



**VILLAGE COUNCIL
AGENDA FOR SPECIAL MEETING OF AUGUST 12, 2019
12:00 PM COUNCIL CONFERENCE ROOM
395 MAGNOLIA RD.
PINEHURST, NORTH CAROLINA**

1. Call to Order.
2. Discuss 2019 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 COMPREHENSIVE PLAN.
ADDITIONAL AGENDA DETAILS:**

FROM:

Natalie Hawkins

CC:

Jeff Sanborn and Darryn Burich

DATE OF MEMO:

8/9/2019

MEMO DETAILS:

The primary purpose and objective of this agenda item is to review and discuss the proposed timelines of Implementation Strategies contained in the DRAFT 2019 Comprehensive Plan.

Several documents are attached to this agenda item to both help facilitate the Council's discussion and update the public on the status of the Council's review and the Planning & Zoning (P&Z) Board's review of the Plan to date.

Key points discussed in the attached Staff Memo include:

1. P&Z has completed its concurrent review of the Focus Areas and Implementation Strategies. Board Chair, Leo Santowasso, will be present at your work session to share with the Council that the P&Z Board is supportive of Council's choices and modifications to the Plan thus far. He will also share with you a few items the P&Z Board would suggest the Council consider. The more significant suggestions are described in the attached memo.
2. Items 1-3 under "Implementation Strategies" in the Staff Memo recount what decisions the Council has made to date related to the Implementation Strategies. As stated above, this agenda item discussion will focus on Item 4, or reviewing the proposed timelines of the Implementation Strategies given the importance of strategies previously identified by Council and resident priorities expressed for the Implementation Strategies by the # of Votes.
3. A potential timeline for adopting the Comprehensive Plan based on the progress of the Village Council and P&Z Board's review to date. Our consultants are striving to deliver a revised Plan for the Council, P&Z, and the public to review and consider in early September.
4. Feedback from individual members of the Council and the P&Z Board on the revisions to the draft Plan are due to Village staff by the end of the day on Thursday, August 15th.

I hope the attachments to this agenda item help to inform both the Council and the public of the status of the 2019 Comprehensive Plan review and also help to inform Council's discussion during the work session.

As always, if you have any questions, please feel free to give me a call.

ATTACHMENTS:

Description

☐ Staff Memo

- ▢ Implementation Strategies (Top Votes by Residents)
- ▢ Implementation Strategies (Deleted or Combined)
- ▢ Implementation Strategies (Revised)
- ▢ Implementation Strategies (In Order of Timeline & Importance)
- ▢ Implementation Strategies Categorization



HISTORY, CHARM, AND SOUTHERN HOSPITALITY_____

To: Village Council
From: Natalie Hawkins, Assistant Village Manager
Date: August 9, 2019
Subject: 2019 Comprehensive Plan Update

This memo is to provide a comprehensive overview for the Council and the public on the direction provided by the Council thus far on the DRAFT 2019 Comprehensive Plan as a result of several Council work session discussions held in July and August. It is also intended to provide supporting information for the Council's August 12th work session on the Comprehensive Plan and discuss potential timing of the adoption of the Comprehensive Plan.

The Planning & Zoning (P&Z) Board has also held multiple work sessions to discuss the DRAFT 2019 Comprehensive Plan and in general is very supportive of the Council's choices for the Focus Areas and their modifications to the Implementation Strategies. Items the P&Z Board would like for the Council to consider at this point are indicated in this memo.

Focus Areas

The Village Council has clarified how it would like the Focus Areas to be shown in the Comprehensive Plan and the P&Z Board support the Council's choices. As indicated in the initial draft plan, additional Implementation Strategies have been added to the Plan as a result of the Focus Area selections.

Focus Area 1: Existing Extra-Territorial Jurisdiction (ETJ) - As currently zoned with 1 unit per 5 acres, with the exception of three new single-family residential neighborhoods that could accommodate up to two dwelling units per acre. Council indicated it would like to evaluate the concept of conservation neighborhoods before making any decisions about these types of neighborhoods in the future.

Focus Area 2: Highway 5 Commercial Area - Create an "Innovation Hub" with office, medical, life science, and research facilities supported with small-scale retail services and residential uses. Council eliminated the Harness Track property and a large portion of the Focus Area that included the Jackson Hamlet community from this Focus Area due to resident input.

Focus Area 3: Medical District – Allow redevelopment of up to 4 story buildings in the office and professional zoning district and up to 6 story buildings in the hospital zoning district in this Focus Area. Also allow taller parking structures than currently allowed.

Focus Area 4: Village Place/Rattlesnake Trail Corridor - Convert existing development to a more mixed use, walkable destination.

Focus Area 5: Highway 211 Commercial Area - Keep as currently zoned for general office (modeled after the Turnberry Wood development in Southern Pines).

Implementation Strategies

During multiple work sessions, the Village Council has reviewed the Implementation Strategies contained in the DRAFT Comprehensive Plan and have consolidated, removed, and added Implementation Strategies. Village staff reviewed all of these changes, prepared the summaries that follow, and attached detailed summaries to this agenda item:

1. **Implementation Strategies (Top Votes by Residents):** The 23 Implementation Strategies that received at least 80 votes from the public at the Community Open House or on the Envision the Village website are listed in this attachment. With one exception, all of the resident top 23 strategies are included in the Council's revised Implementation Strategies. Council removed the original Implementation Strategy 7-2 to "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" with the intent to combine it with another strategy. However, as strategies have been re-worded, the original intent of a portion of this recommendation to amend the zoning map may have been lost. **Because original Implementation Strategy 7-2 received a significant amount of public support and the intent may have been lost, both staff and the P&Z Board suggest Council reconsider retaining the initial 7-2 Implementation Strategy.**
2. **Implementation Strategies (Deleted or Combined):** In total, Council has eliminated 20 strategies from the Plan and combined another 41 strategies with other strategies to help streamline the recommendations. The reasons for deleting strategies is shown on the attached spreadsheet, along with cross-references to strategies retained in the Plan that were combined. **As discussed above, staff and P&Z suggest Council reconsider retaining the initial 7-2 Implementation Strategy.**
3. **Implementation Strategies (Revised):** A complete summary of the most up to date Implementation Strategies that reflect the Council's consolidation of strategies, removal of strategies, and addition of 29 new strategies is included as an attachment to this agenda item. This attachment also provides the Council and the public with cross-references to the initial strategies presented by our consultants, the total number of resident votes, staff's initial recommendation for proposed timelines, the Council's consensus on importance, the estimated cost using the methodology selected by the Council, and the strategy type using the current types contained in the Village's Strategic Operating Plan.

