



**VILLAGE COUNCIL
AGENDA FOR SPECIAL MEETING OF JUNE 30, 2020
395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA**

INTERVIEW TIMES:

RHI 11:00 a.m

Halff 2:00 p.m.

1. Call to Order.
2. Interviews for the Small Area Plans Consultant Candidates.
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.



**INTERVIEWS FOR THE SMALL AREA PLANS CONSULTANT
CANDIDATES.**

ADDITIONAL AGENDA DETAILS:

FROM:

Beth Dunn

DATE OF MEMO:

6/15/2020

MEMO DETAILS:

Council will interview two, of four, Small Area Plan consultant candidates. The other two candidates were previously interviewed on June 24th. The Request for Qualifications that was used to advertise the opportunity is attached.

ATTACHMENTS:

Description

▣ RFQ for Small Area Plans



SMALL AREA PLANS REQUEST FOR QUALIFICATIONS

Village Place/Rattlesnake Trail
Pinehurst South/Highway 5 Commercial Area

Issued By: Pinehurst Planning Department

Date Issued: April 17, 2020

Responses Due: May 8, 2020

Table of Contents

I.	Statement of Need/Purpose	1
II.	Small Area Plan Areas Background	1
III.	<i>Anticipated</i> Scope of Work	3
IV.	Pubic Engagement	6
V.	<i>Anticipated</i> Small Area Plan Deliverables Required	6
VI.	Proposed Project Timeline	7
VII.	Proposal Requirements	7
VIII.	Evaluation and Selection.....	9
IX.	Terms and Conditions	10

Appendices

A.	Community Profile	12
B.	Existing Plans and Policy Framework	14
C.	Excerpts from 2019 Comprehensive Plan.....	16
D.	Existing Land Use and Zoning Maps	24
E.	Pinehurst Local Historic District Map	28

I. Statement of Need/Purpose

The Village of Pinehurst, North Carolina (the “Village”) is requesting qualified planning, transportation, engineering, and/or landscape architect professionals to respond to this Request for Qualifications (RFQ) to assist the Village in preparing two (2) Small Area Plans (the “Project”):

- A. Village Place/Rattlesnake Trail (Village Place)
- B. Pinehurst South/Highway 5 Commercial Area (Pinehurst South)

Both of these planning areas were identified in the Village’s newly adopted 2019 Comprehensive Plan as needing additional detailed planning to achieve the desired community’s vision for these areas. Village Place and Pinehurst South (the “Study Areas”) are identified as Focus Areas 4 and 2, respectively, in the Balancing Conservation and Growth section of the 2019 Comprehensive Plan, and should help to guide the Project. See Appendix C for more information.

The Village is interested in obtaining the following professional services for this Project: land use planning, transportation planning, market & economic analysis, streetscape and landscape design, and engineering design. Professional firms with significant background and experience in developing small area plans are encouraged to respond to this RFQ.

The Village is utilizing a two-step process for selection of a consulting team to assist with the Project. **Step One** is the submittal of a response to this RFQ and **Step Two** will be to short list firms (or a firm) for an interview at which time firms will be asked to provide a more detailed scope of work, budget, schedule, project approach and other supporting information similar to a RFP response. **Information contained in this RFQ does not constitute a final scope of work, deliverables, or schedule and are provided as a broad overview of the project in anticipation that additional details and specifics will be developed when a project contract is formalized with a selected consultant.**

QUALIFICATION STATEMENTS ARE DUE BY 3:00 P.M. FRIDAY, May 8, 2020.

II. Small Area Plan Areas Background

A. Village Place/Rattlesnake Trail

A portion of the Village Place/Rattlesnake Trail area is included in the Pinehurst National Historic Landmark District designated by the National Park Service in 1996. In October 2019, the Pinehurst Village Council approved the 2019 Comprehensive Plan that included recommendations regarding Village Place (See Focus Area 4 discussion). Specifically, the Plan identifies the need to “create a Small Area Plan for the Village Place/Rattlesnake Trail Corridor...**to create a mixed-use walkable destination area that is connected to the Village Center.**” The Village Place Small Area Plan will be an implementable plan to make the community’s vision for the area a reality in keeping with previous planning efforts and the newly adopted Comprehensive Plan, as clarified by this RFQ. Economic feasibility, urban design, and improving the public realm (e.g. roadways, sidewalks, parks, plazas, open spaces) are key aspects of this plan that must include specific and achievable actions.

Village Place offers interesting opportunities to expand the footprint of authentic Pinehurst - immediately north of the historic center of the community - and add a new front door to the historic center from NC Highway 211. Approximately 100 acres in the area are represented by 70 different parcels. 13% of the land was identified as undeveloped in 2018, but significant land may become available in the future to redevelop existing, low profile buildings for retail, residential, and entertainment uses, or for infill development on undeveloped land in between existing buildings for the same. Much of the area is characterized by undeveloped or underutilized properties that may contain older functionally obsolete or out of character development that is not harmonious with the intended vision for the area. Previous planning efforts (especially the NewCore Master Plan) have been completed for portions of the Village Place neighborhood. This planning effort will build upon, provide more depth than previous plans, and expand the planning footprint by including additional areas north to NC Highway 211. A critical aspect of this plan will be to connect the historic Village Center area with Village Place via a “connecting spine(s)” which should include new or extended streets, sidewalks, and paths.

An overarching aspiration for the Village Place/Rattlesnake Trail Small Area Plan is to extend the vision of Tufts, Olmsted and Manning as described on page 33 of the 2019 Comprehensive Plan, literally from the Village Center to Highway 211 throughout Village Place and along Rattlesnake Trail. The Plan must be consistent with the foundational principles set forth in the National Historic District Nomination (Nomination) submitted to the National Park Service in 1994. The area should feature:

- Abundant landscaping, walking paths and open spaces while
- Minimizing traffic and maintaining the human scale of buildings.

Guiding Principles 1, 2, 3 and 7 of the 2019 Comprehensive Plan are especially important to the development of the Small Area Plans. Among the possible options that could evolve, but are not limited to, a small-unit residential neighborhood with local retail and services intermingled with places for arts and recreation along with discrete parking facilities and not designed primarily for visitors or as an outdoor walkable mall type environment. Parking for existing uses in the Village Center and surrounding areas will also need to be accommodated here.

The Village recognizes not all of the suggested uses for the area are compatible with each other, or with its promotion as a visitor gateway from NC Highway 211. Care must be taken to consider the interaction of any proposed new use with existing uses in the area, and to consider the impact of any proposed new use on the Village Center and its surrounding neighborhoods. Providing sufficient and discrete parking for any proposed use will be an important consideration.

B. Pinehurst South/Highway 5 Commercial Area

Pinehurst South is an approximate 290 acre limited growth and redevelopment area on the Village’s south side containing approximately 145 parcels. The area is approximately 47% undeveloped with

part of the area within the corporate boundaries of the Village of Pinehurst and other parts within the Village's Extraterritorial Zoning Jurisdiction (ETJ). Some of the development in this Focus Area is older and may be considered "out of character" with the overall and intended character of the area.

During the Envision the Village process used to create the 2019 Comprehensive Plan, residents voiced concern about how new development density in this area may affect traffic volumes on NC 5 and Monticello Drive. This planning area is bisected by NC Highway 5, which carries a significant level of daily trips and contains an active railroad line running parallel to the NC Highway 5 corridor along the east side. There is an overall mix of land uses (commercial, residential, institutional, and recreational) in and around the area. Buffering and mitigating the impact of new development will be an important consideration of any planning effort for this area.

The 2019 Comprehensive Plan recommends the Village consider creating a small area plan to facilitate redevelopment as an "Innovation Hub" with office, medical, life science, and research facilities supported with small-scale retail services and residential uses. The Pinehurst South Small Area Plan will be an implementable plan to make the community's vision for the area a reality.

Similar to the Village Place/Rattlesnake Trail Plan, an overarching aspiration for Pinehurst South/Highway 5 Commercial Area is to extend the vision of Tufts, Olmsted and Manning as described on page 33 of the 2019 Comprehensive Plan in the area. Since this area is and will be largely commercial, it will be important to feature:

- Abundant landscaping, screening, and open spaces, while
- Minimizing traffic and maintaining the human scale of buildings.

Guiding Principles 1, 2, 5 and 7 of the 2019 Comprehensive Plan are especially important in the development of the Small Area Plans. It may be beneficial to the Village if this area is dedicated to low density and intensity business use for medical, life science, and research facilities. The Village would appreciate perspective on NC 5 traffic relief by excluding additional retail and residential uses beyond such existing parcels in the area.

