Southern Pines

NORTH CAROLINA

2040 Comprehensive Plan

Adopted September 12, 2023

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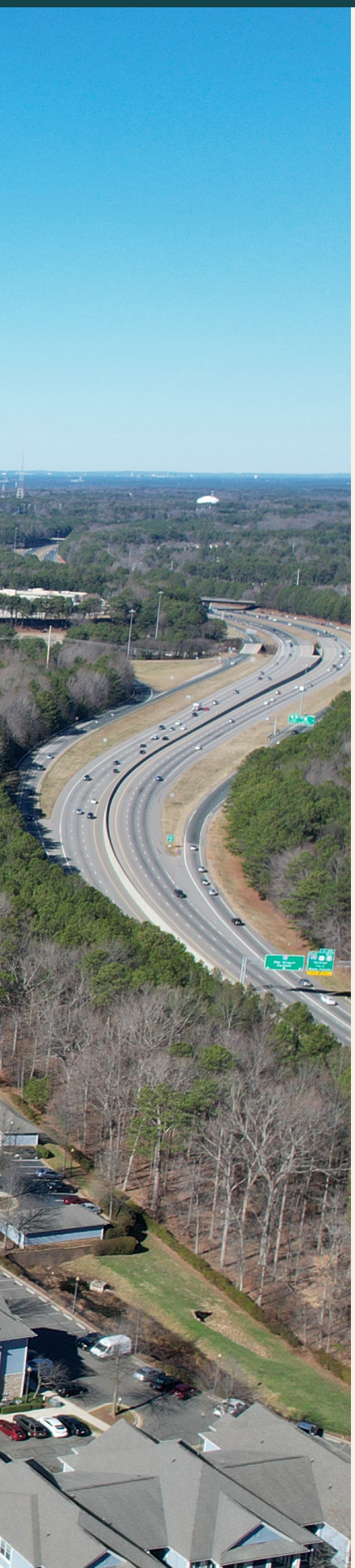
Our Challenge:



This is an exciting and critical time for Southern Pines as it plans for the future. Community members should take great pride knowing the town is a highly-desirable place to live, work, retire, visit, and raise a family. These qualities are known by people around the world, and they pique different interests and curiosity in Southern Pines as a place to someday move and share in the town's "special magic". It is the primary reason the town — and the surrounding region — are, and will continue to be, an attractive and viable location for the foreseeable future.

Rapid growth and development -- at least at its current pace and in its current form -- are threatening the area's small-town character and high quality-of-life. Residents will observe the end result of recently-approved projects in the coming years and evaluate the impact, positive or negative, on supporting infrastructure and town character. In the meantime, safeguarding town brand, community culture, natural beauty, local history, and a unique sense of place will all be critical elements for guiding future town decisions.

The town should act from a position of strength deciding if, when, where, and how new opportunities are handled in the future. Should the town decide to grow in size beyond projects previously-approved, it should do so following a forward-thinking Comprehensive Plan that unifies the community on matters of conservation and development while being mindful of limited town resources.

The purpose of the 2040 Comprehensive Plan is to organize big ideas and ensure energies are moving in the same direction. Specific principles, policies, and recommendations throughout the document focus deliberate growth or development density in locations aimed at protecting small town character, residents' stated wishes, and life's qualities that attracted existing residents to the area years ago.

The framework presented in the document should be implemented in follow up actions or investments over several decades. Community engagement during implementation activities will be critical to ensure shared successes and intended outcomes.

WE ARE THE TOWN OF SOUTHERN PINES.

Southern Pines is a place that a diverse group of people are proud to call home. Drawn in by its history and charm, people stay for the strong sense of community. Small-town feel, a thriving downtown, preserved longleaf pine forests, neighborhood diversity, access to green space, and plentiful public spaces to gather as a community come together to make Southern Pines distinct from other towns in the region.

The town's first priority is to safeguard the qualities listed above as the essence of small town charm. Well-planned and purposeful growth and development in the future should be sensitive to -- and even improve upon -- the existing foundation of tested norms, values, and experiences in the community.

A town rooted in history.

Situated in the Sandhills of North Carolina, the town began as a resort community, a destination to escape from the northern winters and welcome the warmth of southern hospitality and culture. Early leaders saw opportunities and envisioned two communities (Southern Pines and West Southern Pines) that would be a place of rest and recreation for residents and visitors.

A town rooted in culture.

Southern Pines became a place for writers to gather with the founding of the Boyd estate in 1904. Known as Weymouth Woods, three generations of the Boyd family enhanced civic life from this location: providing the basis for our traditions of literature, equestrian/outdoor sports, longleaf conservation, and community design.

A town rooted in recreation.

Recreational pursuits are plentiful in Southern Pines. Equestrians, golfers, tennis players, hunters, birdwatchers, cyclists, walkers, and naturalists gather in the community to explore local parks, woods, open spaces, trails, fields, and courses. Outdoor activities abound within the pine scented forest that envelops this place.

A town rooted in service.

Volunteer groups in the town advocate for the beauty, history, economic success, and future vision of this place. In 1907, women of the town chartered the Southern Pines Civic Club to improve the health, beauty, and welcoming nature of the community. In 1943, the West Southern Pines Civic Club was founded to improve representation and foster leadership among African American citizens of town. These are but two of a multitude of service organizations with rich histories in the community and still in existence today.

A town rooted in community.

The town has an allure like no other. Towering pines and sandy soil entice exploration. The town welcomes newcomers as it has for over a century, it honors active and retired members of the military who have served the country with honor and courage, and its climate is only outdone by the warmth of the town's people. For over half a century this quote has rung true about Southern Pines: Anyone who gets a little sand in their shoes will eventually come back and put down roots.

As the population grows, it is imperative that Southern Pines remembers its values and protects its authentic sense of place and small-town feel, with the understanding that "small-town feel" is not dependent on the size of the population or the square mileage of the town — it is instead a reflection of connections to neighbors and a shared investment in the success of the community.

The relevance of this 2040 Comprehensive Plan will be measured in future years by its implementation. The town — with its staff, volunteers, and elected officials all working together — is committed to making this vision and the policies and recommendations presented in the document a reality.

Top Ten Initiatives Summarized from the Comprehensive Plan

1

Evaluate the merits of replacing the quasi-judicial decision-making process used by Town Council for evaluating development applications with a legislative (policy) decision-making process that includes ample opportunities for public comment during an update to the Town of Southern Pines Unified Development Ordinance (UDO).

Policy 3.3

2

Develop and implement character-based zoning standards in the Town of Southern Pines UDO to ensure zoning and subdivision regulations implement the character-based vision, guiding principles, policies, and recommendations presented in the 2040 Comprehensive Plan.

Policy 3.1

3

Implement new rules and processes that provide higher-scrutiny for a development application that proposes infill development or redevelopment in specific character districts (presented in the Comprehensive Plan). New rules and processes should be used to ensure new development in an existing neighborhood or center maintains a certain character that is consistent and complementary to the surrounding environment.

Chapter 4, Site Design and Development Scale | Policy 3.5 | Policy 7.6

4

Think about new or expanded community facilities needed to serve future residents when reviewing development applications and require that development applicants consider some of these needs in their site concept plans.

Chapter 3, Supporting Infrastructure | Policy 6.1

5

Coordinate investments in the public realm (streets, parks, plazas, greenways, etc.) as the primary means to influence the form and function of Southern Pines' planning area. Initiatives for creating a stronger public realm should help unify the natural and built environments. They should also emphasize a comprehensive and connected brand for the town that will create a unique sense of place and community pride for living and working in Southern Pines.

Chapter 4, Emphasis on the Public Realm | Policy 3.6 | Policy 3.7

6

Implement standards and protocols for protecting open space throughout the community, including the protection of specific tree canopy areas under a local historic preservation ordinance. Individual decisions about open space in Southern Pines should consider the context and needs of a larger open space framework, which is aimed at maximizing a comprehensive, connected, and continuous open space network that is easily recognizable and accessible to town residents.

Chapter 4, Comprehensive, Connected, and Continuous Open Space | Policy 4.1 | Policy 4.9

7

Create spaces in the community that are comfortable and present themselves well as a framework for bringing people together in a safe, clean, energized, and accessible environment. Ensure enough capacity is available to accommodate formal or informal events in different locations.

Chapter 4, Site Design and Development Scale

8

Town officials should consider vulnerabilities to neighborhood gentrification and displacement during the review of development applications. Further, town officials should advocate for equitable distribution of the benefits associated with a development application for the neighborhood where the project is located.

Chapter 4, Gentrification and Displacement | Policy 1.1 | Policy 1.2

9

Provide a safe and reliable transportation system that balances all modes of travel, including walking, biking, public transit, rail, and cars. Specific to greenways and trails, implement a system with the help of others that will connect important destinations in Southern Pines, Pinehurst, Aberdeen and beyond.

Chapter 2, Guiding Principles, Transportation | Chapter 3, Supporting Infrastructure, Greenway and Trail Network | Policy 8.1 | Policy 8.2 | Policy 8.3 | Policy 8.4 | Policy 8.5 | Policy 8.8

10

Provide for greater housing diversity in the community, including different types, sizes, and price points of homes intermingled in close proximity, with a range of living experiences from rural to suburban to urban so that there is something for everyone.

Chapter 4, Home and Neighborhood Choices | Chapter 4, Missing Middle Housing Concepts | Policy 7.1 | Policy 7.5

User's Guide for the Document

The Town of Southern Pines 2040 Comprehensive Plan captures a vision for growth, conservation, and community character in the planning jurisdiction, to be implemented over a long period of time. It includes policies, maps, and recommendations for some of the town's most important decision-making processes, and establishes the vision and starting position for other town policies, ordinances, master plans, and documents to follow.

People are encouraged to read the entire document to fully understand the town's philosophy and position on future growth, conservation, and community character in the planning jurisdiction. It includes a call-to-action for stakeholders in the town's future summarized below as four key considerations — a user's guide — to remember when reading the document.

Treat the 2040 Comprehensive Plan as a Playbook

The Town of Southern Pines should be able to take advantage of opportunities when they present themselves, so the 2040 Comprehensive Plan uses a playbook approach to guiding future growth and development in the community. Some parts of the document — the vision statement, guiding principles, General Framework Map, and Character Districts Map — should remain constant and keep Southern Pines on a focused path for success. Other parts of the document — general policies and recommendations, Conservation and Development Map, focus area study recommendations, or other supporting maps — may need to evolve over time as conditions change that were not contemplated at the time the document was adopted.

Changes considered to the 2040 Comprehensive Plan — whether initiated by the town, a property owner, a developer, or a member of the community — under the playbook mindset should be evaluated against the vision statement, guiding principles, General Framework Map, and Character Districts Map to determine if they are in the best long-term interests of the town and its residents, businesses, and property owners.

Be a Champion of the 2040 Comprehensive Plan

The 2040 Comprehensive Plan is the culmination of an extensive and transparent community planning process that reflects many differing points of view. Southern Pines residents, business owners, visitors, and supporters participated in the process and contributed to the creation of the 2040 Comprehensive Plan. Engagement opportunities for the 2040 Comprehensive Plan update included:

1) fifty-seven community conversations;
2) eleven resident-led meetings;
3) five community workshops;
4) seven appearances at community events;
5) five office hour events in the community;
6) five meetings with a Community Advisory Committee;
7) three policy-maker briefings;
8) and a project website.

While there is something from everyone contained within these pages, not everyone can love everything in a community-wide Comprehensive Plan. Consider the big picture when thinking about the 2040 Comprehensive Plan and whether the document-as-a-whole takes Southern Pines in the right direction. This 2040 Comprehensive Plan can only succeed if the community supports bringing the vision to life!

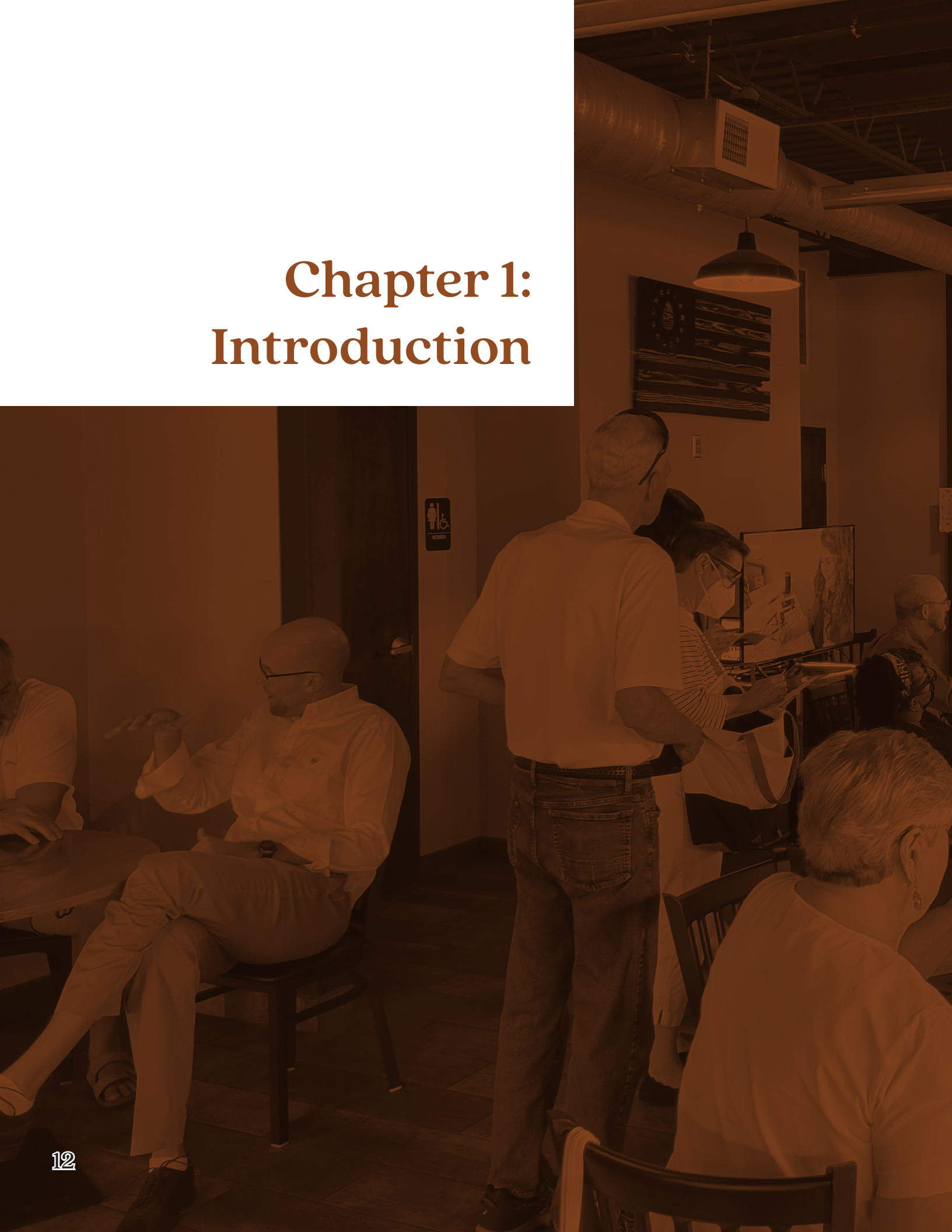
Understand the Element of Time

At first glance, the 2040 Comprehensive Plan may seem ambitious or daunting. It is important to understand not everything in the document will happen all at once and some things may not happen at all. Included are some big ideas that, if implemented, would bring about transformative change to Southern Pines likely taking years to come to fruition. Other ideas are smaller and can happen right away.

Help Make It Happen

Although we all wish our tax dollars bought us unlimited town services, the reality is that there is more work to do than staff and resources to do it. All of these great ideas take time, money, and capacity. For the 2040 Comprehensive Plan to become a reality, a large number of people must decide they care enough to stay involved, volunteer their time, and help implement the Comprehensive Plan. Serve on a town board, join a citizen task force, or turn out to support town actions that help move Southern Pines forward. Communities that work together, and work smartly, often succeed in achieving their goals.

Chapter 1: Introduction



Emphasis on Community Character

Document Organization

Enabling Legislation for Local Comprehensive Plans in North Carolina

Planning Jurisdiction

What Influences Growth and Development in the Town of Southern Pines?

Town Library of Plans and Ordinances

Plan Consistency Determination

Chapter 1: Introduction

The Town of Southern Pines has continued to experience significant growth every year since the previous Comprehensive Plan was adopted in 2016. The area's location, climate, charm, neighborhoods, and downtown attract new residents from all over the United States, and they come for the high quality-of-life provided in Southern Pines.

Cumulative growth during this time period has elicited different, sometimes strong, opinions about new development and the benefits or consequences it brings to the community. With each new wave of growth, challenges and opportunities present themselves to a community that wants to remain unique and respectful of the norms, values, history, and traditions that make Southern Pines a great place to live and do business. Recent years have seen notable amounts of growth and development by local standards. Interests are high to see the cumulative impacts of individual development approvals on the community and whether new or expanded decision tools need to be modified to better achieve stated objectives.

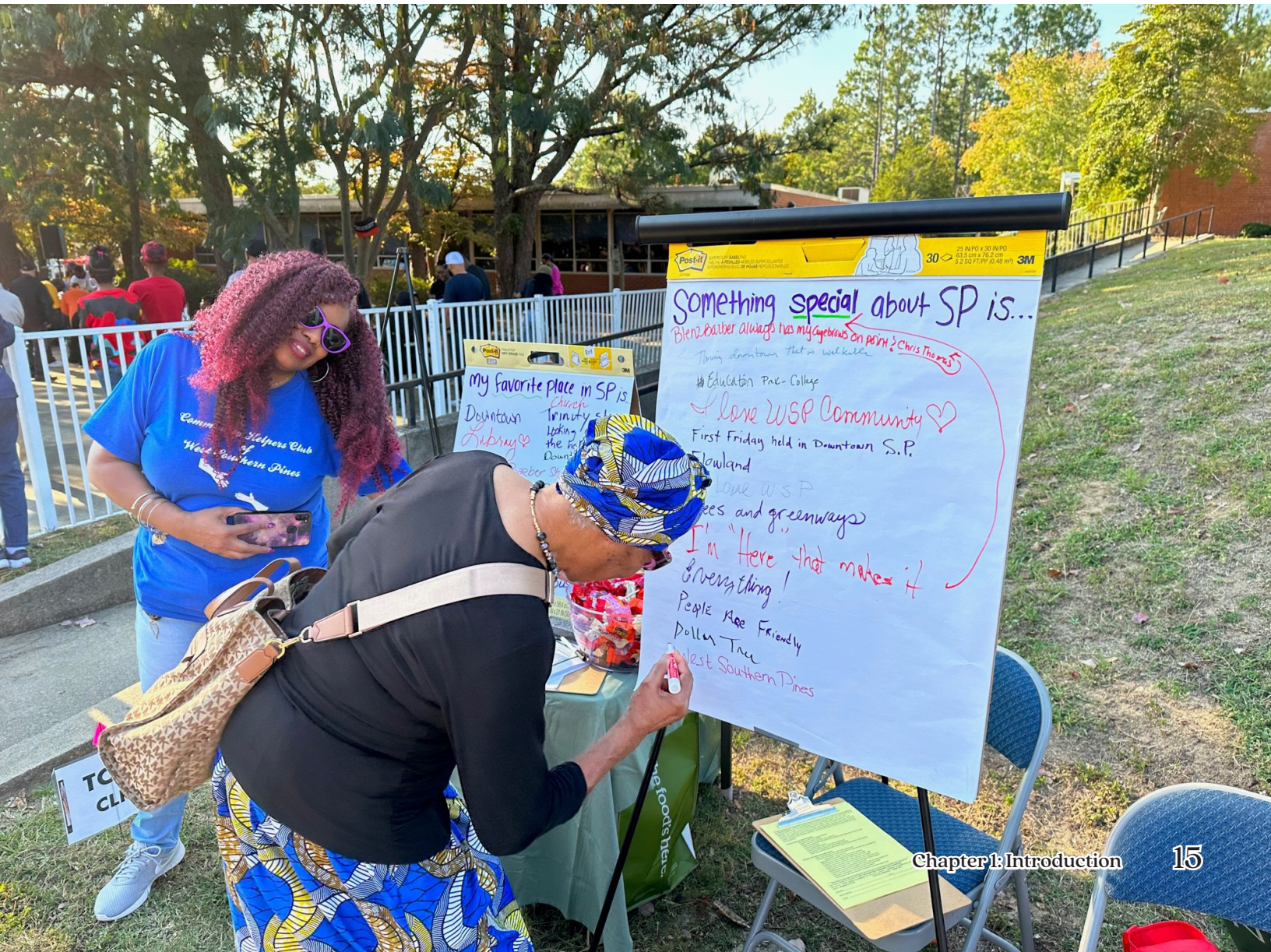
Balancing the desires of Southern Pines residents to retain the charm and character of the community in the face of increasing demands of new residents and businesses is a challenge facing the town. Managing this pressure while striving to retain, or improve upon, the characteristics that make Southern Pines a desirable place to live, work, or visit is why planning for the future is so critical at this time.

This document was developed to guide future growth, conservation, and development decisions throughout the community. It is intended to relate to other town plans, policies, and ordinances in place, or that may be developed in the future, and provide guidance to other government agencies preparing plans or programming projects that may affect the town's planning jurisdiction.

The ability to look across many topics at once is an asset for the 2040 Comprehensive Plan. It allows the opportunity to both prioritize outcomes and balance needs within the community in a single document. It moves the community to "intended outcomes" and "coordinated efforts" for the future.

The Comprehensive Plan is a visionary document, a playbook for the future, and one of the few times the community dreams big and really challenges itself to think about its long-term needs. The 2040 Comprehensive Plan helps town leaders make decisions that will guide future development towards the goals of the community. Patience may be needed for some aspects of the Comprehensive Plan to evolve as it sets a long-term vision for growth and conservation over an extended period of time (e.g., 2023 to 2040).

PRIZE LIST


Something special about SP is...
Blenz barber always has my eyebrows on point & Chris Thomas
Education Pre-College
I love WSP Community
First Friday held in Downtown S.P.
Flowland
ees and greenways
I'm "Here that makes it
Everything!
People Are Friendly
Dollar Tree
lest Southern Pines
my favorite place in SP is
Downtown
Library
Church
Trinity
Helpers Club
Southern Pines

Emphasis on Community Character

Early ideas in the planning process for the 2040 Comprehensive Plan helped reprioritize land use, development, open space, and infrastructure as contributing factors to community character. The community's emphasis on physical form and design considerations over simple land use and density criteria (i.e., demand) and available infrastructure capacity (i.e., supply) for determining the town's best path forward is a change from the past 2016 Comprehensive Plan.

The chapters that follow focus on identifying, preserving, and perpetuating desirable development patterns in the community while also making deliberate changes to areas that do not meet the community's expectations for character or sense of place. Policies and recommendations in the document manage expectations for future growth and change while preserving and enhancing the qualities and characteristics that make Southern Pines a desirable place to live, work, learn, and play. They aim to enhance the town's neighborhoods, downtown, development districts, and public spaces with an attractive mix of uses and amenities that expand the local economy, enhance social interaction, protect environmental resources, instill a unique sense of place, and improve the overall quality-of-life for residents.

Ideas about community character extend to all chapters of the 2040 Comprehensive Plan and together reinforce a unified vision for developmental evolution and a positive community image that create functional, aesthetically appealing, and people-oriented places.

Document Organization

The document is divided into five chapters: (1) Introduction, (2) Growth and Conservation Framework, (3) Supporting Infrastructure, (4) Town-Wide Concepts, (5) Town Policies and Recommendations, and (6) Plan Implementation. Each chapter is grounded in the need to promote and protect a unifying character for the Town of Southern Pines.

A series of "book reports" were created during the planning process for the 2040 Comprehensive Plan and published separately. The reports document baseline conditions and capture emerging trends for the community. Copies are available at the town's planning department.

Some chapters of the 2040 Comprehensive Plan may incorporate other town plans or studies by reference. These documents, as amended, should have the same standing and authority provided under Chapter 160D of the North Carolina General Statutes and the town's Unified Development Ordinance (UDO) as if they were physically included in the 2040 Comprehensive Plan document. More information about the 2040 Comprehensive Plan and its relationship to other town documents is presented in the Library of Town Plans and Ordinances section of Chapter 1.

Enabling Legislation for Local Comprehensive Plans in North Carolina

Chapter 160D of the North Carolina General Statutes requires local governments "reasonably maintain" a comprehensive plan for the jurisdiction to exercise its authority to adopt and enforce zoning regulations. The 2040 Comprehensive Plan should present goals, policies, and programs intended to guide existing and future physical, social, and economic considerations - which may be influenced, in part, by growth, development, or conservation measures enacted in the jurisdiction (N.C.G.S. 160D-501, Section A1).

The term "reasonably maintain" is not defined in the General Statutes; however, professional practice for comprehensive plans recommends Comprehensive Plan updates every five to ten years. The frequency of Comprehensive Plan updates may be influenced by the rate of growth or change in a community or the influence of outside forces in and around the region where the jurisdiction is located. The previous version of the Town of Southern Pines Comprehensive Plan, formally known as the Comprehensive Long-Range Plan, was adopted in 2016.

The General Statute does not require specific elements or chapters in the Comprehensive Plan. Nonetheless, topic areas to address are suggested in N.C.G.S. 160D-501(b): preferred growth and development patterns, supporting infrastructure needs, housing choices, recreation and open space opportunities, natural resource protection, historic-scenic-cultural resource preservation, and actions, items, or programs to implement the 2040 Comprehensive Plan.

Comprehensive plans in North Carolina are adopted as a legislative action by the local governing board after a recommendation is made from the local planning board. Future zoning amendments considered by the local government must include a statement of consistency with the adopted Comprehensive Plan; however, the statement is advisory in nature and not subject to judicial review.

Planning Jurisdiction

The planning jurisdiction for the 2040 Comprehensive Plan includes town limits plus the town's extra-territorial jurisdiction. Each of the geographies is described below.

Southern Pines Town Limits

The town limits of Southern Pines — its corporate limits —represent the official boundaries of the town as referenced in the original Town Charter plus any alterations (i.e., annexations) made over time (the area shaded in light green on the map on page 19). Residents living inside town limits are empowered to vote for local officials and may pay additional taxes for town services.

Southern Pines Extra-Territorial Jurisdiction

The State of North Carolina grants cities and towns Extra-Territorial Jurisdiction (ETJ) for areas outside corporate limits that are expected to be inside corporate limits sometime in the future. It is intended to allow for smoother transitions from county to town services and makes areas of the county subject immediately to the town's zoning and subdivision rules, requirements, and regulations.

All cities and towns in North Carolina may exercise ETJ for a distance of one mile from corporate limits. With Moore County approval, the ETJ may be expanded up

to two miles if the population is greater than 10,000, or up to three miles if the population is greater than 25,000. The population numbers used to determine eligibility are the most recent state-certified statistics at the time ETJ expansion is requested. The certified population of Southern Pines is currently 15,545 using data published by the North Carolina Office of State Budget and Management (2020). The certified population estimate for Southern Pines is used for distribution of state funds, and per the North Carolina Office of State Budget and Management should not be used for planning purposes. For planning purposes, the 2040 Comprehensive Plan assumes a base year population of 15,909 for town limits per Esri (2022).

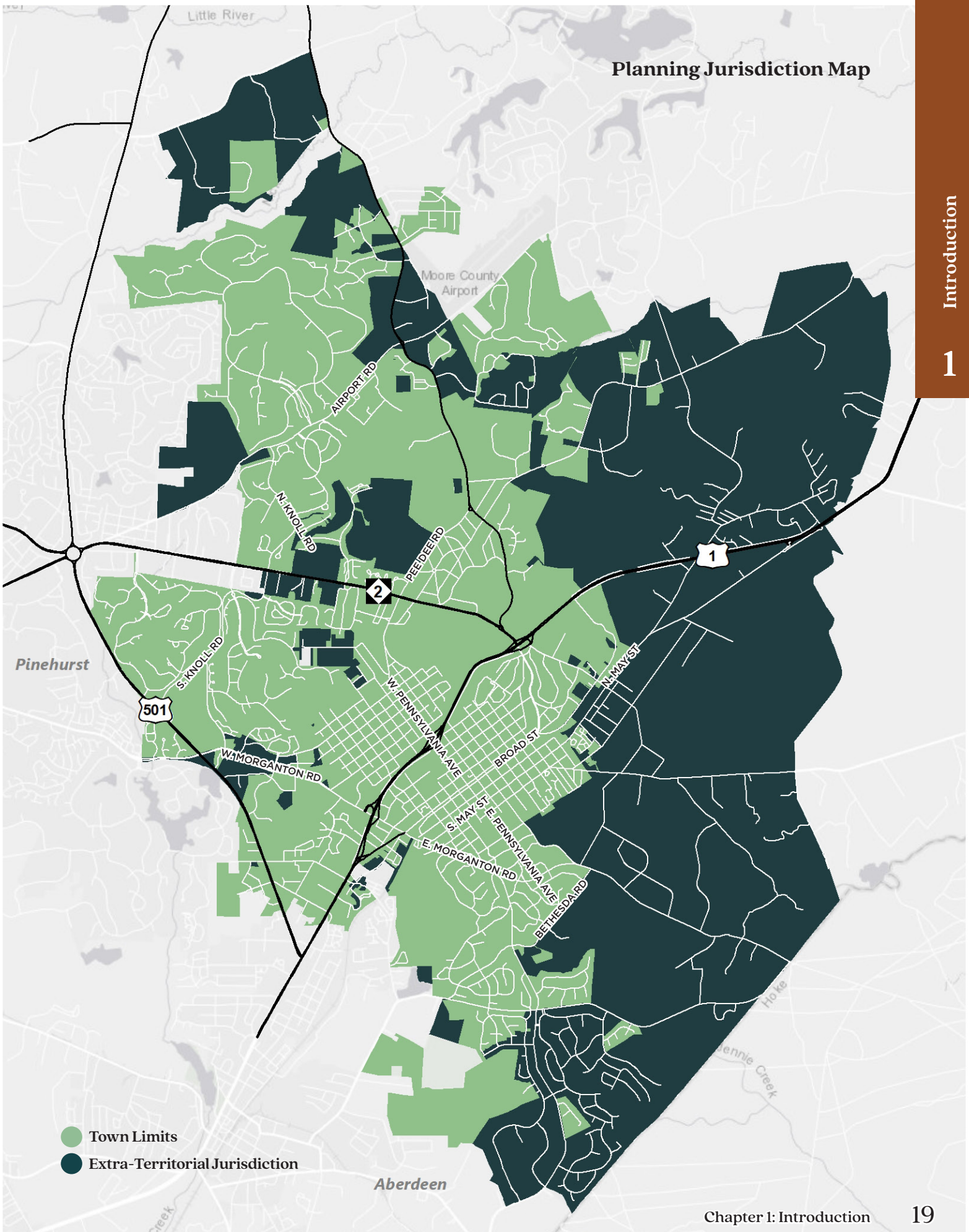
The Town of Southern Pines maintains a two-mile ETJ that was approved by Moore County in 1985 (the area shaded in dark green on the map on the next page). The two-mile buffer is reduced in some locations to recognize the agreed-upon jurisdictional boundaries with Aberdeen, Pinehurst, Whispering Pines, and Fort Liberty.

While residents living inside the ETJ may not vote for town officials that enforce local zoning and subdivision regulations, state law requires that they have representation on the Planning Board and Board of Adjustment. Given Southern Pines' irregular town limits, its two-mile ETJ is not easily described by metes and bounds. Though it is depicted graphically in maps presented in this document, users wishing to determine specific applicability are urged to contact the town's planning department for the most current map or online map service.

Southern Pines Full Planning Area

The full planning area for Southern Pines -- town limits plus the town's ETJ -- is considered for the 2040 Comprehensive Plan update including its maps and recommendations for the future.

Planning Jurisdiction Map



Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

What Influences Growth and Development in the Town of Southern Pines?

The 2040 Comprehensive Plan is a document that prepares the community for how and when development might take place and what it should look like upon completion. It also serves as the primary source of guidance for the Town Council's decisions in rezoning requests and by town staff and planning board in making recommendations regarding these decisions. Developers should reference the 2040 Comprehensive Plan for initial guidance when exploring the development potential of a property.

Development in Southern Pines — both patterns and intensities — is generally driven by five growth factors: (1) market demand; (2) local economies and growth outlooks; (3) property owners' willingness to participate; (4) government regulations and policies; and (5) the availability and capacity of infrastructure.

These factors have some degree of influence over each other and can change over time, which affect the location and type of development that is experienced in the community.

Market Demand, Available Capital, and Developer Interests

The demand for different development types, patterns, and intensities is established by future buyers or renters attracted to the area — and their purchasing power — that occupy spaces and pay different price points. Developers and private parties decide where and when to pursue a project based upon several considerations, including their own interests, market demand, available financing, and the probability of success.

Private land development is financed by banks and other institutions who establish the minimum lending criteria (and are often conservative or cautious by nature). These organizations must have reasonable confidence that a project will succeed within the community.

The Local Economy and Growth Outlook

Future development is directly influenced by the strength and resilience of the local and regional economies where the private sector takes into consideration projected employment rates, population forecasts, and the general demographics of an area before investing in new development projects.

Willing Property Owners

Property owners in Southern Pines decide whether land becomes available to develop, redevelop, or if land becomes available to acquire for permanent open space. New growth in the community is the result of property owners' interests in either selling property — whether to developers or conservation groups — or developing the land themselves.

Government Regulations and Infrastructure

Development can be either promoted or restricted through government policies to keep growth in alignment with the community's overarching vision. This can be achieved through zoning and land development controls, environmental policies, programs and protections, and through the administration of regulations by local land use boards or professional staff. Regulations and zoning restrictions control permitted uses on a parcel, allowances for height and density, and design standards. While the government has a crucial role in development, it is limited to working within the regulations available and cannot restrict or promote a project beyond the limitations provided through its ordinances, regulations, procedures, and laws.

Available Infrastructure Capacity

The delivery and location of available infrastructure capacity is an important component for development projects. If the capacity is not yet available, some projects must wait until new capacity is added from either government or third-party service providers. There are opportunities, in some cases, for developers to fund certain on-site or off-site infrastructure investments themselves to unlock available capacity and have greater control over their project timeline. Joint-funding agreements can be utilized by governments and third-party service providers to reimburse developers for expediting infrastructure projects.

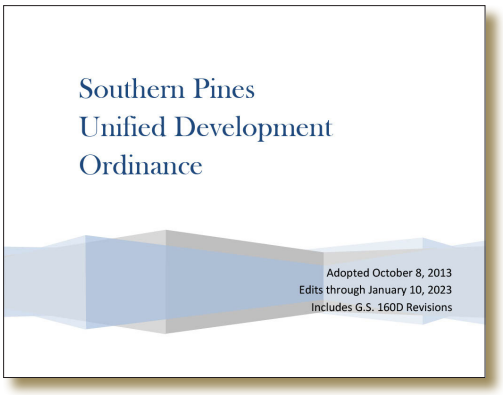
Some infrastructure in the town's planning area is provided by outside agencies or organizations (e.g., Moore County Utilities, Moore County Schools, or the NCDOT). The service providers, to varying degrees, may be more or less reactive — versus proactive — in providing new or expanded infrastructure to meet the needs of town residents. The town is limited in its abilities to prioritize or fund infrastructure improvements that are the responsibility of other service providers, which has caused frustration in the past for some town residents.

Town Library of Plans and Ordinances

Broad policies and recommendations in the 2040 Comprehensive Plan are to be implemented in more-detailed plans, studies, ordinances, or budgets that follow the 2040 Comprehensive Plan adoption. Each document will refine the big ideas and concepts presented in the 2040 Comprehensive Plan using specific rules, requirements, or initiatives needed to create greater predictability and intended outcomes in the community.

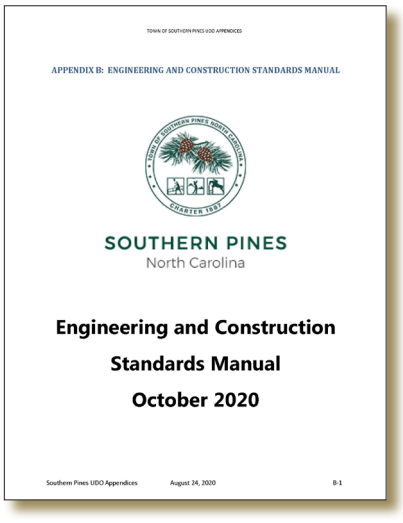
A description of plans and studies with a relationship to the 2040 Comprehensive Plan is provided below. It is assumed the rules, requirements, and standards presented in these documents will implement the maps and broad policies and recommendations presented in the 2040 Comprehensive Plan. All of the documents described below are assumed to work together to guide future growth, conservation, character, or development decisions in the town's planning jurisdiction.

The **Town of Southern Pines Unified Development Ordinance (UDO)** combines traditional zoning and subdivision rules and requirements, site design guidelines, sign regulations, watershed and floodplain protection measures, historic district regulations, and other types of development regulations into a single document. It generally implements broad policies and recommendations in the Comprehensive Plan in great detail, and transitions from "suggestions" in the Comprehensive Plan to "laws" in the UDO.



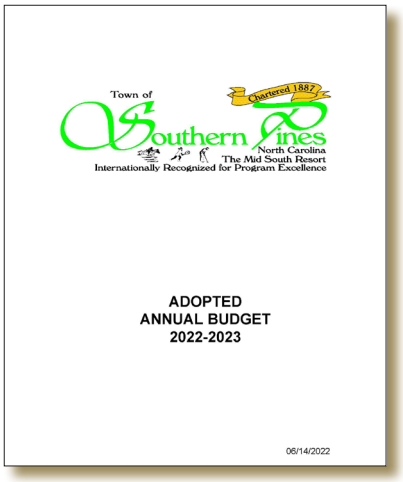
Updates to the UDO should consider the preferred community character and future land uses summarized in the 2040 Comprehensive Plan, which may include new zoning districts or design requirements to implement intended outcomes expressed in the Comprehensive Plan.

The **Town of Southern Pines Engineering and Construction Standards Manual** supplements the UDO and provide specific information to ensure new development is designed and constructed in accordance with minimum town standards. An update to the manual and its standard details should consider the preferred community character and future land uses summarized in the Comprehensive Plan and the level of information needed in the document to help ensure streets and stormwater features are classified and designed to reinforce an intended character, sense of place, or preferred mode of travel.