The following information summarizes the 29 strategies the Council added to Plan, which are shown on the Implementation Strategies (Revised) attachment:

- 7 strategies are a result of the Focus Areas selections (2.1, 2.3, 2.4, 2.5, 2.6, 2.7, and 2.8). The initial draft plan indicated that additional strategies like these would be added based on the Council's Focus Area Selections.
- 6 strategies (2.9, 3.1, 3.2, 3.4, 3.12, and 7.3) were added because they are currently

included in the FY 2020 Strategic Operating Plan as either an evaluation, project, or initiative.

- 5 strategies (5.2, 5.3, 5.5, 5.10, and 5.13) were added to more clearly articulate specific strategies that could help support a vibrant Village Center.
- 2 strategies (2.18 and 6.3) were added to help improve the quality of residential design.
- 2 strategies (7.16 and 7.17) were added to facilitate conservation efforts, especially in the ETJ.
- 2 strategies (7.17 and 7.27) were added to encourage energy conservation and the recycling/reuse of resources.
- 1 strategy (1.3) was added to promote historic preservation efforts.
- 1 strategy (3.3) was added to evaluate the impacts of future staffing needs on the availability of office space in Village Hall.
- 1 strategy (4.12) was added to support golf cart connectivity and mobility.
- 1 strategy (7.4) was added to encourage public/private partnerships to expand recreation facilities.
- 1 strategy (7.7) was added to help facilitate maintenance of trees and landscaping in right of ways.

Based on feedback from the P&Z Board, they would like for the Council to consider rewording Implementation Strategy 2.7 from “Consider allowing pedestrian overpasses or bridges on Page Road and Memorial Drive in the hospital district depicted in Focus Area 3” to “Consider ways to ensure safe pedestrian crossings on Page Road and Memorial Drive in the Medical District depicted in Focus Area 3.” The P&Z Board expressed concerns about the visual impact of pedestrian crossings and felt it was more appropriate to make this recommendation more general to allow the Village flexibility when considering alternative to ensuring pedestrian safety in this area.

The P&Z Board would also like the Council to consider making Implementation Strategy 4.16 more general. A suggestion would be to reword this strategy from “Continue to encourage employees to park off-street, rather than in on-street spaces in front of Village Center businesses” to “Work with Village businesses to identify solutions to minimize employee on-street parking to provide convenient parking for customers.”

- 4. Implementation Strategies (Sorted by Proposed Timeline):** As directed by the Village Council at the August 5th work session, staff has indicated a proposed timeline for each Implementation Strategy using the Council approved methodology. The attached document sorts all of the Implementation Strategies by the proposed timelines and also includes the strategies in each timeline period in order of the Council consensus of importance. Finally, the attached document also includes the cost estimates and strategy types using the Council approved methodology. **Council will review and can amend the proposed timelines in the August 12th work session.**

It is important to note that a significant number of Implementation Strategies are to “consider” or “evaluate” concepts. This has several implications. First, it is reflective of our culture to fully evaluate concepts to ensure decisions are based on thoughtful review and analysis of relevant data and other information, including input from the public. Second, it puts the responsibility of these evaluations and any subsequent decisions on future staff and elected officials when it is most appropriate to consider those concepts. Third, the cost estimates shown for each strategy represent the cost to perform or conduct the “evaluation.” For example, the cost to evaluate Implementation Strategy 3.2 to “Identify alternative locations for the Public Services Complex to allow for redevelopment of Village Place” is shown as costing between \$0 and \$50,000 (\$). Should a future Council decide, based on the completion of the evaluation, to relocate the Public Services facility, the Comprehensive Plan would be amended by that Village Council to add a new strategy to relocate the Public Services facility. The strategy added by a future Council would indicate a cost estimate of over \$1 million (\$\$\$\$) and the future Council would determine the timeline and importance of the new strategy.

DRAFT Document

In previous work sessions, the Village Council reviewed and approved reorganizing the Plan to consolidate information and ensure topics are more appropriately organized. Staff has completed the reorganization and provided proposed revisions to the text of the document to the Village Council and the P&Z Board, who are currently reviewing these revisions. **Feedback from individual members of the Village Council and P&Z Board on the proposed revisions to the document is due to staff by the end of the day on Thursday, August 15th.** This feedback will be incorporated into the next version of the Plan. Staff currently expects our consultants to deliver the next version of the Plan at the beginning of September.

While reviewing the DRAFT Comprehensive Plan, the P&Z Board requested the Village Council consider adding a “Glossary of Terms” to the Plan. This glossary would define terms that may be unfamiliar to residents such as Community Viz, Village Place, the extra-territorial jurisdiction, etc. Village staff concur with the P&Z Board that a glossary of terms would be an enhancement to the Plan.

Adoption Process/Timeline

Based on the Council and P&Z review of the DRAFT Comprehensive Plan to date, **Village staff have prepared a modified potential timeline for the adoption of the Comprehensive Plan that ensures public input after revisions to the Plan are made.** This timeline will allow the Village Council to adopt the Comprehensive Plan in advance of the November 2019 strategic planning pre-retreat meeting if it decides to do so. As previously discussed, having the Comprehensive Plan adopted before the Village begins next year’s strategic planning process would help to provide clear strategic direction from elected officials as Village staff begin preparing financial and staffing requests for the next five-year planning horizon.

Potential Timeline for Adoption

Date/Timeframe	Action
August 12	Council work session to review proposed timelines for Implementation Strategies
August 15	Council and P&Z submit comments to staff on the text of the Comprehensive Plan
September 9 th or 10 th	Consultants present the revised Comprehensive Plan at a joint Council/P&Z Board meeting; Village staff post the revised Comprehensive Plan on the Envision the Village website to ensure adequate time for public review prior to public hearings in September and October
Late September	P&Z holds a public hearing on the Comprehensive Plan
Early October	P&Z takes action on a Comprehensive Plan recommendation
Early- Mid October	Village Council holds a public hearing on the Comprehensive Plan
Late October	Village Council considers the Comprehensive Plan for adoption

As discussed in the timeline above, Village staff will post the revised Plan on the Envision the Village website to solicit additional public input once the revised plan is received from our consultants. To date, the Village has logged over 6,800 participants in the comprehensive planning process, including the number of attendees at the Kickoff Meeting, Visioning Workshops, Planapalooza, Community Open House, Think Tank meetings, and visitors to envisionthevillage.com. While the Plan has been formulated and shaped based on the extensive public input to date, it is important the public have an opportunity to review the revisions that have been made to the Plan since the initial draft was presented at the Open House. The timeline and process described above allows for at least two weeks of public review before the first public hearing by the P&Z Board and approximately one month of review before the Village Council's public hearing. The P&Z Board has decided it prefers to hold its public hearings on the Comprehensive Plan in special meetings and the Council may wish to consider doing the same.

