

Debt Financing

Why Plan for Long-Term Capital Needs?

1. To ensure adequate provision of government services to residents & businesses (i.e. meet their needs for services)
2. To ensure taxpayer money is spent wisely
3. To ensure locations and designs meet the long-term needs of the community (i.e. the risk of error is high because we must live with the decisions for a long period of time)
4. To facilitate economic development or revitalization

Ways To Finance Long-Term Capital Needs



3 Common Financing Options for Long-Term Capital Needs:

Type	Description	When To Use	Historical Examples
Debt	Finance with Long-Term Debt	Want to spread the cost of assets with long lives to current & future residents; Capital needs that benefit <u>all</u> residents & businesses; Term of the debt cannot exceed the life of the asset	Fire Station 91, Fair Barn Improvements, Fire Truck
Grants/ Partnerships	Grants; Fundraising (Capital Campaigns or Private Funding); Leases	Projects funding agencies/residents/businesses have a specific and/or financial interest in developing	Rassie Wicker Park
Revenues/ Savings	Current Revenues; Fund Balance*	Capital needs < \$1 million; Capital needs that may only benefit certain users (i.e. not all benefit)	Community Center

*Currently fund balance in excess of 40% of actual expenditures is set aside for capital funding (\$10.6M in FY 2023 financial statements)

Types of Debt Financing (G.S. Chapter 159, Chapter 160A-20)



Type	Security	Considerations
General Obligation (GO) Bonds	Full faith and credit (taxing power)	- Usually requires a voter referendum - Usually the last resort for debt financing
Revenue Bonds	Revenue stream from revenue-generating asset or system	- Commonly issued for utilities, solid waste facilities, convention centers, parking facilities, public transportation, etc. - Subject to debt covenants since it is secured by revenues
Special Obligation Bonds	Any unrestricted revenues other than levied taxes or any asset	Authority is limited to solid waste, water, and stormwater projects, or any project in a municipal service district
Installment Financing Contracts*	Asset being financed	- Can be financed with the vendor, lending institution, or the bond market (Limited Obligation Bonds) - Most flexible method of debt financing - Minimal issuance costs, no covenants, no bond rating required

* The Village has utilized installment financing contracts with banks in the past for Fire Station 91, Fair Barn improvements and a fire truck

Debt Financing Key Considerations



- The Local Government Commission (LGC) must approve most debt financings
 - This is not a prohibitive process, but the LGC should be engaged early on and the application and approval must be timed correctly in the debt issuance plan
- Impact of debt service on tax rates, operating margin, and compliance with the Village's fund balance policy
- Combining projects in a single debt issuance to optimize financial impact and cash flows
- Compliance with statutory legal debt margin and Village debt guidelines
- Interest rate environment and other economic factors that may impact the marketability of municipal debt
- Arbitrage rebate and yield restriction compliance
- Need for a municipal advisor

Current Market



- Assuming the Village would qualify for interest rates equivalent to a AA rating
- As of January, AA municipal bond rates were:
 - 2 years – 2.72%
 - 5 years – 2.46%
 - 10 years – 2.51%
 - 20 years – 3.42%
- In 2023, AA LOBs all-in rates (including costs of issuance) ranged from 3.2%-4.7%
- Sample 2023 NC LOBs issues under \$20 million:
 - Sanford issued \$9.21 million at 5.00% to fund a new fire station and two pumper trucks
 - Holly Springs issued \$13.89 million at 5.00% to fund a new fire station, fire truck, sitework for an operations center
 - Nag's Head issued \$17.1 million at 5.00% to fund new public services facilities



VILLAGE OF PINEHURST
VILLAGE COUNCIL POLICY

SUBJECT:	Comprehensive Plan Adoption, Amendment, and Implementation	Effective:
Department:	Planning	Policy No.:
Prepared by:		Revised:
Approved by:	Village Council	# of Pages:

PURPOSE:

The purpose of this policy is to define the systematic and transparent process whereby the Village Council will adopt and amend its Comprehensive Plan to manage future growth in the community.

POLICY:

A Comprehensive Plan is intended to guide coordinated, efficient, and orderly development within the planning & development regulation jurisdiction based on an analysis of present and future community needs.

In accordance with NCGS 160D-501(a), the Village's process for adopting and amending the Comprehensive Plan shall include opportunities for citizen engagement. In order to adequately guide future growth, the Comprehensive Plan must be reasonably up to date and may be amended from time to time.