III. *Anticipated Scope of Work*

The following Scope of Work is general and intended to provide a basic framework for preparation and development of the small area plans. The basic Scope of Work as identified below should allow firms responding to this RFQ to tailor their responses to identify the Project Understanding and Project Approach Submittal Requirements in **Section VII**. Additionally, the Scope of Work should assist in identifying similar successful projects that the consultant team have completed. The Village expects the final Scope of Work will reflect modifications made based upon staff discussions and negotiations with the consultant and/or consultant team selected to prepare the Small Area Plans.

The Scope of Work will include, at a minimum:

1. **Assessment/Inventory of Existing Conditions** - Inventory existing land use conditions within the study areas, including:
 - a. Types of land uses.
 - b. Development intensity and building coverage.
 - c. Building classification/condition assessment to identify areas where redevelopment may be preferred over demolition and clearing.
 - d. Zoning to include an analysis of strengths and weaknesses of existing development regulations in achieving plan goals.
 - e. Utilities with a goal to underground overhead lines where feasible for priority streets.
 - f. Environmental/topographical features and limitations to identify areas where such limitations may negatively impact development and plan implementation.
 - g. Assess how proposed plans may impact surrounding neighborhoods and streets.
2. **Transportation/Mobility Analysis** – Inventory and assessment of existing transportation/mobility infrastructure and systems including:
 - a. Public and private roads – Identify rights-of-way, cross sections, street classifications, pavement types/condition as well as connections and limitations of connections within and to the Study Areas.
 - b. Traffic control devices including signage.
 - c. Pedestrian, bicycle, and golf cart mobility.
 - d. Gateways and transitions to achieve compatibility between areas adjacent to the Study Areas as well as within the Study Areas. With respect to the Village Place Small Area Plan an important objective will be to connect the existing Village Core to the Village Place area.
3. **Market & Economic Analysis** – Conduct a market analysis to determine projected market demand for various residential, non-residential, and mixed uses within the Study Areas and feasibility of development. Tasks should include an analysis of current market conditions, analysis of projected future market conditions, and a development strategy. This analysis should serve as the basis for describing alternative development scenarios for the Study Areas from which the Village may select a preferred alternative. The market analysis should include, at a minimum:
 - a. Information on the market area, local characteristics, and other locational factors affecting the market and Study Areas.
 - b. Analysis of current supply, including vacancy and lease rates.
 - c. Descriptions of alternative mixes of land uses, density and scale in the Study Areas and their effect on traffic generation, existing neighborhoods, revenue and the costs of added service and infrastructure. Recommendations on the appropriate mix of land uses, density, and scale in the Study Areas.
 - d. A development strategy showing alternative ways in which future demand and growth could be addressed in the Study Areas.
4. **Plan Document** – Based on analysis of existing conditions, existing plans, market analysis, transportation/mobility analysis and stakeholder input, develop a set of recommendations and strategies (including text, maps, illustrations, diagrams pictures, etc.) that will help facilitate development of the Study Areas into alternate neighborhoods within the vision of the 2019

Comprehensive Plan as clarified by this document. At a minimum, recommendations should include, but are not limited to, the following elements:

- a. Vision Statement/Executive Summary. Articulate, 2 to 3 alternative concise development scenarios for each Study Area based on information obtained during the course of engagement and including description of alternative mixes of land uses, density and scale and address their respective effect on traffic generation, existing neighborhoods, approximate revenue and the costs of added service and infrastructure, other costs, funding sources and responsible parties, together with an approximate timeline of improvements. Selection of a development scenario (or a variation of one or more scenarios proposed by the consultant) shall be the discretion of the Village.
- b. Introduction/Planning Context. Provide an overview of the Study Area, including historical development, previous planning efforts, and long-range land use and (re)development context.
- c. Future Land Use and Zoning Element. Include specific recommendations for updating the Pinehurst Development Ordinance (PDO) to achieve plan goals. This shall include specific PDO language, text, and illustrations for new zoning districts and development standards.
- d. Urban Design/Character Element. Include specific design guidelines for the development of a form based zoning district for the Study Areas.
- e. Transportation/Mobility Element. Include vehicular, pedestrian, and/or golf cart transportation network improvements and proposed cross sections.
- f. Streetscape and Public Realm Element. Include landscaping, utilities, streetlights, signage, gateways, public art, etc. design concepts.

The Project approach will need to consider, among many other things, the Guiding Principles identified in the 2019 Comprehensive Plan:

1. Retain the small-town charm, scale, and character of the community to ensure a high quality of life. Celebrate and preserve the historic Village and traditions that make Pinehurst desirable and unique.
2. Balance the need to conserve land while allowing purposeful, quality development in strategic locations to meet the needs of residents, businesses and visitors. Ensure high quality development that reflects the character of the community and maintain high quality gateways and corridors to ensure the built environment is in keeping with the character of Pinehurst.
3. Protect and enhance the quality and character of existing residential neighborhoods. Seek opportunities to offer a variety of housing types that appeal to a wide range of households and enable residents to live in Pinehurst throughout all stages of life. Ensure neighborhoods are connected to walkable destinations such as parks, open spaces, recreational facilities, and other activity centers.
4. Provide a safe, reliable and efficient transportation system that promotes and enhances mobility and connectivity between neighborhoods and destinations through a multi-modal network of complete and walkable streets, sidewalks and paths for vehicles, golf carts, pedestrians, and cyclists.
5. Support the golf, tourism and healthcare industries that make up the economic backbone of the community by encouraging entrepreneurship, supporting diverse and innovative businesses, and developing a thriving arts, culture, and entertainment market. Encourage a variety of shopping, dining, and cultural opportunities for residents and visitors alike.

6. Ensure supporting infrastructure and community facilities exist to meet the needs of existing and future Pinehurst residents, businesses, and visitors. Partner with other providers to plan for and expand infrastructure as necessary to ensure a high quality of life.
7. Preserve, conserve, and feature Pinehurst's natural resources with expanded parks, open spaces, and events that enhance the health and well-being of the community and the environment.

In addition, development of the Small Area Plans will involve key stakeholders including residents, the business community, and other community organizations. The plans will also address Pinehurst's growth pressures, including demographic changes, and community concerns regarding growth and its impacts on infrastructure and community character.

IV. Public Engagement

A robust public engagement process will be required for development and approval of the Small Area Plans. The strategy for public engagement should identify methods for conducting and publicizing the project and maintaining interest and communication with the public in a post-pandemic environment. A well-developed engagement strategy will inform the public of alternative development scenarios, with various impacts and costs, to allow the public and decision makers to make informed comments and choices.

Effective and authentic participation by a large number and wide range of residents, businesses, stakeholders, and organizations will be critical to the success of this Project. The consultant is expected to work with Village staff to formulate and execute an innovative and inclusive public engagement plan. Techniques should include, at a minimum, community and neighborhood meetings, stakeholder interviews, a project website on Engage Pinehurst (engage.vopnc.org), surveys, and the extensive use of social media and virtual platforms. The public engagement strategy should be designed to ensure broad and enthusiastic participation in the creation of the Plans, including participation by a wide and representative demographic.



V. Anticipated Small Area Plan Deliverables

The consultant preparing the Small Area Plans will be required to provide, at a minimum, the following deliverables, subject to discussions and negotiations with the selected consultant:

1. Questionnaires/surveys, maps, progress reports at each milestone, photos, graphics and other tools for community involvement, including an online component to disseminate information and solicit community input using Engage Pinehurst (engage.vopnc.org).
2. Material preparation such as reports, presentations, graphics, charts, etc., shall be provided in collaboration with Village staff throughout the process in a timely manner.
3. Coordination and facilitation of public meetings, Steering Committee meetings, community visioning, stakeholder meetings, and public hearings on the draft and final plans before the Village Council.

4. Final plan document including appropriate goals, objectives, implementation strategies with timelines, maps, illustrations, and all necessary background information and appendices.
5. Implementation action plans for integrating the recommended strategies into ongoing planning, evaluation and budgeting processes for both capital and operating budgets, including key performance measures.
6. The consultant will provide one or more bound copies and an electronic copy of the final document in print-ready format, including a reduced file size for website posting. All digital files shall be provided as follows:
 - Final Plan: InDesign (version to be determined by the Village) and PDF
 - Text: MS WORD
 - Spreadsheets: MS EXCEL
 - Mapping: Shape files from ESRI software (version to be determined by the Village) and PDF

VI. Proposed Project Timeline

The Village of Pinehurst would like the Small Area Plans completed in an approximately 8 month timeframe upon final execution of a negotiated contract. A proposed project timeline will be prepared and submitted as a component of the project proposal using the assumption that a final contract is approved by Village Council on July 28, 2020. The final project schedule will be mutually agreed upon, subject to final negotiation with the selected consultant.