Village staff look forward to continuing to discuss the DRAFT Comprehensive Plan with the Village Council at your work session on August 12th.

ADMINISTRATION

395 Magnolia Road • Pinehurst, NC 28374 • Telephone (910) 295-1900 • Fax (910) 295-4434 • www.vopnc.org

Village of Pinehurst
Implementation Strategies Public Input Results (TOP VOTES BY RESIDENTS - IN ORDER)
2019 Comprehensive Plan

#	Orig Rec #	New Rec #	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	TOTAL
1	4-7	4.4	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.	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.	161
2	5-3	5.1	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 for how to improve the retail market: See 5.2 - 5.11.	142
3	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, 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.	133
4	1-5	5.8	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
5	5-8	5.16	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
6	7-2		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.	May want to consider retaining this strategy because NOT addressed in REVISED strategies.	124
7	4-13	4.5	Explore options to protect the Western Connector Corridor.	Take necessary steps to protect the Western Connector Corridor so that development is not approved in the proposed location.	122
8	8-8	7.9	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
9	6-24	6.8	Take necessary steps to preserve existing open spaces.	Consider strategies to preserve existing open spaces in neighborhoods.	118
10	7-1	2.13	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.	Consider the adoption of character-based zoning and Pattern Books to promote high quality design and development.	115
11	7-17	1.6	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.	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.	107
12	3-11	3.14	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.	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.	106
13	6-15	4.7	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.	Implement the recommendations set forth in the Comprehensive Pedestrian and the Comprehensive Bicycle Plans.	102
14	8-20	7.19	Continue to protect the longleaf pine ecosystem.	Evaluate ways to protect the longleaf pine-wiregrass ecosystem.	101
15	8-15	7.15	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 Pinehurst Development Ordinance, as needed.	100

Village of Pinehurst
 Implementation Strategies Public Input Results (TOP VOTES BY RESIDENTS - IN ORDER)
 2019 Comprehensive Plan

#	Orig Rec #	New Rec #	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	TOTAL
16	1-1	3.10	Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.	Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.	99
17	4-5	4.7	Explore opportunities for bicycle and pedestrian connection in areas where the roadway network creates circuitous paths for walkers and bikers.	Implement the recommendations set forth in the Comprehensive Pedestrian and the Comprehensive Bicycle Plans.	95
18	4-32	4.16	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.	Continue to encourage employees to park off-street, rather than in on-street spaces in front of Village Center businesses.	95
19	6-23	6.6	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.	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.	91
20	6-8	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.	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.	89
21	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
22	6-22	4.7	Enhance and expand the greenway trail system throughout the Village, in accordance with the Village Greenway Master Plan and the Comprehensive Pedestrian Plan (2015).	Implement the recommendations set forth in the Comprehensive Pedestrian and the Comprehensive Bicycle Plans.	85
23	1-2	5.9	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 private organizations (e.g. Sandhills Community College, The Artists League of the Sandhills, the Arts Council of Moore County, etc.) in order to share cultural resources between public and private entities and bring arts exhibitions and education opportunities to Pinehurst.	82

Village of Pinehurst
Comprehensive Plan Implementation Strategies (DELETED or COMBINED STRATEGIES)
2019 Comprehensive Plan

Strategies highlighted in blue were top strategies supported by Pinehurst residents

ORIG Rec #	ORIGINAL Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
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	Not a high priority for the Council given other higher priorities
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	Moore Co. Schools handles planning for future development and impact on schools
3-16	Develop a Public Realm Plan for Pinehurst that organizes future infrastructure investments.	6	Delete	Council and public don't see value to this
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	Council and public don't see value to this
4-12	Evaluate the rights-of-way and area around Pinehurst Elementary School and consider improvements such as the one described.	3	Delete	Council does not see value in considering advisory lanes
4-17	Evaluate the potential impact of peer-to-peer ride sharing services on both parking and traffic.	1	Delete	A duplicate of 4-23; Council and public don't see value to this
4-18	Work with Moore County to increase the frequency of the A-Pines line and advertise locally.	3	Delete	Council and public don't see value to this
4-19	Work with Moore County to extend the A-Pines route into the Village Core to serve more destinations and more residents and visitors.	5	Delete	Council and public don't see value to this
4-20	Create a new, route-deviated service connecting the Village Core directly to the Southern Pines Downtown ("Core to Core").	6	Delete	Council and public don't see value to this
4-21	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.	53	Delete	Council did not have an interest in micro-transit services given other higher priority strategies, but covered partially with 5.11
4-22	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.	2	Delete	Council and public don't see value to this
4-23	Evaluate the potential impact of peer-to-peer ride sharing services on both parking and traffic.	1	Delete	A duplicate of 4-17; Council and public don't see value to this
4-24	Consider becoming an NC Vision Zero community by developing a Vision Zero program in the Village.	0	Delete	Council and public don't see value to this
4-30	Consider removing the Village Green parking lot from the Village Green and converting the space to a park.	2	Delete	Council has no interest in removing the Village Green parking lot

Village of Pinehurst
Comprehensive Plan Implementation Strategies (DELETED or COMBINED STRATEGIES)
2019 Comprehensive Plan

Strategies highlighted in blue were top strategies supported by Pinehurst residents

ORIG Rec #	ORIGINAL Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
4-31	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.	8	Delete	Council has no interest in removing the Village Green parking lot
6-14	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.	38	Delete	Not a high priority for the Council given other higher priorities
7-2	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.	124	Delete	May want to consider retaining this strategy because NOT addressed in REVISED strategies.
7-16	Coordinate with regional economic development partners to determine if any other incentives may be applicable for mixed-use or multi-family residential development.	8	Delete	Council is not interested in incentives beyond those currently provided.
8-11	Ensure proper maintenance of septic systems.	12	Delete	Moore Co. is responsible for this
No #	Periodically (every two to three years) update the Land Use Fiscal Impact Analysis.	n/a	Delete	Was in Driving Success section, with no # and not on original list presented to the public
1-4	Work with the Artists League to bring exhibitions and arts education opportunities to Pinehurst.	13	Combine	Combined with 5.9
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	Covered with 3.8 and 4.2
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	Combine	Combined into 3.5
3-9	Evaluate new development on unbuilt lots in existing neighborhoods to assess potential drainage issues.	65	Combine	Combined into 3.5
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	Combine	Combined into 3.15
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	Combine	Combined into 4.4
4-9	Explore enhancements to the existing circle, including minor channelization, signage and lighting.	24	Combine	Combined into 4.4
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	Combined into 4.3
4-15	Integrate the Complete Streets Policy into other Village documents, plans, procedures, or processes in order to ensure implementation.	4	Combine	Combined into 4.1