The adopted Comprehensive Plan is advisory in nature, which means other development regulations can be adopted and amended that are inconsistent with the adopted plan.

PROCEDURES:

The Village Council will periodically update the Comprehensive Plan to avoid disparities between the Comprehensive Plan, market & economic realities, and existing conditions.

Comprehensive Updates

To ensure the Village's Comprehensive Plan is reasonably up to date, the Village Council will prepare and adopt a comprehensive update to the Village's Comprehensive Plan every 8-10 years. This includes a complete and thorough review and update of the

entire plan document based on reviews of existing conditions and extensive community engagement and input.

Biennial Review

Every 2 years, in an odd numbered year, the Village Council will review the Comprehensive Plan for any discrepancies between significant plan components and existing conditions to determine if an amendment is needed. Significant plan components include the following elements of the Comprehensive Plan:

- Vision Statement
- List of Guiding Principles or their definitions
- Top 10 Strategic Opportunities
- Conservation and Growth Map and Land Use Descriptions
- Focus Area Boundaries or Scenario Plan Land Use Map

Should the Village Council determine any of the significant components need to be amended, the Village will seek public input on proposed amendments beyond the public hearing required by NCGS.

Annual Implementation Updates

Every year in December, the Village Council will review the status of the Comprehensive Plan Implementation Strategies in their annual strategic planning retreat. Comprehensive Plan Implementation Strategies may be modified or amended annually.

After approval of the annual SOP by the Village Council in June, Village staff will update the Implementation Matrix component of the Comprehensive Plan to reflect those strategies included in the SOP. This implementation update shall occur between the adoption of the Strategic Operating Plan each June and the Village Council's strategic planning retreat.

Other Updates

The Village Council may also consider Comprehensive Plan amendments outside of the regularly scheduled Comprehensive Plan updates when necessary. This may include, but is not limited to, the following triggering events:

- Changes in legal and/or regulatory requirements.
- Related plans adopted by the Village Council, including but not limited to, small area plans, neighborhood plans, hazard-mitigation plans, transportation plans, housing plans, and recreation or open space plans.
- Significant market changes or new information that create a demonstrated need to adjust the Plan.
- Creation of a previously non-existent land use category.

In the event that a proposed amendment to the Village's zoning map or Pinehurst Development Ordinance is inconsistent with the Comprehensive Plan, the Village Council should amend the Comprehensive Plan prior to or concurrent with approval of any such amendments.

Comprehensive Plan amendments may be initiated by a member of the public, Village staff, or a quorum of the Village Council. A member of the public requesting an amendment must submit a completed application and fees indicated on the Village's Adopted Fees & Charges Schedule.

The Village Council will hold one or more public hearings for any and all Comprehensive Plan amendments under consideration. If a proposed amendment affects any of the following items, a more extensive public engagement process will be conducted to obtain broad community input on the proposed amendment:

- Vision Statement
- List of Guiding Principles or their definitions
- Top 10 Strategic Opportunities
- Conservation and Growth Map and Land Use Descriptions
- Focus Area Boundaries or Scenario Plan Land Use

The Village Council will evaluate proposed amendments to the Comprehensive Plan using, but not limited to, the following criteria:

- Extent to which the amendment aids to promote, enhance, and sustain the quality of life for residents, businesses, and visitors
- Extent to which the existing Comprehensive Plan policies are still relevant, given existing market, economic, or demographic conditions
- Compatibility with neighboring land uses and surrounding neighborhoods
- Impact on regulations contained in regulatory documents, including but not limited to the Pinehurst Development Ordinance or Engineering Specifications & Standards Manual
- Impact on the existing annual Strategic Operating Plan
- Extent to which demographic and socioeconomic changes have occurred or are projected to occur (e.g. population growth, employment growth, development, and conversion of land)
- Ability of the Village and/or other service providers (i.e. schools, water and/or sewer purveyors) to provide adequate public services and facilities
- Anticipated environmental impact

After evaluating amendments by these criteria, the Village Council may adopt an Ordinance to amend the Comprehensive Plan.

