To: Mayor Fiorillo and Village Council

From: Bruce Gould, Senior Planner

Cc: Andy Wilkison, Village Manager
Lauren Craig, Village Clerk

Date: March 3, 2014

Subject: Outline of major changes proposed for Chapter 8

- **Chapter 8 Zoning** consolidated definition and description of zoning districts- HC (Highway Commercial district) new district not yet zoned (pg. 60-61)
- **Highway Commercial** references:
  - **Section 8.2.8** (p.60),
  - **Section 8.4 Conditional Zoning Districts*(p.76)***
  - **Section 8.5 Table of Permitted Uses** (pg.79-81)
  - **SR-23 Storage – Outdoor Storage Yard [HC]** new defined use and requirements new use and requirements (pg.87)
  - **Section 9.2a Table of Dimensional Requirements(** p.110),
- **Section 8.3 Overlay Zoning Districts** removed the hwy. corridor overlay districts. (landscape standards have been revised to mitigate this removal) (pg. 62 and 120-121)
- **8.3.1.4 (e) Shared Parking.** Revised the means in which shared parking is calculated and indicate that it is regulated under Section 9.4.1.3. Also, allowed in other districts when previously only allowed in the PH South Overlay. (pg. 64 and 119)
- **Section 8.4 Conditional Zoning Districts**-changed conditional use to conditional zoning and incorporates process changes(pg.75-76)
- **Section 8.6.1a Table of Permitted and Special Uses and Special Requirements** the Table only includes one type of special use, a new way of indicating permitted special uses and special requirements. Also it is broken up into principal uses, accessory uses and temporary uses. New uses have been listed and modifications as to permitted and special uses in each district have been made.(pg-78-81)
- **SR-2 Townhouse** Establishes 1,200 sq. ft. as the minimum required per townhome unit.(pg. 82)
- **SR-3 Multi-family Dwelling** Establishes 800 sq. ft. as the minimum required per unit. (pg. 82)
- **SR-5 Mixed Use Dwelling** Allows dwellings to be located within accessory structures and on the ground floor of those accessory structures. (pg. 83)
- **SR-6 Manufactured Housing** reduced the manufactured home requirements from 4 standards to 2
- **SR-7 Bed and Breakfast Homes** have made minor modifications to the requirements of B&B to make the section better organized
- **SR-8 Hotel new provisions which enable street level vitality by requiring at least 50% of the ground floor rooms not be used for guest rooms**
- **SR-9 Banks, Credit Unions, Financial Services, Professional Services the change is professional services (formerly office) being added to clarify completely what is prohibited in the VC and VMU on the ground floor.**
- **SR-10 Dry Cleaning and Laundry Services** added new defined use and requirements
- **SR-11 Veterinary Services and Indoor Kennels** requirements are narrowed to indoor kennels and now outdoor facilities will require a special use permit.
- **SR-13- General Retail** now includes the standards first established for Neighborhood Center
- **SR-14-Outsides Sales** new section and new requirements