Village of Pinehurst
Comprehensive Plan Implementation Strategies (DELETED or COMBINED STRATEGIES)
2019 Comprehensive Plan

Strategies highlighted in blue were top strategies supported by Pinehurst residents

ORIG Rec #	ORIGINAL Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
4-16	Review the elements of typical roadway design projects, and ensure that they support the Complete Streets policy.	1	Combine	Combined into 4.1
4-26	Continue to implement strategies related to children and school transportation as outlined in the 2015 Comprehensive Pedestrian Plan.	8	Combine	Combined into 4.10
4-27	Work with a League of American Bicyclists Certified Master Instructor to conduct a safe walking and biking clinic with Pinehurst Elementary School students.	8	Combine	Combined into 4.10
4-33	Coordinate with the Resort to provide transportation services and strategic parking plans during special events.	19	Combine	Combined into 5.11
4-35	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.	9	Combine	Combined into 4.17
4-36	Consider allowing the construction of a parking deck for the hospital and related ancillary medical businesses in the hospital district.	54	Combine	Combined into 2.6
6-2	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.	13	Combine	Covered partially with 2.16 - Eliminated monitor preferences of homebuyers
6-6	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.	33	Combine	Combined into 6.9
6-7	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.	43	Combine	Combined into 6.9
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	22	Combine	Combined into 6.6
6-12	Identify housing needs for aging seniors. Consider a study of current and potential residents to determine preferences for different housing types and settings.	25	Combine	Combined into 2.16
6-13	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.	20	Combine	Combined into 2.16
6-16	Ensure that community facilities, recreational opportunities, amenities and events are accessible to residents of all ages and ability levels.	9	Combine	Combined into 7.2
6-18	Identify appropriate locations for different housing types in the Village.	9	Combine	Incorporated into Focus Area recommendations in GP 2

Village of Pinehurst
Comprehensive Plan Implementation Strategies (DELETED or COMBINED STRATEGIES)
2019 Comprehensive Plan

Strategies highlighted in blue were top strategies supported by Pinehurst residents

ORIG Rec #	ORIGINAL Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
6-19	Amend the Pinehurst Development Ordinance to allow the types of housing desired in the future.	1	Combine	Combined into 2.13
6-20	Consider amending the Pinehurst Development Ordinance to help direct the design of neighborhoods.	11	Combine	Combined into 2.13
6-21	Consider the creation of Pattern Books for new development in the Village.	3	Combine	Combined into 2.13
6-22	Enhance and expand the greenway trail system throughout the Village, in accordance with the Village Greenway Master Plan and the Comprehensive Pedestrian Plan (2015).	85	Combine	Covered with 4.7 to implement Pedestrian Plan (Greenway Plan was incorporated into the Ped Plan)
6-25	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.	71	Combine	Combined into 7.2
7-1	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.	115	Combine	Combined into 2.13 to adopt character-based zoning
7-3	Explore opportunities to reduce parking in front of existing buildings, especially in areas of the Village where walkability is a goal.	12	Combine	Combined into 4.14
7-4	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	Combine	Combined into 1.2
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	Combined into 1.1 and 1.3
7-11	Identify property for residential and mixed-use development.	13	Combine	Incorporated into Focus Area recommendations in GP 2
7-13	Solicit interest from regional developers that have successfully completed similar projects in the area.	4	Combine	Combined into 2.19
7-14	Issue a Request for Development Proposal (RFDP) for mixed-use projects on key sites in partnership with private sector owners.	6	Combine	Combined into 2.19
7-15	Enter into public-private partnerships with developers that could include the provision of infrastructure, parking structures, or land write-down or swaps.	8	Combine	Combined into 2.19
8-1	Implement the recommendations set forth in the Comprehensive Parks & Recreation Master Plan.	11	Combine	Combined into 7.1
8-4	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.	20	Combine	Combined into 6.6

Village of Pinehurst
Comprehensive Plan Implementation Strategies (DELETED or COMBINED STRATEGIES)
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Strategies highlighted in blue were top strategies supported by Pinehurst residents

ORIG Rec #	ORIGINAL Implementation Strategy/Recommendation	Total # of Votes	Action	Notes
8-17	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.	24	Combine	Combined into 8.15
8-18	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.	32	Combine	Combined into 8.15
8-23	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.	32	Combine	Combined into 7.18

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ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Timeframe	Importance	Cost	Type
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	Ongoing	Very Important	\$	Project
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	Ongoing	Important	\$	Project
7-7	1.3	Continue to support the efforts of the Historic Preservation Commission.	Continue to maintain the Local Pinehurst Historic District.	30	Ongoing	Most Important	\$	Project
N/A	1.4	NEW	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.	n/a	3-5 Years	Important	\$	Project
7-9	1.5	Periodically review and amend the Historic District Guidelines.	Periodically review and amend the Historic District Guidelines.	4	Ongoing	Important	\$	Project
7-17	1.6	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.	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.	107	Ongoing	Important	\$	Project
7-18	1.7	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	Ongoing	Important	\$	Project
N/A	2.1	NEW	Consider allowing conservation based neighborhoods or subdivisions in the ETJ after amending the Pinehurst Development Ordinance to include character based zoning and Pattern Books.	n/a	5+ Years	Important	\$	Evaluation
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	1-2 Years	Very Important	\$	Project
N/A	2.3	NEW	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 and residential.	n/a	3-5 Years	Important	\$\$	Initiative
N/A	2.4	NEW	Amend the Pinehurst Development Ordinance to allow up to 4 story buildings in the Office and Professional zoning districts depicted in Focus Area 3.	n/a	3-5 Years	Important	\$	Project
N/A	2.5	NEW	Amend the Pinehurst Development Ordinance to allow up to 6 story buildings in the Hospital District zoning districts depicted in Focus Area 3.	n/a	1-2 Years	Important	\$	Project
N/A	2.6	NEW	Amend the Pinehurst Development Ordinance to allow taller parking structures in the Hospital District zoning districts depicted in Focus Area 3.	54	1-2 Years	Important	\$	Project
N/A	2.7	NEW	Consider allowing pedestrian overpasses or bridges on Page Road and Memorial Drive in the hospital district depicted in Focus Area 3.	n/a	3-5 Years	Important	\$	Project
N/A	2.8	NEW	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.	n/a	1-2 Years	Important	\$\$	Initiative
N/A	2.9	NEW	Consider expanding the Village's extra-territorial jurisdiction north of NC Highway 211 and west of US Highway 15-501.	n/a	1-2 Years	Important	\$	Project
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 as a monitoring tool and scenario planning (what-if) platform.	9	1-2 Years	Important	\$	Project

