evaluate the potential impacts of significant development proposals.	Add			\$	Project
2.12	Include likely impacts of significant development proposals in Planning staff reports to better inform land use decisions.	Add			\$	Project
2.13	Consider the adoption of character-based zoning and Pattern Books to promote high quality design and development.	Modify			\$\$	Project
2.14	Re-evaluate the need for minimum square footage requirements in the Pinehurst Development Ordinance.	Modify			\$	Project
2.15	Consider amending the Pinehurst Development Ordinance to allow mixed use development centers identified in the Focus Areas.	Modify			\$	Project
2.16	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.	Add			\$	Project
2.17	Explore ways to enhance the overall quality of new housing in the Village.	Retain			\$	Project
2.18	Investigate ways to require covenants and architectural review committees for new subdivisions/housing developments to help improve housing design.	Add			\$	Project
2.19	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.	Modify			\$	Project
2.20	Continue to support the efforts of the Tri-Cities work group to create and enforce standards for critical corridors into the Village.	Modify			\$	Project
GP3: Supporting Infrastructure						
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			\$\$\$	Project
3.2	Identify alternative locations for the Public Services Complex to allow for redevelopment of Village Place.	Add			\$	Evaluation
3.3	Evaluate the capacity of Village Hall to meet the increased service needs and demands of residents.	Add			\$	Evaluation
3.4	Evaluate the need for an additional Police Station or substation to meet the increased service needs and demands of residents.	Add			\$	Evaluation
3.5	Prepare a comprehensive stormwater master plan to identify effective stormwater management strategies.	Modify			\$\$\$	Project
3.6	Evaluate creating a local stormwater utility for planning, programming, and coordinating future stormwater infrastructure in the community.	Modify			\$	Evaluation

Village of Pinehurst

REVISED Comprehensive Plan Implementation Strategies (After Village Council Review)

2019 Comprehensive Plan

NEW Rec #	REVISED Implementation Strategy/Recommendation Approved by Council	Action	Timeframe	Importance	Cost	Type
3.7	Implement rules for post-construction stormwater maintenance requirements.	Modify			\$	Project
3.8	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.	Modify			\$	Project
3.9	Coordinate with NC Department of Transportation (NCDOT) to ensure adequate transportation system improvements are made in a timely manner to meet the needs of the community and any projected development patterns shown on the Conservation and Growth Map.	Add			\$	Project
3.10	Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.	Retain			\$	Evaluation
3.11	Assess whether the community supports an indoor and/or outdoor performing arts venue, and if so, explore options for locations and funding sources.	Modify			\$	Evaluation
3.12	Implement the GIS strategic plan to leverage a wide array of GIS tools to better communicate geo- spatial data.	Add			\$	Evaluation
3.13	Convert static maps to online interactive digital maps accessible on the Village website.	Modify			\$	Project
3.14	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.	Modify			\$	Project
3.15	Consider creating a Public Realm Plan for Pinehurst that organizes future infrastructure investments by infrastructure categories.	Modify			\$\$	Project
3.16	Consider projecting long term infrastructure capital needs by infrastructure category beyond the five-year planning horizon of the annual Strategic Operating Plan.	Modify			\$	Project
3.17	Evaluate the need for a Comprehensive Plan Consistency Statement for Capital Projects.	Modify			\$	Project
GP 4: Moving Around the Village						
4.1	Consider developing and adopting a Complete Streets policy.	Retain			\$	Evaluation
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 make timely recommendations to amend the Plan as needed to ensure Moore County transportation projects have the desired outcome on both character and transportation quality and efficiency.	Retain			\$	Project
4.3	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.	Modify			\$	Evaluation
4.4	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.	Modify			\$	Project
4.5	Take necessary steps to protect the Western Connector Corridor so that development is not approved in the proposed location.	Modify			\$	Project