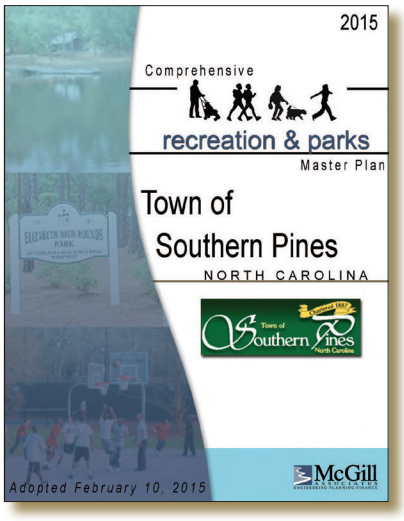
The **Town of Southern Pines Annual Budget** includes capital project funds identified to guide future financial decision-making and the coordination of major public investments in town infrastructure. The capital project lists should be consistent with and implement recommendations from the 2040 Comprehensive Plan.

Updates to the annual budget should consider recommendations and official maps in the Comprehensive Plan, and adjust, as necessary, the funding and timing of capital projects to support the type, location, pattern, and intensity of development envisioned on the future land use map or the character district map.



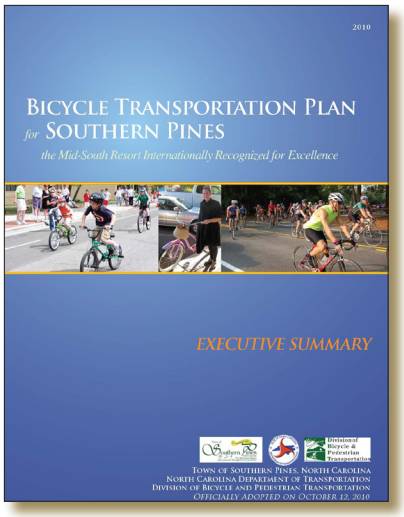
The **Town of Southern Pines Comprehensive Recreation and Parks Master Plan** was completed in 2015 and provides a framework for future park and recreation planning to meet the needs of a growing community. It includes a recreation needs assessment, list of goals and recommendations, and an implementation plan to improve and expand services to town residents.

An update to the master plan should consider the role of parks, recreation, and greenways for reinforcing the preferred community character and future land uses summarized in the 2040 Comprehensive Plan, and the level of information needed in the master plan document to help secure new parks, plazas, recreation facilities, and greenways as part of the development review and entitlement process.



The **Town of Southern Pines Bicycle Transportation Plan** was completed in 2010 and provides a framework for improved bicycle infrastructure to meet the needs of a growing community. It includes a bicycle network concept map, recommended bicycle facilities, and project detail sheets for implementation. An update to the bicycle transportation plan should consider recommendations for moving people — versus simply automobiles — in the community.

Small area plans may be prepared by town staff or their hired consultants sometime in the future, which will provide more detailed information for a specific geography within the town's planning jurisdiction. Upon adoption of a small area plan, the future land use map or character district map in the 2040 Comprehensive Plan should be amended as needed to be consistent and the small area plan should be referenced formally in the 2040 Comprehensive Plan via text amendment to strengthen its findings and recommendations.



Comprehensive Plan Compliance Determination

One or more town actions in the future may require a Comprehensive Plan compliance determination which compares the action, investment, or decision under consideration against the vision, principles, maps, policies, and recommendations presented in the 2040 Comprehensive Plan to determine if there is or is not support in the document for the item under consideration. A determination is most often presented in a town staff report, grant application, or monitoring report.

Future zoning amendments considered by the town must include a statement of consistency with the adopted 2040 Comprehensive Plan to comply with Chapter 160D of the North Carolina General Statutes; however, the statement is advisory in nature and not subject to judicial review.

Below are a few examples of actions in the town that should be informed by the Comprehensive Plan. Some of these actions may require a formal Comprehensive Plan consistency statement presented as a guide for the decision-making process.

Comprehensive Plan Text Amendment

From time to time, it may be appropriate to propose changes to the text presented in the 2040 Comprehensive Plan document. For example, new information available in future years may generate a need to fine-tune the language used for a specific policy or recommendation. In these cases, the sponsor of a text amendment to the 2040 Comprehensive Plan should evaluate consistency of the proposed change with the vision statement presented in the Plan Synopsis and the guiding principles presented in Chapter 2.

Changes to the vision statement and guiding principles presented in the 2040 Comprehensive Plan should be avoided between full updates to the Comprehensive Plan performed every seven years.

Comprehensive Plan Map Amendment

It may also be appropriate to propose amendments to maps presented in the 2040 Comprehensive Plan as a response to changing conditions: physical-, policy-, or market-driven. In these cases, the sponsor of the map amendment should evaluate consistency as follows:

- Map amendments should be generally consistent with the vision statement, guiding principles, policies, and recommendations presented in the 2040 Comprehensive Plan.
- An amendment to the Conservation and Development Map should not be in conflict with the big picture ideas and growth concepts presented in the General Framework Map.
- An amendment to the supporting infrastructure maps presented in Chapter 3 — parks and open space, greenways and trails, fire protection, police protection, water service, sewer service, transit, or roads — should be reasonable to meet the demands for service generated by the preferred development types, locations, patterns, and intensities presented on the Conservation and Development Map.

Changes to the General Framework Map and Character Districts Map presented in the 2040 Comprehensive Plan should be avoided between full updates to the Comprehensive Plan performed every seven years.

Development Application, Rezoning

State law requires a statement of consistency with the Comprehensive Plan to accompany a rezoning application. Applicants are advised to prepare a statement of consistency with the Comprehensive Plan as a part of their rezoning application submittal, which will

be reviewed by town staff during their formal review of the application.

An applicant for a rezoning request should implement items presented in the 2040 Comprehensive Plan as follows:

- The request should further the town's commitment to the vision statement and guiding principles presented in the 2040 Comprehensive Plan, recognizing that strict compliance with all thirteen principles simultaneously may necessitate a choice or prioritization of different principles. While balancing competing interests, it is the intent of the 2040 Comprehensive Plan and its guiding principles to protect the health, safety, welfare, and prosperity of the community in all of its decision-making.
- The request should be consistent with the big picture ideas and growth concepts presented in the General Framework Map.
- The request should be consistent with the future land use category presented in the Conservation and Development Map for the site location. If not, a justification should be made as to why the map should be changed.
- The request should demonstrate compliance with the intent of the specific character district where the change is proposed including but not limited to the different building and site design considerations for each character district presented in Chapter 2.
- The request should consider the board recommendations and system maps presented for supporting infrastructure in Chapter 3, and incorporate features or facilities presented on the maps as a component of the proposed rezoning condition (e.g., accommodate a greenway or trail corridor on the site if one is proposed as part of the larger town-wide system presented in Chapter 3).
- The request should demonstrate through a narrative in the zoning application how the change implements one or more of the town-wide planning concepts presented in Chapter 4. The applicant may elect to include an analysis, figures, or maps to accompany the narrative if it benefits the presentation of information.
- The request should identify specific policies and recommendations in Chapter 5 that are positively impacted by the zoning change. It should also acknowledge instances where the spirit and implementation of the policies and recommendations presented in Chapter 5 may be negatively impacted by the proposed change.

Town staff should prepare an independent evaluation of the rezoning application using the same criteria presented in the bullets above.

Development Application: Other

Other development applications considered by the town may require a statement of consistency with the Comprehensive Plan. If required by town regulations, the applicant should demonstrate compliance with the Comprehensive Plan in a similar manner to the bullets presented previously for a rezoning application. The town acknowledges that only a subset of the considerations presented for a rezoning application may apply to a specific development application category. Schedules and forms provided by the town for different development applications should clarify requirements to determine Comprehensive Plan consistency, as appropriate.

Town staff should prepare an independent evaluation of the development application using the same criteria imposed on the applicant.

Grant Application

A grant application may benefit from demonstrating compliance with the town's Comprehensive Plan, citing specific examples for how grant funds received may help implement specific policies or recommendations in the document.

Capital Improvement Plan, Candidate Project Assessment

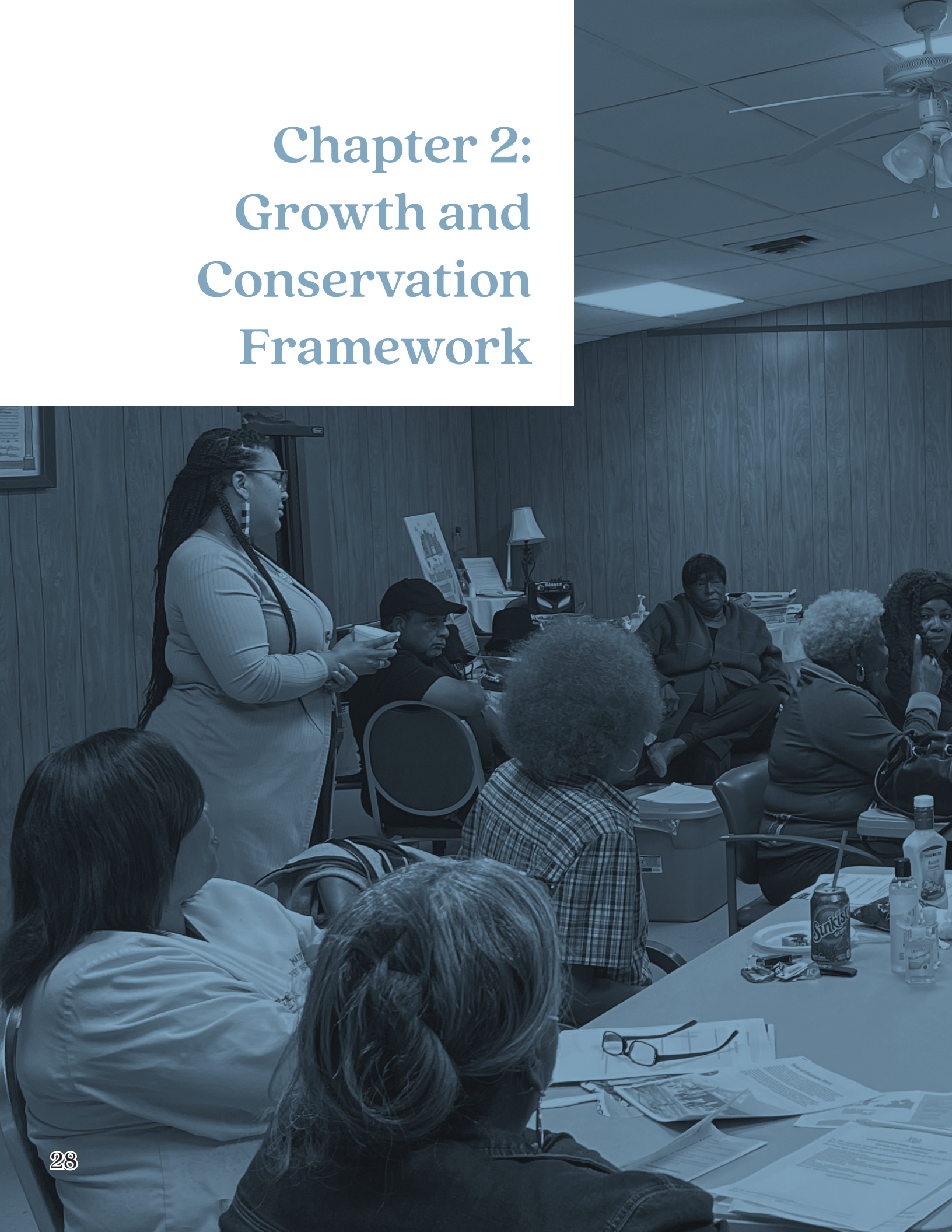
A statement of Comprehensive Plan consistency for capital projects considered for the town's Capital Improvements Plan (CIP) would reinforce a direct connection between land use and development (i.e., demand for services) and the infrastructure needed to support it (i.e., services supplied). Preparing this information during updates to the CIP document should inform the prioritization process for Town Council.

Partnering Activities

Town officials may cite compliance with the 2040 Comprehensive Plan for town resolutions prepared in the future. For example, a town resolution to support the S-Line passenger rail project by the North Carolina Department of Transportation, Rail Division should cite town-wide concepts in Chapter 4 and specific policies and recommendations in Chapter 5 that would benefit from construction of the S-Line in Southern Pines.

FUTURE GROWTH
Station
#4
Purpose
Open Space (public or private)
Rural Residential
Single Family Detached Homes
Multifamily Homes
General Office Uses
General Retail Uses

Chapter 2: Growth and Conservation Framework



Guiding Principles

Community Growth Considerations, 2022 to 2040

General Framework Map

Conservation and Development Map

Conservation and Development Map Categories

Conservation and Development Map Category Crosswalk

Character Districts Map

Character Districts

Building and Site Design Considerations for the Character Districts

Focus Area Studies

Chapter 2: Growth and Conservation Framework

The town believes purposeful, proactive planning for its future will lead to a more sustainable community where the natural and built environments co-exist and complement one another. Guiding Southern Pines to a successful future requires a careful balance between supporting growth and development while promoting conservation and land preservation. A diversified development strategy for the community will respect the town's identity and heritage while at the same time being opportunistic and embracing change if it furthers the community's shared vision for the future.

Chapter 2 of the 2040 Comprehensive Plan presents the town's Growth and Conservation Framework. The Growth and Conservation Framework provides a clear guide for shaping preferred development and conservation initiatives in the community. It directs general development and redevelopment activities that should inform decisions about infrastructure investments and initiatives to protect natural and cultural resources. Managing decisions in accordance with the framework should result in a higher quality-of-life for current and future residents, a more diverse local economy, and fiscal sustainability.

Guiding Principles

Twelve guiding principles are presented in the 2040 Comprehensive Plan to expand upon the shared vision statement presented earlier in the document. The principles are critical to preserving and enhancing a high quality-of-life for town residents and to position town leaders well for the future as markets, technologies, and demographics change over time.

Guiding Principles included in this document are rooted in the vision statements presented in the 2016 Town of Southern Pines Comprehensive Plan. They were rebranded as guiding principles, and refined or expanded based on 1) new opportunities for the town not considered during the previous Comprehensive Plan update, 2) the need for more detailed preference statements to influence intended outcomes, or 3) comments received from residents during the planning process to develop the 2040 Comprehensive Plan.

The means by which the town achieves the community's broad goals may evolve over time, but the guiding principles themselves should endure for generations. Changes to policies or direction considered for the town planning jurisdiction should be evaluated against both the shared vision statement and the guiding principles to determine if they are in the best long-term interests of Southern Pines and its residents, businesses, and property owners. One guiding principle is no more important than the others, rather they are all interrelated and interdependent acting as an organizing element for the 2040 Comprehensive Plan.

The Town of Southern Pines Town Council recognizes that opportunities in the future may bring into conflict full and simultaneous implementation of the twelve principles and necessitate a choice or prioritization of different principles, or the policies and recommendations that implement them. While balancing competing interests, it is the intent of the 2040 Comprehensive Plan and its guiding principles to protect the health, safety, welfare, and prosperity of the community in all of its decision-making.

Guiding Principles

Strength and Conviction

Town leaders should be bold, lead with purpose, and take proactive steps to plan for the community's future.

Diversity, Equity, and Inclusivity

Promote a welcoming, inclusive, and diverse town for residents, businesses, and visitors that recognizes not everyone starts from the same place and that intentional and unintentional barriers exist in peoples' daily lives. Related to town business, promote equal access to opportunities and resources for all town residents and businesses.

Transportation

Provide a safe, reliable transportation system that balances all modes of travel; including walking, biking, public transit, rail, and cars.

Consider land use and infrastructure investments together, promoting a network of complete, connected, and walkable streets that emphasize the quality and character of both the street design and surrounding development pattern.

Safeguard the town's transportation connections to important destinations outside of Southern Pines and work with partners in the greater region to build an efficient and multimodal regional transportation system.

Land Use

Encourage a mix of land uses and development intensities in accordance with the town's General Framework Plan presented in Chapter 2 that promote economic development, sense of place, social interaction, community-building, and the efficient use of town facilities and services.

Emphasize the development of unique activity centers throughout the community that vary in scale, use, and intensity. Also, proactively plan for the neighborhoods and public spaces adjacent to activity centers that make the entire community more vibrant and connected.

Community Facilities and Services

Continue to improve quality-of-life for all residents of Southern Pines by maintaining and expanding facilities and services (i.e., infrastructure) to meet current and future demands including: water, sewer, roads, parks, police, and fire, while ensuring elected officials are good stewards in allocating finances toward town-provided services that promote a high quality of-life.

Focus infrastructure investments in identified areas on the General Framework Map, and maintain a strong partnership with outside service providers to ensure infrastructure capacity is available to support intended growth and development depicted on the Conservation and Development Map.

Home and Neighborhood Choices

Protect the character and quality of existing neighborhoods in Southern Pines. Promote distinct, safe, and vibrant neighborhoods in the town planning jurisdiction that provide greater access to a diverse range of housing types and price points for current and future residents including young adults, families, retirees, and seniors. Organize new neighborhoods around a continuous and connected system of open space that represents a prominent feature of the development.

Guiding Principles

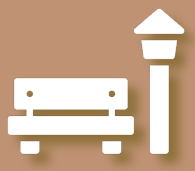
Natural Environment

Promote and preserve Southern Pines' green advantage including air quality, ponds, streams, wetlands, woodlands, and tree canopy, and the services they provide. Create an interconnected network of green space that conserves critical natural areas, provides recreation linkages, protects water quality and quantity (e.g., stormwater), and contributes to the identity and sense-of-place within the community.

Parks, Recreation, and Open Space

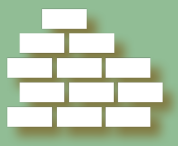
Promote and expand opportunities where people can be more involved in an active community lifestyle represented in part by the presence of high-quality parks and recreation facilities located near where residents live and work, and the bicycle and pedestrian connections between them.

Capitalize on connections to open space and natural areas throughout the greater Southern Pines, Pinehurst, and Aberdeen region, and work with partners in the region to increase system size, connections, and cohesiveness.



Community Design

Celebrate a distinct brand and sense of place that is uniquely Southern Pines, while tapping into the talent and creativity of the people that shape it — residents, business owners, property owners, developers, or planning and design professionals — to keep things relevant and authentic. Emphasize community character and high-quality-design ideas that make Southern Pines distinct from surrounding communities.



Infill Development and Redevelopment

Promote infill development and redevelopment activities for vacant and under-utilized areas of Southern Pines. In doing so, prioritize the transformation of older properties throughout the town's planning jurisdiction that might not be economically viable in the decades to come.

Economic Vitality

Create a competitive advantage for economic development in Southern Pines based on place-making, which promotes, in part, high-quality and desirable places to live, work, and visit as a means to attract top-level businesses and their employees. Investments that make the town a more vibrant place also create a stronger local economy that appeals to a wide range of skilled and educated workers. Future investments to support place-making as economic development should realize fiscal benefits for town residents by seeking to improve the tax base, promote economic development and investment, and increase access to diversified employment opportunities in the town's planning jurisdiction.

Long-Term Financial Stability

Remain a town dedicated to delivering excellent municipal services to the community in a financially-responsible manner — especially in terms of evaluating opportunities that increase local revenues to maintain a high quality-of-life for residents in Southern Pines.

Community Growth Considerations, 2022 to 2040

The town's ability to maximize its opportunities and minimize its challenges is shaped, in part, by 1) land available to accommodate new uses and associated buildings and spaces, 2) the type, size, and location of supporting infrastructure, and 3) the community's interests in protecting small-town charm, rural character, and environmentally-sensitive areas. Southern Pines has reached an inflection point with this 2040 Comprehensive Plan, where limited land supply, expensive infrastructure investments, and community values prompt considerations for new patterns of land development and natural resource conservation.

Historically a desirable location for households, the town has continued to grow and is projected to witness strong demand for new spaces through 2040. A market assessment was completed to inform the planning process for the 2040 Comprehensive Plan. It quantified future demand for new retail, office, and industrial square feet and different residential dwelling unit categories. Generally speaking, the market assessment concluded that Southern Pines is in a very strong market — a condition where demand for new growth far outpaces available supply — and that the challenge for the town will be managing opportunities in terms of what best improves residents' quality-of-life and creates a stronger, more sustainable economy with the limited amount of land left to develop or redevelop in the future. It is reasonable to assume Southern Pines will remain a desirable place to live so long as investable development rights are afforded to private property owners and future development sufficiently protects the character of the community that makes it desirable.

Strong interest and market demand in Southern Pines are evident in the amount of committed development noted in the planning jurisdiction. As of October 2022, the town is expected to see significant growth in the near-term: 378,376 square feet of retail development; 170,400 square feet of office development; 133,100 square feet of industrial development; 432 new single-family detached homes; 224 new townhomes; and 1,268 new apartments.

Along with this growth comes the need for supporting infrastructure, such as schools, parks, public art, utilities, and transportation investments. The type, location, timing, and capacity of infrastructure in the community will be critical to local initiatives to manage the amount of growth and development that will — or will not — occur in Southern Pines. Concentrating new growth in targeted areas should maximize the benefits of infrastructure improvements and potentially change some behaviors related to how residents interact with nearby development.

Given diminishing land supply and community character preferences, the 2040 Comprehensive Plan continues to promote infill development and redevelopment concepts to minimize land disturbance. Infill development or redevelopment may involve the demolition of existing buildings to make way for new. The addition of new buildings on lots that already have structures, allows construction of one housing unit on a dimensionally non-conforming lot, or the re-use of a site (e.g., a parking lot).

The 2040 Comprehensive Plan also embraces mixing uses to minimize land disturbance, where places to live are located near places to work, shop, and dine. These types of mixed-use, walkable (re) developments are called "activity centers" in the Comprehensive Plan and are limited in number and location. Specific locations depicted on the General Framework Map in Chapter 2 promote more predicable growth patterns for mixed-use development over the planning horizon.

Strong market demand anticipated through 2040 should put town officials in a position of strength when evaluating new development proposals and increase their influence on the use, design, and character of new development built in the community. The time is right for the town to demand what they want in terms of future (re)development and ensure that individual projects in the town reinforce the shared vision, guiding principles, and important themes presented in the 2040 Comprehensive Plan.

The community growth considerations for 2040 represent a slower pace of growth compared to the last two years reported by the U.S. Census Bureau: 3.4 percent per year between 2020 and 2022 (Triangle Business Journal, 2023). The slower and steadier pace of growth acknowledges limited land remaining for development, new preferences for (smaller) multi-family development, greater emphasis on land set aside for open space and environmental stewardship, and conservative assumptions for building new or expanded infrastructure to keep pace with new development.

The 2040 Comprehensive Plan assumes a two-percent annual growth rate for the planning horizon — 2022 to 2040 — for all categories. Build-out of vacant lots in existing single-family neighborhoods, and build-out of the committed development inventory reported for October 2022, are assumed to occur within the growth considerations presented for the planning horizon. The Conservation and Development Map in Chapter 2 was created, in part, to meet the land development requirements associated with the community growth targets.

A two-percent growth rate used for the 2040 Comprehensive Plan is consistent with the growth assumptions used for the 2016 Town of Southern Pines Comprehensive Plan.

19,089 (2022)
27,264 (2040)

Population Projections for the Planning Jurisdiction *(people)*

969,555 (2022)
1,241,555 (2040)

Industrial/Flex Development Projections for the Planning Jurisdiction *(square feet)*

10,390 (2022)
16,639 (2040)

Housing Unit Projections for the Planning Jurisdiction *(dwelling units)*

1,847,076 (2022)
2,407,954 (2040)

Retail Development Projections for the Planning Jurisdiction *(square feet)*

10,111 (2019)
12,461 (2040)

Employment Projections for the Planning Jurisdiction *(number of jobs)*

707,616 (2019)
874,516 (2040)

Office Development Projections for the Planning Jurisdiction *(square feet)*

General Framework Map

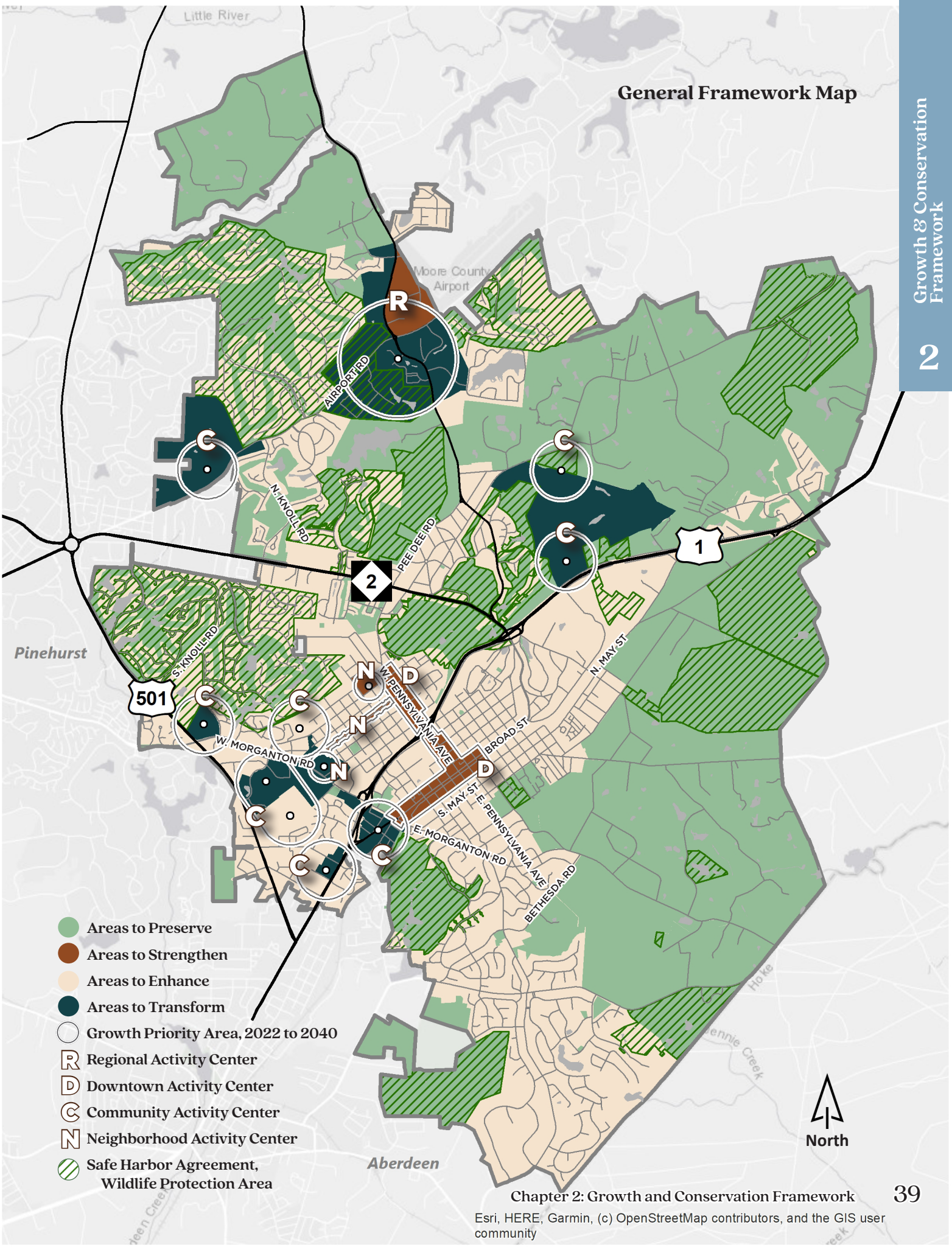
Town leaders understand that purposeful, proactive planning for growth and development will result in a stronger local economy, greater financial sustainability, and a better quality of life for existing and future residents. This section of the 2040 Comprehensive Plan describes the town's General Framework Map, which should guide broad growth decisions, infrastructure investments, infill development and redevelopment initiatives, open space protection, and general town policy revisions.

The General Framework Map provides a means to quickly organize and illustrate a hierarchy of growth and conservation priorities for town leaders to start implementing immediately. Commitment to the General Framework Map will 1) bring public and private decision-making processes closer together, 2) leverage town resources with other public and private investment dollars, 3) manage the amount and timing of new infrastructure required to support future development, 4) implement a town-wide strategy for identifying and securing open space, and 5) increase the town's influence in future development decisions that directly impact quality-of-life for everyone living in the area.

The General Framework Map should remain constant, and keep the town on a focused path for success. Categories assigned to the map guide where and to what extent open space and intended growth areas should be encouraged and directed in the community. Categories were assigned to the planning jurisdiction based on a number of factors, including: environmental qualities, cultural value, available infrastructure, and previously developed centers, corridors, and neighborhoods.

Four high-level initiatives are presented in the General Framework Map: areas to preserve, areas to strengthen, areas to enhance, and areas to transform. Each initiative is described below with a general objective, important considerations, and targeted treatments summarized for moving things forward. The map and category descriptions quickly set expectations for residents, elected officials, developers, land owners, and infrastructure providers in terms of the amount of change to expect for an area — less change or more change — and intended development intensity — lower intensity or higher intensity — over the twenty-year planning horizon.

General Framework Map



Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

Areas to Preserve

Areas to Preserve safeguard rural and environmentally-sensitive lands. They also provide meaningful opportunities to link residents with parks, recreation facilities, and nature. Future development is limited in these locations to protect open space, natural areas, and rural viewsheds in the community with the exception of horse farms, homes on very large lots scattered throughout the countryside, park-related activities, and cross-town trails or greenways.

Areas to Preserve also include historic properties and cultural resources — areas of particular historic or cultural significance for the town that may or may not be officially designated as a place of value at this time — where protection of historic or cultural integrity is paramount and new buildings are sensitively-designed for the area's context.

Areas to Strengthen

Areas to Strengthen represent places that already have positive momentum in the right direction but may need some additional, intentional support to overcome specific hurdles preventing them from reaching their full potential. They include downtown Southern Pines and the corridors leading to it, land immediately west of Moore County Airport, or once-thriving districts and destinations in West Southern Pines that protect the town's character and some of the important aspects for what makes it a special place. Physical improvements in all Areas to Strengthen should build upon, and contribute to, their continued success.

Areas to Enhance

Areas to Enhance include existing developed areas — established residential neighborhoods, employment hubs, or retail centers — that are now stable, but should consider small-to-medium improvements over the long-term to keep up with changing economics, technologies, consumer preferences, or age-related wear and tear. These areas are not likely to witness wholesale redevelopment but could benefit from limited infill development or precise, tactical improvements capable of meaningfully enhancing the quality-of-life for the people that inhabit those areas.

Infill development in neighborhood enhancement areas should be small-scale and ancillary to the primary use on the property (e.g., an accessory dwelling unit or accessory commercial unit as prescribed on pages 70 or 76). Changes to properties in neighborhood enhancement areas should be sensitive to the uses, densities, location, character, and views from surrounding homes and neighborhoods. Deeds, covenants, or restrictions in some neighborhoods may preclude outright certain ideas for infill development contemplated by a property owner. Infill development in retail and employment enhancement areas should provide jobs and services for nearby residents and the larger community.

Areas to Transform

Areas to Transform provide opportunities to re-imagine Southern Pines' future, and introduce new, energized activity areas that provide key locations for new employment centers, shopping centers, entertainment areas, and upper story or adjacent residential units in appropriate locations. In the context of redevelopment, these areas require more deliberate planning and phasing to keep them viable over longer periods of change. However, once completed, redeveloped areas have the potential to serve as new and reinvigorated activity centers for the whole of Southern Pines.

Growth Priority Areas, 2022 to 2040

The General Framework Map also presents a limited number of growth priority areas for the planning horizon. Together, the growth priority areas represent a strategy of 1) infill development in and around downtown, 2) reinvestment in West Southern Pines, 3) redevelopment of aging shopping centers on U.S. 1 and U.S. 501 to become mixed-use areas, and 4) purposeful and incremental expansion of town infrastructure north to areas destined to become large, mixed-use communities where residents might live, work, learn, and play in close proximity. Limited resources to plan for and construct new infrastructure should be mindful of the growth target areas for the eighteen-year planning horizon (2022 to 2040). Infrastructure providers outside of Southern Pines should be encouraged to prioritize investments in these areas to support future growth and development.

Regional Activity Center (R)

Regional activity centers emphasize traditional mixed-use development principles, including a concentration of employment uses in a discernible center with large- and small-scale retail uses intermixed in the same buildings or nearby blocks to support employees' daily needs. In larger developments, the employment center may be surrounded by one or more neighborhoods that support a variety of home types and lot sizes, including live-work units. Some regional activity centers may include residential units above office, retail, or educational uses in the same building. A regional retail activity center should become a symbol for the larger region.

Downtown Activity Center (D)

Town leaders are committed to promoting the historic downtown as a focal point in the community. Plans, programs, and projects identified for the area should encourage mixed use, walkable development for in-town living and provide ample public space for the community to come together for major events, evenings out, etc.

Long-term, downtown should be expanded to 1) include the area on Pennsylvania Avenue west of U.S. 1 to Gaines Street in West Southern Pines, and 2) include the area on Broad Street south of Massachusetts Avenue to Morganton Road. Ideas to eliminate some of the physical or psychological divides between the two areas will be needed in the future. Ideas may include, but are not limited to, opportunities to increase the number and quality of crossings over U.S. 1, and consistent design elements or treatments on both sides of U.S. 1 that better reinforce a single, unified district.

Community Activity Center (C)

Community activity centers should include a mix of land uses that serve multiple nearby neighborhoods (e.g., grocery store, restaurant, book store, school, or multitenant building). A discernible center or corridor in the development should include a main street, park, square, or plaza.

Anchor businesses for the activity center should front on the center or corridor. Secondary buildings should also front on the center or corridor and be pulled close to the street with wide sidewalks in front. Small-scale, compact businesses should radiate from the center or corridor and include public gathering places for the community in multiple locations. Large multi-tenant building footprints should be broken up with alleyways or breezeways to facilitate shorter walking distances.

Residential units or office space may be found above storefronts. Homes in and surrounding the center of development may offer several choices to live in and experience the activity center — including, but not limited to, "missing middle" home choices such as townhouses, duplexes, triplexes, or quadplexes — and accessory dwelling units.

Some areas identified as community activity centers are currently suburban shopping centers: Pinecrest Plaza or the Brucewood Road Shopping Center. Transformation of these areas to support mixed-use development would require deliberate planning and phasing to keep the areas viable during their transition.

Neighborhood Activity Center (N)

Neighborhood activity centers try to locate civic, retail, or institutional destinations close to residential neighborhoods. Each activity center is expected to be "neighborhood-serving" with land uses

that meet the daily needs of nearby residents. Their proximity to neighborhoods requires that operations be low-intensity, unobtrusive, and at a scale and design compatible with nearby residential development. The design of neighborhood activity centers should transition between residential and non-residential uses and include safe and convenient pedestrian and bicycle access for nearby residents.

Sites should also effectively minimize the impact of cut-through traffic on nearby neighborhood streets by orienting vehicle access, circulation, etc. away from adjacent residential neighborhoods.

Safe Harbor Agreement, Wildlife Protection Areas

A Safe Harbor Agreement (SHA) is a voluntary agreement between private landowners and the U.S. Fish and Wildlife Service to protect habitats for endangered or threatened species. In this case, the agreements were made to support the local red-cockaded woodpecker population. Land indicated on the General Framework Map as a SHA wildlife protection area should be protected in accordance with the individual agreements in place regardless of the assigned high-level initiative (i.e., areas to preserve, areas to enhance, areas to strengthen, or areas to transform).

Conservation and Development Map

The Conservation and Development Map — analogous to the Future Land Use Map in the 2016 Town of Southern Pine Comprehensive Plan — depicts preferred development types, locations, patterns, styles, and intensities for the planning jurisdiction assuming full build-out of the community. It also provides a physical framework to more effectively realize the shared vision and guiding principles presented in the 2040 Comprehensive Plan. Some recommendations for the Conservation and Development Map are somewhat bold, and set a long-term vision for a more diverse development portfolio in Southern Pines that is 1) forward-thinking, 2) protective of existing neighborhoods, 3) focused on economic development via strategic place-making investments, 4) mindful of supporting infrastructure, 5) aware of residents' quality-of-life, and 6) economically viable and financially sustainable for the town.

The Conservation and Development Map is largely implemented through the town's Unified Development Ordinance (UDO) and official Zoning Map. Some areas on the Conservation and Development Map reflect what currently exists today, some are more aspirational in nature, and others are a mix of what exists today and what could be in the future. The categories depicted on the Conservation and Development Map are described on pages 47 to 59. They articulate how specific areas should develop in the future in keeping with the shared vision for the community.

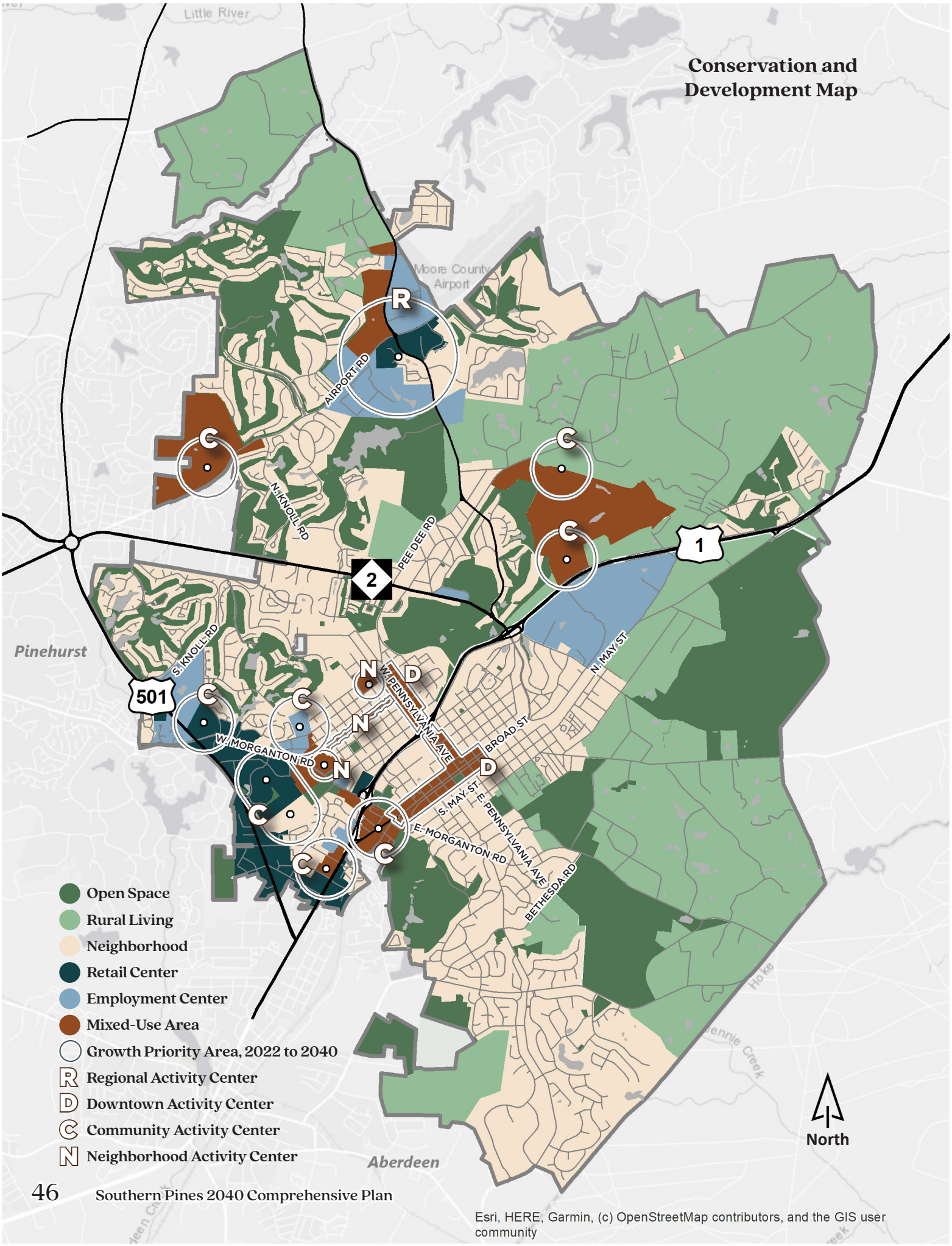
The Conservation and Development Map and its future land use category descriptions serve as the foundation for near-term revisions to the town's UDO, which should ensure rules and regulations are consistent with the vision for conservation, character, and development presented in the 2040 Comprehensive Plan. More information on the relationship between Conservation and Development Map categories in the 2040 Comprehensive Plan and zoning districts in the UDO is provided on pages 62 and 63.