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ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Timeframe	Importance	Cost	Type
No #	2.11	Utilize and maintain the CommunityViz model.	Utilize and maintain the CommunityViz model to evaluate the potential impacts of significant development proposals.	n/a	1-2 Years	Important	\$	Project
No #	2.12	Include likely impacts of development in staff reports.	Include likely impacts of significant development proposals in Planning staff reports to better inform land use decisions.	n/a	1-2 Years	Most Important	\$	Project
7-10	2.13	Consider a rewrite of the Pinehurst Development Ordinance, including character-based components to deal with all aspects of community character and design.	Consider the adoption of character-based zoning and Pattern Books to promote high quality design and development.	258	1-2 Years	Important	\$\$	Project
6-17	2.14	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	1-2 Years	Important	\$	Project
6-11	2.15	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	3-5 Years	Important	\$	Project
6-2	2.16	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.	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.	13	3-5 Years	Important	\$	Project
6-1	2.17	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	Ongoing	Most Important	\$	Project
N/A	2.18	NEW	Investigate ways to require covenants and architectural review committees for new subdivisions/housing developments to help improve housing design.	n/a	3-5 Years	Very Important	\$	Project
7-12	2.19	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	3-5 Years	Important	\$	Project
7-19	2.20	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	Ongoing	Most Important	\$	Project
3-4.1	3.1	NEW	Evaluate, identify, and purchase land for a future third fire station based on projected development patterns to ensure adequate fire emergency response times.	n/a	1-2 Years	Most Important	\$\$\$	Project
3-4.2	3.2	NEW	Identify alternative locations for the Public Services Complex to allow for redevelopment of Village Place.	n/a	1-2 Years	Very Important	\$	Evaluation
3-4.3	3.3	NEW	Evaluate the capacity of Village Hall to meet the increased service needs and demands of residents.	n/a	3-5 Years	Important	\$	Evaluation
3-4.4	3.4	NEW	Evaluate the need for an additional Police Station or substation to meet the increased service needs and demands of residents.	n/a	3-5 Years	Most Important	\$	Evaluation
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	1-2 Years	Most Important	\$\$\$	Project
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	3-5 Years	Most Important	\$	Evaluation
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	1-2 Years	Most Important	\$	Project
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	Ongoing	Most Important	\$	Project
3.1	3.9	Coordinate with service providers to ensure adequate capacity exists to serve the Conservation and Growth Map.	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.	18	Ongoing	Most Important	\$	Project

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ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Timeframe	Importance	Cost	Type
1-1	3.10	Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.	Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.	99	1-2 Years	Most Important	\$	Evaluation
1-3	3.11	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	5+ Years	Important	\$	Evaluation
N/A	3.12	NEW	Implement the GIS strategic plan to leverage a wide array of GIS tools to better communicate geo- spatial data.	n/a	1-2 Years	Important	\$	Evaluation
3-10	3.13	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	1-2 Years	Important	\$	Project
3-11	3.14	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.	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.	106	3-5 Years	Important	\$	Project
3-14	3.15	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	1-2 Years	Very Important	\$	Project
3-13	3.16	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	1-2 Years	Very Important	\$	Project
4-14	4.1	Consider developing and adopting a Complete Streets policy.	Consider developing and adopting a Complete Streets policy.	7	3-5 Years	Important	\$	Evaluation
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 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.	20	Ongoing	Most Important	\$	Project
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.	62	Ongoing	Most Important	\$	Evaluation
4-7	4.4	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.	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.	213	Ongoing	Most Important	\$	Project
4-13	4.5	Explore options to protect the Western Connector Corridor.	Take necessary steps to protect the Western Connector Corridor so that development is not approved in the proposed location.	122	3-5 Years	Important	\$	Project
4-4	4.6	Consider coordinating with NCDOT to create a CTP for the Village.	Regularly evaluate key Village intersections for Level of Service (LOS) to identify any intersection improvements needed.	7	Ongoing	Very Important	\$	Project
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.	126	1-2 Years	Important	\$\$\$\$	Project
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	5+ Years	Important	\$\$	Project
4-5	4.9	Explore opportunities for bicycle and pedestrian connection in areas where the roadway network creates circuitous paths for walkers and bikers.	Explore opportunities for and develop bicycle, pedestrian and golf cart crossings to increase connectivity and safety.	95	3-5 Years	Very Important	\$	Evaluation
4-25	4.10	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	Ongoing	Important	\$	Project
4-28	4.11	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	Ongoing	Important	\$	Project
N/A	4.12	NEW	Explore ways to expand golf cart accessibility to destinations such as golf courses, the Village Center and shopping and dining destinations.	n/a	3-5 Years	Important	\$	Evaluation
4-6	4.13	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	Ongoing	Very Important	\$	Evaluation

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ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Timeframe	Importance	Cost	Type
4-29	4.14	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	1-2 Years	Important	\$	Project
4-37	4.15	Implement shared parking strategies in areas of the Village that have inverted parking patterns, specifically in the mixed-use Focus Areas.	Consider amending the Pinehurst Development Ordinance to provide mechanisms to allow shared parking strategies in mixed-use areas of the Village that have inverted parking patterns.	1	1-2 Years	Important	\$	Project
4-32	4.16	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.	Continue to encourage employees to park off-street, rather than in on-street spaces in front of Village Center businesses.	95	Ongoing	Important	\$	Project
4-34	4.17	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.	29	Ongoing	Very Important	\$	Project
5-2	5.1	Re-establish the Village Core as an experiential retail and entertainment center with a mix of retail, dining, entertainment, arts and cultural offerings.	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 for how to improve the retail market, such as the ones added below.	142	1-2 Years	Very Important	\$	Project
N/A	5.2	NEW	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.	n/a	Ongoing	Important	\$	Evaluation
N/A	5.3	NEW	Explore ways to create a commercial spine connecting Village Place and the Village Center.	n/a	3-5 Years	Very Important	\$	Evaluation
5-9	5.4	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.	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	Ongoing	Very Important	\$	Project
N/A	5.5	NEW	Work with the medical community to activate the Village Core with health care related events.	n/a	3-5 Years	Important	\$	Project
1-2	5.6	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	Ongoing	Most Important	\$	Project
5-9	5.7	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	Ongoing	Important	\$	Project
1-5	5.8	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	Ongoing	Important	\$	Project
1-2	5.9	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 private organizations (e.g. Sandhills Community College, The Artists League of the Sandhills, the Arts Council of Moore County, etc.) in order to share cultural resources between public and private entities and bring arts exhibitions and education opportunities to Pinehurst.	82	3-5 Years	Important	\$	Project
N/A	5.10	NEW	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.	n/a	3-5 Years	Important	\$	Evaluation
5-10	5.11	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	1-2 Years	Important	\$	Project
5-5	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.	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	1-2 Years	Important	\$	Project