<u>Task</u>	<u>Date</u>
• Submission deadline	05/08/20
• Selection committee review of submittals	05/11 - 15/20
• Interviews conducted with selected consultants, if necessary	05/25 - 06/05/20
• Highest ranked firm notified	06/12/20
• Consultant prepares first draft of contract	06/29/20
• Village Council approves final contract	07/28/20
• Project commences	08/03/20
• Draft Plan completion (8 months)	03/30/21
• Council adoption of Small Area Plans	06/30/21

VII. Proposal Requirements

The following materials must be included in the proposal and received by 3:00 PM (EDT) on May 8th 2020. The Village may invite one or more selected firms to present and interview with the Village Council prior to final selection and contract negotiation.

Method of Submission: One electronic copy via email in PDF format to Darryn Burich, Planning & Inspections Director, at dburich@vopnc.org.

Submittal Information: Proposals submitted must adhere to a 25-page maximum limit (excluding cover, title page, transmittal letter, and table of contents). Specific proposal requirements include:

1. **Title Page:** Title page showing the following: the consultant's name, address, telephone and email address of the contact person; and the date of the proposal.
2. **Transmittal Letter:** A signed letter of transmittal briefly demonstrating the consultant's understanding of the work to be performed and explaining why the consultant's believes it is best qualified to perform the services.
3. **Introduction and Executive Summary:** Provide the following information concerning the consultant firm:
 - Firm name and business address, including telephone number, fax number, and email address.
 - Year established (include former names and year established, if applicable).
 - Type of ownership and parent company, if any.
 - Project manager's name, mailing address, and telephone number, if different from Item 1.
 - Identify the major facts and features of the proposal, including any conclusions, assumptions, and recommendations.
4. **General Information:** Provide general information and a brief history of the consultant's firm or team, including any subcontract consultants, which may be used for the Project.
5. **Project Understanding:** Include a summary of the consultant's understanding of the Project as described in the Scope of Work (Section III).
6. **Project Approach:** Provide an approach to the Scope of Work (Section III), with particular attention to methods proposed for public engagement. Respondents may include or propose additional Scope of Work that is believed pertinent to the purpose of the Project but not specifically requested elsewhere in the RFQ
7. **Relevant Experience:** Identify similar projects that the team or individuals have recently completed comparable to this project. Consultant should demonstrate relevant experience on at least (3) similar projects, preferably within the past five (5) years. Consultant should be prepared to provide copies of the work product from these projects. Include the name, telephone number, and email address of a person who may be contacted referencing each project.
8. **Personnel Qualifications:** For each member of the professional staff proposed to be assigned to this engagement, please provide the following information:
 - Identification of project manager who will lead the project and who can negotiate and execute a contract.
 - Names and proposed roles of other individual team members.
 - Qualifications and professional credentials of all team members to perform work requested, including education and prior relevant experience in their assigned functions.
9. **Availability:** Statement of availability of key personnel of the firm to undertake and complete this Project in keeping with the Village's anticipated Proposed Project Timeline (Section VI).

VIII. Evaluation and Selection

The Village is utilizing a two-step process to select a consulting team to assist with the Project. **Step One** is the submittal of a response to this RFQ and an evaluation of the responses per the criteria below. **Step Two** will be to short list firms for an interview at which time firms will be asked to provide a more detailed scope of work, budget, schedule, project approach and other supporting information to be determined later. Only firms submitting a response to this RFQ shall be eligible to submit for consideration in Step Two. The Village may or may not conduct interviews and may elect to move directly into project contract negotiations based on evaluation of responses to this RFQ. The Village may also elect not to move forward with the Project and may re-issue an RFQ or RFP.

Criteria for Selection

RFQs received for the Small Area Plans will be evaluated based on the following criteria (in no particular order):

1. Responsiveness to the RFQ and quality of submittal.
2. Specialized experience of the firm(s) with projects of a similar scope and scale within the past 5 years in similar community settings.
3. Creativity, unique propositions, and demonstration of superior or innovative techniques in preparing similar small area plans and public engagement.
4. The capacity and commitment of the firm, its key project members and proposed sub consultants to provide requested services in accordance with the Village's schedule.
5. Qualifications and experience of key personnel, including sub consultants, on the proposed team.

Interested firms should submit an electronic response by 3:00 PM (EDT) on May 8, 2020, via email to Darryn Burich, Planning & Inspections Director, whose contact information is below:

Darryn Burich, Planning & Inspections Director
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374
910-295-8658, ext. 1284
dburich@vopnc.org

Village staff will provide receipt verification of submissions received.

Terms and Conditions

1. This RFQ does not commit the Village to award a contract. No other party, including any respondent, is intended to be granted any rights hereunder. Proposals which, in the sole discretion of the Village, do not meet the minimum requirements, including without limitation the minimum submission requirements, may not be reviewed. This RFQ and the process it describes are proprietary to the Village and are for the sole and exclusive benefit of the Village. Any response, including written documents and verbal communication by any respondent to this RFQ, will become the property of the Village and if required by law may be subject to public disclosure by the Village or any authorized agent of the Village. The Village is not liable for any costs associated with the development, preparation, transmittal or presentation of any response or material(s) submitted in response to this RFQ.
2. It shall be the respondents' responsibility to review and verify the completeness of its response. The Village may request additional or clarifying information or more detailed information from any respondent at any time, including information inadvertently omitted by a respondent. The Village may request to contact clients referenced in the response. The Village also reserves the right to conduct investigations with respect to the qualifications of a respondent.
3. Verbal communication made by any Village employee or agent of the Village with respect to this RFQ is not binding and shall not in any way be considered as a commitment by the Village. Only written responses to questions submitted in writing to the Village or written addenda to this RFQ issued by the Village will be considered binding on the Village.
4. The Village reserves and may exercise the following rights and options with respect to evaluation of responses and selection for negotiation:
 - a. To reject any and all responses and re-issue the RFQ at any time prior to execution of a final contract if, in the Village's sole discretion, it is in the Village's best interest to do so;
 - b. To supplement, amend, substitute or otherwise modify this RFQ at any time prior to selection of one or more respondents for negotiation and to cancel this RFQ with or without issuing another RFQ;
 - c. To accept or reject any or all of the items in any proposal and award the contract in whole or in part if it is deemed in the Village's best interest to do so;
 - d. To reject the proposal that, in the Village's sole judgment, has been delinquent or unfaithful in the performance of any contract with the Village or another government entity, is financially or technically incapable or is otherwise not a responsible respondent;
 - e. To reject as informal or non-responsive any proposal which, in the Village's sole judgment, is incomplete, is not in conformity with applicable law, is conditioned in any way, deviates from this RFQ or contains erasures, ambiguities, alterations, or items of work not called for by this RFQ;
 - f. To waive any informality, defect, non-responsiveness and/or deviation from this RFQ that is not, in the Village's sole judgment, material to the response;
 - g. To permit or reject, at the Village's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of responses by some or all of the respondents following proposal submissions;
 - h. To request that some or all of the respondents modify proposals based upon the evaluation of the Village.

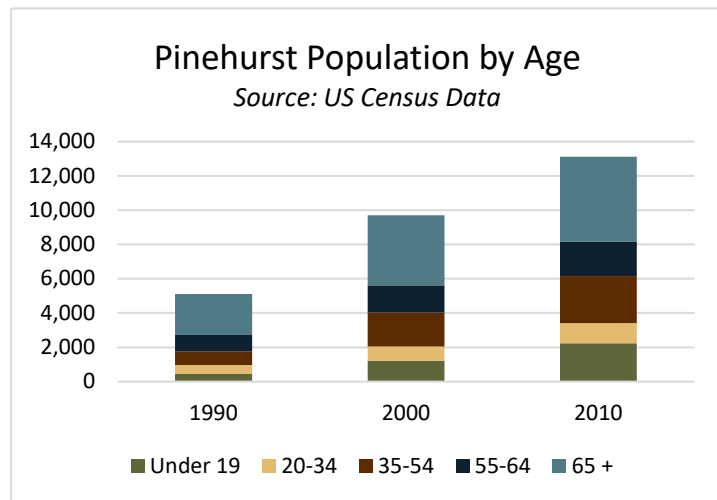
5. The Village may enter into negotiations for a contract, on terms and conditions satisfactory to the Village with one or more selected respondent(s). However, the Village reserves the right to terminate any negotiations at any time or conduct simultaneous, competitive negotiations with multiple proposers. The Village reserves the right to negotiate acceptable terms in an otherwise unacceptable proposal. Such negotiations may result in changes in terms material to this RFQ; in such an event, the Village shall not be obligated to inform other proposers of the changes, or permit them to revise their proposals accordingly, unless the Village, in its sole discretion, determines that doing so and permitting such is in the Village's best interest. Should negotiations not prove satisfactory with the selected respondent(s), the Village reserves the right to discontinue negotiations. Additional individuals/businesses may be asked to enter into negotiations, and/or the Village may solicit new proposals.