Village of Pinehurst

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2019 Comprehensive Plan

NEW Rec #	REVISED Implementation Strategy/Recommendation Approved by Council	Action	Timeframe	Importance	Cost	Type
4.6	Regularly evaluate key Village intersections for Level of Service (LOS) to identify any intersection improvements needed.	Modify			\$	Project
4.7	Implement the recommendations set forth in the Comprehensive Pedestrian and the Comprehensive Bicycle Plans.	Retain			\$\$\$\$	Project
4.8	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.	Modify			\$\$	Project
4.9	Explore opportunities for and develop bicycle, pedestrian and golf cart crossings to increase connectivity and safety.	Modify			\$	Evaluation
4.10	Consider the use of advisory lanes as a means to provide additional pedestrian, cyclist, and golf cart connectivity and as a traffic calming measure.	Modify			\$	Evaluation
4.11	Continue to work with and support the efforts of Pinehurst Elementary School to encourage safe walking and biking by students with clinics.	Modify			\$	Project
4.12	Pursue a grant through the SRTS program at NCDOT and utilize such funds to implement transportation safety educational and awareness programs.	Retain			\$	Project
4.13	Explore ways to expand golf cart accessibility to destinations such as golf courses, the Village Center and shopping and dining destinations.	Add			\$	Evaluation
4.14	Explore opportunities for transportation network improvements in any new or re-development.	Retain			\$	Evaluation
4.15	Consider amending the Pinehurst Development Ordinance to require parking to be located in the rear of the buildings in mixed-use and conservation neighborhoods.	Modify			\$	Project
4.16	Consider shared parking strategies in mixed-use areas of the Village that have inverted parking patterns.	Modify			\$	Project
4.17	Continue to encourage employees to park off-street, rather than in on-street spaces in front of Village Center businesses.	Modify			\$	Project
4.18	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.	Modify			\$	Project
	GP 5: Taking Care of Business					
5.1	Note to Consultants: Need some specific, actionable recommendations for how to improve the retail market, such as the ones added below	Modify				
5.2	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			\$	Evaluation
5.3	Explore ways to create a commercial spine connecting Village Place and the Village Center.	Add			\$	Evaluation
5.4	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.	Retain			\$	Project
5.5	Work with the medical community to activate the Village Core with health care related events.	Add			\$	Project

Village of Pinehurst

REVISED Comprehensive Plan Implementation Strategies (After Village Council Review)

2019 Comprehensive Plan

NEW Rec #	REVISED Implementation Strategy/Recommendation Approved by Council	Action	Timeframe	Importance	Cost	Type
5.6	Continue to promote first floor retail and destination uses on the street level, with office and residential uses on upper levels.	Modify			\$	Project
5.7	Coordinate efforts between Aberdeen, Southern Pines & Pinehurst to expand arts and cultural facilities and experiences in the region.	Retain			\$	Project
5.8	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.	Retain			\$	Project
5.9	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.	Modify			\$	Project
5.10	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			\$	Evaluation
5.11	Coordinate with the Resort and local transportation services to provide transportation between arts and entertainment venues in the Village.	Retain			\$	Project
5.12	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.	Retain			\$	Project
5.13	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			\$	Project
5.14	Identify appropriate areas for office uses in the Village, encouraging new office spaces in employment centers.	Modify			\$	Project
5.15	Identify potential locations for co-working and creative entrepreneurial spaces in the Village and strategies for implementation.	Modify			\$	Project
5.16	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.	Modify			\$\$	Project
5.17	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.	Retain			\$	Project
GP6: Places to Live						
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.	Retain			\$	Project
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.	Retain			\$	Project

Village of Pinehurst

REVISED Comprehensive Plan Implementation Strategies (After Village Council Review)

2019 Comprehensive Plan

NEW Rec #	REVISED Implementation Strategy/Recommendation Approved by Council	Action	Timeframe	Importance	Cost	Type
6.3	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			\$	Project
6.4	Identify opportunities to enhance connections within existing neighborhoods, and connections to surrounding neighborhoods, centers and recreation areas.	Retain			\$	Evaluation
6.5	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.	Retain			\$\$	Project
6.6	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.	Modify			\$\$	Project
6.7	Ensure residents of all ages and ability are able to access neighborhood amenities.	Modify			\$\$\$\$	Initiative
6.8	Consider strategies to preserve existing open spaces in neighborhoods.	Modify			\$	Project
6.9	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.	Modify			\$	Evaluation
6.10	Continue to monitor the changing preferences of home buyers in the Village.	Modify			\$	Evaluation
GP7: All Things Green						
7.1	Update the Comprehensive Parks & Recreation Master Plan to identify locations for potential neighborhood parks, community gardens, and dog parks.	Modify			\$\$	Project
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, in accordance with the Parks & Recreation Master Plan. Ensure that these spaces and facilities continue to meet the needs of residents of all ages and physical abilities.	Modify			\$\$\$	Initiative
7.3	Seek ways to enhance strategic partnerships with other public and private entities to expand and enhance recreation facilities and programs offered.	Add			\$	Project
7.4	Continue to maintain Pinehurst's status as a Tree City.	Retain			\$	Project
7.5	Enhance the Tree Preservation Program and standards for tree planting and preservation in the Pinehurst Development Ordinance.	Modify			\$	Project
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			\$	Evaluation