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ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Timeframe	Importance	Cost	Type
N/A	5.13	NEW	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.	n/a	3-5 Years	Important	\$	Project
5-4	5.14	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	3-5 Years	Important	\$	Project
5-1	5.15	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	3-5 Years	Important	\$	Project
5-8	5.16	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	Ongoing	Most Important	\$\$	Project
5-7	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.	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	Ongoing	Most Important	\$	Project
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	Ongoing	Important	\$	Project
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	Ongoing	Important	\$	Project
N/A	6.3	NEW	Create "How To" information guides that describe how property owners can create property owners associations in existing neighborhoods to create and enforce architectural standards.	n/a	3-5 Years	Very Important	\$	Project
6-10	6.4	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	3-5 Years	Important	\$	Evaluation
6-8	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.	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.	89	1-2 Years	Very Important	\$\$	Project
6-23	6.6	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.	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.	91	3-5 Years	Important	\$\$	Project
6-15	6.7	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.	Ensure residents of all ages and ability are able to access neighborhood amenities.	102	Ongoing	Important	\$\$	Initiative
6-24	6.8	Take necessary steps to preserve existing open spaces.	Consider strategies to preserve existing open spaces in neighborhoods.	118	Ongoing	Important	\$	Project
6-6	6.9	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.	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.	33	Ongoing	Important	\$	Evaluation
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 the Comprehensive Parks & Recreation Master Plan to identify locations for potential neighborhood parks, community gardens, and dog parks.	8	3-5 Years	Important	\$\$	Project

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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, 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.	133	Ongoing	Very Important	\$\$\$	Initiative
N/A	7.3	NEW	Create and implement a masterplan to develop West Pinehurst Park to include additional athletic fields.	n/a	3-5 Years	Very Important	\$\$	Project
N/A	7.4	NEW	Seek ways to enhance strategic partnerships with other public and private entities to expand and enhance recreation facilities and programs offered.	n/a	Ongoing	Very Important	\$	Project
8-6	7.5	Continue to maintain Pinehurst’s status as a Tree City.	Continue to maintain Pinehurst’s status as a Tree City.	30	Ongoing	Important	\$	Project
8-5	7.6	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	1-2 Years	Very Important	\$	Project
N/A	7.7	NEW	Consider implementing a routine evaluation of trees in public spaces to ensure regeneration of mature trees through natural regeneration or new plantings.	n/a	3-5 Years	Very Important	\$	Evaluation
8-7	7.8	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	3-5 Years	Important	\$	Project
8-8	7.9	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	Ongoing	Most Important	\$	Project
8-9	7.10	Continue to protect wellheads and wellfields.	Update the Village's wellhead protection plan.	21	1-2 Years	Very Important	\$	Project
8-10	7.11	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	Ongoing	Very Important	\$	Project
8-12	7.12	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	Ongoing	Important	\$	Project
8-13	7.13	Encourage water conserving measures in households and businesses in the Village.	Encourage water conserving measures in households and businesses in the Village.	17	Ongoing	Important	\$	Project
8-14	7.14	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	Ongoing	Most Important	\$	Project
8-15	7.15	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 Pinehurst Development Ordinance, as needed.	100	1-2 Years	Important	\$	Project
N/A	7.16	NEW	Utilize the Green Growth Toolbox resources provided by the NC Wildlife Resources Commission to inform conservation efforts, especially in the ETJ.	n/a	3-5 Years	Important	\$	Project
N/A	7.17	NEW	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.	n/a	3-5 Years	Important	\$	Project
8-16	7.18	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 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.	79	3-5 Years	Important	\$	Project
8-20	7.19	Continue to protect the longleaf pine ecosystem.	Evaluate ways to protect the longleaf pine-wiregrass ecosystem.	101	Ongoing	Important	\$	Project
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	Ongoing	Important	\$	Project
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	Ongoing	Important	\$	Project
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	Ongoing	Important	\$	Project

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ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	Timeframe	Importance	Cost	Type
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	3-5 Years	Important	\$	Evaluation
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 the Village.	24	1-2 Years	Important	\$	Project
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	3-5 Years	Important	\$	Evaluation
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	3-5 Years	Important	\$	Project
N/A	7.27	NEW	Consider updating development standards to encourage and incentivize energy conservation measures in residential and commercial development.	12	3-5 Years	Important	\$	Project
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	5+ Years	Important	\$	Project
N/A	7.29	NEW	Seek additional ways to encourage recycling and the reuse of resources.	n/a	Ongoing	Very Important	\$	Project

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ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	PROPOSED Timeframe	Council Importance	Cost	Type
		Proposed Timeframe to Begin: 1-2 Years						
No #	2.12	Include likely impacts of development in staff reports.	Include likely impacts of significant development proposals in Planning staff reports to better inform land use decisions.	n/a	1-2 Years	Most Important	\$	Project
3-4.1	3.1	NEW	Evaluate, identify, and purchase land for a future third fire station based on projected development patterns to ensure adequate fire emergency response times.	n/a	1-2 Years	Most Important	\$\$\$	Project
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	1-2 Years	Most Important	\$\$\$	Project
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	1-2 Years	Most Important	\$	Project
1-1	3.10	Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.	Assess whether the community supports a Village-funded library, and if so, explore options for locations and funding sources.	99	1-2 Years	Most Important	\$	Evaluation
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	1-2 Years	Very Important	\$	Project
3-4.2	3.2	NEW	Identify alternative locations for the Public Services Complex to allow for redevelopment of Village Place.	n/a	1-2 Years	Very Important	\$	Evaluation
3-14	3.15	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	1-2 Years	Very Important	\$	Project
3-13	3.16	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	1-2 Years	Very Important	\$	Project
5-2	5.1	Re-establish the Village Core as an experiential retail and entertainment center with a mix of retail, dining, entertainment, arts and cultural offerings.	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 for how to improve the retail market, such as the ones added below.	142	1-2 Years	Very Important	\$	Project
6-8	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.	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.	89	1-2 Years	Very Important	\$\$	Project
8-5	7.6	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	1-2 Years	Very Important	\$	Project
8-9	7.10	Continue to protect wellheads and wellfields.	Update the Village's wellhead protection plan.	21	1-2 Years	Very Important	\$	Project
N/A	2.5	NEW	Amend the Pinehurst Development Ordinance to allow up to 6 story buildings in the Hospital District zoning districts depicted in Focus Area 3.	n/a	1-2 Years	Important	\$	Project
N/A	2.6	NEW	Amend the Pinehurst Development Ordinance to allow taller parking structures in the Hospital District zoning districts depicted in Focus Area 3.	54	1-2 Years	Important	\$	Project
N/A	2.8	NEW	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.	n/a	1-2 Years	Important	\$\$	Initiative
N/A	2.9	NEW	Consider expanding the Village's extra-territorial jurisdiction north of NC Highway 211 and west of US Highway 15-501.	n/a	1-2 Years	Important	\$	Project