Some employment or retail centers or mixed-use activity areas envisioned for the Conservation and Development Map may take longer to implement compared to building more suburban-style residential neighborhoods, apartment complexes, or shopping centers. However, the benefits of these uses to safeguard and promote the long-term viability of Southern Pines as a leading community in the Southern Pines, Pinehurst, and Aberdeen region is worth the wait. In addition, build-out of the Conservation and Development Map is a long-term endeavor, whereby it might be several decades before all of the land in the planning jurisdiction is developed, redeveloped, or preserved. Town officials should influence the timing, magnitude, and location of growth in the planning jurisdiction using local infrastructure investment policies, land use regulations, and partnerships with regional service providers.

From time to time, revisions to the Conservation and Development Map may be needed to reflect new realities in the future. Changes considered to the map should be evaluated against the shared vision, guiding principles, and General Framework Map presented earlier in the document to determine if the town's best interests are improved because of the proposed change.

Town officials should also evaluate proposed changes to the map using an "if-then-what-else" approach to decision-making, whereby potential ripple effects or unintended consequences associated with a proposed change are evaluated to see what else might be impacted as a result. For example, categories assigned in the Conservation and Development Map may need to be revised if the town or their partners decide to support a major economic development decision, or if a regional or state agency programs improvements for the area not previously anticipated in the 2040 Comprehensive

Plan. Amendments to the Conservation and Development Map should be considered automatic if the Town Council makes a zoning decision that is inconsistent with the map. In this case, the motion to make a zoning decision should be accompanied with the appropriate new future land use category to assign on the map. Other amendments requested for the Conservation and Development Map should follow a public process involving both the Planning Board and Town Council consistent with Chapter 160D-601 in the North Carolina General Statutes. Resident input on changes to the Conservation and Development Map should be considered throughout the amendment process.


Conservation and Development Map
Little River
Moore County Airport
AIRPORT RD
N. KNOLL RD
PEE DEE RD
S. KNOLL RD
W. PENNSYLVANIA AVE
W. MORGANTON RD
BROAD ST
S. MAY ST
E. PENNSYLVANIA AVE
E. MORGANTON RD
BETHESDA RD
N. MAY ST
Pinehurst
Aberdeen
501
1
2
Open Space
Rural Living
Neighborhood
Retail Center
Employment Center
Mixed-Use Area
Growth Priority Area, 2022 to 2040
Regional Activity Center
Downtown Activity Center
Community Activity Center
Neighborhood Activity Center
North
Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

Conservation and Development Map Categories

Six different future land use categories are depicted on the Conservation and Development Map. A description of each category is provided on the pages that follow. Information presented for each of the categories clarifies the town's intentions for properties in the planning jurisdiction and enhances the utility of the Conservation and Development Map as a tool for decision-making.

Site considerations related to topography, geology, environmental resources, tree canopy, cultural resources, or historic preservation may be more important for influencing land use or development intensity criteria in a specific location than the general statements presented for each of the Conservation and Development Map categories. These conditions should be considered during the review of a specific development application.

Open Space

Open space in Southern Pines may be used for passive or active purposes.

Passive areas should be represented by undisturbed land protected from future subdivision or development by federal, state, county, or town entities, or by public, private, or nonprofit organizations. The areas may be preserved because of their outstanding natural beauty, environmental sensitivity, stormwater management benefits, viewsheds, or the protection of wildlife management areas. Examples of passive open spaces in the town's planning jurisdiction may include, but are not limited to, preservation or conservation easement areas, natural parks or preserves, cemeteries, large tree stands, or land dedicated as passive open space within residential neighborhoods, non-residential centers, or mixed-use areas.

Active open space in the town's planning jurisdiction should be used for parks, playgrounds, athletic fields, golf courses, or open-air sports complexes. Facilities may be operated by the local government, nonprofit organizations, or private sports clubs.

Private land owners interested in developing open space land sometime in the future should amend the Conservation Development Map. The amendment process should follow a public process involving both the Planning Board and Town Council consistent with Chapter 160D-601 in the North Carolina General Statutes.

In more passive settings, open space land is generally represented by large or irregular-shaped parcels that should not be subdivided. In more active settings, parcel sizes may vary depending on use, ranging from small, informal park or recreation areas included with other uses on a single parcel to large parcels dedicated solely for park or recreation uses.

Rural Living

This category describes land characterized by large lots and a high degree of separation between buildings. Homes and hobby farms are scattered throughout the countryside and integrated into the landscape. Lots should generally be large and irregularly-shaped with large front, rear, and side setbacks providing a high degree of separation between buildings on adjacent lots. Homes should generally be oriented toward internal neighborhood streets or rural highways and have direct access via private driveways.

Small nodes of commercial activity — gas stations, convenience stores, nurseries, or restaurants — may exist sporadically along a rural highway or the intersection of two rural highways in the landscape. The purpose of the commercial node is to serve some daily needs of the surrounding rural population. The design and character of a rural commercial node should reinforce the surrounding rural landscape. Buildings should be small-scale and consistent with the historic design of crossroads in a rural community. Each commercial node should be unique, different, and complementary to the town's culture, history, and traditions.

Future development in rural living areas should be sensitive to existing natural resources including tree stands and natural drainage ways. Mass grading or tree clearing should be avoided in rural areas.

Neighborhood

Neighborhoods in Southern Pines historically included a limited number of home choices — single-family detached homes, townhomes, or apartments — in a single development or district. Large surface parking lots, entrance gates, and limited street connectivity are common in apartment complexes.

New neighborhoods should provide different home types on different lot sizes that vary enough to provide a range of home choices in the same neighborhood. Some new neighborhoods may mix home types, lot sizes, or home sizes on the same block and provide accessory dwelling units. Multi-family development in a new neighborhood should consider "missing middle" home choices — duplex, triplex, quadplex, or cottage courts — to create more variety in terms of size and scale of buildings.

New neighborhoods should also include a comprehensive and connected network of open space throughout the site. Development should be organized around a public square or common green that serves as a central gathering place. Smaller open spaces like pocket parks and community gardens should be distributed throughout the neighborhood and within a short walk of homes.

Neighborhoods should be primarily residential in nature, but may include limited civic (e.g., church, school, or small community center) or neighborhood-supporting non-residential uses. Neighborhoods provide the rooftops needed near retail, office, or education destinations to make them more active and viable. Neighborhoods should be located near and connected to nearby non-residential destinations to promote walking and biking trips in the community.

Retail Center

Retail centers in Southern Pines serve the daily needs of surrounding residential neighborhoods. In larger centers, buildings are set back from the road behind surface parking lots with little or no street connectivity between adjacent businesses.

Larger centers may support multi-tenant strip commercial centers, big box stores, and outparcel buildings near big box stores. They should be located near high-traffic-volume roads and key intersections. The largest centers in Southern Pines may emphasize retail, dining, entertainment, hotel, and leisure uses in a single power center that draws visitors from the region. Large retail centers should include a common green and other public spaces throughout the development to encourage community gathering, outdoor dining, and people-watching. Cross-access between retail destinations should be provided via service roads with provisions for pedestrian access between buildings — or through large buildings — that support a park-once mentality (or walk-to, bike-to environment from surrounding residential neighborhoods). Parking lots on the site should be minimized to accommodate more open space for patrons.

Smaller retail centers in Southern Pines provide goods and services to nearby neighborhoods. Their proximity to neighborhoods requires that operations be low-intensity, unobtrusive, and at a scale and design compatible with nearby residential development. The design of a small retail center should transition effectively between residential and non-residential uses and should include safe and convenient pedestrian and bicycle access for nearby residents. Sites should minimize the impact of cut-through traffic on nearby neighborhood streets by orienting vehicle access and circulation away from the neighborhood.

Employment Center

This category describes land providing opportunities to concentrate employment in the town's planning jurisdiction on normal workdays. They support both large- and small-scale offices, warehouses, manufacturing centers, or flex space buildings organized as 1) large, single-use centers or 2) multi-business centers that support and serve one another.

Office developments should typically be buffered from surrounding development by transitional uses or landscaped areas, and should be located in close proximity to major highways or thoroughfares. Industrial developments should typically be buffered from surrounding development by tree preservation areas or landscaped areas that vary in type and size as a function of the activities being performed on the site. They should be located in close proximity to major highway or railroad corridors.

In large employment centers, space should be reserved for athletic fields, walking trails, or nature preserves that are accessible to employees and the public. Walking trails on a site should connect to the town's proposed greenway network when possible. Small retail buildings may be included in larger employment centers to serve employees' daily needs (e.g., dry cleaner, small restaurant, or convenience store).

Mixed-Use Areas

This category describes land offering the opportunity to serve broader economic, entertainment, and housing needs in the community. Land uses and buildings on small blocks encourage active public spaces between buildings. Public spaces should be sized and designed to be gathering places for mixed-use areas and their surrounding neighborhoods. Residential units or office space may be found above or next to storefronts. Homes in and surrounding the center of development may offer several choices to live and experience the mixed-use area — including, but not limited to, "missing middle" home choices such as single dwelling homes on small lots, townhouses, duplexes, triplexes, or quadplexes — and accessory dwelling units.

A larger mixed-use area may include one or more mixed-density residential neighborhoods with it, which provide additional nearby home choices and encourage active living with a comprehensive and interconnected network of walkable streets.

Mixed-use areas should be the predominant land use type and development form in the different activity centers identified on the Conservation and Development Map. Specific size, program, or design requirements for the four activity center categories are provided on pages 40 through 43 of the document. In some cases, the mixed-use development form, pattern, and intensity described for this category may extend outward from a mixed-use area along one or more transportation corridors. A mixed-use corridor leading to a mixed-use area, or linking two or more areas depicted on the Conservation and Development Map together should be considered a desirable condition in the community.

LAVENDER
RESTYLE MARKET

Conservation and Development Map Category Crosswalk

The Conservation and Development Map presented in this chapter is largely implemented through the town's UDO. Categories depicted on the Conservation and Development Map are translated into one or more compatible zoning districts. The town's Official Zoning Map is used to organize the zoning districts spatially to implement the preferred development locations, types, patterns, styles, and intensities depicted on the Conservation and Development Map. The direct connections between the Conservation and Development Map, its category descriptions, the UDO, and the Official Zoning Map help meet the minimum rules and requirements for local governments in North Carolina that want to enact and enforce zoning laws in their jurisdiction (see N.C.G.S., Chapter 160D 501(a)).

Each zoning district in the UDO provides a more detailed interpretation of the broader Conservation and Development Map categories. The districts take into account site specific issues or conditions (e.g., topography, environmental features, existing development patterns, lot shape or size, viable infrastructure, or development compatibility). General statements for the Conservation and Development Map categories are also refined further in the zoning districts with specific design and development standards created to regulate permitted uses or activities, building height and setbacks, building architecture (as allowed under state law), lot size and coverage, landscaping, lighting, and parking.

Town officials should consider modifications to the UDO immediately that implement policies and recommendations in the 2040 Comprehensive Plan. In essence, this is the process of changing phrases with reference to "should" in the 2040 Comprehensive Plan — noting recommendations or desired outcomes — to phrases with reference to "shall" in the UDO — indicating requirements or absolute standards — for a development application.

The Conservation and Development Map Category Crosswalk summarizes the relationships between future land use categories in the 2040 Comprehensive Plan and zoning districts in the UDO. Town officials should start with this information to identify zoning districts that may need amendment to better implement specific recommendations for the various Conservation and Development Map categories.

HERN PINES
OME CENTER
235
Southern Pines
Welcome Center

Conservation and Development Map Category Crosswalk

EXISTING ZONING CATEGORIES	Open Space	Rural Living
Rural Estate (RE)		●
Rural Residential (RR)		●
Residential Single-Family (RS-1)		
Residential Single-Family (RS-2)		
Residential Single-Family (RS-3)		
Residential Multi-Family, Medium Density (RM-1)		
Residential Multi-Family, Low-Density (RM-2)		
Central Business (CB)		
General Business (GB)		
Neighborhood Business (NB)		
Office/Service (OS)		
Industrial (I)		
Facilities, Resources, and Recreation (FRR)	●	

Neighborhoods	Retail Centers	Employment Centers	Mixed-Use Activity Areas
●			●
●			
●			
●			●
●			●
			●
	●		
	●		●
	●	●	●
		●	●
●			●

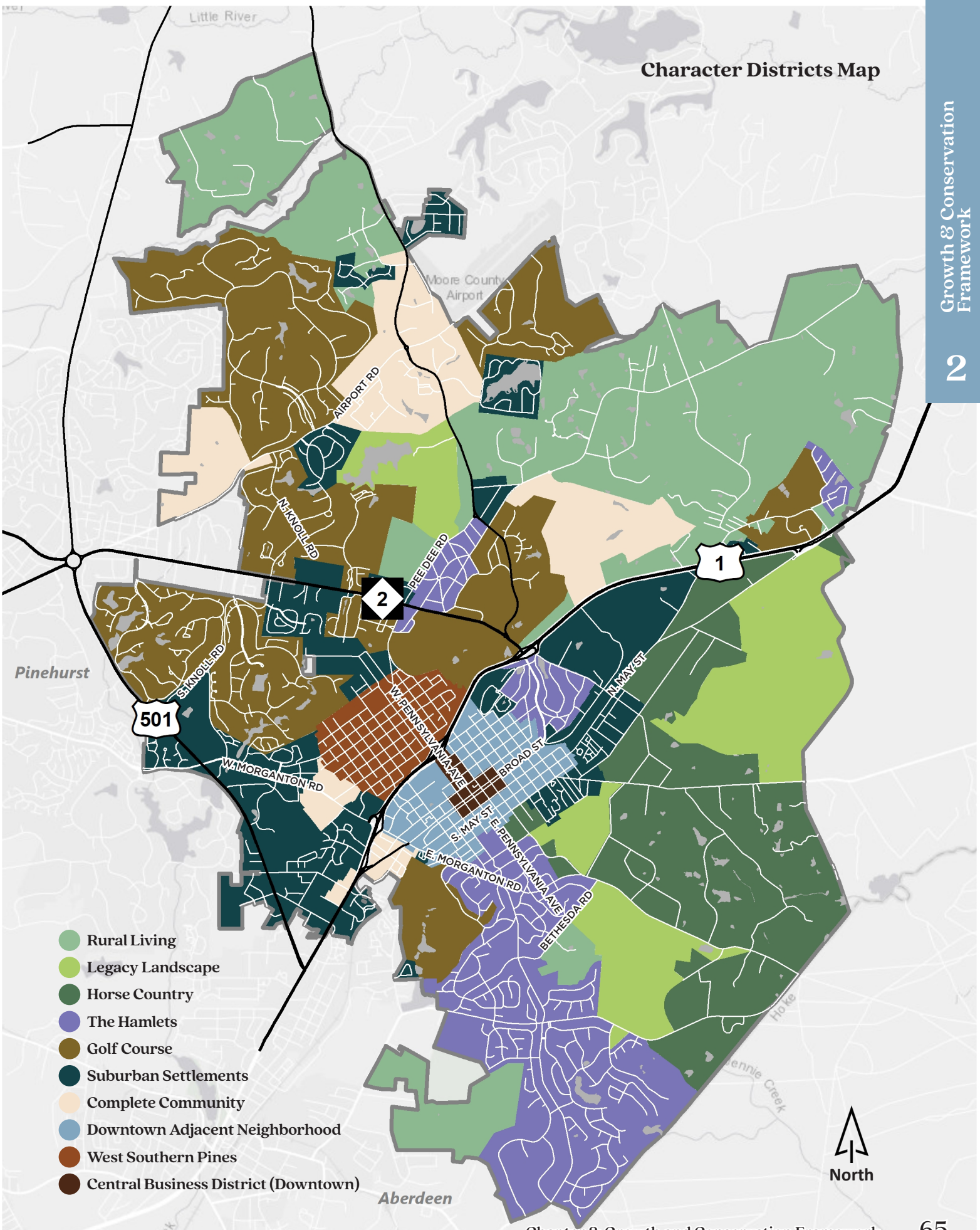
Character Districts Map

The town's planning jurisdiction was also organized into character districts, which provide another opportunity to express a desired brand or character for specific areas in the community that are unique and nuanced from one another. By regulating character, town officials may preserve scenic views and sensitive environments, protect stable neighborhoods, transform under-performing properties, address areas not congruent with the community's vision for quality development, and strengthen downtown and its surrounding neighborhoods using context-sensitive infill development principles.

General statements about brand or character in the 2040 Comprehensive Plan, expressed through the character districts, should be codified in the town's UDO. Doing so could provide more specific design and development standards that are created to regulate land preservation, permitted uses or activities, building height and setbacks, building architecture (as allowed under state law), lot size and coverage, landscaping, lighting, or parking.

Character districts for the planning jurisdiction include: Central Business District (Downtown), Downtown Adjacent Neighborhood, West Southern Pines, Horse Country, The Hamlets, Golf Course, Suburban Settlements, Legacy Landscapes, Rural Living, and Complete Communities. Each district is described on pages 66 to 68.

Character Districts Map



*Digital Map updated 11/7/2025 to reflect PD-04-25 (Ordinance 3152).

Esri, HERE, Garmin, (c) OpenStreetMap contributors, and the GIS user community

Character Districts

The 2040 Comprehensive Plan uses character districts as "planning areas" to organize information and make place-based recommendations for the planning jurisdiction. They also provide a consistent framework for writing future town documents, policies, and ordinances. For example, the character districts presented in this document could be used to present place-based design requirements in a new UDO, or place-based design guidelines that are consulted by town officials during the review of a development application.

A short description of each character district follows.

Central Business District (Downtown)

Downtown Southern Pines represents a ten-block area bounded by Ashe Street on the south, Vermont Avenue on the east, Bennett Street on the north, and Massachusetts Avenue on the west. Broad Street and the CSX railroad tracks running between the street are the focal point of the area. Downtown Park, the historic Southern Pines Train Station, Southern Pines Public Library, and Sunrise Theater are notable landmarks. Historic buildings and walkable streets in the area provide plenty of shops and restaurants for residents and visitors.

Downtown Adjacent Neighborhood

Downtown adjacent neighborhoods include the homes that extend in all directions from the Central Business District that are oriented primarily toward a traditional grid street network. Mature trees, narrow streets, and low-profile homes in the area reinforce more historic development patterns popular in the 1920s. Homes are generally visible from the street and include a small landscaped yard. A mix of housing types — small detached homes and townhomes — are observed in the area; however, the character of the neighborhoods is overwhelmingly defined by single-family detached homes on small lots. Three churches, a neighborhood school, and Southern Pines Memorial Park are represented in the different neighborhoods identified as adjacent to downtown.

West Southern Pines

When it was incorporated in 1923, West Southern Pines was one of the first African American towns in North Carolina. In 1931, the area was involuntary annexed to the Town of Southern Pines by the NC General Assembly, which created a difficult and uneasy unification process. Today, the community remains tightknit and proud of its rich history and culture.

West Southern Pines is bounded by U.S. 1 on the south, Mid Pines Inn and Golf Club on the east, Pine Street and Mid-South Club on the north, and an area just beyond Lowe Avenue on the west. The original town included hundreds of homes and businesses, and the supporting land uses required to be a self-sustaining community: a school, hospital, town government buildings, and parks. Buildings are oriented toward a traditional grid street network. Mature trees, narrow streets, and low-profile homes on small lots in the area reinforce more historic development patterns popular in the 1920s. Most of the businesses in the community are gone today because widespread single-family zoning that exists throughout the area.

Horse Country

Horse Country represents a large and contiguous portion of trees and pastures in Southern Pines that support a large and diverse horse community. The area is generally bound by U.S. 1 to the north; May Street, Sheldon Road, Piney Lane, and Ridge Street to the west; Weymouth Woods-Sandhills Nature Preserve to the south; and the town's extraterritorial planning jurisdiction limits to the east. The Arts Council of Moore County/ Campbell House, Moore County Hounds property, the Weymouth Center for the Arts and Humanities, Weymouth Woods-Sandhills Nature Preserve, and the Walthour-Moss Foundation landholdings are notable landmarks in the area. East Connecticut Avenue in the character district is designated as a North Carolina Scenic Byway by the N.C. Department of Transportation. Mature trees, horse barns, split-rail fences, pastures, and low-profile homes reinforce rural living principles and more natural landscapes. Horse trails located throughout the area connect the various landmarks with private property owners and riding enthusiasts.

The Hamlets

The hamlets represent specific neighborhoods in Southern Pines that reinforce feelings of living in a forest. Narrow streets, large front yard setbacks with dense tree plantings, forested lots, and low-profile homes balance elements of the natural and built environments in ways that create a unique living experience for town residents. Long, sweeping blocks formed by a network of curvilinear streets (some with cul-de-sacs) contribute to the neighborhoods' more unpredictable development patterns.

The hamlets are located in very different places inside Southern Pines: west of Weymouth Woods-Sandhills Nature Preserve, north and east of the grid street neighborhoods adjacent to downtown, or adjacent to golf course communities.

Golf Course

Golf courses in Southern Pines include the course and its related facilities. Their design generally focuses on a single ceremonial entrance with long, curving streets internal to the site. A clubhouse (for members only in some locations) is the primary destination for visitors.

In some cases, a golf course is surrounded, in whole or in part, by homes. Home sites have small front yards that typically back up to the golf course. There are noticeably fewer trees along residential streets compared to older neighborhoods in Southern Pines. The overall design and character of golf course communities convey private living and exclusiveness.

Suburban Settlements

Suburban settlements represent more traditional suburban-style development types, patterns, and intensities observed throughout the United States for the last several decades: shopping centers, office parks, industrial parks, single-family neighborhoods, or apartment complexes. Non-residential buildings may include franchise architecture or signage. Residential buildings may be limited to the type and number of models offered by the neighborhood developer. Large surface parking lots and lower levels of landscaping are typical in the settlements.

Suburban settlements are located throughout the town's planning area, including U.S. 501, Morganton Road, May Street, Air Tool Drive, Midland Road, and several isolated developments in and around the more rural portions of the town's planning area.

Suburban settlements do not represent quintessential Southern Pines. The character district is most like other suburban development patterns found readily throughout the United States. Town officials should limit the type, number, and location of new suburban settlements in the community to safeguard the town's unique character, community brand, and sense of place.

Legacy Landscapes

Legacy landscapes include large tree stands, water bodies, or other environmentally-sensitive lands that contribute to the town's local history or association with community identity. For example, some locations in Southern Pines are home to the world's oldest stands of longleaf pine trees.

Rural Living

Rural living areas are characterized by large lots, low-development intensities, and a high degree of separation between buildings. The composite area is generally bounded by U.S. 1 and golf courses to the south, the town's extraterritorial planning jurisdiction limits to the north and east, and golf courses to the west. NC 22, Airport Road, Camp Easter Road, and Niagara-Carthage Road are primary roads in the rural living area.

Home sites are represented by irregular shaped lots that are unique from nearby properties. Larger home sites may include more natural landscapes, including pastures and planted trees or hedgerows that reinforce property lines. Long, meandering driveways connect a home to the adjacent street. Most homes in a rural-setting are served by well and septic systems. Areas surrounding rural crossroads representing a concentration of non-residential uses along a highway or at the intersection of two highways, serve some of the daily needs for nearby residents.

Complete Communities

Complete communities represent large, vacant parcels of land aimed at becoming self-sustaining communities in the landscape. Generally speaking, a complete community includes a mixed-use area that may serve broad economic, entertainment, employment, shopping, or civic needs of the community. A discernible center or corridor in the activity centers includes a main street, park, square, or plaza. Anchor businesses for the activity center front on the center or corridor. Secondary buildings also front on the center or corridor and are pulled close to the street with wide sidewalks in front. Small-scale, compact businesses radiate from the activity center or corridor and include public gathering places for the community in multiple locations.

One or more neighborhoods connected to the activity center include a mixture of home types and residential densities in the same area. The design and scale of complete communities encourage active living via a complete and connected network of streets, sidewalks, parks, and greenways. The communities also include civic uses, including, but not limited to, schools, churches, fire stations, or community centers.

Building and Site Design Considerations for the Character Districts

The 2040 Comprehensive Plan presents six crosswalks (i.e., matrices) on pages 70 through 95 that establish clear relationships between character districts and 1) residential building types, 2) non-residential building types, 3) block size and patterns, 4) building placement and frontage types, 5) open space or natural resource features and 6) signage considerations.

The information presented is the first step in a series of actions required to influence preferred brand or character considerations for specific areas in the community. Town officials should reference this information when making amendments to the local UDO, various construction or design standard manuals, small area plans, topic specific master plans, or the capital improvement plan.

For clarification, changes to town documents made in the future to support the 2040 Comprehensive Plan would not impact or alter the — presumably more restrictive — deeds, convents, or restrictions enforced in individual neighborhoods.

Revisions to each of the documents identified above will fine tune the big ideas and concepts presented in the 2040 Comprehensive Plan. New or updated documents should transform policies and recommendations in the 2040 Comprehensive Plan into laws, design standards, performance measures, system maps, service plans, schedules, and capital projects that guide town investments and hold developers accountable for delivering high-quality projects that reinforce Southern Pines' expressed community character.

Residential Building Type Matrix

CHARACTER DISTRICTS	Accessory Dwelling Unit	Single-Family Detached, Large Lot	Single-Family Detached, Small Lot	Duplex, Side-by-Side Units	Duplex, Stacked Units
Central Business District (Downtown)					
Downtown Adjacent Neighborhood	●		●	●	●
West Southern Pines	●		●	●	●
Horse Country	●	●			
The Hamlets	●	●	●		
Golf Course	●	●	●	●	●
Suburban Settlement	●	●	●		
Legacy Landscape					
Rural Living	●	●			
Complete Community	●		●	●	●

Triplex, Stacked Units	Quadplex, Stacked Units	Courtyard Cottages	Townhome (Row Homes)	Stacked Multi-Family	Live-Work Units
					●
●	●		●		●
●	●	●	●		●
			●		
			●	●	
		●			
●	●	●	●	●	●

Residential Building Types

Accessory Dwelling Unit

An accessory dwelling unit (ADU) is a small, independent home located on the same lot as a larger single-family detached home. ADUs may be used as rental apartments for people not related to the homeowner, secondary suites for young or old family members, or separate offices for homeowners that elect to work from home. The unit may be attached to the larger home, detached from the larger home, above a detached garage, or in the attic or basement of the larger home. ADUs have a separate entry from the street or driveway.

Single-Family Detached Home, Large Lot

A medium-to-large (i.e., one to three stories tall) detached building used for a single dwelling unit. Large lots for a single-family detached home in a suburban setting typically equal or exceed one-half of an acre (21,780 square feet), and include both a front and rear private yard. Lots in older neighborhoods may be one to two acres in size. In more rural areas, large lots for a single-family detached home might range anywhere from one to ten acres. An attached or detached garage typically serves the home via a driveway connected to the street.

Single-Family Detached Home, Small Lot

A small-to-medium (i.e., one to three stories tall) detached building used for a single dwelling unit. Small lots for a single-family detached home are typically less than one-quarter acre in size (10,890 square feet). The rear yard of the lot is generally larger than the front yard of the lot. Each unit has an entry from the narrow side of the home, and most include porches or stoops to transition between public and private spaces. The dwelling unit may include a detached garage.

Duplex, Side-by-Side Units

A small (i.e., one to two stories tall) detached building with two separate dwelling units arranged in a side-by-side configuration. Each unit has an entry from the street. The two units together appear to be one medium-to-large size single-family detached home. The units may include a rear yard or detached garage.

Duplex, Stacked Units

A small (i.e., two to three stories tall) detached building with two separate dwelling units stacked one above the other. Each unit has an entry from the street, typically on different sides of the building. The two units together appear to be one medium-to-large size single-family detached home. The units may include a rear yard or detached garage. A stacked duplex accommodates a more narrow lot compared to a side-by-side duplex.

Triplex, Stacked Units

A small (i.e., three to four stories tall) detached building with three separate dwelling units stacked one above the other. Each unit accesses a single entry from the street via a shared stairwell. The three units together appear to be one large size single-family detached home. The units may include a rear yard or detached garage.

Residential Building Types (continued)

Quadplex, Stacked Units

A detached building (i.e., two to three stories tall) with four dwelling units inside. Units are single-story and stacked within the building — two ground floor units and two units above. Units may be accessed via individual entryways from the street, or a shared entry central to the building. The four units together appear to be one medium-to-large size single-family detached home. The units may include a rear yard or detached garage.

Courtyard Cottages

A group of small, detached buildings oriented toward a central green or courtyard. The public space is typically visible from the street. Homes are accessed from the side facing the central green or courtyard. Some courtyard cottages may include a mix of one- and two-story buildings.

Townhome (Row Homes)

A small-to-medium (i.e., two to three stories tall) building with up to six dwelling units arranged in a side-by-side configuration. Each unit has an entry from the narrow side of the home, and most include porches or stoops to transition between public and private spaces. Townhome buildings may face a street or common green. Some townhome buildings may include a detached garage behind the units. The space between the home and the rear detached garage is available as a private courtyard for the homeowner.

Stacked Multi-Family, Apartment or Condominium

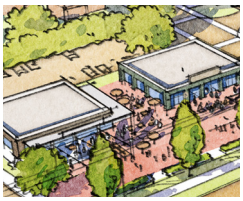
A medium-to-large (i.e., three to five stories tall) building with sixteen to twenty-four dwelling units inside. Units are typically one story each, and arranged in a stacked configuration where most units share a floor, ceiling, or multiple walls with an adjacent neighbor. Each unit is accessed from one of several entry points to the building from the street. An interior elevator or shared stairwell is used to access units above the ground floor. Some units may include a detached garage. Other units are served by nearby surface parking lots.

Live-Work Unit

A small-to-medium (i.e., two to four stories tall) attached or detached building with one living unit above or behind a flexible ground floor space that can used for various non-residential uses. Both the living unit and the flexible ground floor space are accessed from the street. Some live-work units have separate entrances, while others use a shared entry and secured access to the living unit above via features internal to the building.

Non-Residential Building Type Matrix

CHARACTER DISTRICTS	Accessory Commercial Unit	Industrial or Warehouse	Neighborhood Commercial
Central Business District (Downtown)			●
Downtown Adjacent Neighborhood	●		
West Southern Pines	●		●
Horse Country	●		
The Hamlets			
Golf Course			
Suburban Settlement		●	●
Legacy Landscape			
Rural Living			
Complete Community			●



Big Box, Multitenant Shopping Center	Office	Institutional (Church, School, etc.)	Stacked Mixed-Use Building	Mixed-Use Buildings on the Same Block
	●	●	●	●
		●		
	●	●	●	●
		●		
		●		
●	●	●		
		●		
	●	●	●	●

Non-Residential Building Types

Accessory Commercial Unit (ACU)

A small (i.e., one to two stories) building that serves a non-residential use and is located on the same lot as a single-family detached home. Unlike an Accessory Dwelling Unit (ADU), an ACU may incorporate a storefront and/or small sign, and may have a dedicated walkway from the street for customer access and wayfinding.

ACUs may be used for micro-retail (e.g., small-scale shops, e-commerce, showrooms, or food service) or small offices.

Industrial or Warehouse

A large (i.e., one to three stories tall) building with a footprint that may reach several hundred thousand square feet in size. Some industrial or warehouse buildings will include outdoor storage or equipment to meet the needs of the business inside the building.

Neighborhood Commercial

One or more small buildings (i.e., one to two stories tall) organized around a central green or main street. Buildings serve various non-residential uses, and typically avoid franchise architecture to reinforce a unique sense of place in the community. A limited number of neighborhood commercial buildings in a development may include residential units above storefronts (see the definition of live-work units).

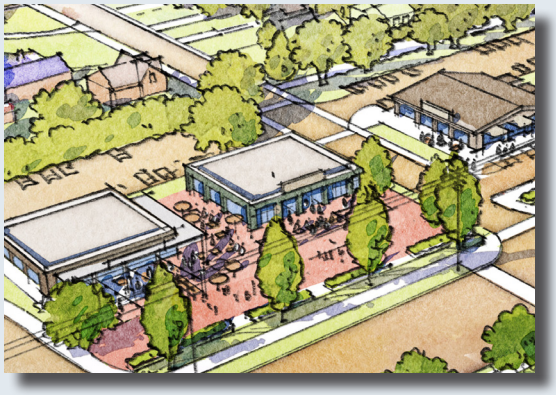
Big Box, Multitenant Shopping Center

A single development that may include one or more big box stores as anchor tenants, and several smaller buildings for multiple tenants nearby. Buildings may stand one to two stories tall. The preferred configuration of buildings on a site minimizes the visual impact of a big box store from the street. Some big box stores or multitenant buildings include entrances from multiple sides of the same building.

Non-Residential Building Types (continued)

Office

A small-to-large (i.e., one to three stories tall) building with a footprint that may reach up to 50,000 square feet in size. The preferred configuration of buildings on a site orient towards a common green or main street. Several small buildings are preferred to fewer large buildings on a site, which should reinforce the feel of a campus or urban, walkable block depending on the context of the surrounding development.



Institutional (Church, School, etc.)

A small-to-large (i.e., one to three stories tall) building or group of buildings that serve an institutional purpose, such as a place of worship or school. The preferred configuration of buildings on a site orient towards a common green or main street. In the case of a place of worship, a larger primary building may be surrounded by several smaller buildings. Ideally, new schools should be located within, or adjacent to, residential neighborhoods to promote walking and biking trips for children and their parents.

Stacked Mixed-Use Building

A small-to-large (i.e., one to two stories tall) building with different non-residential land uses on the ground and upper floors. Some mixed-use buildings have separate entrances, while others use a shared entry and secured access to the business above via features internal to the building. Several mixed-use buildings in a development may include residential units above storefronts (see the definition of live-work units).

Mixed-Use Buildings on the Same Block

A mix of buildings that support residential and non-residential uses on the same block of a community, or the same block of a single development. Architectural features on different building types in the same block are used to reinforce a cohesive brand or identity for the area. Buildings are placed along the street to encourage active streetscapes and high levels of pedestrian traffic.

Block Size and Pattern Matrix

CHARACTER DISTRICTS	Rural Highways	Curvilinear Streets with Cul-de-Sacs	Curvilinear Streets in Modified Grid	Traditional Grid of Streets
Central Business District (Downtown)				●
Downtown Adjacent Neighborhood				●
West Southern Pines				●
Horse Country	●			
The Hamlets			●	
Golf Course		●		
Suburban Settlement		●	●	
Legacy Landscape	●			
Rural Living Areas	●			
Complete Community			●	●

Traditional Grid of Streets

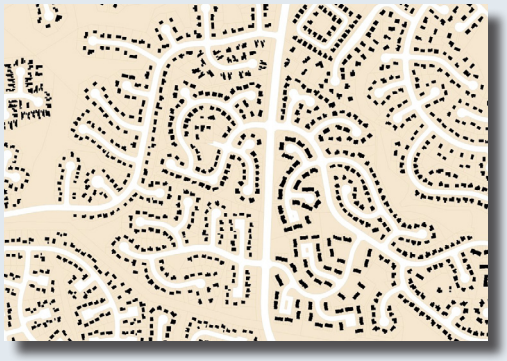
The street network is very regular, though there may be small areas of irregularity due to topography or natural features. Cul-de-sacs and dead end streets should only be used in the case of environmental or infrastructure constraints. Blocks sizes range from small to medium. A high number of intersections and a regular grid pattern provides good connectivity and walkability. The regularity of block sizes and shapes results in regular lot sizes and setbacks. Streets have sidewalks on both sides of the street and bicycle facilities are provided on-street.

Curvilinear Streets in Modified Grid

The street network is curvilinear and semi-regular, though there is some irregularity, often due to topography or natural features. This type of network demonstrates a fair level of connectivity, with limited or no cul-de-sacs. Vehicles and pedestrians are able to move around the neighborhood with relative efficiency. Blocks range in size from small to large. Neighborhoods with fewer intersections have less connectivity and walkability than those with more intersections. Varying block sizes result in varying lot sizes and setbacks. Streets have sidewalks on one or both sides of the street and bicycle facilities, when present, are provided on-street.

Curvilinear Streets with Cul-de-Sacs

The street network is curvilinear and irregular, with most streets terminating in a cul-de-sac. This type of network has a low level of connectivity, requiring vehicles and pedestrians to make long trips to travel short distances. There is no discernible block structure, and varying lot sizes and setbacks. Streets have sidewalks on one or both sides of the street and bicycle facilities, when present, are provided on-street. The use of curvilinear streets with cul-de-sacs is not encouraged in future development unless a specific environmental or landscape condition dictates the need.



Rural Highways

There is no discernible street network or block structure. Rural highways are designed to move traffic efficiently over long distances with limited intersections. Many areas do not have lot frontage, and those that do have lots with varying sizes and setbacks. Bicycle and pedestrian facilities are limited to a side use path separate from the travel lane.