Village of Pinehurst

REVISED Comprehensive Plan Implementation Strategies (After Village Council Review)

2019 Comprehensive Plan

NEW Rec #	REVISED Implementation Strategy/Recommendation Approved by Council	Action	Timeframe	Importance	Cost	Type
7.7	Consider identifying and registering any "champion" trees with the National Register of Champion Trees (www.americanforests.org) and educate residents on "champion" trees.	Modify			\$	Project
7.8	Continue to protect water features, including lakes, ponds, streams, wetlands and floodplains with appropriate development regulations.	Retain			\$	Project
7.9	Update the Village's wellhead protection plan.	Modify			\$	Project
7.10	Reduce or eliminate the use of harmful pesticides and fertilizers on Village-owned property, and encourage the same on private properties.	Retain			\$	Project
7.11	Encourage proper disposal of harmful chemicals and hazardous wastes and consider expanding household hazardous waste events.	Modify			\$	Project
7.12	Encourage water conserving measures in households and businesses in the Village.	Retain			\$	Project
7.13	Utilize the CommunityViz software to quantify the impact of development on impervious surface limits and community water needs.	Modify			\$	Project
7.14	Encourage the preservation of land in Pinehurst for both conservation and recreation, through appropriate zoning. Review and update the PDO, as needed.	Retain			\$	Project
7.15	Utilize the Green Growth Toolbox resources provided by the NC Wildlife Resources Commission to inform conservation efforts, especially in the ETJ.	Add			\$	Project
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			\$	Project
7.17	Work with conservation agencies such as the Three Rivers Land Trust (formerly the Sandhills Area Land Trust) and Equine Land Conservation Resources to develop partnerships to assist with land conservation efforts in the Village and the ETJ.	Modify			\$	Project
7.18	Evaluate ways to protect the longleaf pine-wiregrass ecosystem.	Retain			\$	Project
7.19	Continue to work with the USFWS to protect endangered species habitats.	Retain			\$	Project
7.20	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.	Modify			\$	Project
7.21	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.	Modify			\$	Project
7.22	Consider the creation of an Energy Plan for the Village that studies the impacts and feasibility of using alternate energy sources in the Village.	Retain			\$	Evaluation
7.23	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.	Modify			\$	Project
7.24	Consider the use of electric or hybrid vehicles for municipal use.	Retain			\$	Evaluation
7.25	Consider provisions in the Pinehurst Development Ordinance to promote renewable energy options for homes and businesses.	Retain			\$	Project
7.26	Consider updating development standards to encourage and incentivize energy conservation measures in residential and commercial development.	Modify			\$	Project

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

NEW Rec #	REVISED Implementation Strategy/Recommendation Approved by Council	Action	Timeframe	Importance	Cost	Type
7.27	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.	Retain			\$	Project
7.28	Seek additional ways to encourage recycling and the reuse of resources.	Add			\$	Project

Village of Pinehurst
IMPLEMENTATION MATRIX CATEGORIES
2019 Comprehensive Plan

Timing

Identify a timeframe for each strategy that represents a “no later than” START date of implementation:

Ongoing
1-2 Years
3-5 Years
5+ Years

Importance

Identify the importance of the strategy to achieving the Village's mission to "Promote, enhance, and sustain a high quality of life for residents, businesses, and visitors"

Most Important	Could have a <u>very significant impact</u> on quality of life
Very Important	Could have a <u>significant impact</u> on quality of life
Important	Could have a <u>positive impact</u> on quality of life

Cost

Identify the potential magnitude of cost

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

Type

Indicate the type of strategy

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.
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.

Village of Pinehurst
IMPLEMENTATION MATRIX CATEGORIES
2019 Comprehensive Plan

	Initiative	Defined and measurable activities needed to accomplish our strategic objectives that involve a significant amount of financial and/or staff resources <u>or</u> have a significant community impact over the five year period.
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