Approved by:

Patrick Pizzella, Mayor

Date

Resolution # 24-

Village Council, Resolution

Date

DRAFT

Staff Present Report Card on Current Implementation Matrix

Council Retreat
Dec. 2024

Council Input on Current Comprehensive Plan

- Survey prior to meeting
- Discuss potential changes identified through the survey at Council Workshop--sequential by Guiding Principle

June
2025

Solicit Public Input

- Online survey
- Public meeting(s)

July
2025

Staff Condense Comments and Prepare Recommendations

August
2025

Public Hearing and adoption of Amendment

Sept.
2025



2024 US Open Temporary Ordinances

Potential Temporary Ordinances:

- 3 Hour Parking
- Prohibited Parking Zones
- Social District
- Food Truck District

Parking

Parking Challenge



- Facilitate parking for downtown businesses and their patrons
- Ensure turnover in downtown parking areas
- Discourage US Open ticketed guests from using downtown parking for extended hours
- Discourage US Open ticketed guests from parking in residential neighborhoods



Parking Solution



- Create 3-hour downtown parking zones
 - Enforcement will still be a challenge
- Create prohibited Right-of-Way (ROW) parking zones (except where specifically marked) in dense traffic areas
- Provide an alternative off-street parking location at the Village-owned property on Rattlesnake Trail
- Provide shuttle services from alternative parking sites to downtown
- Notify businesses of ideal employee parking spots
- Rope off prohibited ROW parking areas that would create the most adverse impact if parked in
- Flexibility to address problem areas through roping as they arise

Parking Map



- To be updated

Parking: Council Next Steps



- Review and approve 3-hour parking area temporary ordinance in March
- Review and approve prohibited parking area temporary ordinance in March

Downtown Experience

Downtown Experience Goal



- Provide or encourage quality visitor experiences that:
 - Brings patrons to downtown businesses
 - Helps local businesses be successful
 - Provides an entertaining guest atmosphere that leads to an overall successful 2024 US Open
 - Mitigates difficulties that may affect residents' quality of life

Downtown Experience Challenges



- How to allow some special events without consenting to too many
- Ensuring all special event requests are treated fairly, particularly when they vary drastically in scope
- Open container restrictions
- Road closure requests
- Food truck allowance requests
- Parking, restroom, solid waste disposal, public safety considerations for special events
 - For example, PDO regulation is one parking space for every three seats for a food & drink establishment. If most of the guests are walking from the course or other areas in the Village core is this necessary? How much general public parking in the immediate area should be taken into consideration.

Downtown Experience Background



- Municipal Code Ch. 111 prohibits mobile food vendors outside of Hospital District or Recreational District unless they receive a temporary, event specific permit through Section 94.14 of the PDO.
- Section 94.14 titled “Temporary Events” can only be issued for the following special events:
 1. Major civic and cultural events, grand openings, and ground-breaking ceremonies that impact village resources (i.e. police, fire, and public services);
 2. Athletic events, including those which utilize village property, public streets or rights-of-way;
 3. Parades, fairs, festivals;
 4. Other temporary events of community-wide significance.
- Section 94.14 allows for staff to issue permit upon the finding that parking, restrooms, solid waste, security, emergency access, etc. are satisfied.

Downtown Experience Background cont.



- Temporary uses that are not eligible under the criteria of temporary events, are regulated by Section 8.8.2 SR-206 of the PDO.
 - Has similar parking, restroom, etc. requirements as the Special Events Permit of 94.14, but mobile food vendors are not allowed.
- Social Districts are allowed under...of the NCGS

Downtown Experience Solutions



- Create social district allowing movement of open alcohol containers
- One of the following:
 - Adjust the Special Events criteria in 94.14 to include “ancillary entertainment activities associated with major golf tournaments or other large-scale events hosted in the Village”

OR

- Create a mobile food vendor district in association with the social district or any properties immediately adjacent thereto.

Proposed Social District Map



Downtown Experience Solutions Cont.



- Clarify that Village Staff can deny either a Temporary Event (94.14) or Temporary Use (SR-206) due to an excess of requests and that the determination of which events will be allowed is based on: proximity to similar activities, demonstration of ability to produce a high-quality event, potential disruption to neighboring uses, and deference to first application.
- Clarify that Village Staff can make parking determinations in part based on the availability of general public parking in the area.

Downtown Experience: Council Next Steps



- Review and approve social district temporary ordinance in March
- One of the following:
 - Review and approve mobile food vendor temporary ordinance in March
 - OR**
 - Adjust the Temporary Events language (94.14) to include entertainment activities ancillary to the US Open in March
- Clarify criteria for denying temporary event/uses
- Clarify staff ability to determine parking requirements

Proposed Social District Map