- **SR-15 Restaurants** consolidated previous five requirements down to three
- **SR-16 Community Shared Facilities, Public Safety Station** new use and new requirements
- **SR-17 Recreation Facilities, Outdoor** (RD, R-210, NC,HC) new use and new requirements
- **SR-18 Religious Institution and Schools** change from the old section because recreation center are removed from this section
- **SR-19 Community Support Facility** new use and requirements
- **SR-20 Fueling Stations** new use and requirements
- **SR-21 Vehicle Rental/Leasing Sales [HC]** new use and requirements
- **SR-22 Landfill/Waste Recovery Facilities (PC)** new use and requirements
- **SR-23 Storage – Outdoor Storage Yard [HC]** new defined use and requirements
- **SR-24 Storage – Self-Service** new defined use and requirements
- **SR-25 Farming/Animal Production (R-210)** new defined use and requirements
- **SR-26 Horse Farm and Training Track** new defined used and requirements
- **SR-27 Parking Structure** language modified from current SR-20/21
- **SR-28 Telecommunication Facilities** increases height from 100' from 150', requires additional setback in exchange
- **SR-101 Cemetery** allows cemetery accessory to churches with regulations and religious institutions in the PC District are limited to columbaria only
- **SR-104 Home Occupation** increase the area allowed to be used from 20 to 30 % of the combined area of the principal dwelling unit
- **SR-105 Swimming Pools and Spas/Hot Tubs** modified to regulate by gallon of the pool versus if it has a filtration system for above ground pools
- **SR-106 Pet Homes, Pet Runs** changes that pet houses only meet the setback requirements
- **I-SR-108 Accessory Building** the change is to allow accessory building in the front yard in R-210
- **I-SR-109 Dwelling, Accessory** modified item (6) to allow separate driveway added item (10) to enable all accessory dwellings by right in the Historic District
- **SR-110-Accessory Structures/Bldgs.(97)**
  - Arbors, Trellises, Pergolas and Gazebos
  - No dimension greater than 12 feet (added) in any dimension
  - Allowing buildings and structures in the front yard of R-210
- Required Setbacks: Allowable Encroachment (pg. 105-106)
  - (ix) On grade patios, on grade decks and similar structures may be located within 10 feet of any lakeshore property line but must meet the setbacks
- **SR-111-Bulkheads on Lakes** (Sketch) added requirement that Bulkhead must be sealed a design professional. Modified the height from 2 to 3 feet
- **SR-112-Docks** on Lakes modified language to #2 and #5 removing the pressure treated lumber requirement to facilitate the use of other all weather materials.
- **SR-200** Allows for boats to be stored in the rear or side yard if screened.
- **SR-204 Model Homes** modified (2) allowing them to be used for real estate sales offices until 80% of the homes have received Cos formerly 50%
- **SR-205 Yard Sales** increased number from 2 to 4 in a calendar year

History, Charm, & Southern Hospitality.

Vision

The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions, enhanced by a unique combination of cultural arts and recreational activities.

Mission

Preserve and enhance the community's character and ambience by guiding growth, managing change, and providing services in a financially responsible manner.

Values

Competent
Courteous
Professional
Responsive

Village of Pinehurst
FY 2015 Areas of Focus

The **Short Term (ST) Areas of Focus for FY 2015** are listed below with specific supporting detail that includes customer feedback from surveys, Council identified strategic challenges, and Council identified weaknesses, opportunities, and threats.

Preserve the Character & Ambience of the Village	Promote Economic Opportunity
• **33% dissatisfaction** with code enforcement when the service is used • **24% dissatisfaction** with mowing/cutting of weeds/grass on private property • **21% dissatisfaction** with clean-up of litter on private property • **20% dissatisfaction** with prohibiting oversized vehicles in residential neighborhoods • **Strategic challenges** – determining appropriate land use regulations; maintaining the NHL designation • **Weakness** – abrasive code enforcement • **Opportunities** – complete PDO rewrite; more effective code enforcement	• **Access to quality shopping is largest gap between are needs being met compared to importance** • **20% dissatisfaction** with quality of retail development • **22% dissatisfaction** with P&Z services/ department • **24% dissatisfaction** with supporting business growth and development • **22% dissatisfaction** with business signage regulations • **Strategic challenge** – recruiting and retaining businesses • **Weaknesses** – size and layout of the Village Center; lack of service businesses • **Opportunities** – Village Place redevelopment; Rattlesnake Trail corridor; develop and redevelop commercial; grow in business area
Provide & Promote Safe Traffic & Pedestrian Mobility	**Provide a Variety of Recreational & Cultural Opportunities**
• **38% dissatisfaction** with the availability of sidewalks and **rated as a "Very High" priority** in I/S ratings • **34% dissatisfaction** with adequacy of street lighting – **Ranked #1 in should receive the most emphasis in next two years** (Public Services) - **Rated as a "Very High" priority** in I/S ratings - **42% overall satisfaction below national average (63%) and southeast average (55%) – Set a record low satisfaction rating for ETC Surveys** • **Weaknesses** – traffic congestion; lack of pedestrian walkways; street lighting	• **25% dissatisfaction** with availability of recreation indoor facilities and **rated as a "High" priority** in I/S ratings • Quality of recreation programs for adults; and range of activities **rated as a "High" priority** in I/S ratings • **Overall satisfaction with youth recreation programs - 49% - below national average (69%) and southeast average (60%)** • **Strategic Challenge** – adapting to a changing demographic • **Weaknesses** – lack of indoor recreation space; limited cultural activities • **Opportunities** – construct a community center; recreation facilities/activities for all ages; responding to changing demographics; engaged in youth programs