Appendix A: Community Profile

The Village of Pinehurst is located in an area known as "the Sandhills" in Moore County, North Carolina. Although it was established in 1895, the Village did not become a municipality until 1980. James Walker Tufts, a resident of the Boston Area, purchased approximately 6,000 acres of land to create a health resort in the Sandhills. Mr. Tufts contacted a land planning firm based in Brookline, Massachusetts, headed by Frederick Law Olmsted, designer of Central Park in New York City and the Biltmore Estate in Asheville. In about three weeks' time, the plan for the Village of Pinehurst was formed. In 1996, a large portion of the Village was designated as a National Historic Landmark District for its landscape design and significance in the history of golf in the United States. The map in Appendix E shows the boundaries of the Pinehurst Historic District and Landmark District.

The Village has an incorporated area of approximately 17.3 square miles and also exercises extraterritorial jurisdiction for zoning purposes over an 8.3 square mile area immediately outside of its corporate limits. The Village of Pinehurst is surrounded by the incorporated municipalities of Southern Pines, Foxfire, Aberdeen, and Taylortown.

With 93% of land used for residential and recreational purposes, Pinehurst has a total tax base of \$3.5 billion, or \$201 million per square mile. Of the total assessed property valuations, approximately 78% are residential, with 22% non-residential.



The current population of the Village of Pinehurst stands at approximately 17,100 residents. From 1990 to 2010, Pinehurst's population increased from approximately 5,100 residents to over 13,000, or a 155% increase. According to US Census data, 47% of the population was under the age of 55 in 2010, compared to 34% in 1990. This points to a trend that Pinehurst is increasingly becoming a community comprised of younger residents.

Location is one of the Village's greatest assets. Pinehurst is only two hours from white, sandy beaches; three hours from

the beautiful Blue Ridge Mountains; 45 minutes from Fort Bragg, the largest military base in the world (by population); one hour from the state capitol of Raleigh, and two hours from Charlotte with access to international airports, major museums, and other cultural arts venues.

The Village of Pinehurst is an integral part of the economy of Moore County, which is well-diversified with significant healthcare, recreational, retirement, tourism, retail, agriculture, and manufacturing sectors. Pinehurst is largely a service-based economy with over 9,200 jobs included in primarily the lodging, medical, and office sectors.

Two of the largest employers in Moore County are located in Pinehurst and are service-related: FirstHealth of the Carolinas and Pinehurst Resort. FirstHealth of the Carolinas is a private, not-for-profit health care network serving 15 counties in the mid-Carolinas. Pinehurst Resort, owned by Pinehurst, LLC operates nine championship golf courses, including the famous Pinehurst No. 2 course, which was the site of the 1999, 2005, and 2014 U.S. Open Championships. Pinehurst Resort will once again host the U.S. Open Championship in 2024.



Appendix B: Existing Plans and Policy Framework

The planning documents listed below, and available at www.vopnc.org/planningdocs, guide Village development and services. These planning documents, along with a brief summary of each, are listed below:

- [2019 Comprehensive Long Range Plan](#) is the Village’s recently adopted Comprehensive Plan that will help guide and manage growth for next 15-20 years. The planning effort kicked-off in 2018 and was guided by a “Think Tank” that acted as a sounding board during the adoption process. The planning process included a significant level of public participation including numerous public forums and online engagement.
- [National Historic Landmark Nomination \(1994\)](#) submitted to the National Park Service in 1994, pages 5-10, 79-80. The Nomination best describes the fundamental character of the Village and serves as the basis for which all subsequent planning documents are based.
- **2010 Comprehensive Long Range Plan:** [Strategic Element](#) and [Implementation Element](#) - The 2010 plan, contains recommendations regarding the subject planning areas.
- [2015 Comprehensive Parks and Recreation Master Plan](#) - The master plan provides a framework for long-range planning of parks and recreation facilities. The plan consists of an inventory of the existing park system, along with recommended additions/renovations of facilities. It includes priorities for specific projects.
- [2015 Comprehensive Bicycle Master Plan](#) – The bicycle plan is a guide to the development of bicycle infrastructure with goals to increase options for cycling as an alternate form of transportation within the village, create a bicycle-friendly community, promote bicycling as a healthy exercise, improve connections between disparate parts of the village, and promote bicycle safety.
- [2015 Comprehensive Pedestrian Master Plan](#) - The master plan establishes criteria for planning, designing, financing, prioritizing, implementing, and maintaining pedestrian systems.
- [2008 NewCore Master Plan](#) - The master plan is a guide for an area of approximately 19 acres in the Village Center comprised of shops, historic buildings, and residential areas dating to the earliest years of the Village. The Master Plan envisions the area as a coherent, walkable, mixed-use district, presently called Village Place.
- [2011 Pinehurst Thoroughfare Plan](#) - The plan’s intended purpose is to facilitate the implementation of roadway improvements, manage projected growth, and minimize traffic congestion allowing safe and unrestricted travel in Pinehurst. The proposed roadway improvements were based on the emergence of new land use patterns.
- [FY20 Strategic Operating Plan](#) – The plan outlines Village Council’s goals, strategic objectives, key performance indicators, and five-year initiatives to address the strategic challenges and opportunities identified by the Village Council. The document includes the Village’s annual strategic priorities, FY 2020 budget, and the FY 2020-2024 Financial Forecast and Capital Improvement Plan.

Regulatory documents that form the Village's Policy Framework include:

- [Pinehurst Development Ordinance](#) - The ordinance establishes zoning regulations, including creation and applications of zoning districts; design and development standards; subdivision regulations; and procedures. At the time of action to approve or deny any amendments to the Development Ordinance or Zoning Map, the Village Council is required to make a statement regarding whether or not the proposed amendment is consistent with the Comprehensive Long Range Plan.
- [Historic District Guidelines](#) - The standards and guidelines for Pinehurst's local historic district provide design principles and standards for structures and landscaping, including new construction, renovation, and landscaping within the boundary of the local historic district. These standards and guidelines were recently reviewed and modifications are pending Council review and approval.
- [Engineering Standards Manual](#) – The manual provides the minimum engineering standards for all new development in the Village and its' Extraterritorial Jurisdiction.

The planning and regulatory documents identified above are available in the Document Library on the Village website at.

Appendix C: Extracts from 2019 Comprehensive Plan

Focus Area 4: Village Place/Rattlesnake Trail Corridor

Focus Area 4: Village Place/ Rattlesnake Trail Corridor

Village Place and the Rattlesnake Trail corridor offer interesting opportunities to expand the footprint of the Village Center and provide a new front door to the historic downtown area from NC Highway 211. Approximately 100 acres in the focus area are represented by 70 different parcels. 13% of the land was identified as undeveloped in 2018, but significant land may become available in the future for redevelopment or infill development. Property owned by the Village along McCaskill Road (the Public Services Complex) provides the Village with an opportunity to influence development types and intensities in and around this walkable activity center.

During Envision the Village, an overwhelming majority of residents indicated their preference to convert existing development in the Village Place/Rattlesnake Corridor to a more mixed use, walkable destination that is in keeping with the character of the existing Village Center. This is consistent with resident input received throughout the entire Comprehensive Plan process that residents want walkable activity centers that are linked to open spaces and recreational areas and can offer a broader range of housing options beyond the traditional single-family neighborhood.