Building Placement and Frontage Type Matrix

CHARACTER DISTRICTS	Central Business District (Downtown)	Downtown Adjacent Neighborhood	West Southern Pines	Horse Country
Development Priority	Infill Development	Infill Development	Infill Development	Preservation
General Development Pattern	Mix of Uses	Separated Uses	Mix of Uses	Separated Uses
Prevailing Building Height	1 to 4 Stories	1 to 3 Stories	1 to 3 Stories	1 to 2 Stories
Typical Block Length	300 to 600 Feet	300 to 600 Feet	300 to 600 Feet	800 to 1,500 Feet
Transportation Choices	Walk-Bike-Auto-Transit-Train	Walk-Bike-Auto	Walk-Bike-Auto-Bus	Auto-Horse
Parking Provisions	Street-Deck-Public Lot	Street-Driveway	Street- Public Lot-Driveway	Driveway
Setback or Build-To Line	Build-To	Build-To / Setback	Build-To / Setback	Setback
Street Classification Category	Urban	Urban	Urban	Rural

Defined Terms

Development Priority: General indication about the state of development for the character district. Definitions for the different conditions are provided below the matrix on this page and the following pages. The labels are not absolute statements for every parcel in the character district. Exceptions may exist because of unique conditions on a lot or parcel (e.g., an aging building on a lot that may be redeveloped or a vacant lot in an existing neighborhood may infill with a new home)."

General Development Pattern: General indication about preferred development patterns for the character district. The labels are not absolute statements for every parcel in the character district. Exceptions may exist because of parcel location, size, or ownership. For example, not every parcel in a character district may support a mix of uses if the surrounding block, or blocks, together create a mixed use environment.

Prevailing Building Height: The average building height in a neighborhood, center, or district. Some buildings in an area may be shorter or taller than the prevailing height because of typography or prominence in the character district."

Typical Block Length: The average length of a block in a neighborhood, center, or district. Some blocks in a development may be shorter or longer than the typical distance reported because of parcel size, shape, or environmental conditions.

Transportation Choices: Preferred travel mode options to move people within the character district. Travel modes are listed in order of priority.

Parking Provisions: Preferred parking solutions for the character district. Specific site conditions for each lot or parcel in the district will dictate a preferred solution(s) from the list.

The Hamlets	Golf Course	Suburban Settlement	Legacy Landscape	Rural Living	Complete Community
Preservation	Preservation	Greenfield Development (Future Redevelopment)	Conservation	Preservation	Greenfield Development
Separated Uses	Separated Uses	Separated Uses	Natural Landscape	Separated Uses	Mix of Uses
1 to 2 Stories	1 to 2 Stories	1 to 2 Stories	N/A	1 to 2 Stories	2 to 4 Stories
400 to 800 Feet	400 to 800 Feet	300 to 800 Feet	N/A	800 to 1,500 Feet	300 to 800 Feet
Walk-Bike-Auto	Walk-Bike-Auto	Walk-Bike-Auto	Walk-Bike-Horse	Walk-Bike-Auto	Walk-Bike-Auto
Driveway	Private Lot-Driveway	Street-Private Lot-Driveway	Public Lot/ Private Lot	Driveway	Street-Public Lot/Private Lot-Driveway
Setback	Setback	Setback	N/A	Setback	Build-To / Setback
Suburban	Suburban	Suburban	Rural	Rural	Urban

Setback or Build-To Line: General indication for the placement of buildings in the character district. A setback condition represents a minimum separation between the building and right-of-way and traditionally sites buildings further away from the street. A build-to condition represents a target location for siting a building in relation to the right-of-way and traditionally locates buildings closer to the street.

Street Classification Category: General indication for the type of street design intended for the character district. Revisions to the town's engineering design standards for streets might categorize preferred design elements for a street using the three general context categories presented here (i.e., drainage treatments, sidewalk or side path treatments, bicycle treatments, and posted speed limits.)

Conservation: An entire lot or parcel permanently protected from development as a natural area (e.g., lakes, ponds, tree stands, prairie, or other natural resources).

Preservation: Land that is intended to remain preserved (and generally undeveloped) but is not permanently protected from development by local, state, or federal statute. Examples include parks and recreation areas, landscape buffers. or elements of a natural landscape maintained on a private lot or parcel.

Infill Development: Lots or parcels with permanent buildings or structures that occupy only a portion of the property, which leaves other areas available for future development. New homes on individual lots in existing neighborhoods are also considered infill development.

Greenfield Development: Development of a lot or parcel that was previously undeveloped, often a previously natural or agricultural area.

Open Space or Natural Feature Matrix

Elements Most Associated with Different Character Districts

CHARACTER DISTRICTS	Natural Area	Trail or Greenway	Common Green	Athletic Field or Sport Court
Central Business District (Downtown)		●	●	●
Downtown Adjacent Neighborhood		●		
West Southern Pines		●	●	●
Horse Country	●	●		
The Hamlets		●		
Golf Course		●		●
Suburban Settlement		●		
Legacy Landscape	●	●		
Rural Living	●	●		
Complete Community	●	●	●	●

Playground	Pocket Park	Community Garden	Public Square or Plaza
●	●		●
●	●	●	
●	●	●	
		●	
●		●	
●		●	
●		●	
		●	
●	●	●	●

Open Spaces and Natural Features

Natural Areas

Natural areas are open spaces that are typically undisturbed and dedicated for permanent conservation, such as water bodies, meadows, woodlands, or other land with environmentally-sensitive features. Use of these areas is reserved for passive and unstructured recreation activities. Some natural areas are protected from future development by local, state, and federal agencies or public, private, or nonprofit organizations.

Natural areas may be found in various shapes and sizes following the trajectory of natural corridors or elements in the landscape. There is no minimum or maximum size for a natural area.

Trails or Greenways

Trails or greenways are linear parks or open spaces that provide passive recreation opportunities for pedestrians or bicyclists. Trails or greenways may connect parks, schools, neighborhoods, and businesses together, as well as support both "recreational" and "functional" trips between destinations. All greenways should be considered transportation corridors for programing funds or prioritizing improvements.

Trails or greenways should be designed within the context of their surrounding environment (e.g., natural, rural, suburban, or urban). Trailheads may be located along a trail or greenway and provide parking lots, drinking fountains, restrooms, or signage needed to support use of the facility.

Common Greens

Common greens are open spaces located in a residential, non-residential, or mixed-use development. They are used primarily for informal recreation or civic purposes. The perimeter of a common green may be defined by landscaping versus buildings and streets, depending upon the context of surrounding development. Greens are less formal, and may be more irregular in shape, compared to public squares or public plazas.

Greens include lawns, trees, paved paths, public art, and seating areas. Some may include playgrounds or water bodies. The minimum size of a common green is 0.5 acres. The maximum size is typically 10.0 acres, but some greens may be larger, encompassing one block or more, based on the size of the development.

Athletic Fields or Sport Courts

Athletic fields or sport courts are open spaces sized and designed to support one or more sporting events played by individuals or teams. Some athletic fields or sport courts are designed to accommodate multiple activities in the same location depending upon the season or time of year (e.g., soccer, football, ultimate Frisbee, or lacrosse). A facility typically includes the field or court plus parking lots and one or more ancillary buildings to support the activities. Some locations have lighting for nighttime use.

The minimum or maximum size of an athletic field or sport court depends on the number of facilities provided at the location.

Playgrounds

Playgrounds are open spaces designed and equipped for children's play. Playgrounds should be accessible to the public. Some playgrounds may include an open shelter for small community gatherings. Playgrounds should be included in all residential neighborhoods, and may also be appropriate in larger parks, employment centers, or mixed-use developments.

There is no minimum or maximum size for a playground.

Open Spaces and Natural Features (continued)

Pocket Parks

Pocket parks are small — sometimes irregular — open spaces located more randomly in a residential, non-residential, or mixed-use development. Multiple pocket parks should be located in a single development. Overall, pocket parks in a development may seem scattered or disconnected from one another because locations are chosen opportunistically. Each park location should be chosen and programmed with consideration of the residents, visitors, or businesses they serve nearby. Pocket parks may include small event space, play areas for children, spaces for relaxing or meeting friends, or places to take lunch breaks.

Generally speaking, higher-density development in the town's planning area should include more pocket parks to offset the loss of private open space. Park locations should be visible from a street and well-connected to the larger open space network via sidewalks or greenways.

There is no minimum size for a pocket park. The maximum size is usually 1.0 acres, but some pocket parks may exceed the maximum size based on the shape or location of the parcel. Pocket parks may be maintained by a homeowners association, business association, or non-profit group. In some communities, the local government lends tools or equipment to the caretaker to help maintain the property.

Community Gardens

Community gardens are comprised of multiple garden plots in one location made available to individuals via membership or lease for small-scale, non-commercial farming. Individual gardens may be raised or fenced, and a small shed may be located adjacent to the garden for short-term storage needs. Other community gardens may include larger sheds on site for shared-storage of tools, seed, or fertilizers. Running water is required for a community garden.

Community gardens may be dispersed in residential neighborhoods or natural areas. There is no minimum or maximum size for a community garden.

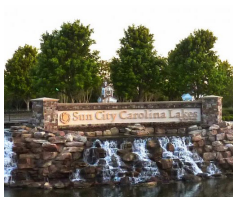
Public Squares and Plazas

Public squares and plazas are formal open spaces located near the center of activity in a residential, non-residential, or mixed-use development. They are used primarily for informal recreation or civic purposes, and may include temporary (i.e., pop up) spaces for special events. Buildings and streets frame the outside of a public square or plaza on all sides. Public squares and plazas may include lawns, hardscape materials, trees, paved paths, public art, knee walls, and seating areas. Some public squares may include playgrounds. Larger squares and plazas may include a small commercial space as the focal point of activity.

The minimum size of a public square is 0.5 acres. The maximum size is typically 3.0 acres, but some squares may be larger, encompassing an entire block, based on the size of the development. Larger developments may include multiple public squares in their design concept. Each public square should be a focal point in the development (or smaller defined areas within a development, if applicable).

Signage Considerations

CHARACTER DISTRICTS	Wall Sign	Building Murals	Blade Sign
Central Business District (Downtown)	●	●	●
Downtown Adjacent Neighborhood	●		●
West Southern Pines	●	●	●
Horse Country	●		●
The Hamlets	●		
Golf Course	●		●
Suburban Settlement	●		
Legacy Landscape			
Rural Living	●		
Complete Community	●	●	●



Ground Sign	Monument Sign	Entrance Sign	Free Speech Sign
●			●
●			●
●			●
●			●
●			●
●		●	●
●	●	●	●
			●
●			●
●		●	●

Signage

Wall Sign

A sign that is attached to or painted on a wall or building, or that is affixed to or displayed through a window. Wall signs should be displayed parallel to the facade of the building on which they are attached or applied. Wall signs are typically made of wood, metal, or a composite material; or may be vinyl applied to the inside of a window.

Building Murals

Graphic artwork painted or applied to, and made integral with, the exterior wall of a building that does not advertise a business, product, service, or activity for the business(es) inside the building.

Blade Sign

A small sign that projects perpendicular from a structure or is hung beneath a canopy. Blade signs are intended for pedestrian-oriented environments and should be of a size and height visible to pedestrians. They may be made of wood, metal, or a composite material, and may be hung from brackets or chains.

Ground Sign

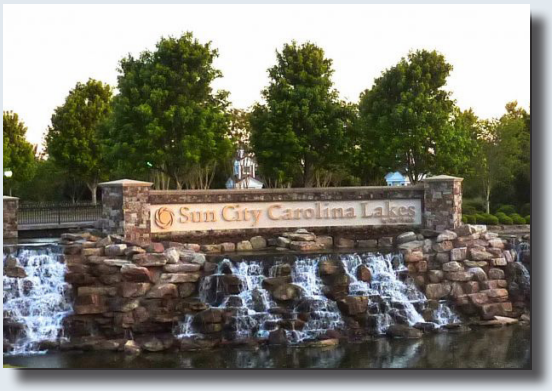
A sign suspended or supported by one or more posts or poles that are anchored in the ground. The bottom of the sign is raised off the ground. Ground signs are intended for use in walkable, pedestrian-oriented locations, and therefore should be of a size and height visible to pedestrians. They are typically made of wood, metal, or a composite material. The sign may include information for multiple tenants, or just one.

Monument Sign

A freestanding sign with the lettering and/or artwork incorporated into a monument-type base that sits directly on the ground. The monument is typically made of stone or masonry with an internal structural framework, rather than support poles. Sign content may be carved directly into the monument or attached to the monument. Monument signs are primarily used in vehicle-oriented locations, and therefore should be of a size and height visible to drivers (sometimes measuring up to twice as high, or twice as wide as a ground sign). A monument sign may include information for one or more tenants in the development.

Entrance /Wayfinding Sign

A sign that announces arrival to a residential subdivision, neighborhood, or community and/or provides information to assist with pedestrian or vehicular circulation. They may be made of a variety of materials, and may include information about attractions or tenants within a development or site.



Free Speech Sign

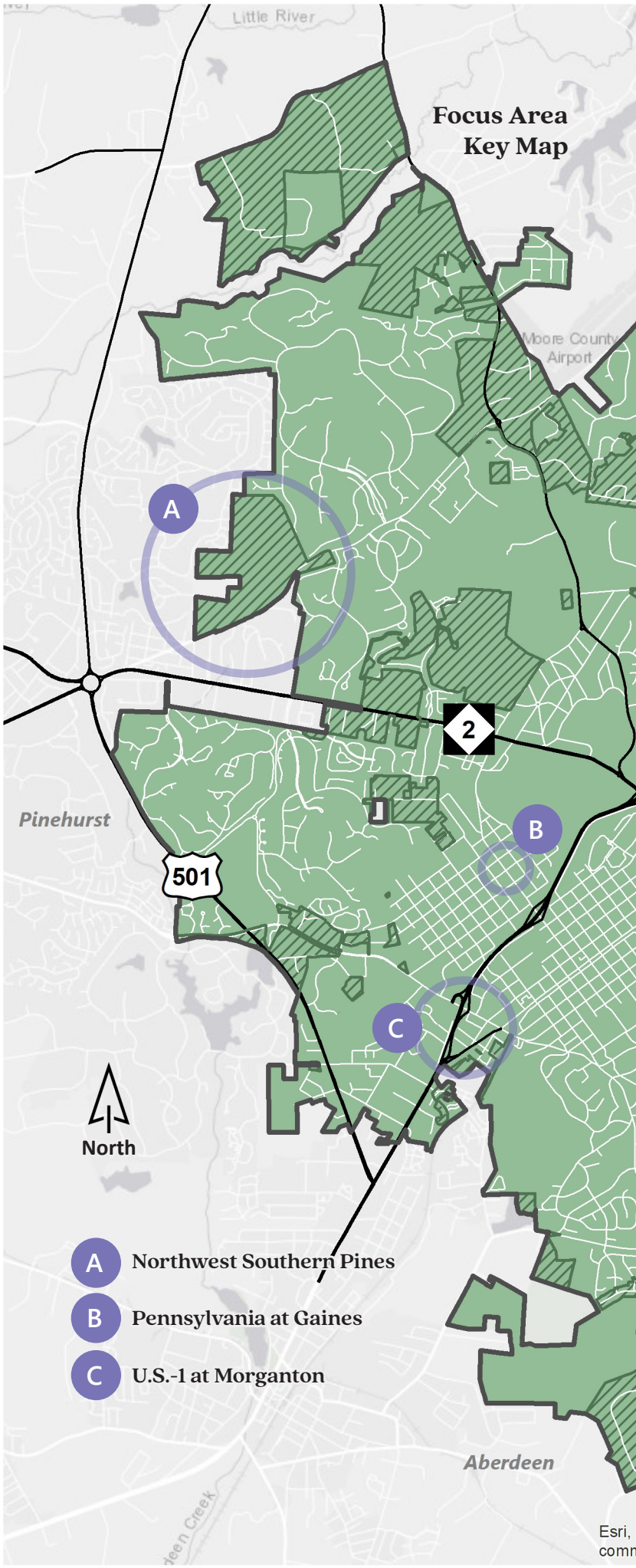
A sign announcing, supporting, or opposing issues; or sharing a message in connection with one's values or beliefs. Free speech signs may include temporary signs urging voter support for a particular election issue, political party, or candidate for public office. They may be made of a variety of materials.

Focus Area Studies

The General Framework, Conservation and Development Map, and important features of Character Districts are presented in the previous sections. Together, they offer guidance that can inform a variety of public and private investment decisions. Understanding how they influence what could potentially be created through the development process requires a more detailed level of study. In this section, a few example illustrations convey the intent of the policies when the General Framework, the Conservation and Development Map, and the Character Districts descriptions are brought together.

Illustrations are used in the document to demonstrate one of several possibilities for a site that would be consistent with the big ideas and concepts about brand, character, and sense of place discussed in the 2040 Comprehensive Plan. Their primary purpose is to help the community visualize possibilities and create a platform for dialogue about the details reflected in the images and how best to implement similar ideas in the town's UDO or other implementing documents. Though they conceptually illustrate development potential in defined geographies, they also demonstrate the application of character-driven design principles and development-related policies that could be applied in other areas of Southern Pines with similar conditions.

Conceptual drawings and images presented in the 2040 Comprehensive Plan are for illustrative purposes only. They do not constitute intended outcomes or provisionary approvals for the properties represented in the document. Actual development of the areas may vary significantly from the drawings included in the document based on property owner interests, market realities, lending conditions, available infrastructure, environmental features, or other factors.



A Focus Area A: Northwest Southern Pines

At the western edge of–and gateway into—the town, this collection of parcels lends itself to the creation of a planned community that, through thoughtful design, can deliver a cohesive mixed-use development. Local-serving retail, office, and service uses could be concentrated to form a center of activity while meeting the daily needs of area residents, workers, students, and visitors. As an alternative to incremental, site-by-site development that could exacerbate travel patterns along Airport Road, this development may be organized around an internal network of streets that provide access to a core area of shopping and dining establishments flanked by office, institutional, service, and residential uses. The surrounding elements may be comprised of neighborhoods that offer a variety of housing types, complementing those that are created as lofts and stacked flats in the core. Amenities throughout add to the livability and connect the destinations within.

B Focus Area B: Pennsylvania at Gaines

West Southern Pines was the focus of a recent study completed by the University of North Carolina School of Government's Development Finance Initiative (DFI) to support the town in its efforts to help revitalize the area. In keeping with the community's interest in "increasing the economic and physical vitality of the neighborhood while preserving the culture and character," the study acknowledged opportunities for reinvestment at key intersections, including one along Pennsylvania Avenue near the intersection at Gaines Street for a "mixed-use zone." The combination of neighborhood-serving commercial, civic, and institutional uses that could comprise a development initiative in this area would have a higher likelihood of success at the intersection of S. Gaines Street and W. Pennsylvania Avenue where high visibility could bolster viability. With the participation of and cooperation among current property owners, the town could facilitate the infill development and redevelopment through a coordinated effort. Ideas for the parcels immediately surrounding the intersection include the introduction of additional retail and services. Public spaces could enhance and connect existing anchors, such as the historic Trinity AME Zion Church, to their surroundings while creating community gathering spaces and a welcoming gateway into the neighborhood.

C Focus Area C: U.S.-1 at Morganton

This area south of downtown has played an important role over many decades as the location of small-scale industrial, automobile dealership, and support uses. It is ripe for redevelopment. As the southern entrance into the heart of the town, the area presents an opportunity for transformational change to create a new identity in this space, better utilize the land within for an expanded range of compatible uses, and offer a new experience for residents, workers, and visitors. While complementing the downtown, which has its own identity, this area can redevelop in a manner that is a departure from the traditional form of downtown while respecting the character that defines Southern Pines.

Focus Area A: Northwest Southern Pines

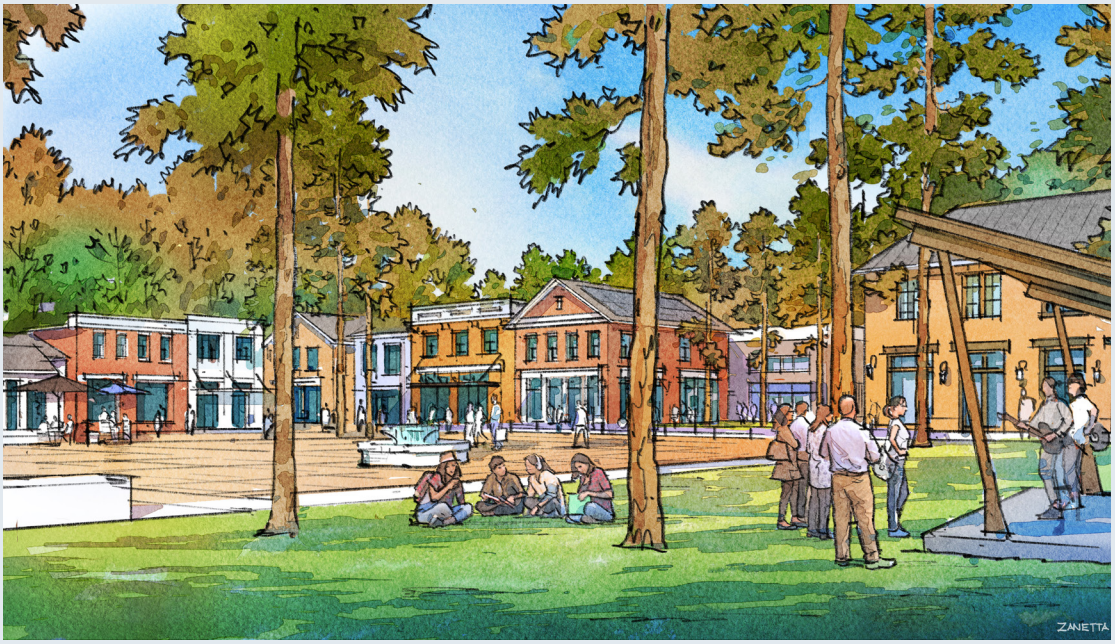
1. Encourage the thoughtful planning and design of large, contiguous, undeveloped parcels to facilitate the creation of cohesive activity centers.
2. Support the development of a mixed-use node where the range of uses includes shopping and dining options to serve area residents, students and faculty at the nearby community college, and those traveling to and from the airport and area businesses. This mixed-use area should also accommodate office space and residential units in the form of lofts, condominiums, and apartments, as such uses can help ensure daytime, weeknight, and weekend populations to maximize the viability of these centers as strong commercial locations. The mix of uses and design qualities of the development node should convey the area as a center of excellence unique within the region.
3. Integrate existing development and anticipate the adaptive reuse of existing structures for complementary activities.
4. Encourage internally a mix of housing types to meet current and future demand for a broader range of housing options.
5. Promote sensitive transitions to existing, adjacent development through comparable lot sizes and buffers, particularly where the development adjoins existing residential lots.
6. Require a variety of accessible, usable open spaces that can be enjoyed by residents as amenities. Open spaces may be designed to support various passive and active recreational activities and neighborhood gatherings. Some may help with the conservation of natural resources.
7. Require the inclusion of greenway segments that can connect such development to nearby neighborhoods, schools, and employment centers.
8. Respect and connect to existing stub streets.
9. Maximize street connectivity within the development as well as connections to adjacent development, where feasible. The design of such connections should prevent a high-speed bypass of the traffic circle west of this area (Pinehurst).

ELKINGTON WAY
BROOKFIELD DRIVE
AIRPORT ROAD
Mixed-Use Buildings (Retail or Office, Some with Residential Units Above)
Existing Structures on the Site Re-purposed as a Wellness Retreat
Townhomes and Other Small-Format Multi-Family Buildings
Single-Family Detached Homes

2

Interesting building architecture and site design elements should be used in the mixed-use center of the development to portray the area as a very desirable place in the region for retail, office, residential, and entertainment uses.

2

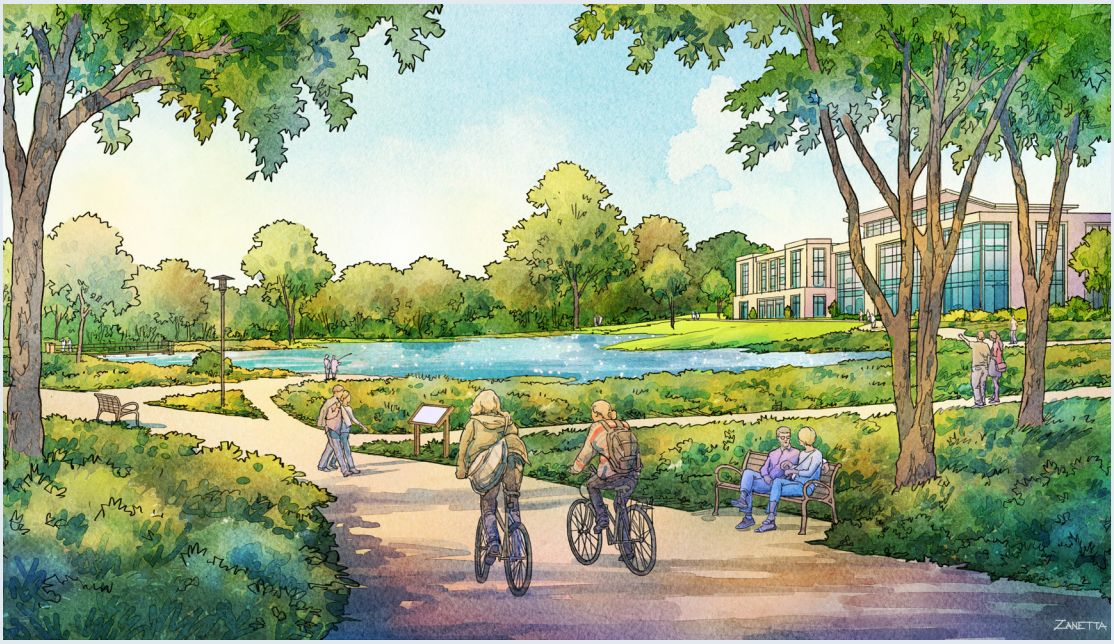


Common green spaces throughout the new community should be readily-accessible to nearby residents, employees, and victors to the area. Large and small spaces should support community gatherings and people-watching throughout the day.

4

Residential neighborhoods should be highly-walkable and connect residents with nearby open space. A variety of home choices – single-family detached, duplex, triplex, etc. – may be located on the same block or street and blended together using common architecture.

7



A comprehensive network of parks, tree preserve areas, and greenways link destinations in the new community. Residents, employees, and visitors are encouraged to walk or bike between destinations.

Focus Area B: Pennsylvania at Gaines

1. Building on the recommendations made by University of North Carolina School of Government's Development Finance Initiative, support redevelopment and infill development on some properties to include neighborhood-serving commercial uses. A node along Pennsylvania at Gaines will give the visibility and direct neighborhood access needed to ensure the location is a viable business investment.

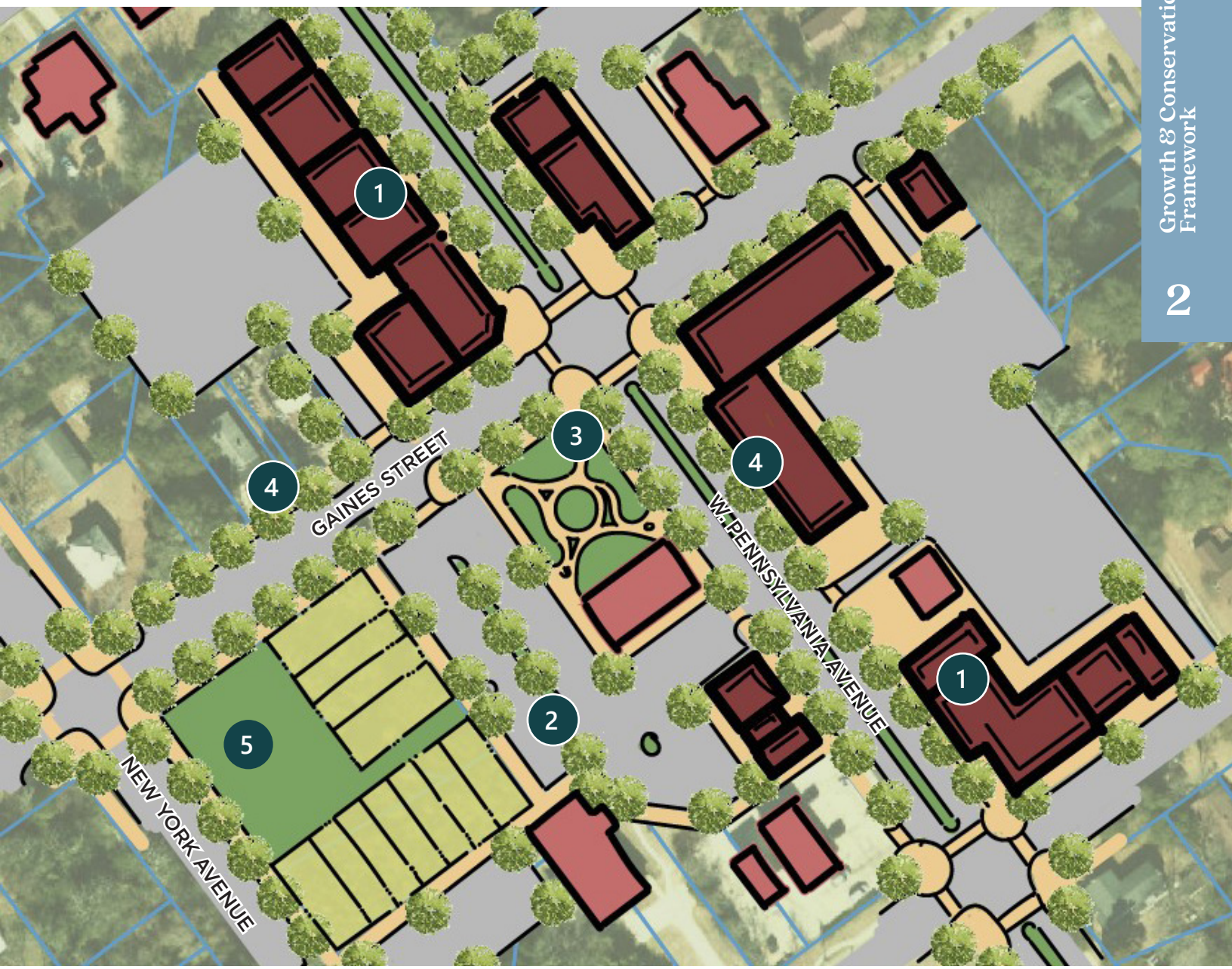
2. Work with the Trinity AME Zion Church and neighboring property owners to determine ways to incorporate open space and shared parking. A strategy developed through cooperation of these entities will help optimize the utilization of available land in this location.

3. Encourage publicly accessible open space that can be enjoyed by the West Southern Pines community. Though maintained by the property owner(s), these spaces, designed to encourage the residents to come together, can be programmed and help reinforce the sense of community.

4. Invest in streetscape to demonstrate the town's commitment to the community in its efforts to enhance this area as a place to live, work, recreate, and worship.

5. Support additional housing, particularly where it enables seniors in the neighborhood to "age in place."

4



- Proposed Buildings (non-residential or mixed-use)
- Existing Buildings
- Single-Family Detached Home Lots

The illustration highlights one of many possible concepts to re-energize the intersection of West Pennsylvania Avenue and Gaines Street in West Southern Pines. It includes a central park for community celebrations, and a mix of buildings that may support local restaurants, shops, or offices. The activity center envisioned for this intersection should complement efforts being made to create the West Southern Pines Cultural Art Center on Carlisle Street.

The illustration highlights one of many possible concepts for building new infill housing on vacant lots in the West Southern Pines community. In this example, five small single-family detached homes are organized around a central green that is shared by the residents. One or more of the homes in the cluster could easily be a duplex or some other "missing middle" home type mentioned in the Comprehensive Plan. The building at the far end of the green space could be an Accessory Commercial Unit shared by residents as a place to generate extra income.

Focus Area C: U.S.-1 South of Morganton

1. Invest in this area as a continuation of the energy and vibrancy of downtown Southern Pines while instilling a unique experience in the district that does not simply copy downtown further south. An eclectic mix of uses, building architecture, and investments in the public realm should reinforce the idea of delivering a different experience (brand) in the heart of Southern Pines.

2. Facilitate redevelopment in this area to maximize the utilization of land and accommodate a mix of desired and compatible uses.

3. Allow a land use mix and development intensities that can help developers yield a reasonable return on investment that funds high-quality design and placemaking features. A coordinated approach generally improves an area's economic vitality, perceived security, and sense-of-place or character.

    - Establish different but equally effective design standards. A departure from some of the standards set forth for downtown could introduce more flexibility in design approaches, setting this area apart from downtown. In doing so, ensure high-quality public spaces are created without jeopardizing the viability of existing and future real estate investments.

4. As redevelopment occurs, partner with private investors to enhance the public realm to create an inviting, vibrant atmosphere comprised of functional spaces that vary in size depending on intended uses. Those spaces may include:

    - Streets with wide sidewalks, trees, and furnishings that are aesthetically pleasing and allow restaurants and shops to comfortably (and safely) "spill" into the public space.

    - Parks and greens at the foreground to commercial spaces that serve as extensions of interior spaces.

5. Working with private landowners and developers, create gateways that accommodate public art and amenities. These signal the transition into the heart of town and support a variety of activities. Well-designed plazas and greens may be among the open spaces that connect the component parts while supporting formal and informal gatherings, programmed events, and enjoying the outdoors.

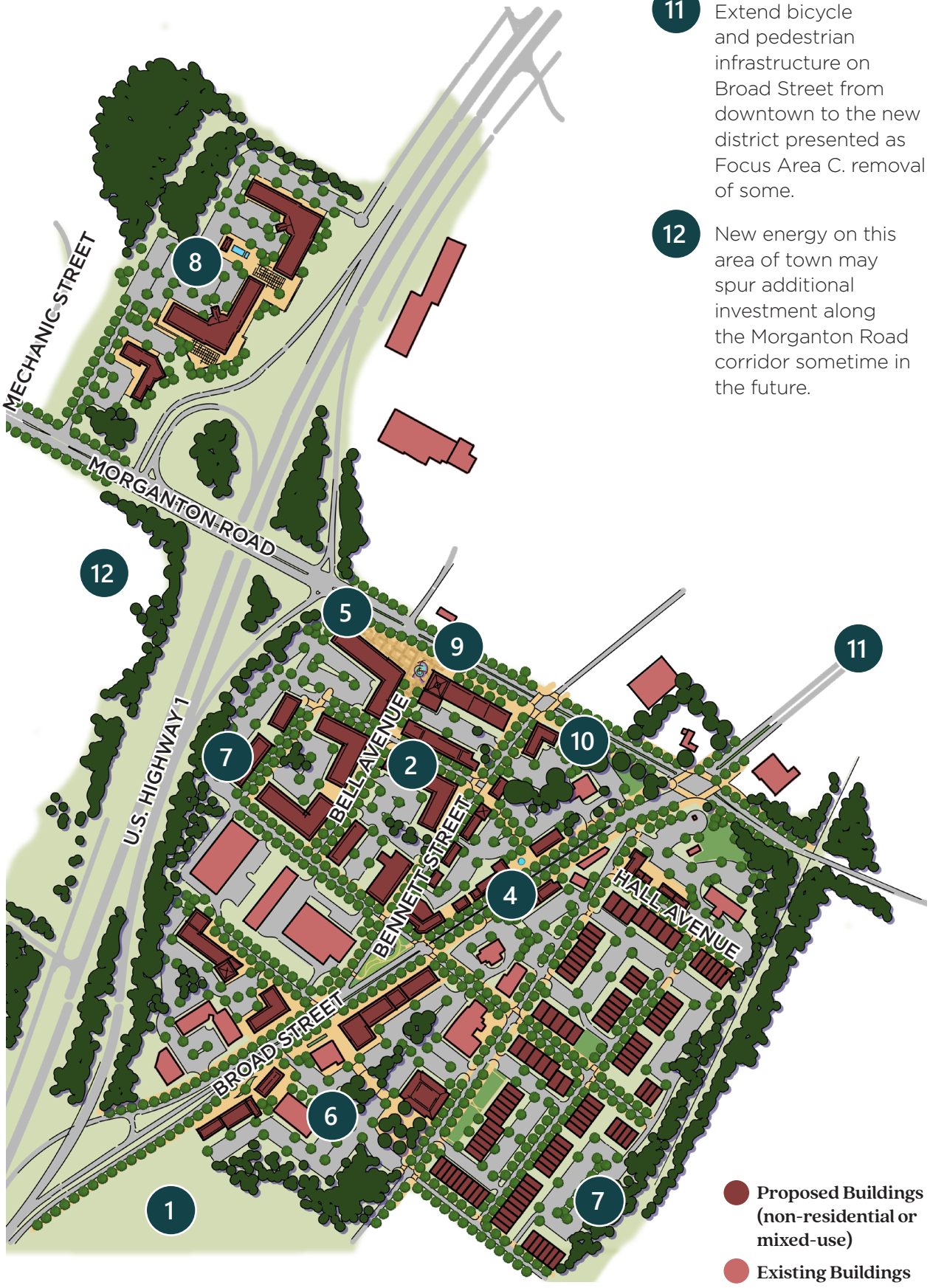
6. Emphasize pedestrian connections with walkways and crosswalks that aid pedestrian circulation and reduce the need to navigate by automobile. This may also help promote a "park-once" mentality, as each visitor leaves their car in a single parking space and navigates from one destination to the next on foot instead of repositioning their car.

7. Introduce housing in the form of townhomes and loft spaces at the edges, as a 24/7 population will help generate the activity needed to create a vibrant destination.

8. Encourage the reuse of commercial properties for updated versions of existing uses, such as the hotel site (Days Inn and Econolodge), which could be reinvented with dual-brand hotels and supporting amenities. This would satisfy demand for such uses (or the spaces they require) while concentrating such uses in places where the community has grown accustomed to them. Reassurance that the community supports such changes could help the owners decide to make the investments.