Village of Pinehurst
FY 2015 Balanced Scorecard

	Strategic Objective	Performance Measure	FY 2012	FY 2013	FY 2014 Est.	FY 2014 Goal	FY 2015 Goal
Customer	Safeguard the community	UCR index crime rate per 1,000 residents	11.26	11.13	12.50	14.00	12.00
		% of residents whose overall feeling of safety in the Village is good or excellent	96%	96%	96%	96%	96%
	Preserve the character & ambience of the Village	% satisfaction with landscaping in medians and other public areas	85%	83%	84%	85%	85%
		% of residents who rate the overall appearance of the Village as good or excellent	93%	92%	93%	93%	93%
		% of residents who rate the overall quality of life as good or excellent	88%	91%	90%	90%	92%
	Promote economic opportunity	1st floor occupancy rate in the Village Center	n/a	77%	78%	85%	85%
		% of businesses likely to recommend the Village as a business location	73%	84%	85%	77%	87%
	Provide & promote safe traffic & pedestrian mobility	Pavement condition rating	82.3	82.3	82.9	80.0	82.9
		# of lf of sidewalks, greenways, and bike paths constructed	-	4,430	17,935	8,000	7,000
		% of residents satisfied with the availability of sidewalks	37%	35%	36%	37%	36%
		% of residents satisfied with the maintenance of streets in neighborhoods	73%	72%	72%	72%	72%
	Protect the environment	% of refuse diverted from the landfill	32%	33%	32%	33%	33%
		% of residents satisfied with curbside recycling services	92%	91%	91%	92%	92%
	Provide a variety of recreational & cultural opportunities	% of residents satisfied with P&R programs	75%	72%	72%	75%	75%
		% of residents satisfied with Village sponsored cultural arts events	61%	63%	63%	58%	65%
		% of residents satisfied with P&R facilities	78%	78%	78%	76%	80%
Internal	Enhance customer service	% of residents satisfied with customer service provided by Village employees	78%	80%	80%	78%	82%
	Continuously improve processes	Full time equivalents per million $ of revenue	8.41	8.34	7.80	8.41	8.40
	Develop collaborative solutions	# of new collaborative initiatives developed	n/a	n/a	15	6	15
	Meet legal & regulatory requirements	% compliance with the NC Local Government and Fiscal Control Act	100%	100%	100%	100%	100%
Employee	Optimize volunteer engagement	% of volunteers satisfied with the volunteer experience	88%	91%	91%	88%	91%
	Recruit & retain a skilled & diverse workforce	% of EEs who are satisfied with their job	90%	90%	90%	90%	90%
		Employee turnover rate	10.7%	11.4%	10.0%	8.0%	10.0%
Financial	Provide value for tax dollars	% of residents satisfied with the value received for taxes paid	66%	71%	70%	66%	70%
		Operating expenditures as a % of operating revenues	89%	85%	89%	89%	89%
	Maintain a strong financial condition	Bond rating	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA
		Debt service expenditures as a % of total budgeted expenditures	5.4%	3.3%	2.9%	4.0%	3.0%
		Unassigned GF fund balance as a % of actual expenditures	29.5%	28.5%	27.0%	15.0%	27.0%
	Invest in capital	Capital asset condition ratio	59%	59%	59%	60%	60%