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ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	PROPOSED Timeframe	Council Importance	Cost	Type
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 as a monitoring tool and scenario planning (what-if) platform.	9	1-2 Years	Important	\$	Project
No #	2.11	Utilize and maintain the CommunityViz model.	Utilize and maintain the CommunityViz model to evaluate the potential impacts of significant development proposals.	n/a	1-2 Years	Important	\$	Project
7-10	2.13	Consider a rewrite of the Pinehurst Development Ordinance, including character-based components to deal with all aspects of community character and design.	Consider the adoption of character-based zoning and Pattern Books to promote high quality design and development.	258	1-2 Years	Important	\$\$	Project
6-17	2.14	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	1-2 Years	Important	\$	Project
N/A	3.12	NEW	Implement the GIS strategic plan to leverage a wide array of GIS tools to better communicate geo- spatial data.	n/a	1-2 Years	Important	\$	Evaluation
3-10	3.13	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	1-2 Years	Important	\$	Project
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.	126	1-2 Years	Important	\$\$\$\$	Project
4-29	4.14	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	1-2 Years	Important	\$	Project
4-37	4.15	Implement shared parking strategies in areas of the Village that have inverted parking patterns, specifically in the mixed-use Focus Areas.	Consider amending the Pinehurst Development Ordinance to provide mechanisms to allow shared parking strategies in mixed-use areas of the Village that have inverted parking patterns.	1	1-2 Years	Important	\$	Project
5-10	5.11	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	1-2 Years	Important	\$	Project
5-5	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.	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	1-2 Years	Important	\$	Project
8-15	7.15	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 Pinehurst Development Ordinance, as needed.	100	1-2 Years	Important	\$	Project
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 the Village.	24	1-2 Years	Important	\$	Project
		Proposed Timeframe to Begin: 3-5 Years						
3-4.4	3.4	NEW	Evaluate the need for an additional Police Station or substation to meet the increased service needs and demands of residents.	n/a	3-5 Years	Most Important	\$	Evaluation
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	3-5 Years	Most Important	\$	Evaluation
N/A	2.18	NEW	Investigate ways to require covenants and architectural review committees for new subdivisions/housing developments to help improve housing design.	n/a	3-5 Years	Very Important	\$	Project

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4-5	4.9	Explore opportunities for bicycle and pedestrian connection in areas where the roadway network creates circuitous paths for walkers and bikers.	Explore opportunities for and develop bicycle, pedestrian and golf cart crossings to increase connectivity and safety.	95	3-5 Years	Very Important	\$	Evaluation
N/A	5.3	NEW	Explore ways to create a commercial spine connecting Village Place and the Village Center.	n/a	3-5 Years	Very Important	\$	Evaluation
N/A	6.3	NEW	Create "How To" information guides that describe how property owners can create property owners associations in existing neighborhoods to create and enforce architectural standards.	n/a	3-5 Years	Very Important	\$	Project
N/A	7.3	NEW	Create and implement a masterplan to develop West Pinehurst Park to include additional athletic fields.	n/a	3-5 Years	Very Important	\$\$	Project
N/A	7.7	NEW	Consider implementing a routine evaluation of trees in public spaces to ensure regeneration of mature trees through natural regeneration or new plantings.	n/a	3-5 Years	Very Important	\$	Evaluation
N/A	1.4	NEW	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.	n/a	3-5 Years	Important	\$	Project
N/A	2.3	NEW	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 and residential.	n/a	3-5 Years	Important	\$\$	Initiative
N/A	2.4	NEW	Amend the Pinehurst Development Ordinance to allow up to 4 story buildings in the Office and Professional zoning districts depicted in Focus Area 3.	n/a	3-5 Years	Important	\$	Project
N/A	2.7	NEW	Consider allowing pedestrian overpasses or bridges on Page Road and Memorial Drive in the hospital district depicted in Focus Area 3.	n/a	3-5 Years	Important	\$	Project
6-11	2.15	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	3-5 Years	Important	\$	Project
6-2	2.16	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.	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.	13	3-5 Years	Important	\$	Project
7-12	2.19	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	3-5 Years	Important	\$	Project
3-4.3	3.3	NEW	Evaluate the capacity of Village Hall to meet the increased service needs and demands of residents.	n/a	3-5 Years	Important	\$	Evaluation
3-11	3.14	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.	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.	106	3-5 Years	Important	\$	Project
4-14	4.1	Consider developing and adopting a Complete Streets policy.	Consider developing and adopting a Complete Streets policy.	7	3-5 Years	Important	\$	Evaluation
4-13	4.5	Explore options to protect the Western Connector Corridor.	Take necessary steps to protect the Western Connector Corridor so that development is not approved in the proposed location.	122	3-5 Years	Important	\$	Project