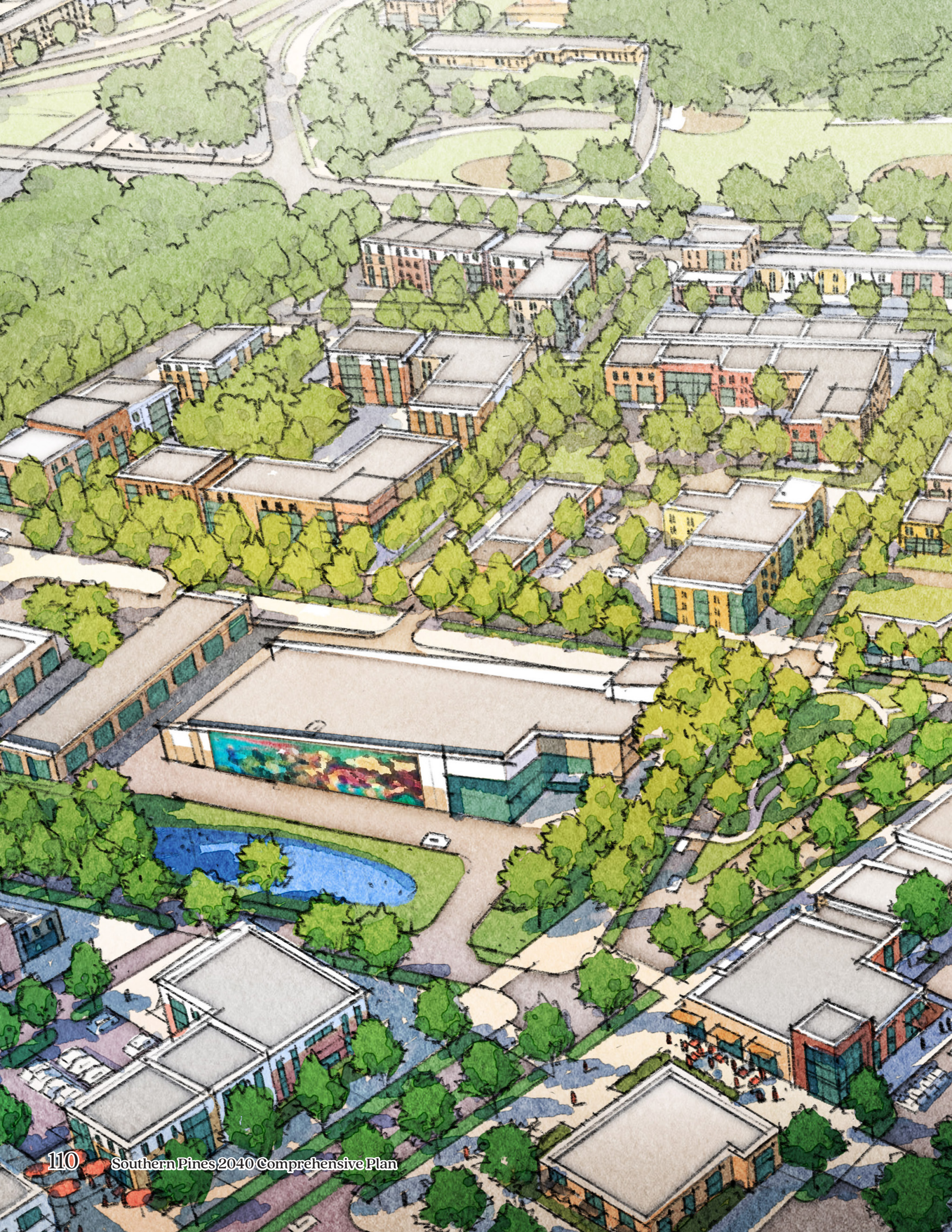
9. Encourage public art that helps reinforce that identity and helps create a memorable experience for visitors.

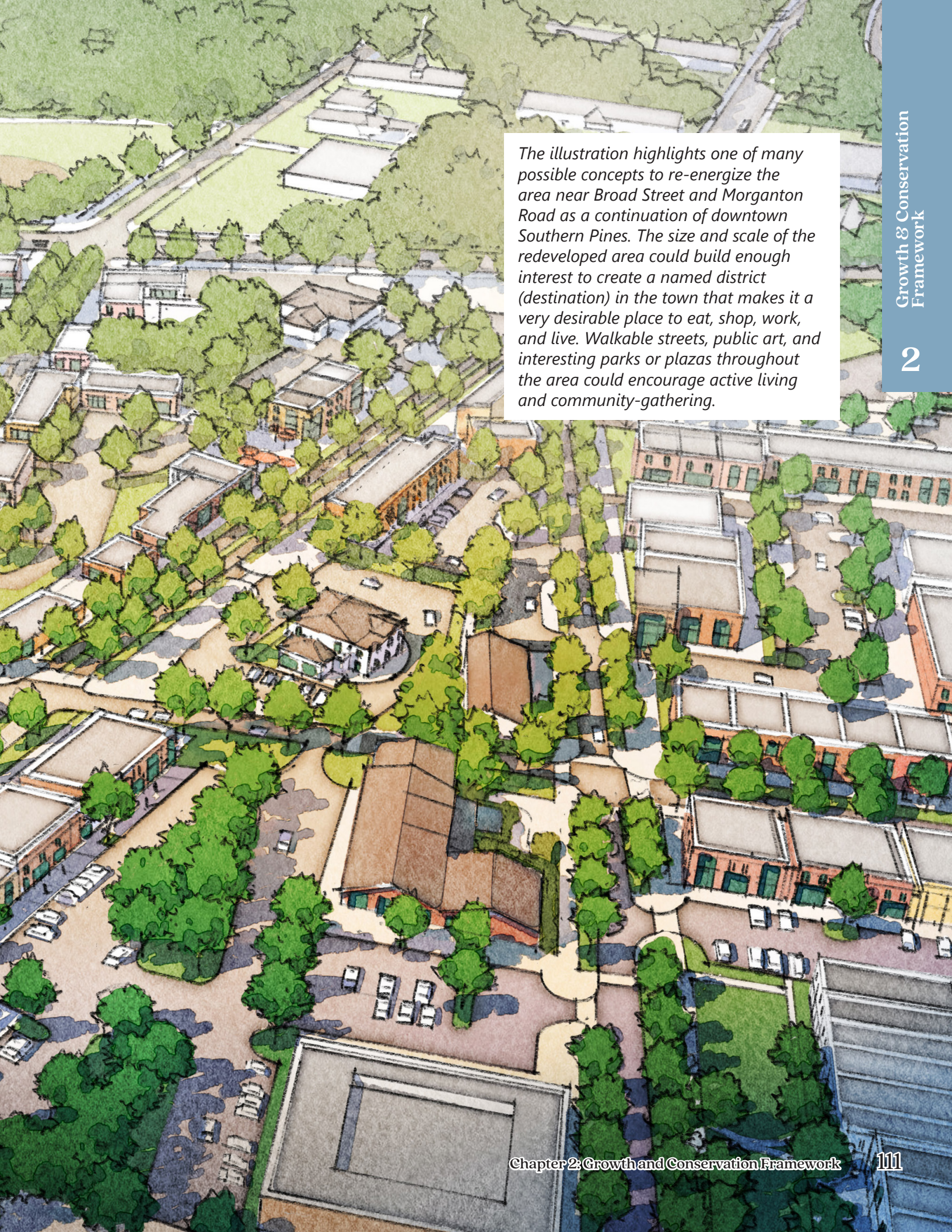
10. Promote the preservation of existing canopy trees where practical. Flexibility in the application of local regulations may be warranted to ensure tree preservation is possible, where desired. An example of this is the standards dictating the size, location, and organization of parking areas, as meeting the standards could impact the health of trees or require the removal of some.



11 Extend bicycle and pedestrian infrastructure on Broad Street from downtown to the new district presented as Focus Area C. removal of some.

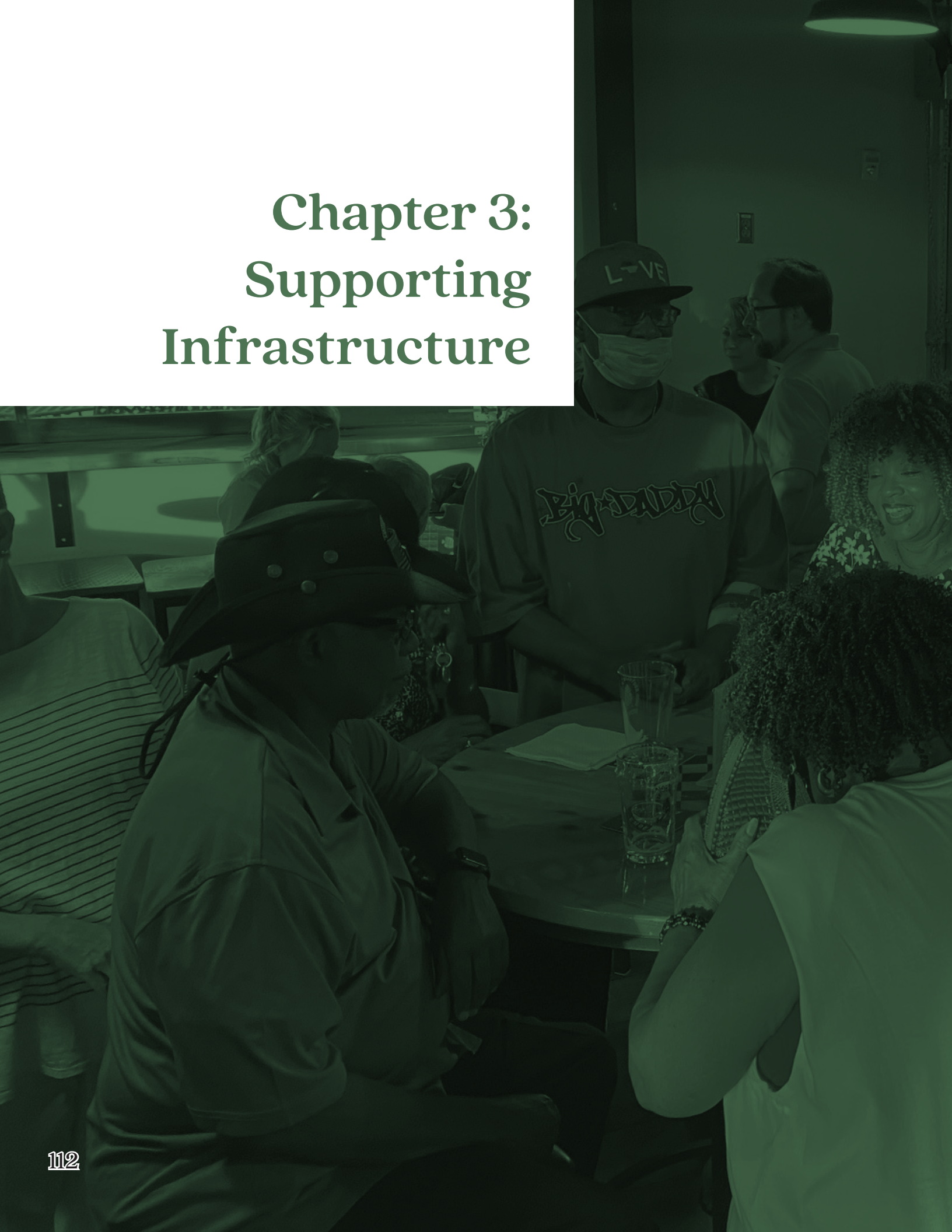
12 New energy on this area of town may spur additional investment along the Morganton Road corridor sometime in the future.





The illustration highlights one of many possible concepts to re-energize the area near Broad Street and Morganton Road as a continuation of downtown Southern Pines. The size and scale of the redeveloped area could build enough interest to create a named district (destination) in the town that makes it a very desirable place to eat, shop, work, and live. Walkable streets, public art, and interesting parks or plazas throughout the area could encourage active living and community-gathering.

Chapter 3: Supporting Infrastructure



Background Information
Supporting Infrastructure Maps
- Parks and Open Space
- Greenway and Trails Network
- Fire Protection
- Police Protection
- Water Service Area
- Sewer Service Area
- Transit Network
- Road Network

Coordination Activities

Chapter 3: Supporting Infrastructure

Governments have certain responsibilities to construct, operate, maintain, and replace community facilities and services (infrastructure) to keep pace with existing and future year development patterns. Some infrastructure categories are planned and funded solely by the Town of Southern Pines, while others are provided by Moore County Utilities, Moore County Schools, the State of North Carolina, or other partners.

The type, location, and capacity of infrastructure in the community (its service delivery) are critical to the town's ability to grow and develop in accordance with the Growth and Conservation Framework presented in Chapter 2. Service delivery is also critical to managing the cost and timing of needed improvements, which can dramatically impact property owners with increased taxes if expenditures are not well-planned and well-funded in future year capital and operating budgets.

Background Information

The information that follows provides general background on the topic of infrastructure and its role in supporting the Growth and Conservation Framework for Southern Pines.

Who is Responsible for Providing Infrastructure in Southern Pines?

Community infrastructure in Southern Pines is generally provided by the town, Moore County, Moore County Schools, and the North Carolina Department of Transportation. Residents, business owners, and visitors do not realize service provider responsibilities, and expect a well-coordinated and streamlined system to manage future growth and development patterns in the community.

A summary of service provider responsibilities is provided below.

Town of Southern Pines

The town is responsible for most community infrastructure provided in Southern Pines, including water distribution, sewer collection, police protection, fire protection, streets and grounds maintenance, stormwater management, solid waste collection, parks and facilities, and recreation programs.

Responsibilities are spread among several departments using in-house staff and equipment to build, operate, maintain, and replace infrastructure.

Moore County Utilities

Moore County is responsible for sewer treatment in the town's planning jurisdiction, which is delivered to the treatment plant via the town's system of collection pipes. A public utilities division within the county operates as an enterprise fund, meaning the government-owned utility operates like a business with a separate governing board that sets rates and plans for capital construction, operations, maintenance, and replacement.

Moore County Schools

Moore County Schools is autonomous from Moore County and operates with a separate governing Board of Education. The school

district is responsible for instruction, operations, and capital planning.

North Carolina Department of Transportation

The North Carolina Department of Transportation (NCDOT) is responsible for building, operating, maintaining, and replacing major roads and highways in Southern Pines. This does not include local streets maintained by the town using Powell Bill funds.

Private Developers

Private developers build certain infrastructure -- streets, water lines, sewer lines, parks, etc. -- to serve new neighborhoods, employment centers, or shopping centers in Southern Pines. Much of the infrastructure built by developers is dedicated to the town, Moore County, or the NCDOT when the project is complete. One of the receiving agencies operates and maintains the infrastructure after acceptance, and they are responsible for increasing capacity or re-building infrastructure once its useful life has expired.

The town is not required to accept all the infrastructure offered by developers, and there are instances in the town's past where officials have refused the dedication of certain infrastructure (especially roads).

Infrastructure that remains private is maintained by the developer or a private association of property owners created by the developer after the project is complete. Responsibilities for the developer or private association include operation, maintenance, and replacement of aging infrastructure.

Existing Conditions Assessment

A description of community facilities and services in Southern Pines is provided in a separate document entitled the **Town of Southern Pines Comprehensive Long-Range Plan, Physical Assessment Series, Infrastructure**. A copy of the document is available from the town's planning department.

Changing Infrastructure Needs

Infrastructure needs in Southern Pines change over time as some portions of the community transition from rural to suburban to urban. Demands for service generally increase over time in these areas, and existing facilities expand, or new facilities are built, to provide minimum levels of service to existing and new customers.

Solutions for meeting new infrastructure demands also change as portions of the community transform. In more rural areas, minimal infrastructure is provided by the town and its partners to meet existing needs, and local residents or businesses rely on private solutions to meet at least some of their demands (e.g., well and septic systems, private open space, etc.). In more suburban areas, infrastructure investments are increased and provide either "point-of-service delivery" at the property line (water distribution and sewer collection systems or curbside trash pickup) or "close proximity to nearby facilities" in defined services areas for the different providers (e.g., parks and recreation facilities, schools, fire protection, or police protection). In many U.S. cities, providing infrastructure to serve areas that are primarily single land use, low density, and not well-connected is expensive, and over time, demands for service eventually surpass available supply to the point that systems break down.

As the town grows, some activity centers or development nodes identified in the Growth and Conservation Framework may become more dense and take on certain urban characteristics: mixed-use development, taller buildings, different living options, different mobility solutions, or formal public spaces. Increased density or new land uses not anticipated at the time original infrastructure was provided may create

various stresses on the system and a need to retrofit (make larger) existing systems to accommodate increased demands. In addition, one or more suburban models used previously for delivering specific facilities and services — such as school location and construction standards or park design and location standards — may need rethinking to meet the needs associated with a more urban condition

Changes in the economy, consumer preferences, climate, and lifestyle choices may also impact how the town and its partners plan for and invest in new infrastructure. Forward-thinking and close coordination with officials that influence land use and development standards — the demand factors for the various systems — will be needed to control costs and manage the timing of new infrastructure to meet demand.

True Cost of Infrastructure

Some communities struggle with managing the true cost of providing infrastructure - starting with construction or acquisition of the facility or equipment, budgeting for its annual operating and maintenance costs, and programming funds for future years to eventually rehabilitate or replace the asset because it has reached the end of its useful life. These communities are surprised by large, unanticipated budget requests because departments or elected officials are not prepared for the full-accounting of providing infrastructure. Unplanned expenditures lead to unfortunate budget discussions where priorities are triaged because there is not enough money for everything.

Rising debt burden for the town because of deferred maintenance may result in less capacity to authorize new debt for capital projects in the future. And, with debt less affordable, the town may need to make difficult decisions to control expenditures and prioritize competing infrastructure requests.

Continued unmet operating and maintenance costs for existing infrastructure deferred to future years may also lead to larger, more expensive capital costs when facilities fail and lead to emergency repairs or replacement. The cost to complete these improvements could place additional long-term burdens on future budgets for decades to come that could be managed with regular spending on maintenance of existing infrastructure.

Supporting Infrastructure Maps

A series of supporting infrastructure maps are presented on pages 118 through 133, which recommend new or expanded infrastructure to keep pace with growth and development envisioned in the Growth and Conservation Framework. Information for the infrastructure categories presented in the map series should be refined further in future master plans or feasibility studies completed after the 2040 Comprehensive Plan is adopted. They should also provide more detail — refined service area maps, preferred technologies or solutions, level of service standards, candidate projects, and more specific policies — to implement broad ideas or concepts in the 2040 Comprehensive Plan. The follow-up plans and studies also serve as another bridge between the policies in the 2040 Comprehensive Plan and specific rules and requirements in the town's UDO.

General expectations for number, location, alignment, spacing, connectivity, or service areas depicted on the supporting infrastructure maps should instill minimum expectations or intended outcomes for development applications considered by town leaders. The actual location or design of a facility on the maps may change for a specific site during site development activities; however, the omission of a recommended facility or feature from one of the maps is discouraged on a site unless approved by town leaders during the development review process. The opportunity to create comprehensive, continuous, and connected infrastructure throughout the community is critical to realizing the shared vision and guiding principles presented in the 2040 Comprehensive Plan.

Parks and Open Space

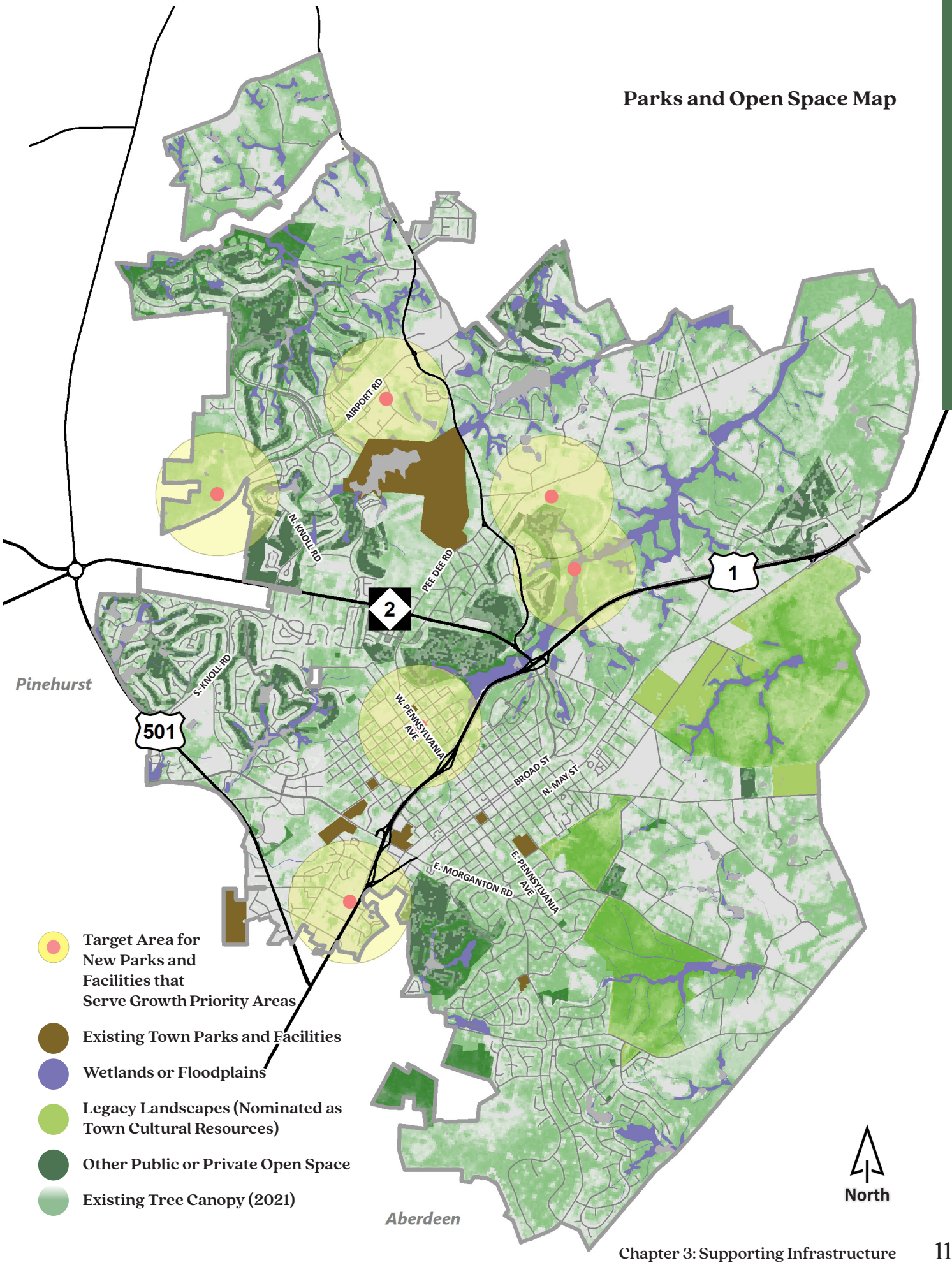
The 2040 Comprehensive Plan emphasizes renewed interests in protecting large-scale, continuous green space in Southern Pines. These places includes natural areas for 1) managing storm water runoff, 2) safeguarding large longleaf pine tree stands as cultural resources, and 3) designating wildlife protection areas. New parks or recreation centers in the community could support active or passive uses and gathering places for residents, employees, and visitors.

Important design elements for new parks or plazas in Southern Pines should follow the concepts and ideas for different character districts presented in the open space matrix in Chapter 2. The size, location, and design of parks should vary and support a hierarchy of large parks serving the community, smaller parks serving surrounding neighborhoods, and public spaces in downtown or new development activity centers designed as plazas, cafes, and attractive streets for walking.

Preserving the ability to convey the waters of a one hundred year flood event and minimize loss of life and property damage throughout Southern Pines is a state requirement. Floodplain regulations support more compact development principles, promote environment stewardship, and make the suburban environment more attractive by providing quick, convenient access to nature.

High-level concepts and recommendations presented in the 2040 Comprehensive Plan should be refined in a future update to the Town of Southern Pines 2015 Comprehensive Recreation and Parks Master Plan.

Parks and Open Space Map



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Greenway and Trails Network

The 2040 Comprehensive Plan proposes a system of greenways and trails that create a comprehensive, continuous, and connected network of off-street facilities to serve pedestrians, bicyclists, or horse riders. Proposed "cross town trail connectors" within the town's planning jurisdiction (brown lines) connect residents with local parks, schools, neighborhoods, and development activity centers. The routing and alignment of greenways or trails in Southern Pines was planned for with connections to local systems in Pinehurst (dark blue lines) and Aberdeen (light blue lines) in mind. The hope is that efforts of all three communities, together with Moore County working within the three ETJs, will create a comprehensive and connected network of greenways and trails for the southern Moore County region. Existing equestrian trails on the map (green lines) expand the town's greenway and trails network to the east.

Local greenways and trails (not shown on the map) should be included in new and existing developments to the maximum extent possible to connect users to the larger network.

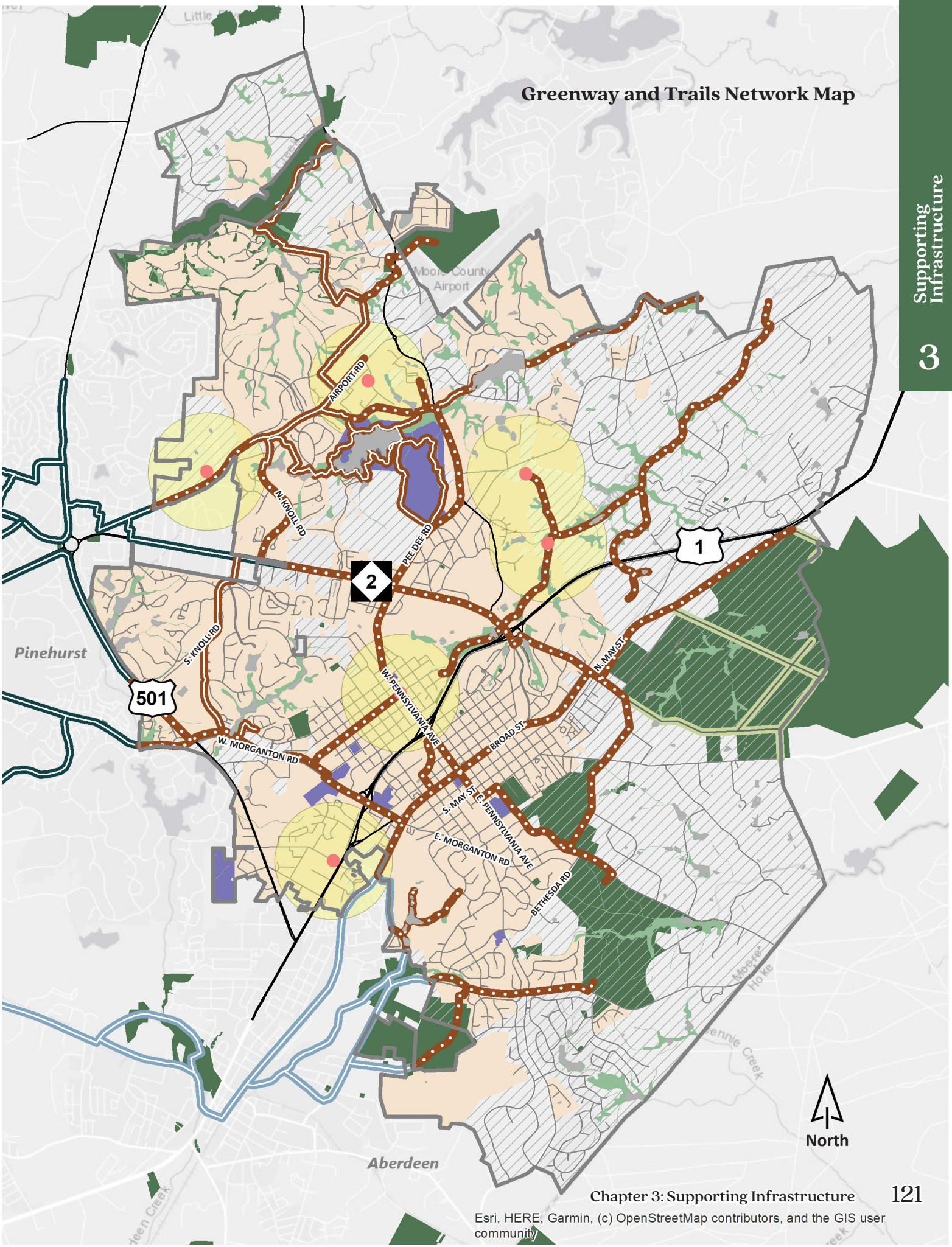
A system of greenways and trails at the scale proposed in the 2040 Comprehensive Plan will make Southern Pines an even more attractive destination for recreation enthusiasts, residents seeking active lifestyles, equestrian advocates, or businesses focused on outdoor living. Some communities like Greenville, SC or Travelers Rest, SC prepare entire economic development plans around a regional greenway system. Some studies find home values increase up to five percent if they are located within 600 feet of a greenway (Student Corner: The Value of Greenways, UNC School of Government, 2017).

The general alignment of greenways or trails depicted on the map is for illustrative purposes only. Their actual location and routing may differ from the map based on specific site development conditions. However, the number of corridors, their general routing, and the spacing between them should be implemented. Developers are strongly encouraged to design portions of the greenway system traversing their property as a prominent feature in the landscape.

Recommended design characteristics — final alignment, typical cross section, construction material, right-of-way needs, etc. — should be refined in a future update to the Town of Southern Pines 2015 Comprehensive Recreation and Parks Master Plan and the Town of Southern Pines Engineering Design Manual and Standard Details. Both documents, if needed, should be updated after completion of the 2040 Comprehensive Plan.

- **Greenway, Southern Pines (Existing)**
- **Greenway, Southern Pines (Proposed)**
- **Greenway, Pinehurst (Existing or Proposed)**
- **Greenway, Aberdeen (Existing or Proposed)**
- **Greenway, Private Trail System (Accessible to Public)**
- **Local Street**
- **Target Area for New Town Parks and Facilities that Serve Growth Priority Areas**
- **Existing Town Parks and Facilities**
- **Wetlands or Floodplains**
- **Permanent Open Space (Government- or Privately-Owned)**
- **Town Corporate Limits**
- **Town Extra-Territorial Jurisdiction**

Greenway and Trails Network Map



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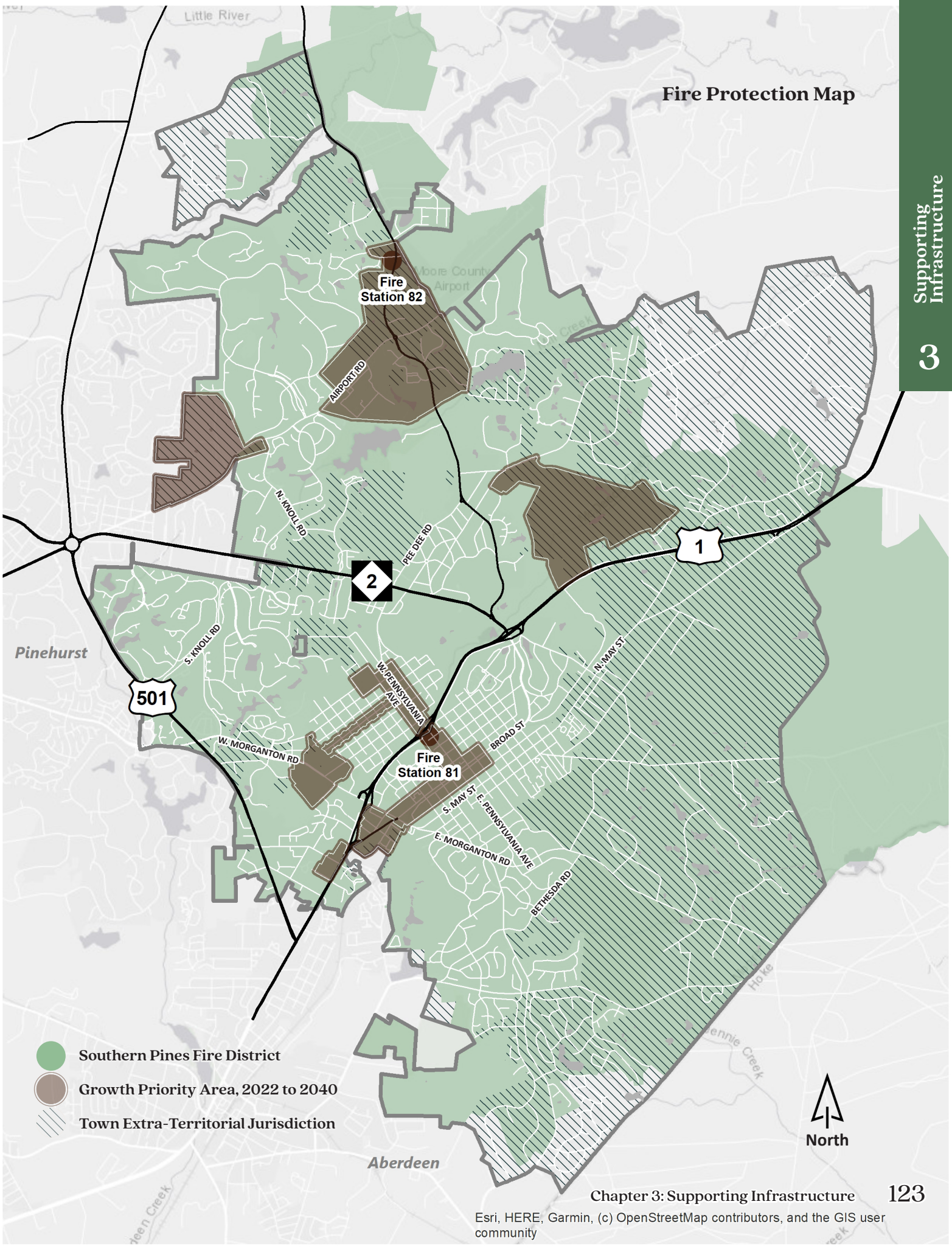
Fire Protection

Demands for fire protection services will increase over time as the town grows and develops. Existing fire stations serving the Southern Pines Fire District (dark red dots) may need to be expanded to store new or larger equipment. One or more additional fire stations may also be needed in the future to serve an increasing and expanding development footprint. Crossing U.S. 1 east and west in the future may increase response times as congestion grows and few bridges exist over the limited access portion of the highway. A reduction in Insurance Services Office (ISO) Class Rating is possible in the future if resources are stretched too thin, which could create increased insurance premiums for residents and business owners.

The 2040 Comprehensive Plan targets new development, in part, in the activity centers presented on the map. Officials for the fire department should contemplate demand for service in these areas as they plan future investments.

(Note: An Insurance Services Office (ISO) rating is a score between 1 and 10 that rates a fire district's ability to handle fire emergencies. A lower score indicates better fire protection abilities and generally translates to lower property insurance rates for residents and businesses.)

Fire Protection Map



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Police Protection

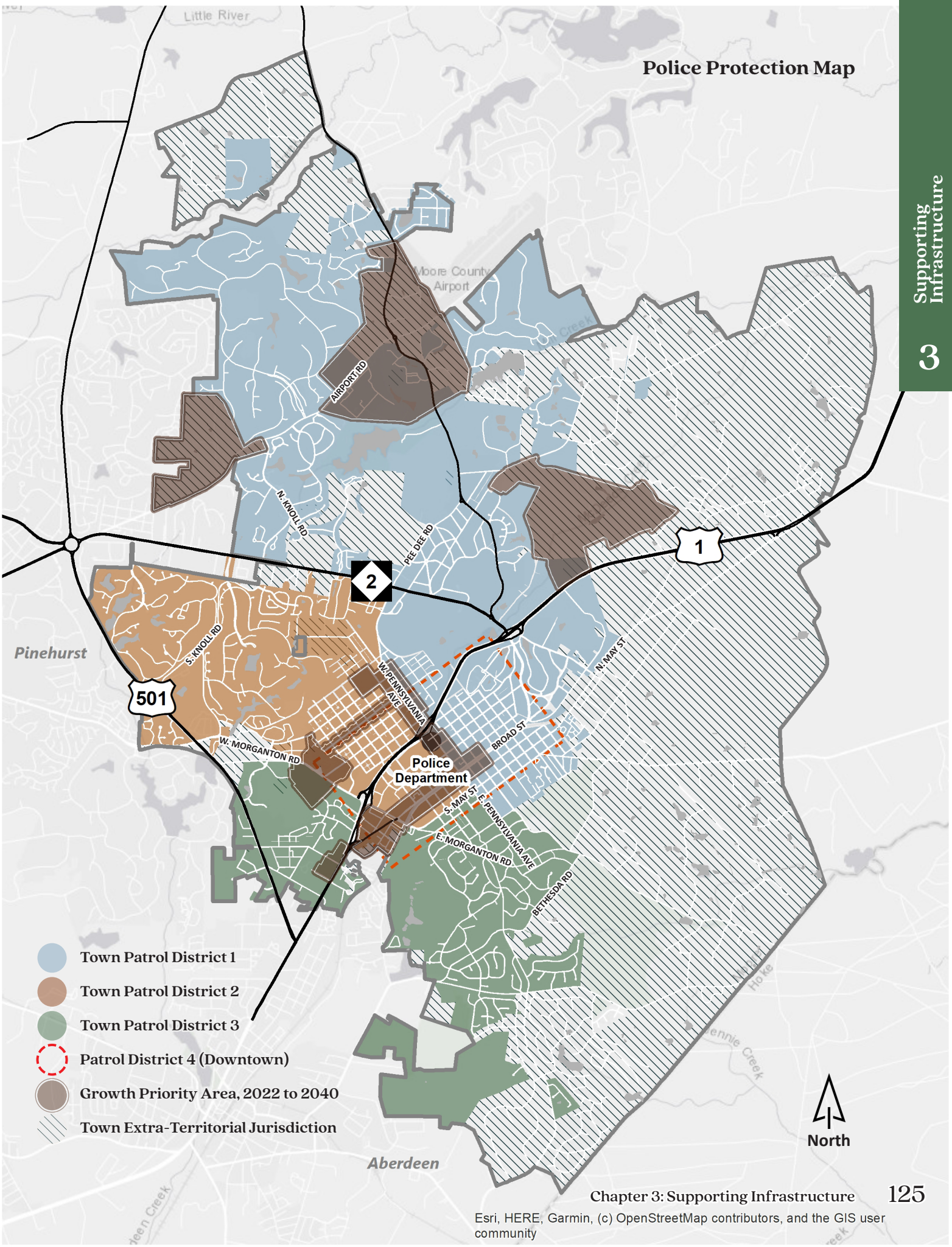
The Southern Pines Police Department patrols areas inside town limits, which is the area represented in blue, brown, and green on the map. The Moore County Sheriff's Office patrols all other areas in the town's planning jurisdiction (the ETJ, highlighted on the map with angled gray lines). Expansion of the town's police patrol area would occur only when new land is annexed into town limits.

Continued expansion of the town's development footprint away from its traditional core may require additional officers and patrol vehicles to maintain existing service delivery levels. Like the fire department, crossing U.S. 1 east and west in the future may increase response times as congestion grows and few bridges exist over the limited access portion of the highway. Police substations may be one solution for addressing the issue in the future subject to a feasibility study with favorable recommendations. Also, as a destination for employment, shopping, dining, and education (Sandhills Community College) in the southern Moore County region, the Southern Pines Police Department may service a population up to three times its size during daytime hours or special events. The influx of non-residents places additional pressure on the department's services and resources that should be monitored in the future.