Village of Pinehurst
Council Goals and Initiatives
FY 2015

	Strategic Objective	Council Goal	ST	LT	FY 2015 Proposed Initiatives	5-Year Cost of Initiatives
Customer	Safeguard the community	Maintain a low crime rate	X	X	Implement Command Central module to analyze crime data (PD)	$ 16,240
					Proactively investigate drug and related property crimes activities (PD)	$ -
		Educate citizens on public safety	X		Partner with others to offer public safety education programs (FD)	$ -
		Achieve national accreditation in the fire department		X	Pursue national accreditation for the Fire Department (FD)	$ 30,100
		Achieve national accreditation in the police department		X		
	Preserve the character & ambience of the Village	Maintain landscaping in medians and other public areas	X		Evaluate the consolidation of S&G and B&G (CD)	$ 300
		Maintain the overall appearance of the Village	X		Develop a rating system for the appearance of public areas in partnership with the CAC (CD) *	$ 100
		Create the Manning style landscaping plans for appearance	X			
		Improve code enforcement services to increase compliance with Village codes and ordinances	X		Evaluate the code enforcement process (BIRDIE) (PL) *	$ -
	Promote economic opportunity	Increase retail and commercial development in commercially zoned areas	X	X	Incrementally expand Village Center into Village Place/Rattlesnake Corridor (CD) *	$ 206,000
		Create a physical and regulatory environment conducive to business while preserving the character and ambiance	X		Develop a rating system for the appearance of public areas in partnership with the CAC (CD) *	n/a
		Promote the Village to recruit businesses	X	X	Evaluate and enhance marketing efforts (CD)	$ 20,000
		Relocate the public services complex		X		
		Expand the Village Center into Village Place		X	Incrementally expand Village Center into Village Place/Rattlesnake Corridor (CD)*	n/a
	Provide & promote safe traffic & pedestrian mobility	Adequately maintain neighborhood streets and right of ways	X	X	Implement a GPS based software solution to track and analyze data on infrastructure maintenance and route management (PS)	$ 68,112
		Provide pedestrian walkways and sidewalks with DOT connectivity to other communities when possible.	X	X	Extend sidewalk and walkway system (PR)	$ 950,000
		Partner with DOT on a long-term solution for the traffic circle	X		Continue to work with NCDOT to identify a viable long-term solution for the traffic circle (GB)	$ -
		Educate the public for safe use of roads, pedestrian, bikes, golf carts, etc.	X		Develop and implement a public education campaign for roadway safety (PD)	$ -
		Provide adequate street lighting	X		Improve adequacy of street lighting in neighborhoods (CD)	$ 122,000
	Protect the environment	Promote recycling	X		Increase public education on the benefits of recycling to encourage greater participation (SW)	$ -
		Implement new solid waste plan	X		Implement single-day collection system with automated yard debris (SW)	$ 222,350
		Reduce impact of irrigation on water supply	X			
		Promote litter reduction	X			
		Reduce Village energy consumption	X			
		Pursue green building whenever possible	X	X		
	Provide a variety of recreational & cultural opportunities	Construct a community center	X	X	Construct a community center (PR) *	$ 1,757,713
		Increase offering of cultural events	X		Expand cultural arts events in Village parks (PR)	$ -
		Foster public/private cultural opportunities in the Village Center	X		Support the Given Memorial Library expansion (LB)	$ 1,000,000
		Develop a West Pinehurst park		X		
		Continue park development according to Wicker Park Master Plan		X		

* Initiative addresses multiple Council goals

Village of Pinehurst
Five-Year Capital Improvements Plan
Capital Project Operating Impact Analysis
For the Years Ended June 30, 2015 through June 30, 2019