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N/A	4.12	NEW	Explore ways to expand golf cart accessibility to destinations such as golf courses, the Village Center and shopping and dining destinations.	n/a	3-5 Years	Important	\$	Evaluation
N/A	5.5	NEW	Work with the medical community to activate the Village Core with health care related events.	n/a	3-5 Years	Important	\$	Project
1-2	5.9	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 private organizations (e.g. Sandhills Community College, The Artists League of the Sandhills, the Arts Council of Moore County, etc.) in order to share cultural resources between public and private entities and bring arts exhibitions and education opportunities to Pinehurst.	82	3-5 Years	Important	\$	Project
N/A	5.10	NEW	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.	n/a	3-5 Years	Important	\$	Evaluation
N/A	5.13	NEW	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.	n/a	3-5 Years	Important	\$	Project
5-4	5.14	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	3-5 Years	Important	\$	Project
5-1	5.15	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	3-5 Years	Important	\$	Project
6-10	6.4	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	3-5 Years	Important	\$	Evaluation
6-23	6.6	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.	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.	91	3-5 Years	Important	\$\$	Project
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 the Comprehensive Parks & Recreation Master Plan to identify locations for potential neighborhood parks, community gardens, and dog parks.	8	3-5 Years	Important	\$\$	Project
8-7	7.8	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	3-5 Years	Important	\$	Project
N/A	7.16	NEW	Utilize the Green Growth Toolbox resources provided by the NC Wildlife Resources Commission to inform conservation efforts, especially in the ETJ.	n/a	3-5 Years	Important	\$	Project
N/A	7.17	NEW	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.	n/a	3-5 Years	Important	\$	Project
8-16	7.18	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 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.	79	3-5 Years	Important	\$	Project
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	3-5 Years	Important	\$	Evaluation

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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	3-5 Years	Important	\$	Evaluation
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	3-5 Years	Important	\$	Project
N/A	7.27	NEW	Consider updating development standards to encourage and incentivize energy conservation measures in residential and commercial development.	12	3-5 Years	Important	\$	Project
		Proposed Timeframe to Begin: 5+ Years						
N/A	2.1	NEW	Consider allowing conservation based neighborhoods or subdivisions in the ETJ after amending the Pinehurst Development Ordinance to include character based zoning and Pattern Books.	n/a	5+ Years	Important	\$	Evaluation
1-3	3.11	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	5+ Years	Important	\$	Evaluation
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	5+ Years	Important	\$\$	Project
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	5+ Years	Important	\$	Project
		Proposed Timeframe to Begin: Ongoing						
7-7	1.3	Continue to support the efforts of the Historic Preservation Commission.	Continue to maintain the Local Pinehurst Historic District.	30	Ongoing	Most Important	\$	Project
6-1	2.17	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	Ongoing	Most Important	\$	Project
7-19	2.20	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	Ongoing	Most Important	\$	Project
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	Ongoing	Most Important	\$	Project
3.1	3.9	Coordinate with service providers to ensure adequate capacity exists to serve the Conservation and Growth Map.	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.	18	Ongoing	Most Important	\$	Project
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 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.	20	Ongoing	Most Important	\$	Project
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.	62	Ongoing	Most Important	\$	Evaluation

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ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	PROPOSED Timeframe	Council Importance	Cost	Type
4-7	4.4	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.	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.	213	Ongoing	Most Important	\$	Project
1-2	5.6	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	Ongoing	Most Important	\$	Project
5-8	5.16	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	Ongoing	Most Important	\$\$	Project
5-7	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.	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	Ongoing	Most Important	\$	Project
8-8	7.9	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	Ongoing	Most Important	\$	Project
8-14	7.14	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	Ongoing	Most Important	\$	Project
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	Ongoing	Very Important	\$	Project
4-4	4.6	Consider coordinating with NCDOT to create a CTP for the Village.	Regularly evaluate key Village intersections for Level of Service (LOS) to identify any intersection improvements needed.	7	Ongoing	Very Important	\$	Project
4-6	4.13	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	Ongoing	Very Important	\$	Evaluation
4-34	4.17	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.	29	Ongoing	Very Important	\$	Project
5-9	5.4	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.	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	Ongoing	Very Important	\$	Project
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, 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.	133	Ongoing	Very Important	\$\$\$	Initiative
N/A	7.4	NEW	Seek ways to enhance strategic partnerships with other public and private entities to expand and enhance recreation facilities and programs offered.	n/a	Ongoing	Very Important	\$	Project
8-10	7.11	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	Ongoing	Very Important	\$	Project
N/A	7.29	NEW	Seek additional ways to encourage recycling and the reuse of resources.	n/a	Ongoing	Very Important	\$	Project

Village of Pinehurst
REVISED Comprehensive Plan Implementation Strategies (SORTED BY TIMEFRAME AND IN ORDER OF IMPORTANCE)
2019 Comprehensive Plan

ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	PROPOSED Timeframe	Council Importance	Cost	Type
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	Ongoing	Important	\$	Project
7-9	1.5	Periodically review and amend the Historic District Guidelines.	Periodically review and amend the Historic District Guidelines.	4	Ongoing	Important	\$	Project
7-17	1.6	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.	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.	107	Ongoing	Important	\$	Project
7-18	1.7	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	Ongoing	Important	\$	Project
4-25	4.10	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	Ongoing	Important	\$	Project
4-28	4.11	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	Ongoing	Important	\$	Project
4-32	4.16	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.	Continue to encourage employees to park off-street, rather than in on-street spaces in front of Village Center businesses.	95	Ongoing	Important	\$	Project
N/A	5.2	NEW	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.	n/a	Ongoing	Important	\$	Evaluation
5-9	5.7	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	Ongoing	Important	\$	Project
1-5	5.8	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	Ongoing	Important	\$	Project
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	Ongoing	Important	\$	Project
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	Ongoing	Important	\$	Project
6-15	6.7	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.	Ensure residents of all ages and ability are able to access neighborhood amenities.	102	Ongoing	Important	\$\$	Initiative
6-24	6.8	Take necessary steps to preserve existing open spaces.	Consider strategies to preserve existing open spaces in neighborhoods.	118	Ongoing	Important	\$	Project

Village of Pinehurst
REVISED Comprehensive Plan Implementation Strategies (SORTED BY TIMEFRAME AND IN ORDER OF IMPORTANCE)
2019 Comprehensive Plan

ORIG Rec #	NEW Rec	ORIGINAL Implementation Strategy/Recommendation	REVISED Implementation Strategy/Recommendation	Total # of Votes	PROPOSED Timeframe	Council Importance	Cost	Type
6-6	6.9	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.	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.	33	Ongoing	Important	\$	Evaluation
8-6	7.5	Continue to maintain Pinehurst’s status as a Tree City.	Continue to maintain Pinehurst’s status as a Tree City.	30	Ongoing	Important	\$	Project
8-12	7.12	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	Ongoing	Important	\$	Project
8-13	7.13	Encourage water conserving measures in households and businesses in the Village.	Encourage water conserving measures in households and businesses in the Village.	17	Ongoing	Important	\$	Project
8-20	7.19	Continue to protect the longleaf pine ecosystem.	Evaluate ways to protect the longleaf pine-wiregrass ecosystem.	101	Ongoing	Important	\$	Project
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	Ongoing	Important	\$	Project
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	Ongoing	Important	\$	Project
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	Ongoing	Important	\$	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.
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.