Future planning for the town's bike lanes, sidewalks, and greenways should consider opportunities for police patrol by bicycle or foot (vs. automobile) in more densely populated areas. The police department should be a partner in systems-level planning for transportation that re-think or reconnect portions of the community via walkways, bikeways, and greenways.

The 2040 Comprehensive Plan targets new development, in part, in the activity centers presented on the map. Officials for the police department should contemplate demand for service in these areas as they plan future investments.

Police Protection Map



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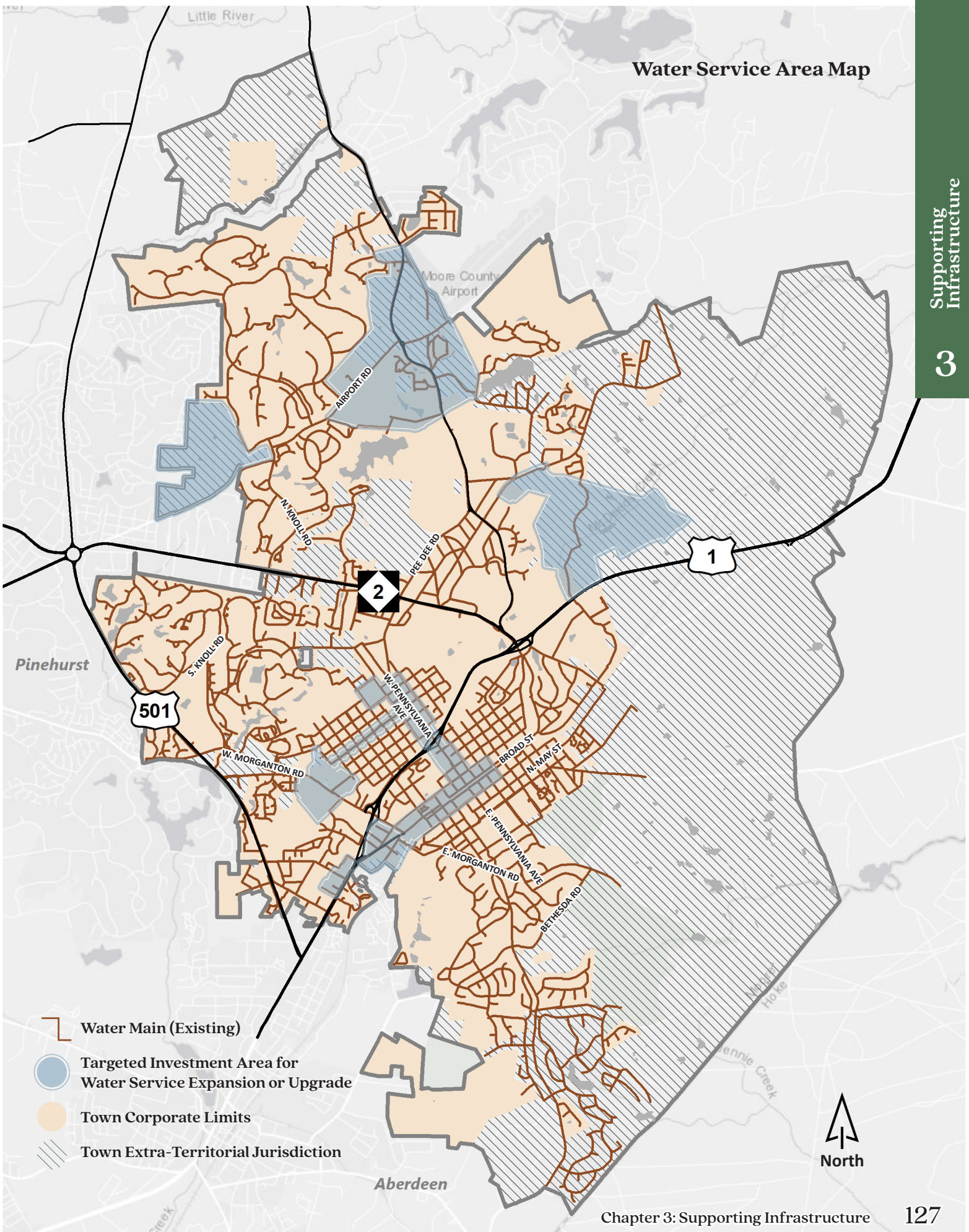
Water Service Area

The Town of Southern Pines Utility Division provides water service to town residents and several nearby communities. The timing, size, and priorities for system expansion will be critical to the town as it contemplates future development. Increased demand because of rapid population growth, combined with increased fire flow requirements could require an eventual expansion of the Southern Pines Water Treatment Plant. Capital improvements necessary to account for growth will need to be carefully balanced with maintenance and long-term rehabilitation and replacement needs.

Expanded service areas and/or increased line capacity in existing services areas should be programmed in the future to keep pace with demands. A Water and Wastewater Capital Improvements Plan (CIP) update was completed in 2022, and includes new projects and revised project implementation phasing, along with cost estimates updated to reflect current market conditions. Priority projects in the CIP update include waterline replacements; parallel transmission line installation; and pump station additions and upgrades.

The 2040 Comprehensive Plan prioritizes service expansion in the targeted investment areas presented on the map.

Water Service Area Map



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Sewer Service Area

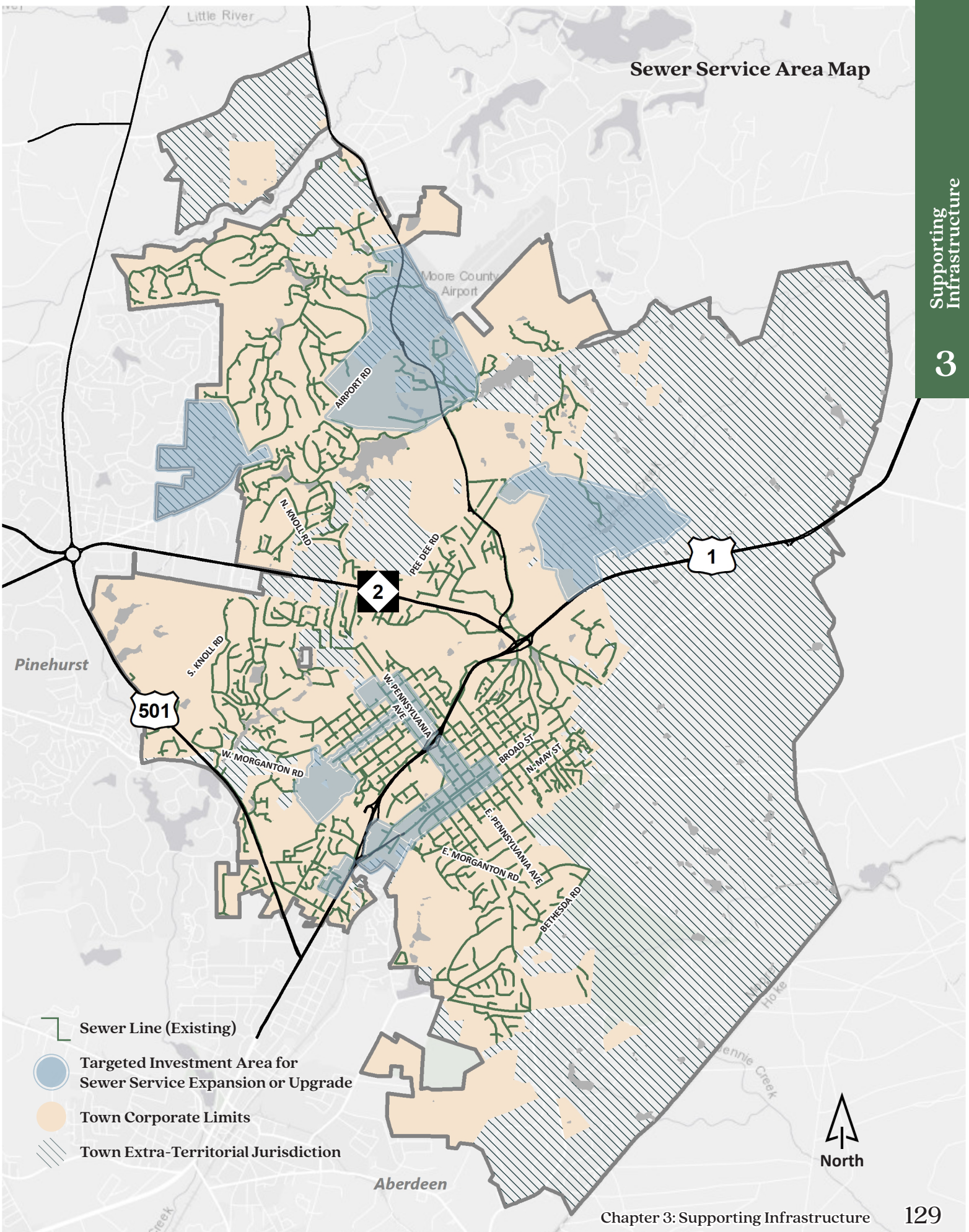
Moore County owns and operates the Moore County Water Pollution Control Plant (WPCP) and its major outfalls. Formal agreements are in place to serve town customers at the Moore County WPCP; however, there is no minimum reserve for a specific amount of treatment capacity at the WPCP to meet the needs of customers in Southern Pines. Development in other locations of Moore County should be monitored in the future to ensure service is available for continued growth and development in the Southern Pines planning area.

The Town of Southern Pines operates the sewer collection system that conveys wastewater to the treatment plant.

Expanded service areas and/or increased line capacity in existing service areas should be programmed in the future to keep pace with demands. A Water and Wastewater Capital Improvements Plan update was completed in 2022 and includes budget allocations for annual rehabilitation and maintenance of the existing gravity sewer collection system as well as an upgrade to the Warrior Woods and Aro Road lift stations and the expansion of the sewer lift station emergency backup system.

The 2040 Comprehensive Plan prioritizes service expansion in the targeted investment areas presented on the map.

Sewer Service Area Map



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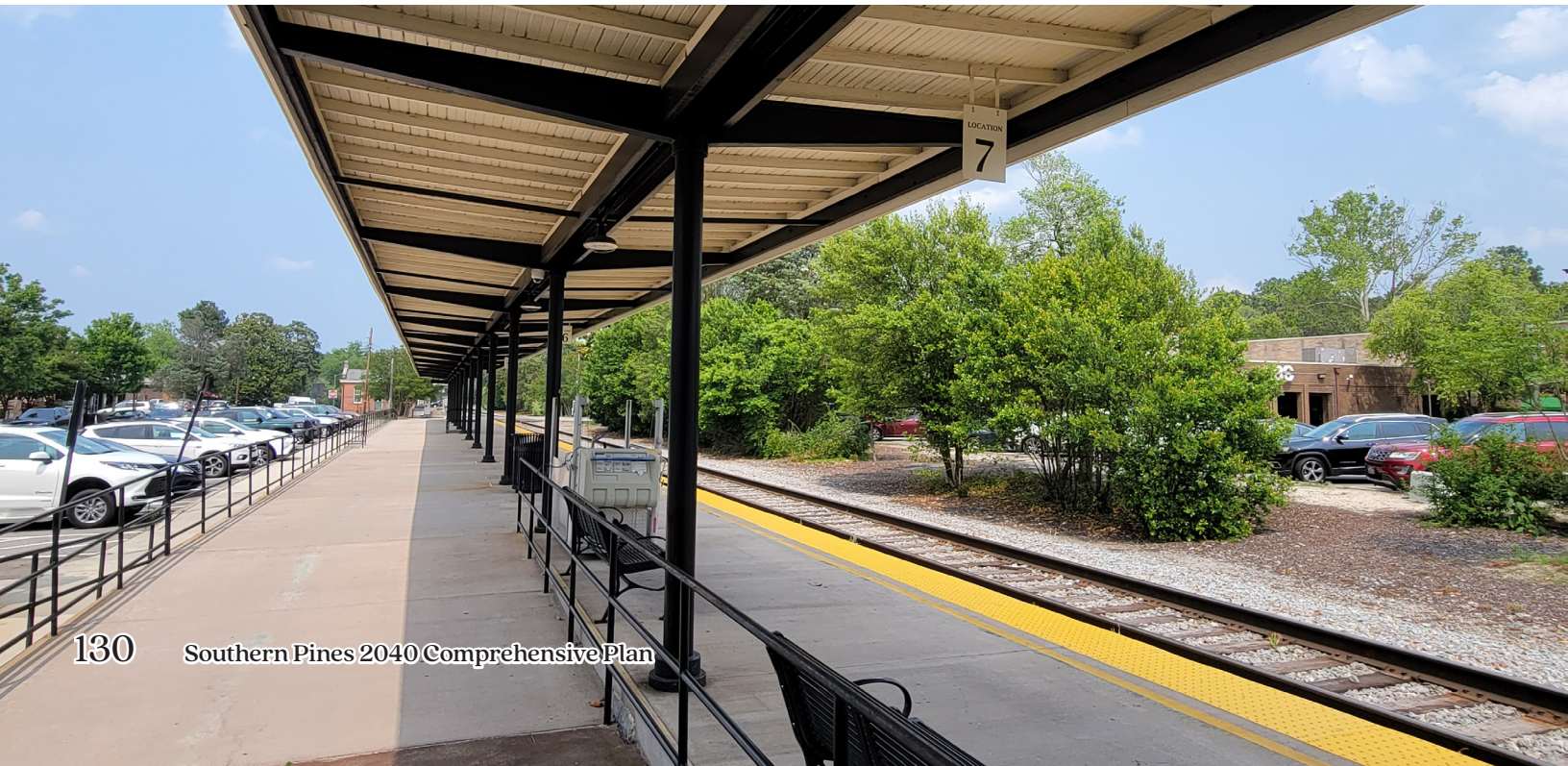
Transit Network

Public transit service in many small-town communities is moving toward a demand response system, which is a non-fixed, more flexible, service that provides for door-to-door travel between rider pickup and drop off locations. It operates much like an Uber or Lyft rideshare service. A demand response system is a viable alternative to more expensive, and often less efficient, fixed-route service that maintains specific routes and service headways, but is less direct in routing riders between their origin and destination.

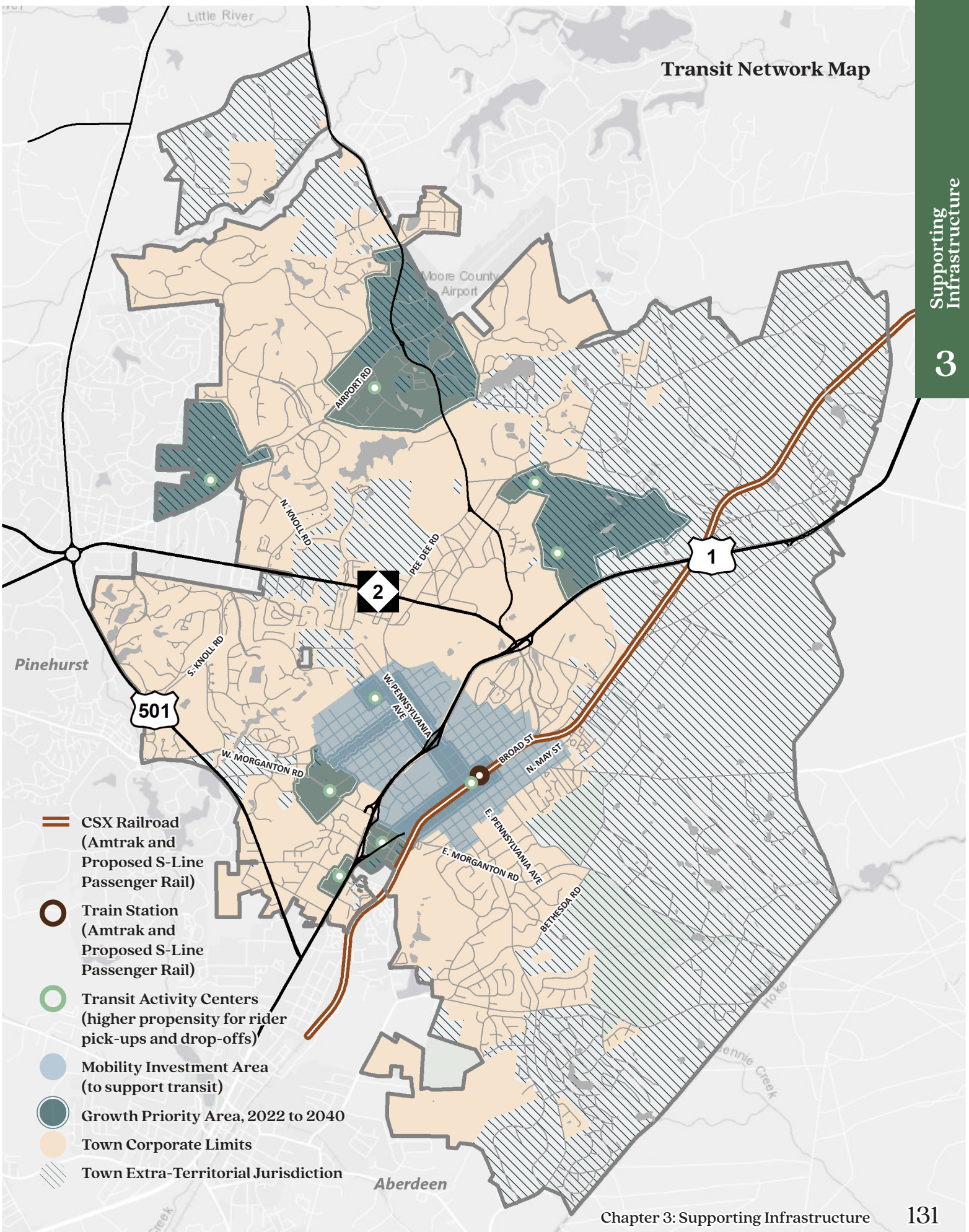
The town should be an active partner in the region during discussions held to establish public transit service in the southern Moore County region, including train, bus, and rideshare programs. Officials should support the Southern Pines Amtrak Station, which provides town residents connections to points north (New York) and south (Florida) on a daily basis. They should also support efforts to extend new passenger rail transit service south to Southern Pines as part of the North Carolina Division of Rail's S-Line project, and improve multimodal connections (especially pedestrian and bicycle) to public transit throughout the community to improve safety and efficiency aspects of the town's entire mobility network. At this time, the proposed S-Line station in Southern Pines is located in downtown. Mobility investment areas presented on the map indicate priority zones for upgrading pedestrian and bicycle facilities in Southern Pines to support higher transit ridership.

Part of improving transit service in Southern Pines should be a focus on creating attractive and accessible stop locations and targeting development at densities and intensities to justify transit investments. Transit activity centers presented on the map indicate areas with development densities, land use mix, and design principles envisioned that could generate greater opportunities for transit rider pick-ups and drop-offs.

A local transit circulator study should also be completed in the near-term to identify methods and opportunities that connect existing and proposed activity centers in the community. Early concepts and recommendations in the town's 2040 Comprehensive Plan should be refined in a future Transit Mobility Plan completed by the newly-formed Metropolitan Planning Organization in the region.



Transit Network Map



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Road Network

The road system in Southern Pines is categorized by functional classification: highway, arterial, collector, and local. In general terms, the different road classifications organize roads, and their primary roles, in the town's planning jurisdiction:

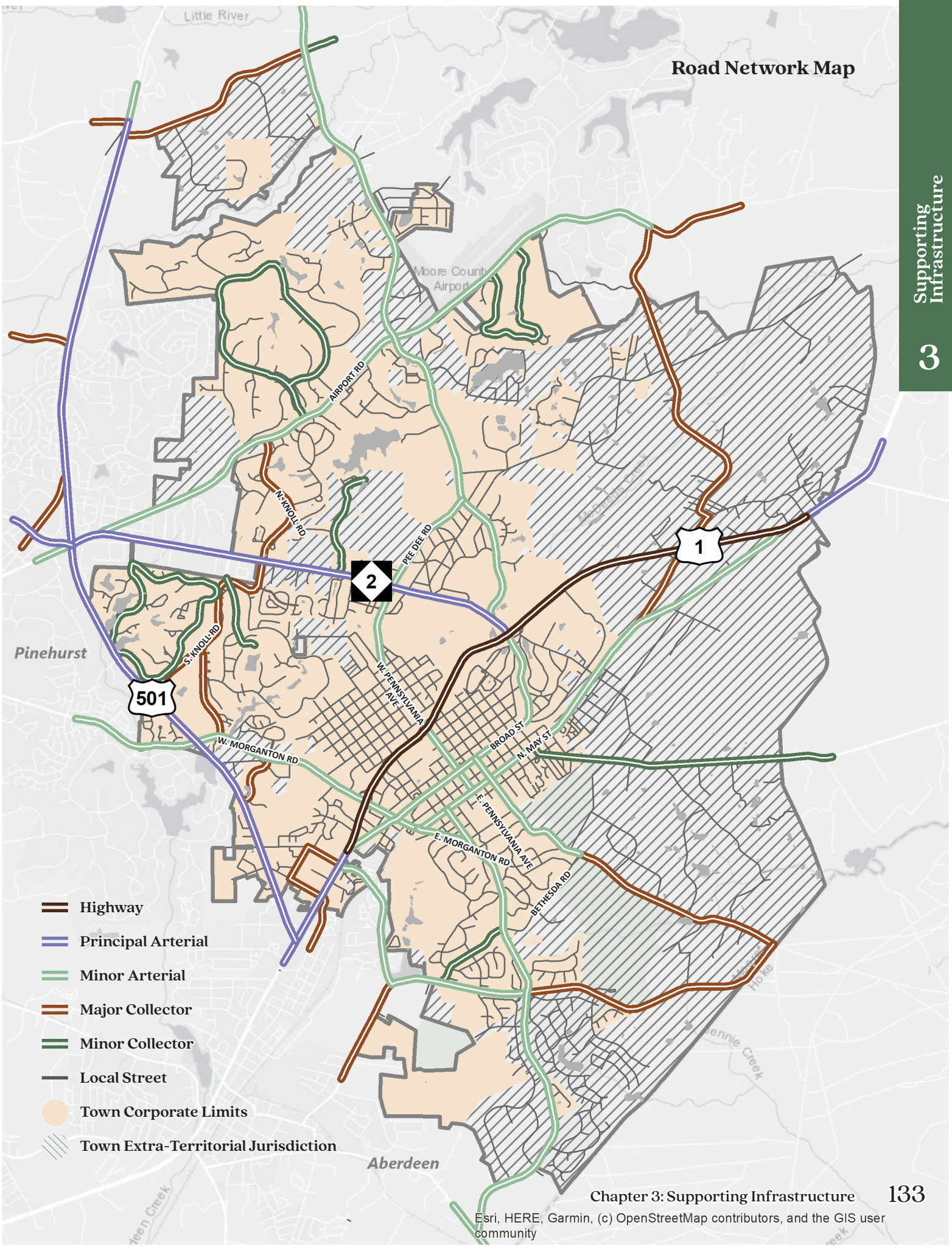
- **Highway**: These roads move vehicles quickly and efficiently for long distances.
- **Arterial, Principal or Minor:** These roads provide a high degree of mobility so traffic can move from one place to another quickly and safely.
- **Collector, Major or Minor:** These roads link arterials and local roads and perform some duties of each.
- **Local:** These roads provide access to homes, businesses, and other property.

(Source: American Association of State Highway and Transportation Officials, AASHTO)

Functional classification, coupled with design guidance in the Town of Southern Pines Engineering Design Manual and Standard Details, should determine the right-of-way and the design characteristics of the road. However, there should not be a one-to-one relationship between the functional classification and street type standards in the design manual and details. The selection of appropriate street types and design criteria should also consider the adjacent land use, development context, expected traffic volumes, and travel mode priorities.

Recommended street characteristics — design character, final alignment, number of travel lanes, typical cross section, and right-of-way needs — should be defined in a future Comprehensive Transportation Plan for the Town of Southern Pines, which is recommended to begin soon after adoption of the 2040 Comprehensive Plan. The new transportation plan should emphasize the concepts and design principles of "complete streets" in Southern Pines, which are focused on moving people, versus simply automobiles, safely and efficiently throughout the community (see Chapter 5, Policy 8.4 for more details). Revisions to the town's UDO should be made in the future to implement recommendations from the Comprehensive Transportation Plan.

Road Network Map



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Town Library

The Southern Pines Public Library is a resource to town residents of all ages. Residents outside of town limits may purchase a card to access the library's collections and programming. The main library is located at 170 West Connecticut Avenue. A SPARK kiosk for the library is located at Fire Station 2 to serve patrons in the northern reaches of town limits. Moving forward, additional resources should be considered for the library to keep pace with demands for a growing population.

Coordination Activities

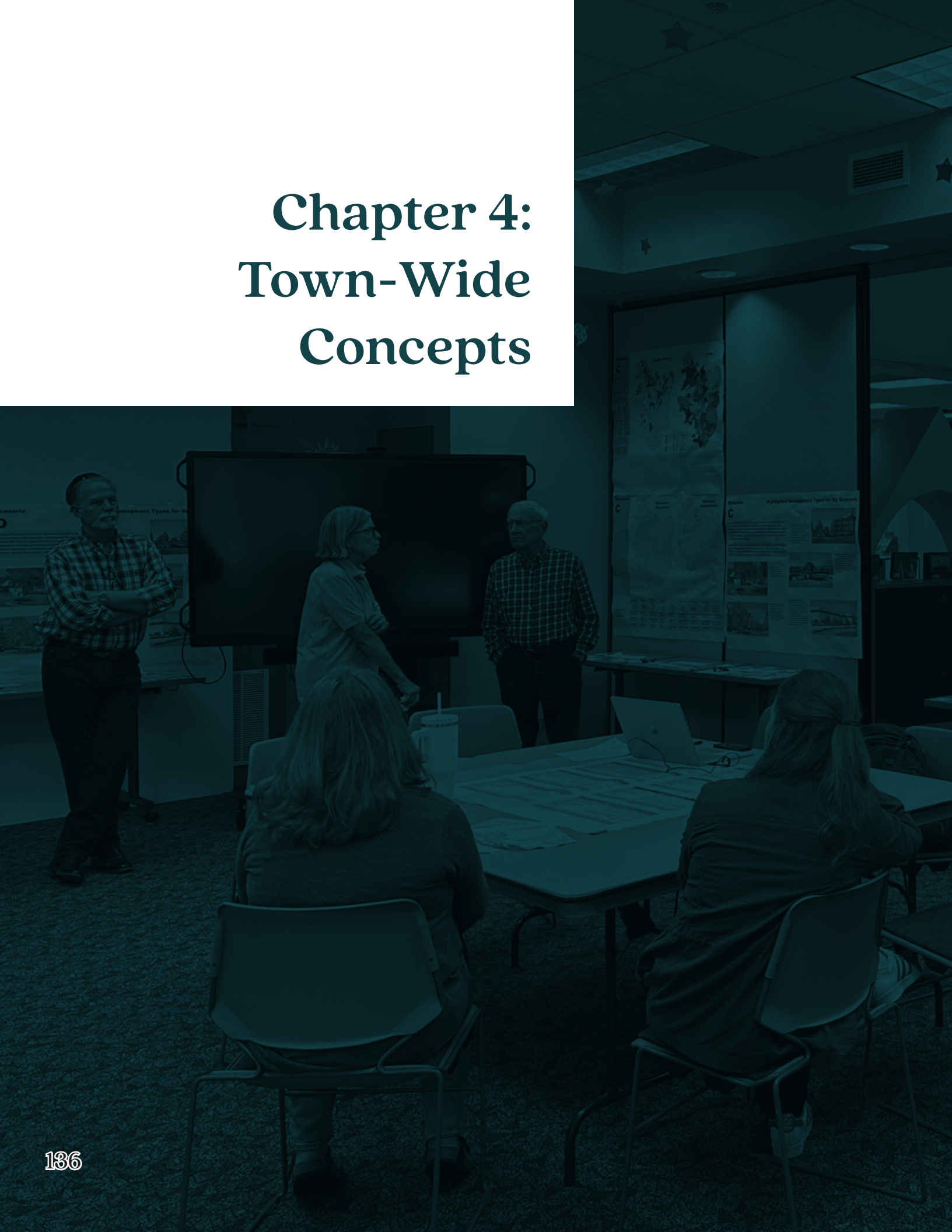
Anticipating new infrastructure needs for the town's planning jurisdiction is essential to planning, programming, and funding new capacity for the future. Direct coordination with the different service providers, and the officials that influence development patterns and intensities in and around Southern Pines, is critical to ensuring capacity (i.e., supply) keeps pace with new development (i.e., demand) throughout the community.

Town leaders should communicate with service providers on future year needs associated with the Growth and Conservation Framework within one year of 2040 Comprehensive Plan adoption.

Coordination activities may include, but not be limited to, 1) sharing intended growth area maps and data with service providers so they understand where future demands for service may be concentrated, 2) town participation in master plans or feasibility studies completed by the different service providers to better coordinate local demand and regional supply considerations, or 3) discussions with service providers (like NCDOT) to communicate preferred design applications or travel mode priorities for proposed mixed-use areas.

Station #7
HINGS GREEN
se the Post-its to tell us about your favorite parks, recreational facilities, trails, natural areas, and streetscape elements in Southern Pines!
I love the flower boxes, flower/christmas tree in downtown S.P.!

Chapter 4: Town-Wide Concepts



Gentrification and Displacement

Emphasis on the Public Realm

Land Use Mix and Development Intensity

Development Compatibility and Site Transitions

Home and Neighborhood Choices

Missing Middle Housing Concepts

Site Design and Development Scale

Comprehensive, Connected, and Continuous Open Space

Greater Transportation-Land Use Coordination

Natural, Cultural, and Historic Resources

Long-Term Financial Stability

Chapter 4: Town-Wide Concepts

Town-wide concepts presented in the 2040 Comprehensive Plan describe big ideas, general concepts, or best practices that should be considered throughout Southern Pines. Together, they address topics important for safeguarding community character, building a complete and connected town, and promoting Southern Pines as a community focused on high-quality design, unique experiences, and special places. Specific policies, recommendations, or design considerations that implement one or more of the town-wide concepts presented here are included in Chapters 2 and 5 of the document.

Gentrification and Displacement

The unique culture and identity of Southern Pines erodes quickly when individuals, households, and businesses are displaced from the area they have been part of for a long time. Investment and development from outside forces creates change in local neighborhoods and, in most cases, the benefits from increased investment and interest are not distributed evenly or equitably between new and existing residents.

The Town of Southern Pines includes a collection of many different places, each with its own distinct past, character, and social fabric. The influx of residents over the last two decades has placed significant pressure on some of these places to turnover; especially as new residents have typically been more affluent and able to purchase homes at price points much higher than the total assessed tax value for current residents. New residents in Southern Pines include military families assigned to Fort Liberty in Fayetteville, and their basic allowance for housing have also increased home prices in existing neighborhoods.

The most vulnerable neighborhoods for gentrification in Southern Pines are those that have suffered most and benefited least over decades of growth and development in the area. This is most evident in West Southern Pines, which was once a thriving community of homes, businesses, and civic buildings that included a school, hospital, and town government center. The area is now the target of widespread redevelopment from outside investors that attracts an influx of new residents different from existing residents. New homes built in the neighborhood are also different in terms of size, scale, and building materials compared to homes built earlier.

Uncontrolled pressures for new homes in West Southern Pines are leading to gentrification and substantial displacement of existing residents. And, with home prices increasing across the entire community, there is a strong chance that those who are displaced may be forced to leave the town in search for affordable housing. Development growth should not be at the detriment of the local community's ability to be housing secure.

In theory, town planners generally plan for and regulate different aspects of town-building with the interest of all residents in mind. Capital, which most often represents the interests of developers and investors, is motivated by profit and the opportunity to implement a business plan. Gentrification and displacement concerns are highest in neighborhoods where town plans and

regulations are not strong enough to manage capital interests in a manner that respects community character and existing residents' needs or vulnerabilities.

North Carolina state law prohibits some tools or concepts widely used in other states to manage gentrification, and strict restrictions on the regulation of single-family building architecture means new development may not always respect existing neighborhood character. Further, the resources needed to address gentrification issues in a meaningful way are demanding, and require participation from others — Moore County, Southern Pines Land and Housing Trust, or other nonprofit housing advocate organizations — that could offset a significant portion of the town resources needed to implement (fund) policies and programs.

The entire Southern Pines community benefits when it helps those that are most vulnerable to gentrification. Wealth is shared more equitably, economies are more sustainable, tax base expands, skilled workforce expands, and more local businesses are added to the community. The town acknowledges certain land use decisions, investment opportunities, and rising costs-of-living in Southern Pines and their potential to displace existing residents in one or more locations without strong policies to balance capital and market forces. The town also advocates for programs, policies, projects, and implementation strategies that distribute benefits equitably within the community.

Emphasis on the Public Realm

Every place a person visits leaves an impression – sometimes referred to as its "sense of place" – that gives it a distinct identity and reputation. Factors influencing sense of place may include street network, size and scale of buildings, number and quality of public spaces, connections between destinations, streetscape, lighting, landscaping, and art. The 2040 Comprehensive Plan recognizes sense of place as a strong influencer for promoting transformational change in specific areas of Southern Pines, especially in terms of investments in the "public realm" that may leverage other public and private investments throughout the town's planning jurisdiction.

Town leaders recognize major investments in the spaces around, between, and within buildings are needed to keep pace with development. Thinking about a more complete and consistent public realm, and coordinating investments in the public spaces and transportation corridors that primarily make up the public realm, offers the opportunity to synchronize projects that reinforce a common vision and work together to make great spaces for the community. The ability to create walkable environments through investments in the public realm can also influence travel behavior and nearby land uses and development densities.

Coordinating investments in the public realm – whether by public or private interests – has the potential to significantly influence the form and function of Southern Pines' planning area, and create a sense of place for pedestrians and the community. Establishing a framework for investing in the public realm starts with the recommendations presented in the 2040 Comprehensive Plan and continues with new and existing rules and requirements in the town's Unified Development Ordinance (UDO) or capital projects in the town's capital improvements plan. It should also include coordinated private investments within and adjacent to the public realm. The context of buildings, their uses, and interactions near the public realm (especially within the first thirty feet of a building) will also be important for instilling a distinct identity and sense of place for a street, neighborhood, or activity center.

Initiatives for creating a stronger public realm in Southern Pines should help unify the natural and built environments. They should also emphasize a comprehensive and connected brand for the town that will create a unique sense of place and community pride for living and working in Southern Pines. More specific concepts and recommendations for some elements of the public realm are covered in the other town-wide concepts presented in Chapter 4.

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WELCOME CENTER
HOURS
TUE-SAT 10am-4pm
Volunteers Needed
Southern Pines
Welcome Center

Land Use Mix and Development Intensity

Land use mix and development intensities greatly influence a community's abilities to provide home choices and greater home affordability, reduce traffic congestion, make more efficient use of infrastructure, and create more livable communities. Built examples from across the United States demonstrate the potential for creating "great places" in a community that balance land use mix and development intensities with strong support for high-quality community design and place-making strategies. Coordinated recommendations for these topics generally improve an area's economic vitality, perceived security, and sense-of-place or character. Additional standards enacted by a community for land use mix and development intensities ensure places are compatible with adjacent properties and contribute positively to the character of surrounding streets and neighborhoods.

Considerations for the 2040 Comprehensive Plan focus on more generalized recommendations for land use mix and development intensities, including a preferred proportion of land uses, the physical relationship between uses, and the compatibility of land uses to each other. Stated preferences for maximizing opportunities in Southern Pines are presented in Chapter 2 of the document, including three maps and the character districts presented under the Growth and Conservation Framework. Additional considerations to influence preferred land use mix and development intensity topics are largely addressed in the town's UDO, including setbacks, parking standards, open space requirements, privacy and compatibility between land uses, and buffers.

One type of project gaining in popularity in the United States is mixed-use development. By creating places where people can live, play, work, and shop all in one general area, these projects are able to combine various public amenities with compatible land uses in a centralized location. Successful mixed-use developments noted around the country generally include residential uses and one or more of the following: commercial, office, light industrial, civic, hotel, public parks or plazas, and dedicated open space.

While mixed-use developments come in a variety of forms, they typically are categorized as either vertical mixed-use buildings or horizontal mixed-use sites (or blocks). As described in Planning and Urban Design Standards published for the American Planning Association (APA), "Vertical mixed-use buildings combine different uses in the same building. The lower floors generally have more public uses, with private uses on the upper levels. Examples include residential space over commercial establishments, street-level retail with floors of office above, residential and hotel uses in the same building, and retail wrapped around a parking structure with multiple uses above. Vertical mixed-use development may have any number of revenue-producing and mutually supportive uses in the same building."

The APA's Planning and Urban Design Standards also describes how "Horizontal mixed-use development combines single-use buildings on distinct parcels (or blocks) in one planned development project (or blocks identified for a specific place, like downtown) with a range of uses. Examples include residential neighborhoods surrounding commercial or office development, or a medical campus with surrounding professional offices. This approach avoids the financing and code complexities of vertical mixed-use buildings while achieving the goals of place-making made possible by conveniently bringing together complementary land uses in one place." Both vertical and horizontal mixed-use developments contribute positively to the creation of places that enliven activity centers while meeting the everyday needs of the community.

OLIVER
alive
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Development Compatibility and Site Transitions

The Town of Southern Pines will have opportunities to support infill development and redevelopment in the future. It is important new buildings, open space, parking lots, landscaping, or outdoor facilities in new development complement existing development intensities and patterns nearby to avoid incompatible adjacencies.