In 2008, the Village adopted the New Core Master Plan, or a small area plan, for a portion of this Focus Area. This plan has guided recent development in this area, including the newly

refurbished historic steam plant that now houses the Pinehurst Brewery. This Plan recommends extending the planning area to the Rattlesnake Trail corridor to include this important gateway into the Village off NC Highway 211, which has been widened since the adoption of the New Core Master Plan. It is important that any future redevelopment of this area compliment and support, rather than harm, the cherished and well-loved Village Center. To affect redevelopment of this area, the Village will also need to consider relocating its current Public Services Complex. See the *“Supporting Infrastructure & Facilities”* and *“Taking Care of Business”* sections of the Plan for additional discussion and information.

During Envision the Village, residents expressed an interest in relocating office uses on the first floor in the Village Center to Village Place. They also identified Village Place as an opportunity to reinvigorate the Village with arts related businesses and cultural attractions. As the Village contemplates future uses in this area, it will be important to address the need for parking. Creating an updated small area plan for Village Place, with additional public input, can help articulate the community’s vision for this area and help encourage the redevelopment of this often referred to as “blighted” area that is not consistent with the character of Pinehurst today.

> Implementation Strategies:

- 2.8 Create a small area plan for the Village Place/Rattlesnake Trail Corridor depicted in Focus Area 4 to create a mixed-use, walkable destination area that is connected to the Village Center.

This scenario illustrates how the Rattlesnake Trail Corridor area might develop if resources are (re) targeted to make it into a mixed-use, walkable destination in the Village that extends the historic core north along Rattlesnake Trail to NC Hwy. 211. Existing industrial, retail, and multifamily uses in the area would be redeveloped into destinations that reinforce the one-of-a-kind village-character of Pinehurst. New buildings in the scenario are assumed to be one to three stories tall. Parking would be accommodated in a parking deck and series of surface lots and on-street parking. The scenario also assumes completion of the new recreation center at the corner of NC Hwy. 211 and Rattlesnake Trail.

Use Allocation	
Open Space (acres)	26.9
Single-Family Detached (d.u.)	5
Single-Family Attached (d.u.)	11
Stacked Multi-Family (d.u.)	214
General Office (s.f.)	158,140
General Retail (s.f.)	316,280

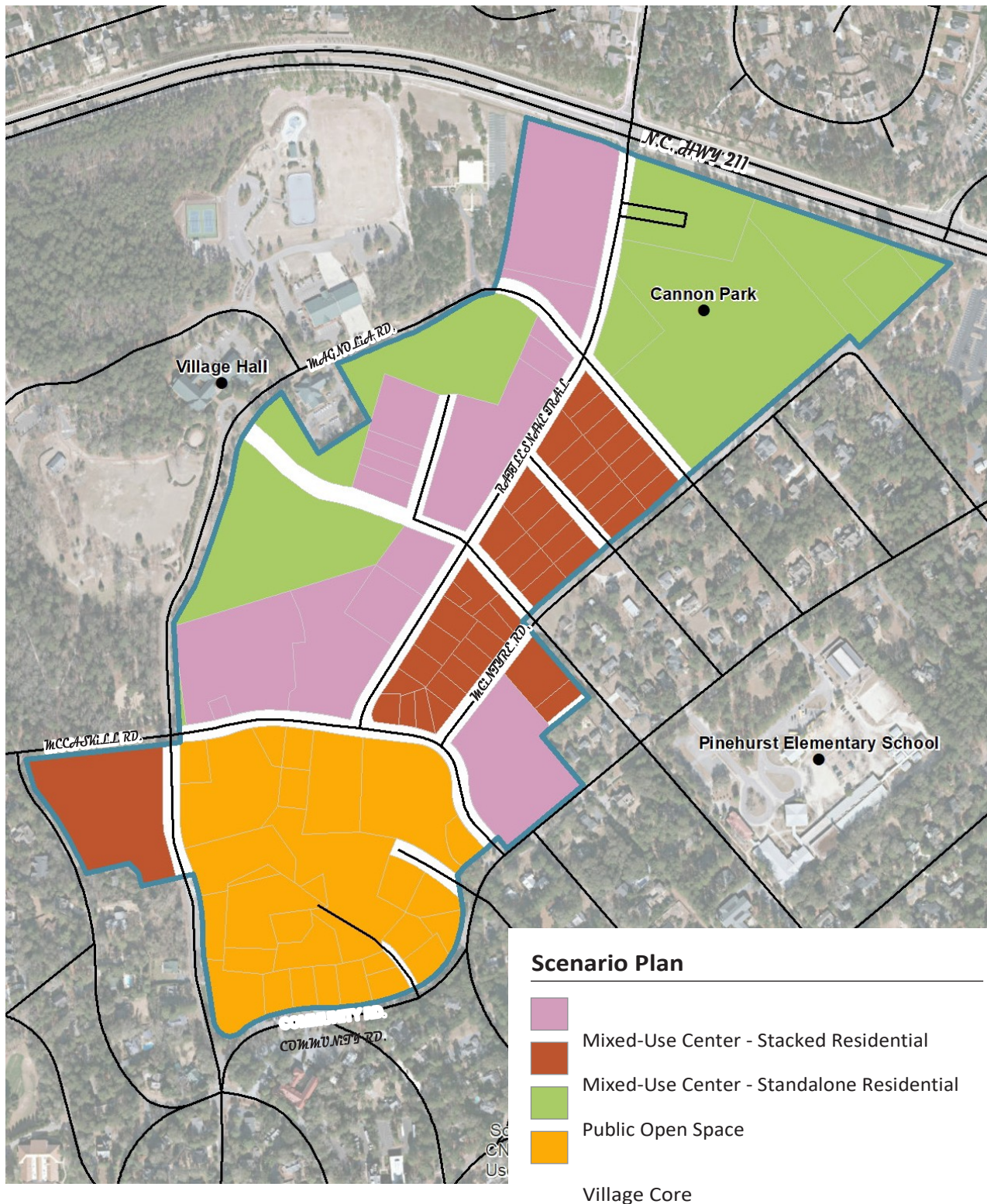
Likely Infrastructure Impacts	
New Students (students)	116
New Water Demand (mgd)	0.08
New Sewer Demand (mgd)	0.07
New Daily Trips (trips)	7,810

Community Character (% of acres)	
Public Open Space	23.3%
Mixed-Use Center - Stacked Residential	30.1%
Mixed-Use Center - Standalone Residential	19.2%
Village Core	27.4%

Home Choices	
Single-Family Detached	2.2%
Single-Family Attached	4.6%
Stacked Multi-Family	93.2%

Community Characteristics	
New Residents	128
New Employees	1,560

Special Intensity Allocation	
WS-II BW Watershed (acres)	17
WS-III BW Watershed (acres)	-



Focus Area 2: Highway 5 Commercial Area

Focus Area 2: Highway 5 Commercial Area

New investment in the existing employment center on NC Highway 5, near the intersection of Blake Boulevard, provides interesting options to expand job opportunities in Pinehurst and increase access to facilities and services needed by residents. Approximately 290 acres in the Highway 5 Commercial Area Focus Area are represented by 145 different parcels. 47% of the land was identified as undeveloped in 2018, and additional land may be appropriate for redevelopment or infill development.

During Envision the Village, residents voiced concerns about how development of this Focus Area may impact traffic volumes on NC Highway 5 and Monticello Drive. Despite this, there was a recognition that current development in some portions of this Focus Area is not necessarily in keeping with the character of the Village and could be enhanced as redevelopment occurs.

This Plan recommends the Village consider creating a small area plan for this Focus Area with additional public input to ensure high quality development in keeping with the character of Pinehurst in the future. As discussed in the *“Taking Care of Business”* section of the Plan, the Village recognizes the need for the medical community to expand and the need to provide co-working and creative entrepreneurial spaces in the Village. With limited land designated for non-residential uses in the Village, this Focus Area may be a suitable area to provide adequate office space to support the local economy with an eye toward the workforce of the future. However, strict requirements for

scale, density, and buffering requirements would need to be evaluated and considered. This can be accomplished by creating a small area plan, similar to the 2008 New Core Master Plan, which creates one connected master planned area with a primary focus on office, medical, life science, and research facilities with small-scale supporting retail services to create an “Innovation Hub”. It could also include a residential component as well.

> Implementation Strategies:

2.3 Create a small area plan for the NC Highway 5 Commercial Area depicted in Focus Area 2 to facilitate redevelopment as an “Innovation Hub” with office, medical, life science, and research facilities supported with small-scale retail services and residential uses.