Project: Community Center

	Project Total	Prior Periods	2015	2016	2017	2018	2019
Project Cost	**$ 2,925,000**	**$ 45,000**	**$ 2,880,000**	**$ -**	**$ -**	**$ -**	**$ -**
Operating Impact							
Revenue	**$ -**	$ -	$ -	$ -	$ -	$ -	$ -
Expenditures							
Salary Add (Reduc.)	$ 116,096	$ -	$ -	$ 27,750	$ 28,583	$ 29,440	$ 30,323
Benefits (30% of Salary)	34,740	-	-	8,325	8,575	8,832	9,009
Contracted Services	-	-	-	-	-	-	-
Additional Equipment	167,345	-	-	40,000	41,200	42,436	43,709
Systems Maintenance	41,836	-	-	10,000	10,300	10,609	10,927
Utilities	188,263	-	-	45,000	46,350	47,741	49,173
Overhead (20% of DC)	109,656	-	-	26,215	27,001	27,811	28,628
Total Expenditures	$ 657,937	$ -	$ -	$ 157,290	$ 162,009	$ 166,869	$ 171,769
Net Operating Cost	$ (657,937)	$ -	$ -	$ (157,290)	$ (162,009)	$ (166,869)	$ (171,769)

Operating Costs Include:
Operating costs of a new facility, such as utilities, cleaning, maintenance contracts, etc.

		Fiscal Year Ending June 30					
Project Budget	**Total**	**Prior Periods**	**2015**	**2016**	**2017**	**2018**	**2019**
Appropriations	$ 2,925,000	$ 45,000	$ 2,880,000	$ -	$ -	$ -	$ -
TOTAL	$ 2,925,000	$ 45,000	$ 2,880,000	$ -	$ -	$ -	$ -
Funding Source:							
Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cash	45,000	45,000	-	-	-	-	-
Installment Financing	2,880,000	-	2,880,000	-	-	-	-
TOTAL	$ 2,925,000	$ 45,000	$ 2,880,000	$ -	$ -	$ -	$ -

		Fiscal Year Ending June 30					
Cash Flow Impact	**Total**	**Prior Periods**	**2015**	**2016**	**2017**	**2018**	**2019**
Debt Proceeds	$ 2,880,000	$ -	$ 2,880,000	$ -	$ -	$ -	$ -
Grant Proceeds	-	-	-	-	-	-	-
Project Expenditures	2,925,000	45,000	2,880,000	-	-	-	-
Operating Expenditures	657,937	-	-	157,290	162,009	166,869	171,769
Debt Service	1,099,776	-	-	284,160	278,016	271,872	265,728
TOTAL	$ (1,802,713)	$ (45,000)	$ -	$ (441,450)	$ (440,025)	$ (438,741)	$ (437,497)

Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374
Phone: 910-295-1900
Fax: 910-295-4434

Village of Pinehurst

Memo

To: Village Council

From: Natalie Dean

CC: Andy, Jeff, and John

Date: April 15, 2014

Re: FY 2015 Strategic Operating Plan Discussion

Over the past few months, staff has been preparing the FY 2015 Strategic Operating Plan based on Council direction provided to staff and in accordance with Council adopted financial targets. Since December, the Council has adopted the Balanced Scorecard and identified the following four areas of focus based on strategic challenges, opportunities, weaknesses, the 2013 Community Survey, and the 2013 Business Survey:

1. Preserve the Character and Ambience of the Village of Pinehurst
2. Promote Economic Opportunity
3. Provide and Promote Safe Traffic and Pedestrian Mobility
4. Provide a variety of recreational and cultural opportunities

The FY 2014 Strategic Operating Plan was the most results-focused budget and 5-year plan the Village has ever prepared. The Proposed FY 2015 Strategic Operating Plan is no different. **However, to adequately address the needs of the community based on the information presented at your retreat, Sr. Management would like to gauge the Council's receptiveness to considering a 1.5 cent tax increase in FY 2015 to fund the construction of a $2.9 million Community Center and an additional $200,000 for sidewalks and greenways in the five year plan.**

One penny on the tax rate generates approximately $348,000. This means a resident of an average home value of approximately $300,000 would pay $45 more per year in taxes with a $0.015 tax increase.