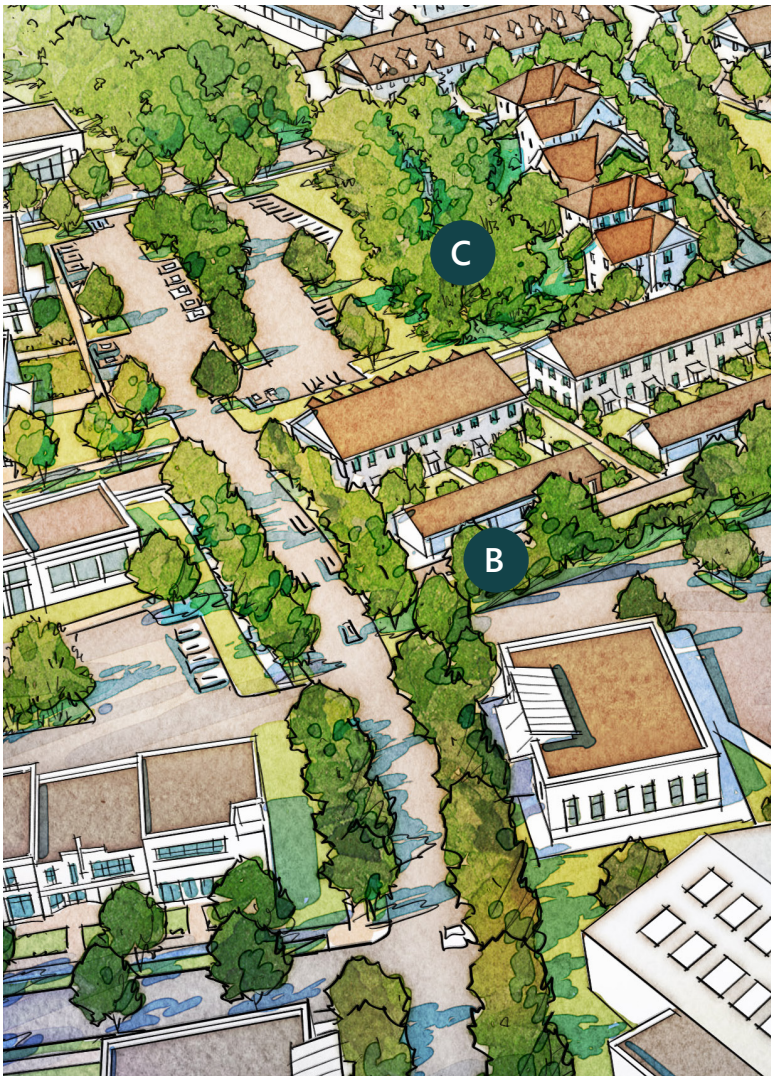
On smaller infill or redevelopment sites where existing development patterns are established and expected to remain in the future, the massing and scale of new buildings should be similar to nearby surrounding buildings. On larger infill or redevelopment sites, new lots or buildings that are significantly different in mass or scale from adjacent development should be located toward the center of the site, with lots and building sizes near the perimeter designed to transition to the scale or massing of existing surrounding development.

New commercial, light industrial, or flex space developments in close proximity to residential areas should limit their operations to those considered low-intensity, unobtrusive, or at a scale and design compatible with nearby neighborhoods. The design of new development activity centers in the planning jurisdiction should also transition effectively between residential and non-residential uses, and include safe and convenient pedestrian and bicycle access for nearby residents. Future development in larger activity centers should focus density and intensity around existing or new street intersections on or adjacent to the site, and provide appropriate transitions to less intense edges of a site more compatible with existing development.

New development across the street from existing development should be complementary in lot size, building mass, and placement. Similar building types should face each other on a public street to protect the character of the streetscape. Land use transitions are preferred in alleyways, the abutment of two rear yards, or across a large common green.

Architectural elements should also be used as transitional features for new infill development or redevelopment sites. Where a clearly established building character is expected to remain in an area of Southern Pines, new buildings or site design elements should be similar in size and architectural detail, including roof types, windows, doors, awnings, arcades, cornices, façade materials, outdoor furniture, and other building or site details.

The diagram below shows different site design considerations for a hypothetical site, which together help transition effectively between different land uses and building types in close proximity.



A An interior parking lot and abundant landscaping provides separation between light industrial or flex space uses in the buildings along the primary street and nearby townhouses interior to the site.

B Rear-facing garages serving townhouses provide a physical and visual barrier between private home space and the parking lot.

C A community green with an abundance of trees (potentially a tree save area from the site's original condition) provides separation between single-family detached homes and a parking lot and the low-profile office buildings across the street.

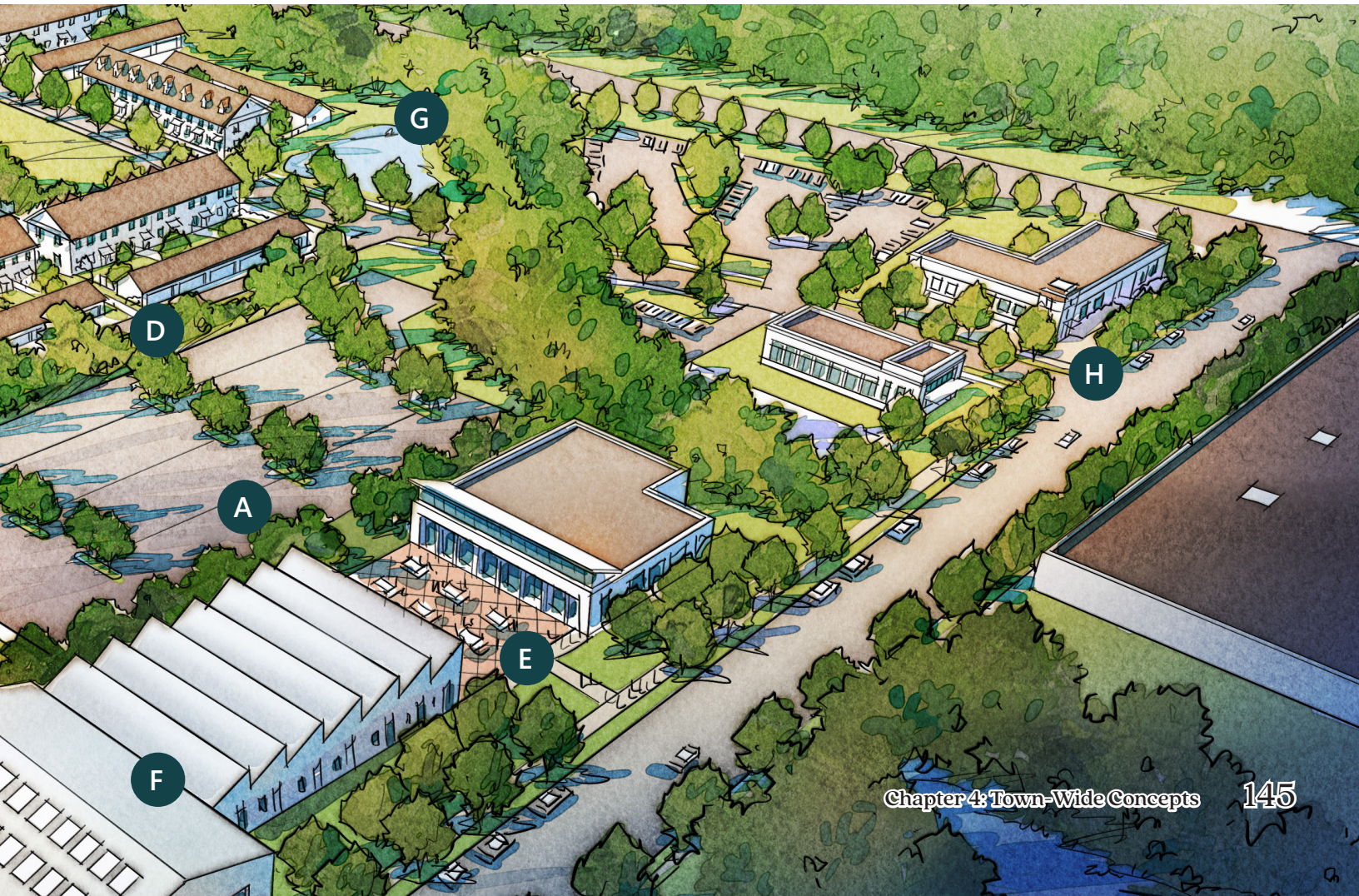
D Bicycle and pedestrian access between buildings provides safe and efficient connections between destinations in the activity center and nearby homes.

E Public space integrated into the overall design of the activity center provides connected "outdoor rooms" for employees, residents, and visitors.

F Architecture for non-residential buildings in the development (in this case a flex space building) is interesting and complements more historic elements from older building periods.

G Stormwater features on the site are designed to be community amenities and include green space or walking trails adjacent to activate the space.

H Building heights in the new activity center reflect the condition of existing development across the street.



Home and Neighborhood Choices

Southern Pines has attracted—and continues to attract—new residents of all ages. As the population grows, so does the range of preferences in housing. Preferences for different housing products and price points vary by locale in the community. Market conditions are influenced by consumer groups represented, and the decisions they are making based on income, age, household size, and available financing.

Retirees, empty nesters, and young professionals are among the segments of the population expected to drive real estate preferences in the next few decades.

Young professionals, especially single and newly married, will continue to drive demand for rental and higher density housing products in more urban, walkable areas. Young professionals starting families may seek 'near-in' neighborhoods close to the downtown, or new development

The project team studied the approved plan for Knollwood. A subarea was delineated to demonstrate an approach to increasing the number and types of housing units at the interior while maintaining the edges (lot sizes at the periphery).

The residential area within the approved Knollwood plan.

Currently Approved Concept Plan (within subarea)		
Single-Family Detached		160
Townhouse		35
Multi-Family		0
Total Units		195

A conceptual illustration incorporating smaller lots, townhomes, and stacked flats for an increase of 219 units.

Conceptual Increase (within subarea)		
Single-Family Detached		336
Townhouse		36
Multi-Family		114
Total Units		414

activity centers that emphasize safety, schools, privacy, convenience, amenities, and walkable areas.

"Boomers" will be aging out of conventional single-family dwellings and looking for lower-maintenance housing products. Many may choose to live in multi-family housing (condominiums or apartments) in more walkable locations, which may offer greater independence in future years. Others may choose to 'down-size' to patio homes or townhouses, especially as they acquire second homes in other places. There is also a need for senior housing to allow and encourage seniors in Southern Pines to age in place. These types include age-restricted and assisted living developments as well as accessory dwelling units where seniors can be close to family and caregivers.

Since 2016, there has been a significant amount of infill development in the town. More recently, residential growth is following national trends toward higher density housing, which is emerging as a mix of for-sale and for-rent products integrated within mixed-use, walkable environments. Housing variety should continue to expand over time to accommodate the demands of Southern Pines' current and future residents.

Some developments may be ideally suited for a diversification of housing products to appeal to the variety of people that live in the town or will do so in the future. Allowing an increase in density, coupled with a design approach that ensure complementary relationships between different housing types in a single neighborhood, can lead to multi-generational and age-in-place living. In other words, the residents can remain neighbors even as they enter new chapters of life. Respecting the adjacent development patterns with comparable lot sizes and building scale at the edges can ensure the transitions to existing neighborhoods are also compatible.

BUILD UP, NOT OUT.

Southern Pines boasts a collection of open space areas that are valued for the natural resources found within, the recreational opportunities they present, and the contribution the features of each make to the aesthetic quality of the town (e.g., the backdrop of canopy trees, rural vistas, etc.). Current patterns would suggest future growth would spread out into the existing open space. Reducing the potential for loss of—or encroachment of new development on—open space requires a combination of "tools" to build up instead of out. Among them are the intensification of developing areas to concentrate more housing units and commercial square footage in areas where adequate infrastructure is available to support expanded development programs.

1
2
3
3

Knollwood Tract

1. Maintain the edges to be sensitive to the surrounding context (large lots, single-family detached).
2. Allow for an intensification of the interior that creates a walkable neighborhood for residents who are in different stages of life and have different housing preferences.
3. Introduce amenities that homes face to enhance the quality of development as well as livability and connectivity.

Missing Middle Housing Concepts

Dynamic neighborhoods are places that provide exceptional quality-of-life, attainable and diverse housing options, and connections to neighborhood-serving uses like community gardens, parks, schools, retail centers, or employment centers. In some communities, these aspirations are captured in local initiatives to create or support "missing middle" housing options for residents. The term refers to a range of small- to medium-size home choices provided at different price points. The homes are compatible in scale and character to a surrounding neighborhood (infill development), or made part of the solutions identified to effectively transition between land uses and densities in a new activity center (development or redevelopment).

Missing middle home types are represented by single buildings with multiple units on a single lot, multiple buildings with multiple units on multiple lots, or a cluster of single- or multi-unit homes oriented toward a common green. Common home types in the missing middle category include duplex, triplex, quadplex, courtyard apartments, live-work units, cottage courtyards, townhomes, and small-scale apartments.

Missing middle housing in Southern Pines would increase home choices for both renters and owners, and provide more diverse home types in the community to foster socioeconomic diversity. The scale of missing middle homes in the community would be a dramatic — but welcome — change compared to large-scale, stand-alone apartment complexes built in Southern Pines over the last decade.

Town officials should create policies, ordinances, or incentives that advocate for missing middle home types in the community. Design exceptions or alternative design treatments and standards for infill development opportunities in existing neighborhoods may be needed in the future, which acknowledge unique conditions or circumstances in different neighborhoods. General considerations for promoting missing middle housing in existing neighborhoods may include: 1) new home building architecture, orientation, and compatibility with existing adjacent homes, 2) infill development and potential flooding issues associated with changed amounts of impervious surface or drainage patterns, and 3) parking provisions, on-street and on-lot, needed to effectively accommodate the target number of residents in each building.

Site Design and Development Scale

High-quality site design and development scale topics are critical to creating an attractive and more-lively community. Purposeful actions in these topic areas promote visual interest, create unique sense of place, and increase residents' pride in their community. It also creates places that are desirable for visitors, which draws more people to the area and supports a sustainable local economy.

Generally speaking, topics considered for site design and development scale in a comprehensive plan include: building form and massing, building location, building architecture, open space, development compatibility, site transitions, and redevelopment of existing shopping centers as mixed-use activity areas. The topics presented in this section of the document further refine and implement some of the ideas presented for the land use mix and development intensity topic.

The focus area studies presented in Chapter 2 test some of the themed-recommendations presented for the topic of site design and development scale. Additional considerations, usually more refined, to influence preferred site design and development scale topics are largely addressed in the town's UDO, including setbacks, parking standards (quantity and location), buffers, landscaping, lighting, street furniture, building materials, multi-modal site access and circulation.

Sociable Places

One primary goal for the 2040 Comprehensive Plan is to create "highly-sociable" places for the community. It is a difficult quality to instill for some places, but once accomplished, it is hard to undo and the places become highly desirable destinations. Finding opportunities for people to see friends, meet neighbors, and feel comfortable interacting with strangers creates a strong sense of place and attachment to the community. Creating spaces that are comfortable and present well provides the framework for creating highly-sociable places in Southern Pines — places that are safe, clean, energized, accessible, and with enough capacity to accommodate formal or informal events at the location.

Infill

The 2040 Comprehensive Plan continues an emphasis on infill development and redevelopment to accommodate future growth that was started in the 2010 Comprehensive Plan. It is important that future infill development and redevelopment in mature communities respects the character of both the built and natural environments. New development should consider existing development adjacent to the site early in the application and conceptual design process. It should be compatible with the scale, bulk, massing, and proportion of the surrounding community. Architectural features may also reflect existing character and can help new development assimilate with nearby buildings through similarly sized and patterned architectural features, such as windows, doors, awnings, arcades, cornices, facade materials, roof types, and other details.

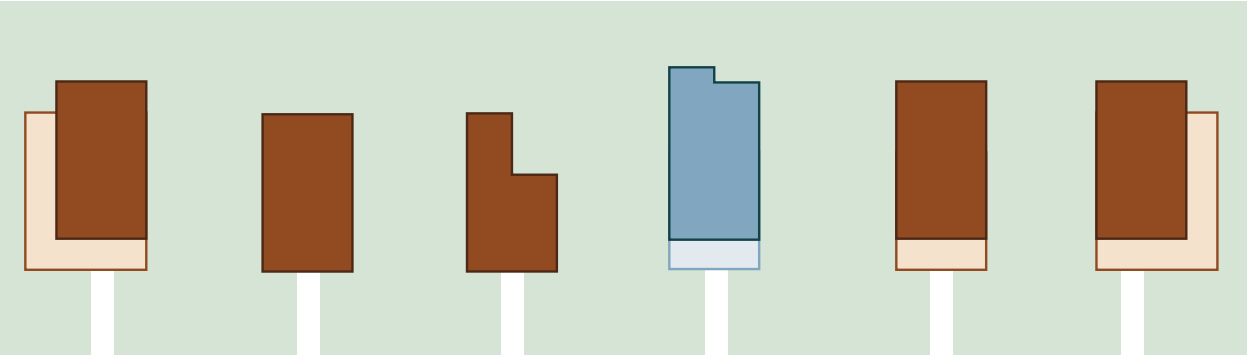
Small infill sites where existing development patterns are established and expected to remain can use building form and placement to avoid incompatible adjacencies. For example, a quadplex with four units can be designed to look nearly the same as a single-family home, allowing it to fit seamlessly into the neighborhood. Allocating parking to the rear of the lot, accessed from an alley or a front-loaded driveway, allows the occupancy of the building to appear comparable to adjacent houses. This infill approach provides an opportunity to include a variety of housing types and price points to address housing needs in the same neighborhood. On larger infill sites, new development across the street from existing development should be complementary in lot size and building massing and placement. New lots and buildings that differ significantly in massing and scale should be located towards the center of the development, with lots and building sizes gradually transitioning to the scale of existing surrounding development. Where these transitions are not possible due to existing neighborhood patterns, infill buildings should still maintain a consistent structure setback and provide a new massing and architecture that correlate to the adjacent building heights and architectural massing, proportion, and patterns.

Similar treatments should be considered for small commercial or office buildings near existing neighborhoods. Commercial and industrial development near neighborhoods should be limited to operations that are low-intensity, unobtrusive, and at a scale and design compatible with nearby residential development. The design of these centers should transition effectively between residential and non-residential uses, and include safe and convenient pedestrian and bicycle access for nearby residents. New development should focus density and intensity around major intersections and provide appropriate transitions to less intense edges of the neighborhood. Similarly, massing should consider the edge transitions as well. New, taller, more dense buildings may occur at one end of the new development block, with medium, less dense buildings mid-block, and smaller, low-density buildings meeting the scale of the existing neighborhood. Transitions may also take place over rear lot lines, where one side of an existing block may have a different character than the opposite side of the new development block.

Context-sensitive infill may be further achieved through design guidelines that are specific to surrounding areas. Updates to development and redevelopment regulations should incorporate architectural and site design principles that better reflect unique areas, address pedestrian-friendly opportunities in larger developments, and result in meaningful open spaces. Updates to the Town of Southern Pines Unified Development Ordinance should address infill development options in residential districts, which includes standards to ensure that new development is appropriate to the site and its surroundings to the extent allowable

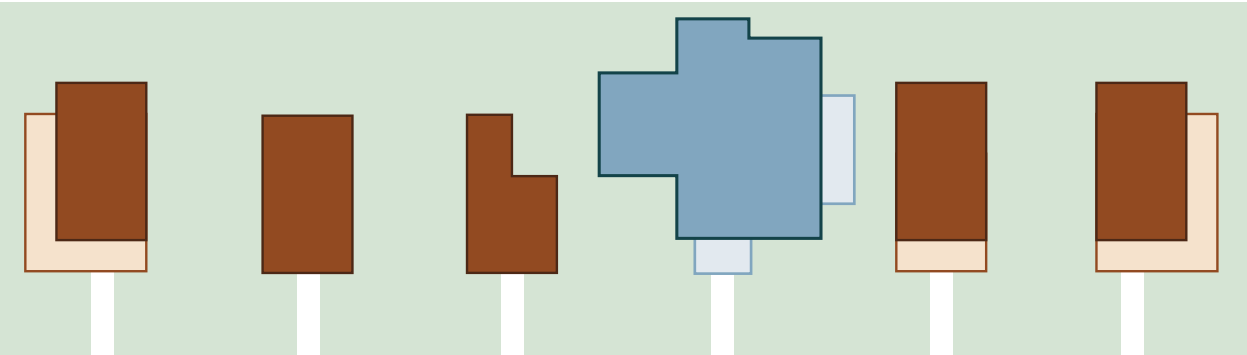
by state law. Architectural elements can also serve as important transitional features for new development. Where a clearly established building character is expected to remain, infill development should blend with nearby buildings by using similarly sized and patterned architectural features.

New homes should blend into established neighborhoods through compatible site orientation, bulk, massing, and proportion.



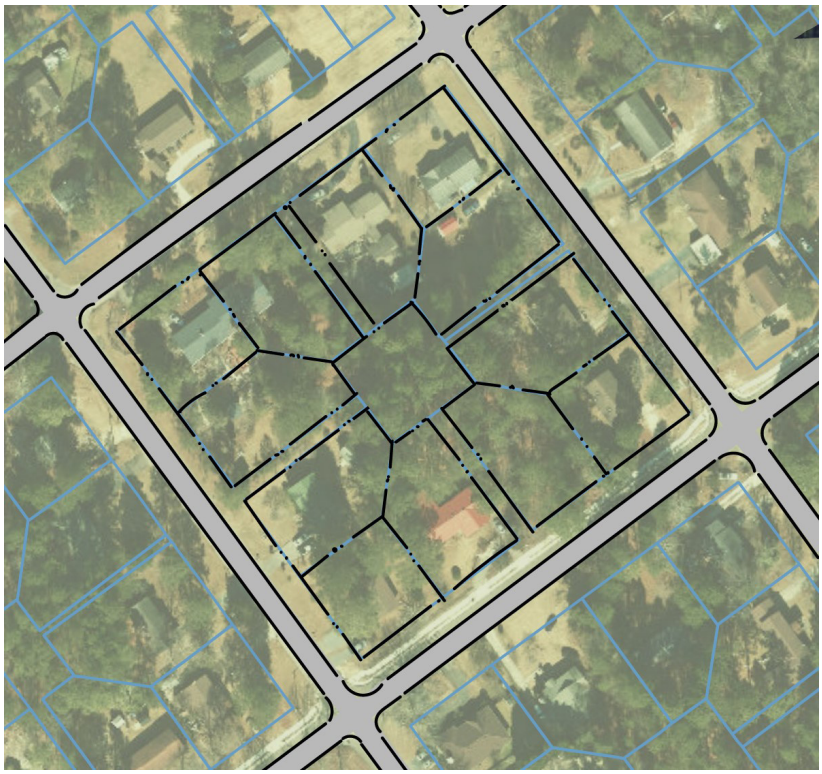
In the diagram above, the new home in the center (shown in blue) is oriented to the street, with the facade parallel to the existing homes (shown in brown), and the same setback from the street as the existing homes. The new home's proportions (depth and width) are comparable to the other existing homes, and the porch (shown in light blue) spans the width of the home, like others on the street with porches. This is a good example of compatible infill development.

Compared with the above example, the new home in the diagram below (shown in blue) is oriented to the street and adheres to the same setbacks as the other buildings on the block, but the new home is significantly larger than the existing ones. Its disproportionate massing make it an example of incompatible infill development.



Infill and Redevelopment of Blocks

The residential areas in the historic sections of town were developed with a consistent block size and lot configuration. Over time, some of these lots have been subdivided or combined to suit various building styles and investment opportunities while others have remained intact. The 2040 Comprehensive Plan examines ways in which more value can be realized through the better utilization of existing residential real estate and ways to foster economic opportunities for individual property owners. The diagrams that follow demonstrate two of several options that could be supported in designated areas: (1) the subdivision of lots to integrate attached residential units while maintaining the scale of existing architecture in the neighborhood, and (2) the support of home-based businesses through the utilization of principal and accessory structures and improved access to them.



Typical block with 12 lots.

Illustration representing current development.

Conceptual illustration depicting opportunities for infill and redevelopment to help current owners maximize real estate value and economic opportunities.

Gaines Street Typical Block

1. To help property owners realize more value in their real estate, allow infill development and redevelopment that introduces single-family attached units in the form of duplexes, triplexes, quadplexes, and townhomes. Buildings should be appropriately scaled and utilize materials and architectural details to sensitively integrate such structures into the existing neighborhood fabric.
2. In keeping with historic neighborhood business activities, allow home-based businesses, particularly those that can be housed in garages on the business owners' lots.
3. Develop a parking strategy to utilize the interior portions of blocks for shared parking, which can accommodate the visitors of the homes on that block as well as those patronizing the home-based businesses.

Comprehensive, Connected, and Continuous Open Space

Open space includes the parks, plazas, squares, greenways, floodplains, forests, natural areas, and other amenities existing now or planned in the future. Together, they form a general open space framework that helps town officials and their partners prioritize land acquisitions, organize infrastructure projects, and coordinate land or facility dedications from future development applications. Individual decisions about open space in Southern Pines should consider the context and needs of a larger open space framework, which is aimed at maximizing a comprehensive, connected, and continuous open space network that is easily recognizable and accessible to town residents.

A coordinated open space network for the planning jurisdiction may help manage stormwater runoff, support new parks and recreation centers that provide residents greater access to active or passive uses, and provide interesting gathering places for residents, employees, and visitors in different parts of the community. The size, location, and design of open space in the planning jurisdiction should be sensitive to their surroundings. It should also support a resource hierarchy — town-wide parks serving residents of Southern Pines and nearby towns, community parks serving large areas of the community, neighborhood parks serving nearby residents, and public spaces in different activity centers designed as plazas, cafes, or attractive streets for walking.

In more rural areas, open space should be preserved using large natural parks or conservation development patterns, which concentrate homes in a specific area of the neighborhood with large amounts of land — sometimes over 50% of the total land area — preserved as permanent open space. Development and redevelopment in more suburban and urban areas should include a broad range of open space elements that are recommended in the different character districts. Suburban areas may emphasize parks, greenways, sports fields, or natural open space. Urban areas many emphasize plazas, squares, pocket parks, greenways, and active sidewalks with outdoor dining or pedestrian amenities. Emphasis on open space in more urban areas should be accepted as a viable trade-off for living with higher densities and less private open space in a residential neighborhood or mixed-use living environment. Open space for all three conditions -- rural, suburban, or urban -- in private development should be made accessible to the general public, as appropriate

Preserving floodplains in the planning area for open space provides a great opportunity to quickly and effectively connect different rural, suburban, and urban open space features into one complete and connected network.

Thoughts and ideas for an open space initiative in the 2040 Comprehensive Plan should be coordinated with similar ideas and recommendations in the Town of Southern Pines Comprehensive Recreation and Parks Master Plan. Town officials should also consider new rules, standards, and definitions in the local UDO that incorporate open space as a meaningful component of new development. New definitions for qualifying certain amenities as open space in more urban settings may be needed in the UDO to support important (re)development efforts identified on the General Framework Map or Conservation and Development Map. In limited cases, town officials may also want to consider open space elements not at ground level — rooftop parks, gardens, or community-gathering spaces — to meet the needs of residents living in more urban areas of the community.

The illustration on pages 160 and 161 depicts one example for creating a comprehensive, connected, and continuous open space network using coordinated decisions on individual development applications.

The illustrations on these two pages provide other examples for implementing a town-wide open space initiative into different development types or contexts.

A The viability of an open space network that represents this much of a development site rests on the town's willingness to allow taller buildings, promote smaller building footprints because of taller buildings, and relax minimum surface parking requirements. Even then, a financial incentive may be needed to offset lost revenue potential for the developer if they set aside open space to the levels depicted in this drawing.

B A common green is designed to be the focal point of a mixed-use area.

C A second common green is less formal and functions like a park serving the needs of a nearby townhouse community.

Both spaces above can be seen from one another.

D A prominent intersection in the development physically connects the two green spaces above by sidewalk.

E A spur to the regional greenway system connects residents, workers, and visitors to the larger open space network.

F Open space elements are also included in the median of the major road adjacent to the development to instill a parkway feel for the corridor.

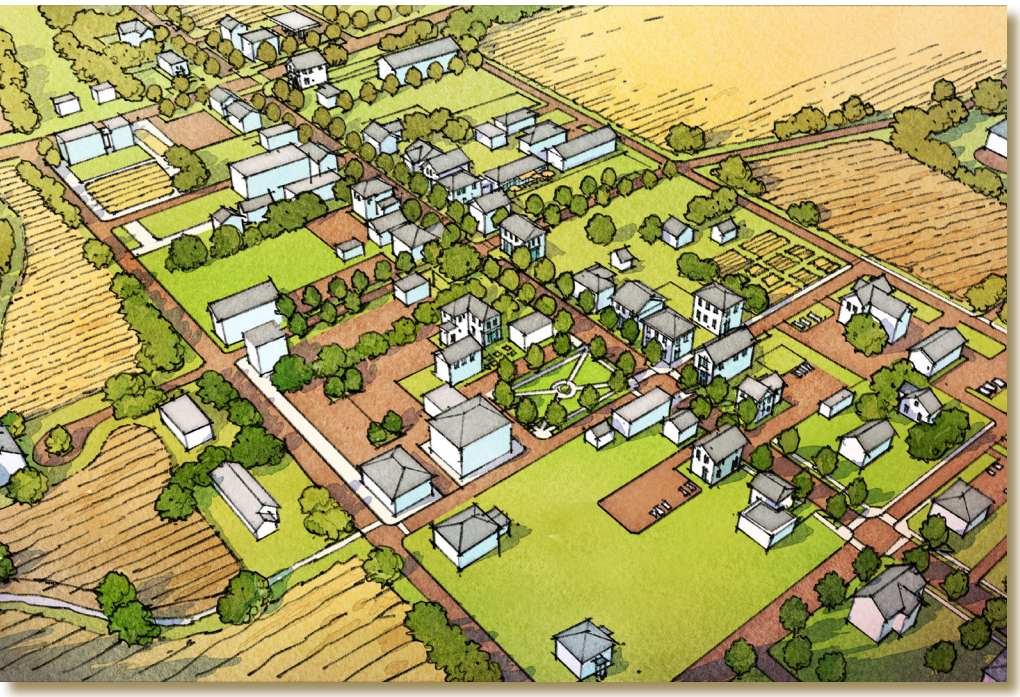
G Large tree stands preserved during the development review process provide another form of open space in the community.

H Small investments like rooftop gardens or green roofs on specific buildings also add to the open space initiative for the community, and provide another open space element for residents living in a more-dense neighborhood.

G
H
B
D

1 Open space elements should be considered in all parts of the planning jurisdiction. In this example, a pocket park and pavilion are included in an industrial area to support a local brewery and food kitchen incubator that are present on the site. Separate entrances for trucks and vehicles help minimize conflicts between the various activities. A park in this location may be considered by some as "cool" in the community.

2 Greenways and other open space elements should be used to connect residents with nearby parks, athletic fields or courts, and other open space amenities. In this example, the emphasis is placed on moving bicycles and pedestrians (versus automobiles) between a park and nearby neighborhoods. This is done, in part, to promote more active lifestyles in the community.



3 Open space elements should be considered in more rural areas of the community as well. In this example, agriculture fields or horse pastures are still active up to the edge of development, and an experimental field behind one of the buildings acts as an education center for visitors. A small common green signifies an important civic building in the development. Large and random setbacks between buildings, and the open space in between, reinforce a more rural context for the area.

4 A large common green is the focal point of this residential neighborhood, and provides multiple opportunities — including a clubhouse, pool, community gardens, and walking trails — to interact with neighbors. Open space is equally important to home lots in this example, and often times meaningful open space like this in a neighborhood generates a lot premium (i.e., additional fee) for homebuyers.

Greater Transportation-Land Use Coordination

The 2040 Comprehensive Plan advocates for a transportation system that is safe and efficient for moving people and goods throughout the community by vehicle, bus, rail, bicycle, horse, or walking. Equal emphasis on land use (i.e., demand), transportation (i.e., supply), and urban design (i.e., character) in the town's transportation and land use decision-making processes should improve overall efficiency of the transportation system while promoting livability principles important to new neighborhoods and activity centers identified in the Growth and Conservation Framework.

Supply-side solutions for improving the transportation system should focus on 1) a complete and integrated grid street network of major streets, 2) a complete streets initiative, 3) access management standards, 4) maximum street spacing guidelines, and 5) different street design standards for rural, suburban, and urban development conditions that nest within the character districts presented in Chapter 2.

Demand-side solutions for improving the transportation system should focus on opportunities to reduce the number of trips in the system, the time of day trips in the system, and the length of trips between origin and destination. Reducing demand on the transportation system, especially during peak periods, could delay or eliminate the need for expensive transportation projects to increase vehicle capacity. The type, pattern, and intensity of development recommended for the Growth Conservation Framework aims to lower vehicle trip generation (through internal capture), shorten travel distances between origin and destination (in mixed-use activity areas), and emphasize non-vehicular travel modes (via a comprehensive and complete greenway and trail network).

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ARTISAN • JEWELS
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Natural, Cultural, and Historic Resources

Natural areas, cultural resources, and historic properties have a significant role in safeguarding a specific community character for Southern Pines. Protection — and sometimes restoration — of natural areas, cultural resources, and historic properties in the planning area are important to making the area more authentic and unique in the Sandhills region. One-of-a-kind areas like the Walthour-Moss Foundation grounds, Weymouth Woods, downtown Southern Pines, the Boyd Estate, Weymouth Heights neighborhood, and historic West Southern Pines create "Kodak moments" for residents, employees, and visitors in the area. Natural areas, cultural resources, and historic properties throughout the community also make residents feel more connected to, and take more pride in, their town.

Natural resource topics important to the 2040 Comprehensive Plan include: environmental stewardship, floodplains, tree canopy and forest cover, and a comprehensive and connected green infrastructure network that links important natural features in the community via a system of natural corridors. Recommendations for natural resource topics presented in the Comprehensive Plan should be refined as specific details, rules, standards, or requirements in the Town of Southern Pines UDO.

Cultural resource topics important to the 2040 Comprehensive Plan include: the presence of longleaf pine trees and their influence on the town's overall character, the importance of specific events or persons that significantly influenced the town's history, the storied history and character of West Southern Pines, and the concentration of equestrian activities in the community. Recommendations for cultural resource topics presented in the Comprehensive Plan should be refined as specific details, rules, standards, or requirements in the Town of Southern Pines Unified Development Ordinance. The town should also pursue grant funding for a comprehensive local cultural landscape (resources) assessment.

Historic preservation topics important to the 2040 Comprehensive Plan are focused on protecting structures, properties, and resources that tell the history of Southern Pines: from the initial land purchase that started the town in 1884, to incorporation of Southern Pines in 1887, to arrival of the Boyd family in 1904, to incorporation of West Southern Pines in 1923 as one of the first African American communities in North Carolina, to the involuntary annexation of West Southern Pines in 1931, and the town's development boom in the last several decades.

Protecting historic places and spaces in the town should ensure a deep understanding of its past is handed off to future generations. The town currently designates ten blocks in downtown as a historic district. A similar designation should be pursued for qualifying properties in the West Southern Pines neighborhood.

Spotlight on National Legislation to Protect Historic Places and Cultural Resources in Southern Pines

The National Historic Preservation Act represents legislation aimed at protecting historic places and cultural resources in the United States. Section 106 of the Act requires a formal review of a federal policy, initiative, or project if it is determined there may be potential negative impacts on historic properties or historical resources. And, if an adverse impact is determined, the federal agency must implement measures to resolve the issue(s) before the expenditure of funds or issuance of federal approval for a project. In Southern Pines, the process would include contact with the North Carolina State Historic Preservation Office, town officials, and special interest groups. The public must also be notified of a proposed policy, initiative, or project and offered the opportunity to provide opinions about the effects of the action on historic properties or historic resources.

Section 106 of the Act would need to consider the rules and requirements of a local government's historic preservation ordinance during the review process. Some cities and towns in the United States have adopted historic preservation ordinances that include trees. For example, in Los Angeles, any person or organization can apply and make a case for the role a tree or tree stand has played in local history and the development of community identity. If approved, the tree or tree stand is named a historic or cultural monument and a marker is placed at the location. Criteria includes "whether the tree reflects significant historic events, trends, or movements in social or cultural history, the development of the city or local community, or the lives of historic persons."

Long-Term Financial Stability

Simply stated: attractive building architecture and good site design sells, and sells at a premium, which increases total assessed values for neighborhoods, shopping centers, business parks, and mixed-use areas and the real property taxes they generate for the town. Emphasizing community character in Southern Pines, and increasing minimum building architecture and site design standards to instill a unique brand or identity for the town, has the potential to increase total assessed values in the future.

Some design considerations that promote community character may also have direct impacts on the efficiency of providing town services. For example, some communities find smaller minimum lot sizes increase lot values while lowering infrastructure costs, which results in higher net real property tax revenue for the local government. Other communities observe a premium paid for buildings or lots sold in an area with a strong locational brand or sense of place, which translates to higher total assessed values for the tax roll because assessed value is calculated as a portion of the market (i.e., transaction) value. A study of residential neighborhoods in Austin, Texas by researchers from Texas A&M University found a one percent increase in walkability score for a place translated into a $1,329 increase in total assessed property value. A one percent increase in sidewalk density for a place translated into a $785 increase in total assessed property value.

(The information presented for Austin, Texas in the paragraph above was summarized from an article "Assessing Benefits of Neighborhood Walkability to Single-Family Property Values, A Spatial Hedonic Study in Austin, Texas" published in the Journal of Planning Education and Research in 2015. The authors were Wei Li and Kenneth Joh from Texas A&M University.)

(Walkability = The ability to safely walk to services and amenities within a reasonable distance, usually defined as a walk of thirty minutes or less. [Planetizen Website, 2023]. The study in Austin, Texas used a web application, Walk Score, to quantify the walkability of residential neighborhoods. It can be accessed at www.walkscore.com.)