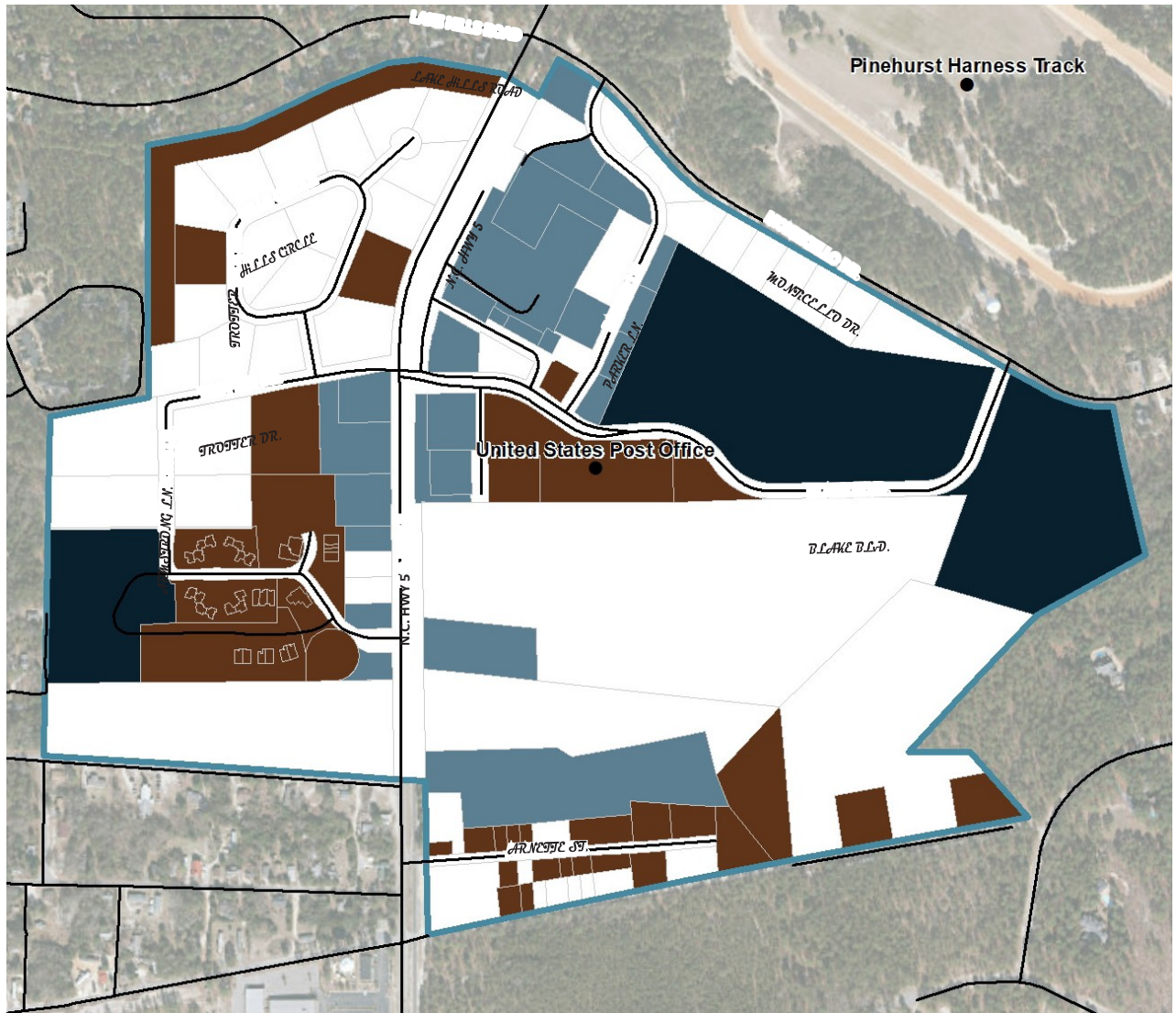
Also see Implementation Strategies 2.10, 2.11, 2.12, 2.13, 2.15, 2.16, 2.17, 2.18, and 2.20 in this section of the Plan.

Also see Implementation Strategies 4.2, 4.3, 4.6, 4.13, 4.14, and 4.15 in the *“Moving Around the Village”* section of the Plan.

Also see Implementation Strategies 5.12 and 5.13 in the *“Taking Care of Business”* section of the Plan.

Also see Implementation Strategies 6.1, 6.11, and 6.12 in the *“Supporting Infrastructure & Facilities”* section of the Plan.

Also see Implementation Strategy 7.14 in the *“All Things Green”* section of the Plan.



Development Status

- Developed Parcels
- Committed Parcels
- Re-development Potential
- Infill Development Potential
- Undeveloped Parcels

This scenario illustrates how the area might develop if it was transformed into an innovation hub, targeting greenfield development, infill development, and re-development opportunities in one connected master plan concept. Primary uses targeted for this area include medical, life science, and research facilities. Supporting uses may include retail, service, and some residential above first-floor, non-residential uses. New buildings in the area may be one to two stories tall. Surrounding residential neighborhoods would be connected to the village via a grid of walkable streets.

Use Allocation	
Single-Family Detached (d.u.)	8
Stacked Multi-Family (d.u.)	181
General Office (s.f.)	351,501
Medical Office (s.f.)	266,841
General Retail (s.f.)	209,976

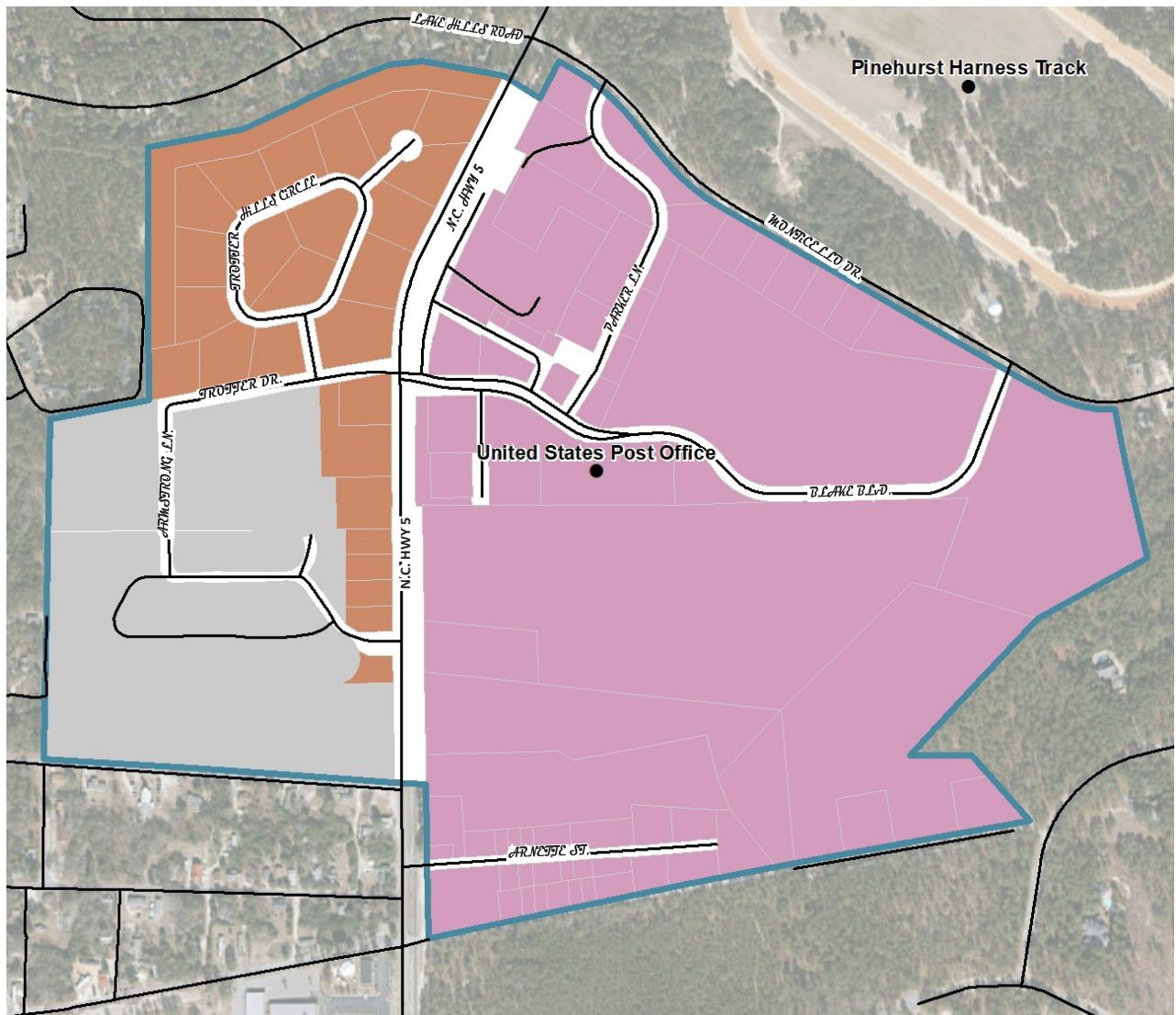
Likely Infrastructure Impacts	
New Students (students)	95
New Water Demand (mgd)	0.11
New Sewer Demand (mgd)	0.10
New Daily Trips (trips)	15,500