<u>Community Center</u>

Since we began our performance excellence journey, the Village has strived to be more data driven and results focused in order to help ensure the long term financial sustainability of the Village. The data we have obtained from the past two Community Surveys indicates a significant need in the community for additional recreational programs for both youth and adults. Pinehurst resident satisfaction with youth programs (49%) is well below both the national (69%) and southeast (60%) averages. In addition, the availability of indoor recreational facilities and programs for adults rated as a "High" priority for residents.

With the investment in a Community Center, the Parks and Recreation Director is projecting we will be able to increase satisfaction levels with youth programs from a current 49% to 80% over the next five years and increase satisfaction levels with adult programs from 51% to 70%. The table below indicates the projected satisfaction ratings with youth and adult programming if the Village constructs a Community Center:

	FY 2014 Actual	Target Performance Levels – With a Community Center				
		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
% of residents satisfied with quality of youth recreation programs	49%	51%	60%	70%	75%	80%
% of residents satisfied with quality of adult recreation programs	51%	53%	60%	70%	70%	70%

While the cost of Community Center is $2.9 million to construct, the annual debt service and incremental operating cost, including the addition of one full time equivalent, is approximately $440,000 per year. This is the equivalent of 1.3 cents on the tax rate.

Greenways/Sidewalks

Included in the five-year plan is an increase of funding for the construction of greenways and sidewalks in the amount of $200,000. The Village proposes to use the efficiencies achieved from the automation of yard debris collection to ensure they are adequately maintained and is not requesting additional grounds staff as a result of this initiative. The additional cost of greenways and sidewalks equates to a 0.1 cent tax rate equivalent.

Given Memorial Library

In addition, the Mayor has requested the Council reconsider funding this year's $300,000 contribution to the Village's $1 million pledge towards the Given Memorial Library's capital campaign and fund a library program position associated with the relocation of the bookstore to the old Post Office. This would result in an increase in operating support for the library from $80,000 to $150,000. The recommended budget at this point has been prepared according to the terms agreed upon with the Library in April 2013. As the Council has a binding agreement to fund the Library's capital campaign, any change to funding levels would require the approval of the Council and the Library's Board of Directors.

Conclusion

To ensure staff has an adequate amount of time to prepare the FY 2015 Recommended Strategic Operating Plan, we are seeking Council's direction on whether to pursue a 1.5 cent tax increase in FY 2015 to fund the construction of the Community Center and additional sidewalks and greenways. We also need direction on whether Council would like to fund the Given Memorial Library operations at $80,000 per year more than originally planned.

The Community Center was first identified as a need and initially requested in FY 2005. It was included in the FY 2006, FY 2007, FY 2008, FY 2009, FY 2010 and FY 2011 Capital Improvement Plans (CIP). In FY 2010, the Public Services Complex was also included in the CIP, but not in FY 2011. It was then included again in FY 2012 and FY 2013. In FY 2014, the Public Services Complex project was replaced with the Carriage House. While all three are worthy projects, the Community Center project has the ability to positively affect satisfaction levels to the greatest extent and expand the services provided to residents.

Current operating revenues are not able to support the incremental cost of a Community Center and Sr. Management would not recommend proceeding with construction without additional revenues to support it. To ensure the Village meets Council established financial targets, we should try to maintain the discipline to not incrementally add recurring operating costs to the Village's budget without additional revenues to support them. Otherwise, we risk compromising the Village's financial condition or face reduction in other Village service levels.

To avoid the need to hold budget work sessions during the weeks of the US Open Championships, we would like to obtain Council direction at your April 16th Special Meeting. At that time, we would also like to schedule at least two budget work sessions between May 14th and 23rd. Please look at your calendars in advance so we can get those meetings on the calendar.