Community Character (% of acres)	
Suburban Neighborhood	19.9%
Suburban Center	14.8%
Mixed-Use Center - Stacked Residential	65.3%

Home Choices	
Single-Family Detached	4.2%
Stacked Multi-Family	95.8%

Community Characteristics	
New Residents	275
New Employees	3,137

Special Intensity Allocation	
WS-II BW Watershed (acres)	138
WS-III BW Watershed (acres)	-

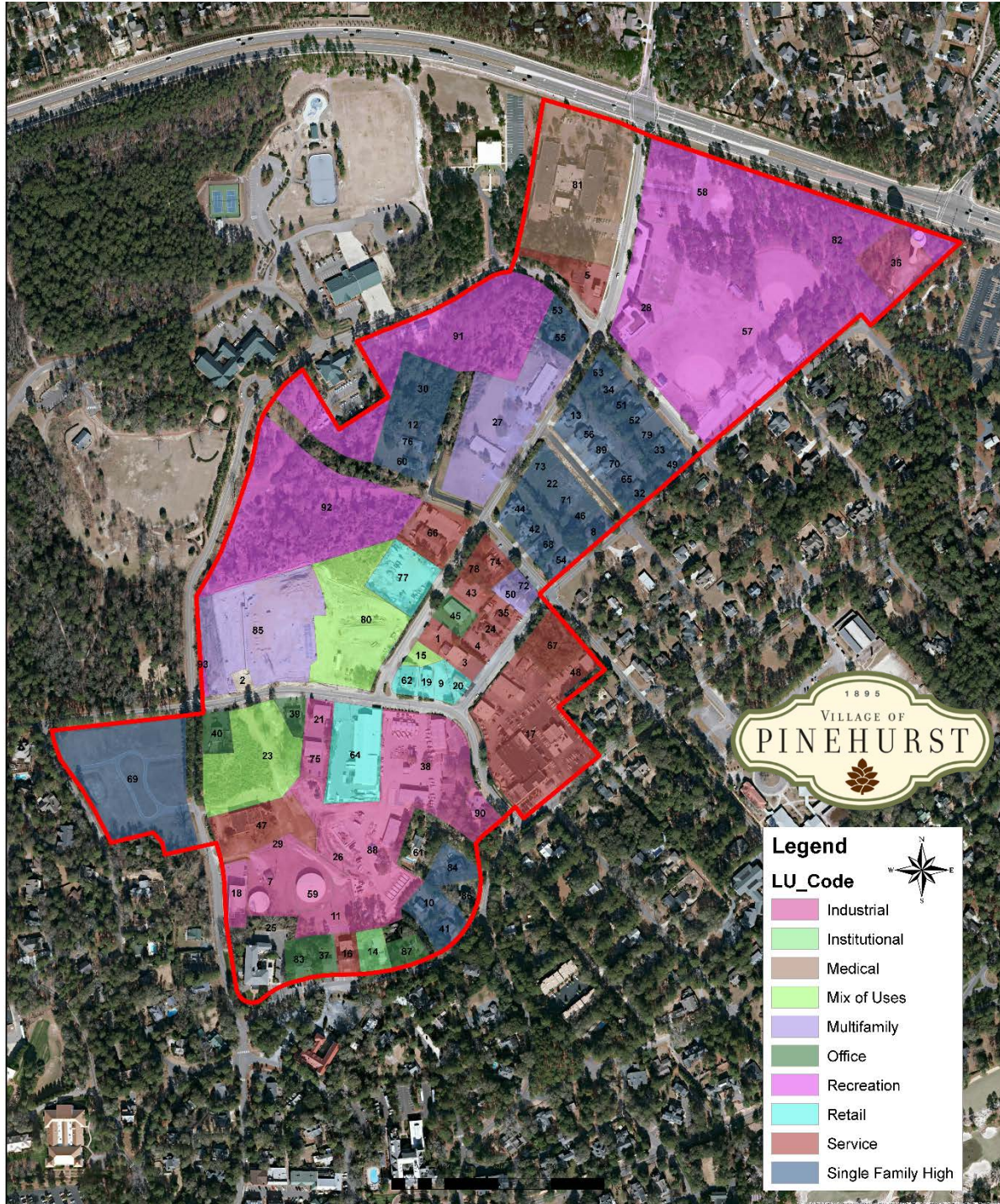


Scenario Plan

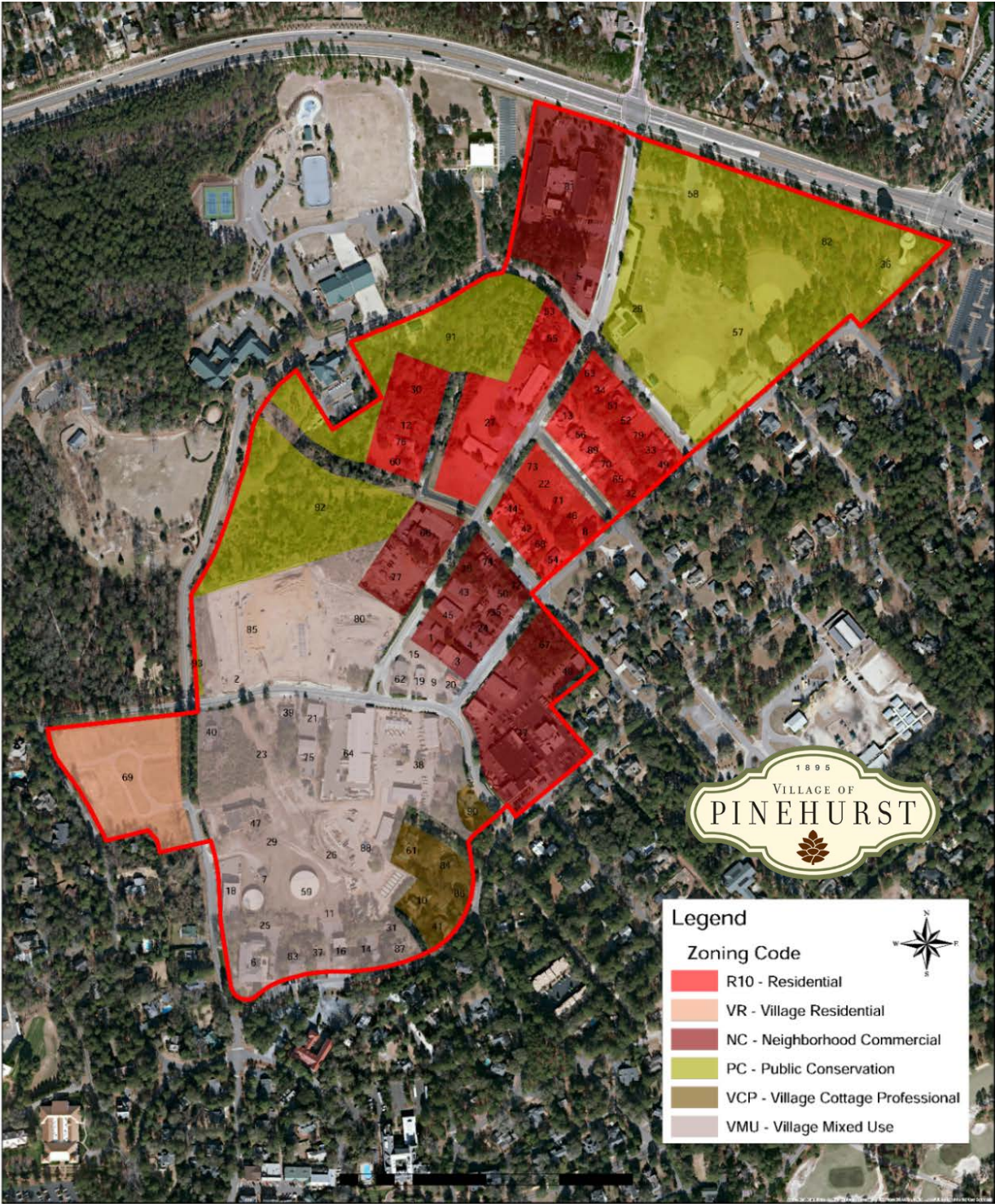
- Mixed Use Center - Stacked Residential
- Suburban Center
- Suburban Neighborhood

Appendix D: Existing Land Use and Zoning Maps

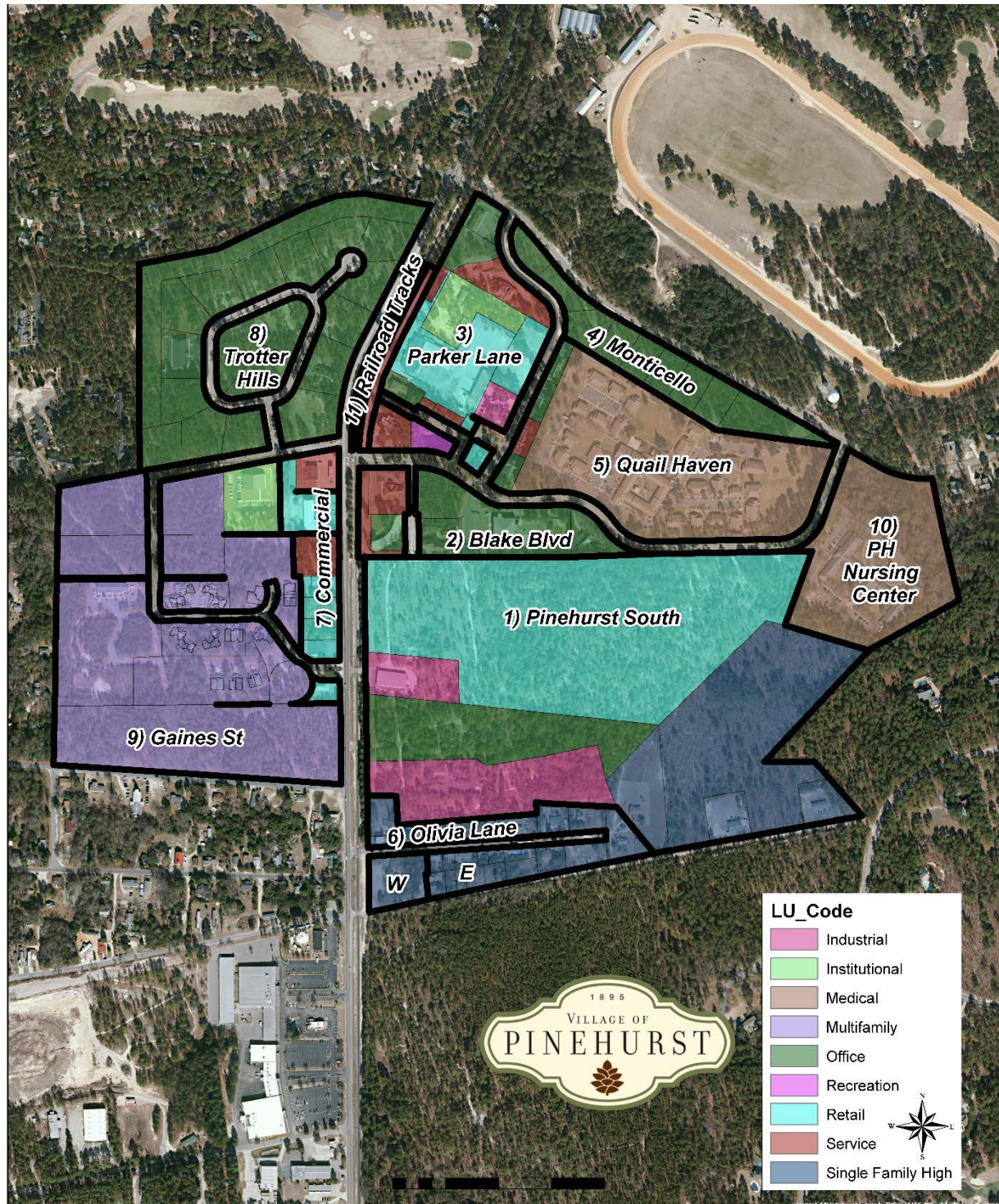
Village Place/Rattlesnake Trail Area Land Use Map



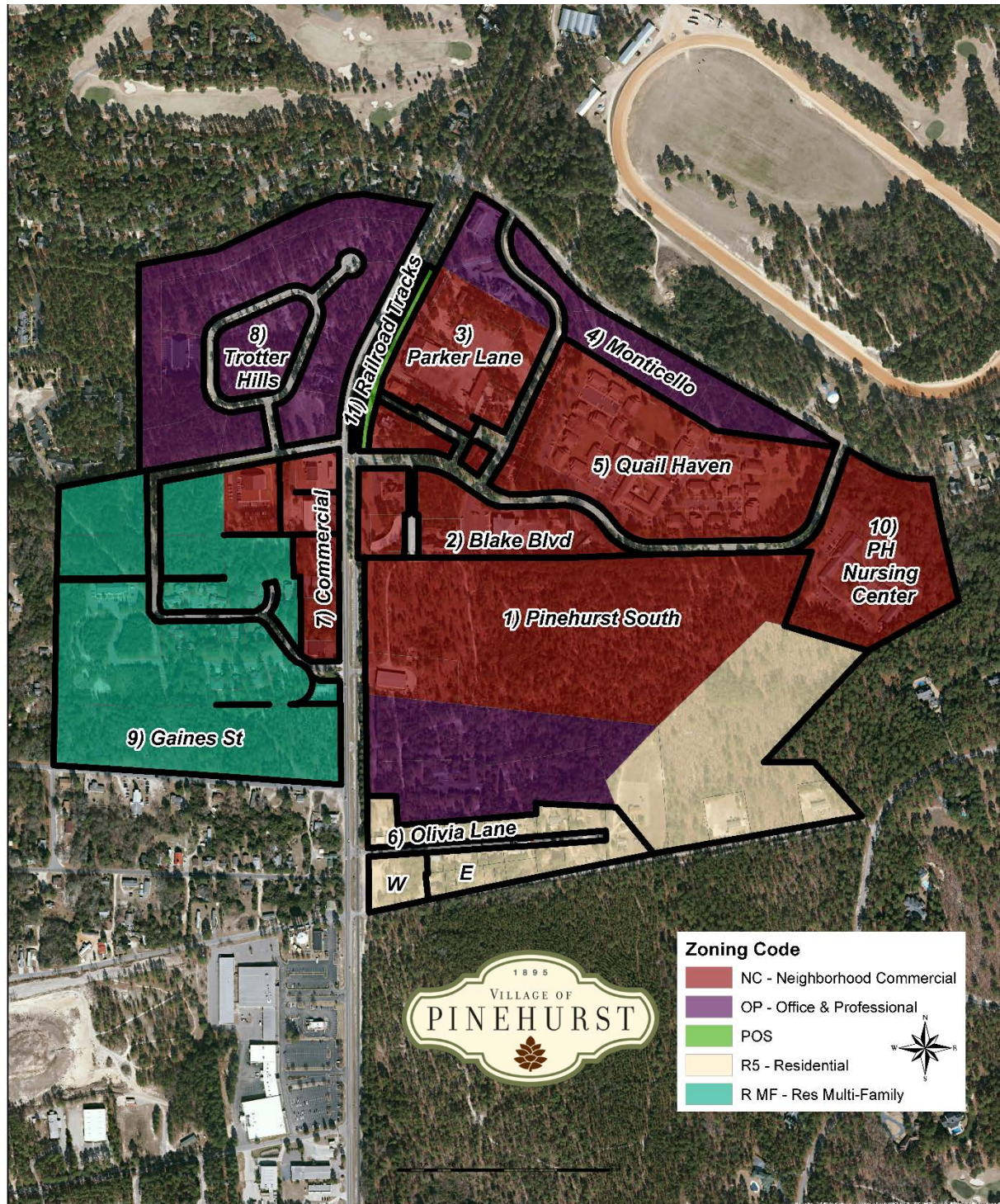
Village Place/Rattlesnake Trail Area Land Use Map



Pinehurst South/Highway 5 Commercial Area Land Use Map



Pinehurst South/Highway 5 Commercial Area Zoning Map



Appendix E: Pinehurst Local Historic District Map

PINEHURST HISTORIC DISTRICT BOUNDARIES