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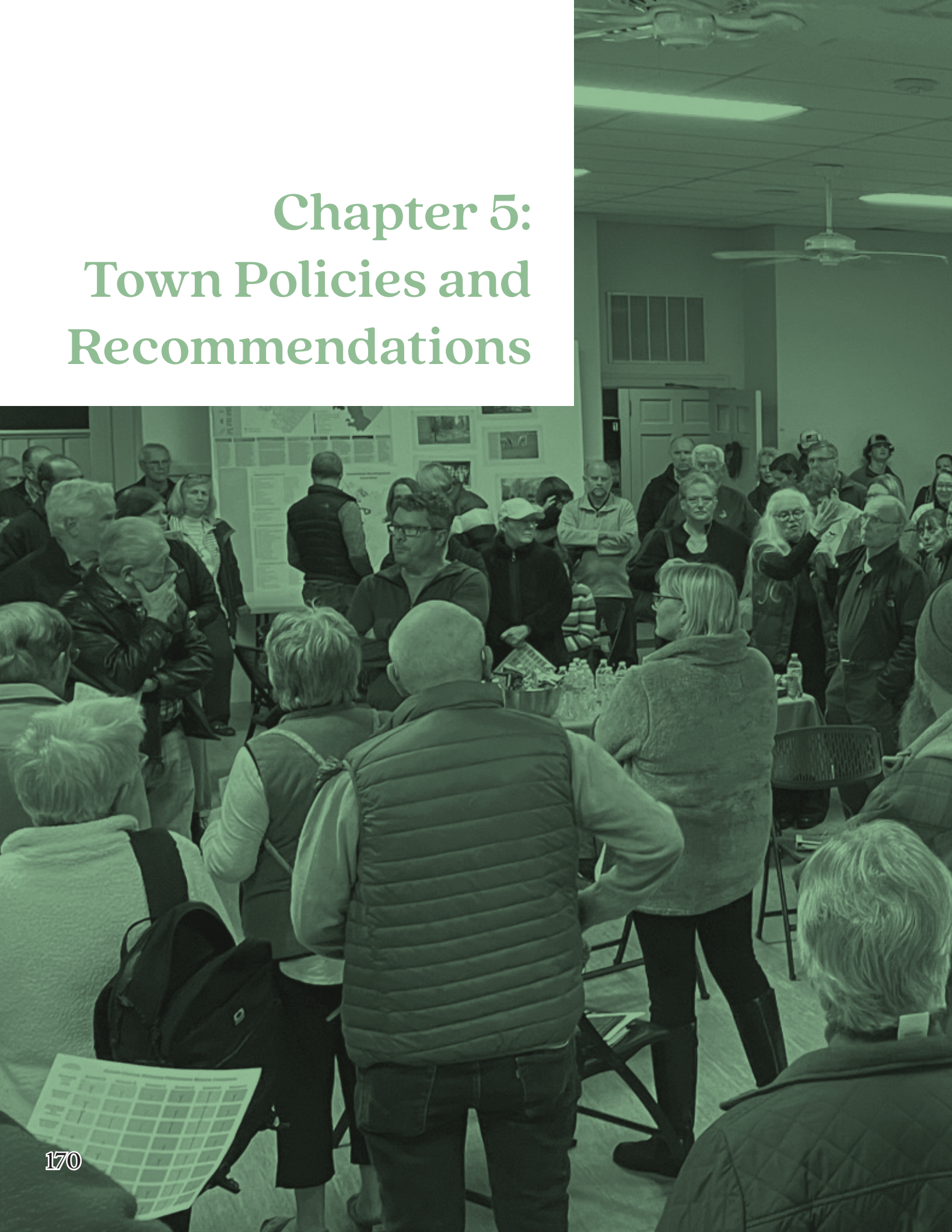
Chapter 5: Town Policies and Recommendations



Address Neighborhood Vulnerabilities

Improve Communication and Coordination

Guide New Development to Areas that Can Support it in a Manner That Respects Community Character

Create a Linked Green Space Network and Protect the Community's Green Infrastructure

Leverage Growth Demand to Redevelop Aging Parts of the Community in a Walkable Manner

Ensure Adequate, Timely, and Affordable Infrastructure to Meet Community Needs

Expand Housing Options to Help Maintain Affordability in a Way That Protects Neighborhood Character

Improve Transportation Safety, Mobility, and Travel Options

Expand Local Business and Employment Opportunities

Protect Historic Resources and Expand Public Art to Enhance Community Character

Maintain Healthy Fiscal Balance and Find New Resources to Help Fund Community Needs

The following policies and recommendations are intended to guide the town's decision-making as it allocates resources, acts on development applications, creates or modifies regulations, enters into agreements for the provision of services or public facilities, or takes other actions affecting the short- and long-term future of Southern Pines. The policies and recommendations are intended to be advisory and no individual policy is intended to stand alone. Like a toolkit, policies should be applied in a way that best achieves the 2040 Comprehensive Plan's vision and guiding principles, while considering available community resources and competing priorities. There is no relationship or prioritization intended with the order polices and recommendations that are presented in the chapter.

Address Neighborhood Vulnerabilities

Policy 1.1:

Explore Ways to Consider Neighborhood Vulnerabilities Including Displacement When Evaluating Development Applications

Town staff should conduct research to identify potential ways to consider vulnerabilities to neighborhood gentrification and displacement during the review of development applications. This research should include identifying case studies and practices for how to provide an equitable distribution of the benefits associated with a development application for the neighborhood where the project is located.

Policy 1.2:

Continue to Program Town Resources for Vulnerable Neighborhoods that Educate and Advocate for More Informed Decision-Making

Southern Pines hired a permanent position in 2022 to be a liaison between town government, partner organizations, neighborhood groups, and individual residents or businesses. General duties for the position focus on the topics of equity, inclusion, and neighborhood advocacy. The position also ensures residents and business owners are aware and engaged with town plans, programs, and policies that affect their daily lives. West Southern Pines was the immediate focus area for targeting limited town resources.

Benefits from the position have been immediate: an heir property clinic and property tax clinic in 2022; a federal Underrepresented Communities grant for a historic preservation study in 2023; and on-going contact and communication between town staff and the residents and business owners served.

Town officials should evaluate opportunities to expand the program in the future with more topics to address and to interact with more neighborhoods in the community that are feeling growth pressures.

Improve Communication and Coordination

Policy 2.1:

Encourage Use of the Comprehensive Plan in Everyday Decision-Making

The 2040 Comprehensive Plan provides a road map for achieving desirable conservation and development patterns in the community, and instilling a strong community character and sense of place that is uniquely Southern Pines.

The town and its partners should celebrate the 2040 Comprehensive Plan, and use it as a key resource in development application review, infrastructure planning, and coordination with outside service providers.

The document should be widely-accessible to residents, business owners, and property owners throughout the town's planning jurisdiction. Hard copies should be available in community buildings; especially the Southern Pines Public Library. A downloadable copy should be available from the town's website and other economic development outlets.

Social media should be used to announce the document's adoption, and then remind people of its importance and availability for review periodically. In-person forums with elected officials, area developers, advocacy groups, and other organizations should be used to highlight key points in the document, and answer questions about its role in the town's decision-making processes.

Policy 2.2:

Review and Update the Comprehensive Plan Regularly

The Comprehensive Plan should be reviewed every three years and updated every seven years to evaluate changing conditions in markets, demographics, residents' preferences and values, or new state and federal legislation.

A review of the Comprehensive Plan is primarily an internal effort using town resources, which is focused primarily on new state or federal legislation enacted since plan adoption and/or an itemized list of small edits needed to make the document more clear, more efficient, or more effective. An update of the Comprehensive Plan includes a robust community engagement process, data assessment, alternative scenario testing, and validation (or refinement) of the vision, principles, maps, policies, and recommendations presented in the document. An update to the Comprehensive Plan may, or may not, include hiring a consultant to support the comprehensive planning process.

Policy 2.3:

Review and Revise Town Documents to Implement Comprehensive Plan Recommendations

Program town resources to review and revise, as needed, rules and requirements in the 1) Town of Southern Pines Unified Development Ordinance, 2) Town of Southern Pines Engineering Design Manual and Standard Details, 3) Town of Southern Pines Capital Improvements Plan, 4) Town of Southern Pines Annual Budget for Fiscal Year 2024/2025, and 5) various town master plans to implement the policies and recommendations presented in the 2040 Comprehensive Plan.

Policy 2.4:

Continue to Provide Greater Access to Information About the Town via the Government Website

The Town of Southern Pines uses its official website and social media tools to disseminate information in more traditional, static formats. This might include access to maps, documents, photos, statistics, announcements, or staff contact information for public viewing (i.e., one-way communication from the town). Town officials should explore opportunities to further engage the community via the official website or other web tools more effectively using two-way communication. One idea includes creation of a mobile application that lets people log service requests or submit questions to the town, and features in the application that allow for a response from town staff or officials. Examples in place now include the MY VOP mobile application in Pinehurst, NC, the FAY Fix It application in Fayetteville, NC, or the MyPasco App mobile application in Pasco County, FL.

Town officials should also focus their efforts on new web-based GIS platforms that let people review information for Southern Pines in 2D and 3D mapping environments, and provide digital comments via virtual push pins. Downloadable data and maps from the website should be saved and formatted in a way to easily disseminate data to residents, business owners, and visitors to the area: a Smart City Hub in one location. Sensor data in the town — pedestrian counters, parking space monitors, weather stations, etc. — could provide real-time information to users of the website or specific web applications, and better connect residents, visitors, and business owners with the built environment.

Policy 2.5:

Work with Central Pines Regional Council to Track and Prepare for Emerging Issues

Draw on Triangle Trends Report and Central Pines Regional Council staff to identify emerging issues that are most relevant to Southern Pines, track them over time, and develop strategies as appropriate to prepare for the opportunities and challenges they present.

Guide New Development to Areas That Can Support it in a Manner that Respects Community Character

Policy 3.1:

Develop and Implement Character-Based Zoning Standards in the Town's Unified Development Ordinance to Ensure Character-Driven Development and Decision-Making

One of the most effective ways to ensure a high-quality built environment is to emphasize the form, character, and design of buildings and their ancillary design elements as a top priority for the community.

Character-based zoning and coding encourages walkable development that is sensitive to surrounding context and compatibility. It allows for the preservation of rural areas, open spaces, and established low-density neighborhoods while encouraging (re)development in specific activity centers on the Conservation and Development Map that are mixed-use and more dense than surrounding areas. Character-based zoning can be applied town-wide or to specific character districts represented on the Character Districts Map.

Character-based zoning codes typically include standards for lots, buildings, and private frontages, including building orientation and setbacks, private frontage types, lot configuration, building heights and more. They also include standards for pedestrian-friendly signage types and streetscape designs to enable and encourage the development of walkable places and spaces.

The town should review the zoning regulations in its Unified Development Ordinance for areas identified for future (re)development to ensure zoning and subdivision regulations implement the character-based vision, guiding principles, policies, and recommendations in the 2040 Comprehensive Plan.

By developing character-based standards, the town can ensure that new or redeveloped buildings demonstrate a relationship to the prevailing scale, form, and proportion of surrounding buildings and avoid overwhelming or dominating the existing character of the area.

Future development and redevelopment in the town's planning jurisdiction will play a significant role in providing Southern Pines with the character it desires. Influencing character in the town relies upon a range of policies presented in Chapter 5 and the character district crosswalks presented in Chapter 2 being carefully woven together and implemented through the Town of Southern Pines Unified Development Ordinance.

Preferences presented in the 2040 Comprehensive Plan are guidelines pointed at intended outcomes for character-based planning in Southern Pines. There is not a one-size-fits-all approach to development under this planning initiative. Land use mix, development intensity, building scale and massing, lot size, topography, building placement, and private frontages should all be considered for a lot or parcel on a case-by-case basis to maximize the best strategy that enhances the character of Southern Pines.

The 2040 Comprehensive Plan purposely does not dictate permitted land uses or enforce specific densities or intensities for the categories presented on the Conservation and Development Map or the Character Districts Map. Instead, it provides guidance to create a desired and compatible character within each district.

Policy 3.2:

Use Design and Development Standards that Enhance Community Appearance and Maintain a Unique Sense of Place

Town officials should create a more predictable environment for development in terms of size, scale, orientation, landscaping, and general aesthetic using new rules or standards in the Town of Southern Pines Unified Development Ordinance (UDO). In essence, it will be the process of implementing many of the policies and recommendations presented in the 2040 Comprehensive Plan as laws. It would change phrases in the Comprehensive Plan using "should" or "would" — noting recommendations or desired outcomes — to phrases with reference to "shall" or "will" in the UDO — indicating requirements or absolute standards — that would significantly influence a development application.

Specific to community appearance, the UDO should adopt new rules, requirements, or standards that address topics important to community character:

- Signature building architecture unique to specific districts, neighborhoods, or corridors in the community.
- Preferred building façade details, building materials, building heights, and building setbacks in the community.
- Design standards for mixed-use areas that achieve high-quality building architecture, public spaces, and mix of land uses within the same building or block.
- Design standards for employment or retail centers that achieve high-quality building architecture, open spaces, and parking solutions.
- Design standards for standalone multi-family development that achieve high-quality building architecture, public spaces, parking solutions, orientation of buildings to streets, and potential mix of home types in the same development.
- Compatibility standards for infill development or redevelopment projects that recognize existing development adjacent to the site.

- Land use and design relationships between buildings, streets, and open space (location and orientation) that contribute to a high-quality public realm for the community.
- Clear and predictable relationships between land use, design, massing, and orientation statements for the character districts in the 2040 Comprehensive Plan and zoning districts for the UDO.
- Open space requirements that require minimum size, location, and design qualities to integrate open spaces within a development and active spaces with people. Most open spaces in the town should be accessible to the public unless limited by specific membership (notably some local golf courses).
- Landscaping and streetscape improvements that instill a shared sense of place in the public realm, and that helps transition between different land uses or development intensities.
- Connectivity between adjacent development, and the importance of block size and shape for influencing direct routes between complementary land uses.

Alternatively, town officials may prefer to implement one or more of the items in the list above as design guidelines, or a pattern book, that is referenced by the UDO. This approach does not codify intended outcomes for an area as law like an ordinance, but it does instill clear expectations for investments in specific areas.

In addition, town officials should consider resolutions that communicate formal positions or opinions about community character that may influence the work of other public or quasi-public agencies in the future.

Above all — town officials should recognize that high-quality design and development standards for the community will create additional costs to the town and their partners for public projects and additional costs to developers or quasi-public organizations for private projects. A consistent message and application of the policies and recommendations in the 2040 Comprehensive Plan is critical to realizing a vision for high-quality development, with high quality finishes, in the community. Everyone must be held to the same standard.

Financial or policy incentives may be needed to reach the town's aspirations for community character in some cases until minimum expectations in the market are established (e.g., density or intensity bonuses, or building height increases, to offset voluntary design controls and higher development costs associated with better building finishes; town-funded building façade, landscape, or signage grants; or outside funding opportunities from nonprofit organizations or advocacy groups).

Policy 3.3:

Implement Conditional Zoning in the Town's Unified Development Ordinance

The town currently relies on special use permits (SUP) to qualify and approve certain development applications. A SUP is granted if the applicant can demonstrate the minimum or maximum standards established in the town's Unified Development Ordinance (UDO) have been met via the application. Participants in the comprehensive planning process expressed frustration with some SUP decisions in the past as (sometimes perceived) broad standards in the UDO may not have been intended for a unique condition, or specific location, in the community where more or less strict requirements for the standard may have been more appropriate.

As an alternative to SUPs, some communities in North Carolina are using conditional zoning to evaluate and attach individual, site-specific conditions to a development application (specifically a rezoning case). Proponents say conditional zoning is best because it allows a developer and local government the opportunity to find mutually-acceptable alternatives to broad requirements in the UDO. State law limits the type and number of conditions placed on the property to "those that address conformance of the development and use of the property against local government ordinances and adopted plans". State law also requires that the landowner agrees to all conditions attached to the conditional zoning district, including, but not limited to, conditions not otherwise authorized by applicable law (e.g., taxes, impact fees, building design elements for single-family homes, or strict driveway improvements).

Town officials should evaluate the merits of conditional zoning for one or more areas of the community during an update to the Town of Southern Pines UDO.

Policy 3.4:

Evaluate the Merits of Replacing the Quasi-Judicial Decision-Making Process Used by Town Council in Southern Pines with a Legislative (Policy) Decision-Making Process

Citizens expressed frustration with the quasi-judicial decision-making process used by Town Council to review and approve development applications. Generally speaking, a quasi-judicial process is more formal than a legislative (policy) decision-making process, whereby the hearing body, in this case, Town Council, 1) listens to testimony from qualified experts, 2) determines facts about the request or application, and 3) applies the standards expressed in local ordinance(s) against the facts to determine if a development application should be approved or denied. The council is not allowed to consider the popularity of a development application in the decision-making process. Further, the council must remain neutral during the decision-making process, and not talk with people that are for or against the application during, or prior to, a public hearing for the application. Town residents, business owners, and property owners have no input or influence on a development application before Town Council under this process of decision-making.

In comparison, a legislative (policy) hearing considers a development application in the context of local policies and ordinances with the expressed interest of serving the public's interest. Collective decision-making between elected officials is influenced, in part, by a number of opportunities for people to provide input in the process (including residents, business owners, and property owners). Motions are made and voted upon by the elected officials. The officials' primary responsibility for making decisions is to listen and consider the input provided during the case as they decide the best course of action to serve the public.

Town officials should examine the purpose, need, and application of quasi-judicial decision-making for town business (or what boards use quasi-judicial making processes) during an update to the Town of Southern Pines Unified Development Ordinance.

Policy 3.5:

Utilize a Professional Architectural Service to Provide Quality Development Review

Consider hiring or contracting with a Town Architect to conduct design reviews for proposed development in the town's planning jurisdiction, which will ensure new buildings are in keeping with the desired character promoted in each of the town's character districts. The Town Architect should be familiar with the regional architectural vernacular and should work directly with builders and developers in the development review process to enforce established architecture guidelines and provide design guidance within the framework of the town's Unified Development Ordinance and state law.

Policy 3.6:

Establish Compatibility and Transition Standards that Respect the Spaces Between Existing and Future Development

The town will have opportunities to realize infill development and redevelopment in the future. New buildings, open space, and parking lots should respect existing development types, patterns, and intensities to avoid incompatible land uses or buildings. On smaller infill or redevelopment sites where existing development patterns are established and expected to remain the same in the future, the massing and scale of new buildings should be similar to nearby surrounding buildings. On larger infill or redevelopment sites, new lots or buildings that are significantly different in mass or scale from adjacent development should be located toward the center of the site, with lots and building sizes near the edge of the site designed to transition to the scale or massing of existing surrounding development.

New commercial, light industrial, or flex space developments in close proximity to residential areas should limit their uses to those considered low-intensity, unobtrusive, or at a scale and design compatible with nearby neighborhoods.

New neighborhood, community, or employment activity centers should transition effectively between residential and non-residential uses and include safe and convenient pedestrian and bicycle access for nearby residents. Future development in larger activity centers should focus density and intensity around existing or new street intersections on or adjacent to the site. It should also provide appropriate transitions to less intense edges of a site more compatible with existing development.

New development across the street from existing development should be complementary in lot size, building mass, and placement. Similar building types should face each other on a public street to protect the character of the streetscape. Land use transitions are preferred in alleyways, the abutment of two rear yards, or across a large common green.

Architectural elements should be transitional features for new infill development or redevelopment sites. Where a clearly established building character is expected to remain in an area of town, new buildings or site design elements should be similar in size and architectural detail, including roof types, windows, doors, awnings, arcades, cornices, façade materials, outdoor furniture, and other building or site design details.

Policy 3.7:

Develop a Public Spaces Plan that Organizes Future Investments in Public Streets and Spaces

Town officials should develop a Public Spaces Plan that identifies the character-enhancing elements necessary to ensure a comprehensive and consistent theme for the town's public spaces, including streets and open spaces. It should include an illustrative master plan and related strategies. The plan should identify the transportation corridors, spaces that should be guided by those strategies, outline a public investment strategy, and the identification of responsible parties.

Recommendations from the Public Spaces Plan should be programmed in the town's Capital Improvements Plan and used during the development application review process to leverage private investments in the public realm.

Policy 3.8:

Emphasize Public Spaces as a Unifying Feature When Contemplating New Development or Redevelopment Projects

Public spaces in Southern Pines should make a positive and consistent statement about the high quality-of-life and positive experiences desired in the community. Private property along a street, park, or other (quasi) public space in town should include lighting, landscaping, signage, art, or other design features that complement a common vision for the larger district, destination, or corridor it is adjacent to or within. Design features that enhance aesthetics, increase the comfort and safety for users, and reinforce the human scale of places and spaces should be the priority for improvements targeted in or adjacent to the public realm.

Some corridors or destinations in town may have a public spaces master plan to guide investments (see Policy 3.7).

In the absence of a specific plan, the goals for investments within and adjacent to the town's entire public realm include:

- Use elements of public spaces as organizing features for a neighborhood, district, or activity center.
- Emphasize consistent design features or treatments for a corridor or destination that create a common sense of place for users.
- Think of streets as linear parks with public spaces and active private spaces (e.g., outdoor seating) located throughout the corridor.
- Increase minimum open space requirements for private property adjacent to public spaces in terms of size, shape, and location to activate spaces.
- Reimagine the definition of open space adjacent to public spaces to include, but not be limited to, plazas, outdoor seating, and pocket parks that activate spaces. The expanded definition of open space should create vibrant public spaces while recognizing the needs of private investment to make a project viable.

Policy 3.9:

Improve Parking Design in the Community

Explore opportunities to reduce or eliminate minimum parking requirements in areas intended to be walkable neighborhoods or walkable activity centers in the community. Goals for reducing the number and size of parking lots in these areas should include: 1) increase the size and location of areas available for additional buildings, 2) accommodate active open space, 3) decrease impervious surface to support stormwater infiltration, and 4) protect additional environmentally-sensitive areas that would otherwise be lost to development.

Town officials should examine the merits of adopting a parking maximum — versus a parking minimum — requirement to implement one or more of the intended outcomes summarized in Policy 3.2 during an update to the Town of Southern Pines Unified Development Ordinance. Further, town officials should require parking in new development be located in the rear of the building and screened from view from the street.

Policy 3.10:

Commission a Downtown Parking Study and Act Upon its Findings and Conclusions

Parking in downtown is a challenge during large community events and peak season tourist visits. On-street parking and small surface parking lots in high-traffic areas of downtown are fully-utilized during several hours of the day, and businesses need more turnover in parking spaces to serve customers.

Town officials should commission a downtown parking study with the following goals in mind: 1) quantify block-level parking needs in the downtown, 2) increase the number of parking spaces in downtown, 4) consider the merits of shared-use parking strategies, 4) evaluate opportunities to increase the number of on-street parking spaces on streets leading into downtown, 5) determine the feasibility of a parking deck in downtown, and 6) evaluate different parking management strategies or programs to turnover parking spaces at a higher rate in downtown.

Policy 3.11:

Improve Sign Standards in the Community to Reflect the Needs of Different Character Districts

Signs have a significant influence on the visual cues and design qualities experienced in a place, and regulating signage specific to the needs of different character districts in the town's planning jurisdiction is appropriate. Preferred sign aesthetics — number, location, size, height, and materials — should vary by character district and may include stricter, more explicit requirements to protect scenic viewsheds or conservation areas within the districts. Economic development, community character, and tourism needs expressed in the 2040 Comprehensive Plan all support the regulation of signs by character district.

The 2040 Comprehensive Plan is focused on content-neutral sign regulations that target the time, place, and manner that speech occurs. It is mindful of the visibility needs for a viable business, but strives to balance these needs with the overall

community character intended for an area. For example, a walkable downtown supports an emphasis on pedestrian-size and pedestrian-level signs, while a suburban highway corridor supports an emphasis on larger signs, potentially free-standing, to communicate with automobile drivers.

Broad objectives for signage regulated by character district should be refined in an update to the Town of Southern Pines Unified Development Ordinance.

Policy 3.12:

Enhance Character and Walkability by Orienting Buildings Toward the Street

Prioritize the orientation of buildings towards the street in new suburban or urban (re)development areas. Doing so will create more walkable neighborhoods, downtown, commercial corridors, and activity centers. In conventional development, commercial uses like gas stations, drive-throughs and banks often place the building at the back of the lot and the vehicular circulation in the front. Flipping the two helps activate the street and create a more pedestrian-friendly streetscapes.

Policy 3.13:

Provide Street Furniture and Lighting that Enhances the Character of the Town

All street furniture and fixtures - including benches, trash receptacles, bollards, planters, tree grates and bus shelters - should be a consistent color and style along each streetscape. Styles may vary depending on the character district that the street is in.

Policy 3.14:

Multiple Non-Residential Buildings on the Same Lot or Parcel Will be Architecturally Unified

Quality, cohesive non-residential building design in site development helps enhance community character and improve quality-of-life. Promoting architectural unity on a site with non-residential land uses ensures quality projects, lends credibility and professionalism, and often promotes a unique brand identity in the area.

Requiring non-residential architectural unity in large site developments allows developers and staff the opportunity to consider the interplay between buildings, ultimately preventing inconsistencies and the uncoordinated feel that arises from ad hoc development. It is recommended that all new non residential development and redevelopment in the planning area consisting of two or more buildings on a single lot or parcel be required to construct

architecturally unified buildings and use compatible quality and type of building materials.

Policy 3.15:

Create Recognizable Entrances (Gateways) into Southern Pines

One of the first ways to establish a defined character for Southern Pines is to announce that it is different and new. Public investment in gateway treatments should be considered to reinforce the brand identified for the town and stimulate private investment in the corridor consistent with the new brand. Next steps for bringing gateway treatments to the study area include: identify appropriate locations for new signage, prepare design concepts, reach out to local property owners for easements, develop construction documents, and identify available funding sources.

In some cases, special branding for the different character districts in Southern Pines may be appropriate as a subcomponent of the larger town-wide branding strategy. For example, a specific tagline or symbol may be added as secondary messaging to the primary gateway signage or artwork at the edges of a specific character district.

Policy 3.16:

Provide Consistent and Unified Wayfinding Signage in the Community

Develop a town-wide Wayfinding Signage Master Plan to enhance the visual appearance of streets and public spaces in Southern Pines. Generally speaking, wayfinding signs 1) unify directional street signage and reduce sign clutter along the town's major streets, 2) celebrate specific character districts in the town's planning jurisdiction, and 3) standardize public signage.

Policy 3.17:

Within Statutory Limits, Install all Utilities Underground in New Development, and Continue Efforts to Move Existing Overhead Utilities Underground

The Town of Southern Pines Unified Development Ordinance should require all new utility lines and service be provided underground and that any major project that involves existing overhead utility services relocate them underground. The town should also be proactive with implementing measures to move all existing overhead utilities underground.

Create a Linked Green Space Network and Protect the Community's Green Infrastructure

Policy 4.1:

Develop Standards that Protect Open Space as Meaningful Component of New Development

Open space includes the parks, plazas, squares, greenways, floodplains, forests, natural areas, and other amenities existing now or planned in the future. Together, they form a general open space framework that helps town officials and their partners prioritize land acquisitions, organize infrastructure projects, and coordinate land or facility dedications from future development applications. Individual decisions about open space in the town's planning jurisdiction should consider the context and needs of a larger open space framework, which is aimed at maximizing a comprehensive, connected, and continuous open space network that is easily recognizable and accessible to town residents.

Town officials should partner with state, regional, or other nonprofit groups working in the area to mitigate the impacts of new development on existing natural systems. At a minimum, include new rules and standards in the town's Unified Development Ordinance that incorporates open space as a meaningful component of new development, including parks, tree preservation areas, floodplains, stormwater retention, recreation, animal habitat protection, or preserving scenic views.

Policy 4.2:

Coordinate with Neighboring Jurisdictions and Agencies to Link Parks and Greenways Networks

One way to expand the value of the current pedestrian and bicycle network in a cost-effective manner is through greater system connectivity. Already, the Town has developed a north-south greenway route from Reservoir Park to Nick's Creek. In addition, the 2010 Bicycle Transportation Plan for Southern Pines calls for a bicycle loop connecting downtown with Reservoir Park. If available, this loop would provide a dynamic new bicycling experience. Continuing to connect the various facilities

and segments of the town's parks and greenways system into a linked network would provide an outsized value beyond the cost of constructing the individual segments. The same is true for connecting across jurisdictional lines, given the close physical proximity of Southern Pines, Pinehurst, and Aberdeen.

Policy 4.3:

Better Protect Heritage Trees in the Community

The town should expand on its rules and requirements presented in Section 4.4 of the town's Unified Development Ordinance to protect irreplaceable heritage trees in the community that have notable historic or cultural interest. Efforts should be made to preserve and manage these trees on public and private land to the maximum extent possible.

The policy recognizes mature trees in healthy condition provide greater environmental, health, and social benefits compared to younger or newly-planted trees in the community.

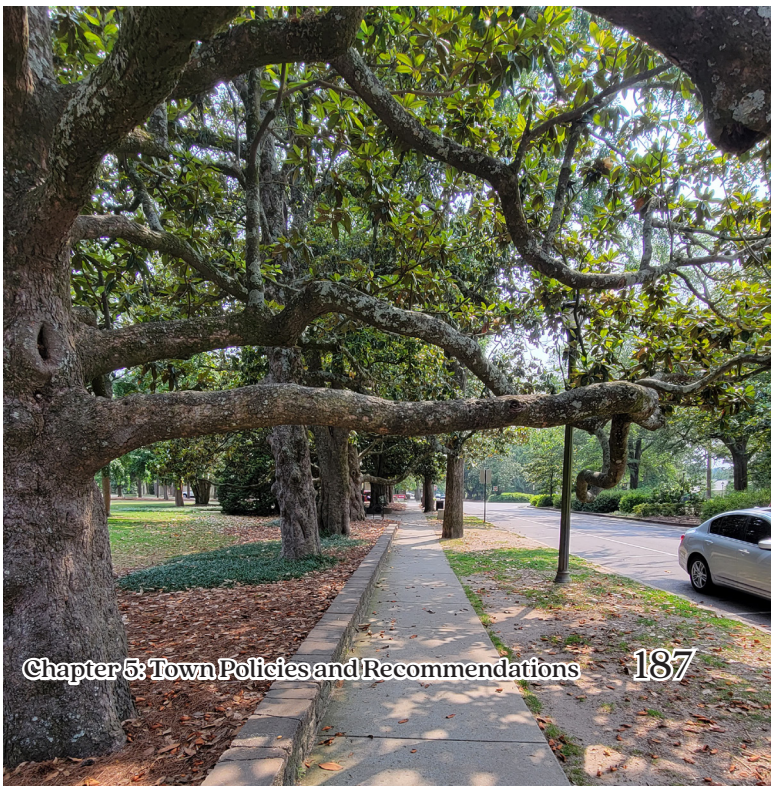
Policy 4.4:

Implement a Tree Canopy Preservation Program

Private, undeveloped land in Southern Pines may include a mixture of grasslands and tree stands. Older neighborhoods in the town have mature street trees and landscaping. Some newer neighborhoods, including new apartment complexes, display minimal tree-save canopy in aerial photography; however, new plantings along streets and in parking lots, common areas, and private yards are expected to replace a portion of the tree canopy lost to new development.

Trees planted throughout the community (on public and private land) provide simple and beautiful solutions to clean the air, prevent stream erosion, save energy, and cool streets and buildings. Tree planting and preservation programs, a tree advisory committee, tree care ordinance, conservation easements, and capital investments should all be considered as ways to increase and sustain the town's tree canopy in the future. In some cases, mature tree stands my be designated as a local town landmark and protected under Section 106 of the National Historic Preservation Act (see page 165 in the document for more information).

American Forests — a national conservation and advocacy group for creating healthy and resilient forests throughout the country — recommends a target of 40% to 60% urban tree canopy for a forested state. Town officials should update its tree preservation standards in Section 4.4 of the town's Unified Development Ordinance to (re)consider local tree planting and tree care policies that might include minimum criteria for tree save areas, preferred number of new tree plantings, native species list, tree caliper at planting, and tree spacing criteria. In some instances, town



officials may want to consider payment-in-lieu provisions in the tree ordinance for more dense, urban development projects where tree save area requirements adversely impact other goals of the 2040 Comprehensive Plan. The funds collected should be used to purchase tree save areas in other parts of the community. New single-family neighborhoods or apartment complexes should not participate in the payment-in-lieu program.

In addition, town officials should strengthen and publicize more its existing TREEmendous Trees of Southern Pines Awards Program to celebrate urban forestry and the people who advocate for it.

Policy 4.5:

Incorporate Natural Stormwater Management Strategies

The town should incorporate low-impact or light-imprint development strategies to find ways to reduce dependence on complicated infrastructure systems for stormwater management, and explore more sustainable solutions, including natural drainage and infiltration practices. All sustainable stormwater solutions should begin with the least technologically complex actions.

The simplest technique is to preserve the existing hydrological pattern of drainage and percolation. This allows the land to handle the water naturally with minimal, if any, human intervention. By following natural hydrological patterns and using them as the framework, sustainable stormwater practices can alleviate much of the need for expensive conventional engineering approaches and will inform the planning and design of communities as a design element. Further, the size and location of stormwater infrastructure on a property should be sensitive to (save) large specimen trees and minimize encroachment on desirable tree preservation areas.

Policy 4.6:

Study the Merits of Different Storm Water Control Requirements in the Town's Unified Development Ordinance Based on Development Type, Location, or Intensity

The town's current Unified Development Ordinance (UDO) requires storm water control measures uniformly with no regard to the increase of impervious surface for a proposed development, or the location of a development in a specific watershed or character district. With a low-density development option, town officials may relax some requirements, like storm pond size or collection system design, proportional to a reduction in impervious surface for a proposed development. Reductions in impervious surface could encourage greater water infiltration levels on a site for managing storm water more-naturally. Specific recommendations, location-based, for varying storm water control requirements should be evaluated in the next update to the town's UDO.

Policy 4.7:

Include New Rules and Standards in the Town's Unified Development Ordinance that Prohibit Development in the One Hundred Year Floodplain

The 100-year floodplain represents the area of land near a water body (i.e., lake or stream) that has a one percent chance of flooding in any given year. Managing the type and intensity of development in the floodplain is widely accepted as good for the environment and financially-responsible for town government and insurance providers (in terms of the cost to rebuild infrastructure, homes, or businesses that may continually flood in major rain events).

Protected floodplains also provide a continuous, natural infrastructure to offset some of the impacts associated with an expanding development footprint (e.g., flood control, water filtration, wildlife habitat, or water supply provisions).

Town officials should amend the local Unified Development Ordinance to designate one-hundred-year floodplains as permanent open space and the spine of a regional green infrastructure initiative.

Policy 4.8:

Evaluate Current Watershed Regulations in the Town and Revise, If Necessary, to Support the 2040 Comprehensive Plan

The town has in its planning jurisdiction a portion of the Protected Area of the Cape Fear River Watershed, classified as a WS-III by the Environmental Management Commission. The Town Council chose a "low-density option" for a zoning permit if new development is proposed within the watershed. Maximum densities and/or maximum built upon areas are specific to three sub-classifications in the watershed: critical area, high-quality protected area, and remaining areas in the watershed.

Town officials should evaluate watershed conditions, and their corresponding requirements, in the Town of Southern Pines Unified Development Ordinance in light of recommendations made in the 2040 Comprehensive Plan.

Policy 4.9:

Protect Natural Areas and Environmental Assets Throughout the Community

Town officials should safeguard natural areas and environmental assets in the community using information presented in the 2040 Comprehensive Plan and more-specific functional plans to follow.

A comprehensive and connected system of natural green space should be integrated into the built environment as 1) a deliberate effort to protect natural areas, and 2) as an amenity accessible to citizen to enjoy the outdoors. Two immediate needs for protecting natural areas in the community include longleaf pine trees (especially large tree stands) and critical habitats for the Red-cockaded Woodpecker.

Policy 4.10:

Minimize the Impact of New Development on the Environment

New development in Southern Pines could have a significant impact on the surrounding environment. The town seeks to preserve the environment and enhance environmental quality, where possible.

Specific to environmental stewardship, the Town of Southern Pines Unified Development Ordinance should adopt new rules, requirements, or standards that address topics important to environmental protection:

- Minimize the amount of tree loss and impervious cover for new development

or redevelopment consistent with planned or permitted development intensities (e.g., allow taller buildings to accommodate smaller building footprints, which minimizes impervious surface area and maximizes tree save areas).

- Encourage clustering of development on more environmentally-sensitive land to preserve ecologically valuable land including, but not limited to, woodlands, wetlands, critical wildlife habitats, or steep slopes.
- Minimize and phase clearing and grading to limit erosion during construction. Require seeding of unstable soils after fourteen days to minimize erosion during construction.
- Encourage the use of native trees, shrubs, and plants to meet the town's landscape requirements.

Policy 4.11:

Work with Partners to Consider Possible Pilot Program to Test Green Streets for Stormwater Management

Green streets are thoroughfares that capture, temporarily store, and treat road runoff at its source by incorporating vegetated water catchment and filtration devices in the form of small rain gardens and bioretention systems. Components such as bioswales, infiltration planters, and flow-through planters, and other sustainable stormwater solutions allow plant material to remove impurities before water naturally infiltrates the soil, a storage, or stormwater system. Water-loving plants as well as plants that are able to remove the impurities while thriving close to traffic and in more suburban or urban environments are used in green street design, adding beauty and function. Additional infiltration may be achieved through the use of pervious paving materials for sidewalks and streets.

Policy 4.12:

Be an Active Community

Lead a town-wide initiative to encourage "active living" in Southern Pines, including plans and policies that promote more walkable development, a comprehensive and connected bicycle network, and programs that increase the frequency and level of daily physical activity for students, families, employees, seniors, and tourists.

Leverage Growth Demand to Redevelop Aging Parts of the Community in a Walkable Manner

Policy 5.1:

Evaluate Areas in Town Serving a Single Purpose, and Find Opportunities to Make Them Part of a More Complete and Self-Sustaining Community

Evaluate future opportunities presented to the town in the context of an overarching goal to create a self-sustaining community in the future. This means, in part, an emphasis on bringing new employment, retail, and services to town residents, and providing greater home choices in the community to support different backgrounds: the creative class, working class, retirees, and children.

Policy 5.2:

Encourage Infill Development and Redevelopment for Specific Character Districts on the Character Districts Map

Intensification of existing developed areas using infill development and redevelopment principles can help ensure the community thrives, and resources are managed well. Town officials should advocate for and, if possible, incentivize infill development and redevelopment projects inside town limits as a way to reinvest in areas with existing infrastructure capacity. Doing so will shorten vehicle trip lengths (both in distance and time), minimize expensive infrastructure expansion investments, and avoid the loss of rural areas for future development beyond municipal limits. It could also simultaneously increase land values, sale values, and potential tax revenues (without an increase in tax rates) inside town limits.

The cost of extending community facilities and services beyond existing service areas (thus, violating the town's infill development or redevelopment strategy) should generally be borne by the development community unless cost-sharing is deemed advantageous for facilitating community goals identified by town officials.

Policy 5.3:

Rethink Commercial Corridors in the Community as Walkable, Mixed-Use Areas

The future of retail is changing rapidly. The rise of online shopping, together with the decline in the share of income spent at mass market retailers, is taking a toll on auto-oriented retail. Malls and strip centers have emerged as the new frontiers for redevelopment. In turn, a new era of smaller, unique, "main street" retail — largely supported by nearby housing — is taking root in downtowns and mixed-use areas, and emerging in specific areas of suburban communities.

Food and drink options from restaurants to coffee shops to local bar establishments have taken center stage in main street or activity center revival. Roughly 50% of all new retail leases across the United States in 2019 were for restaurants and related eateries. While many of these businesses are locally-owned, a new generation of national retailers are also capitalizing on this trend. This includes brands like Starbucks and The Flying Biscuit. The main street retail renaissance has in turn helped attract new residents and jobs to a growing number of emerging walkable, mixed use, and mixed-income suburban activity centers.

To become more competitive, suburban commercial corridors in Southern Pines (especially U.S. 1, U.S. 15-501, and portions of Morganton Road) should be re-imagined

as mixed-use activity areas to increase the quality of the retail experience (and capture a greater proportion of regional sales) and enhance quality-of-life for nearby residential neighborhoods. Retrofitting implies an updating or evolving of land uses over time by replacing uses like strip centers with new more walkable uses. However, existing residential areas should remain residential.

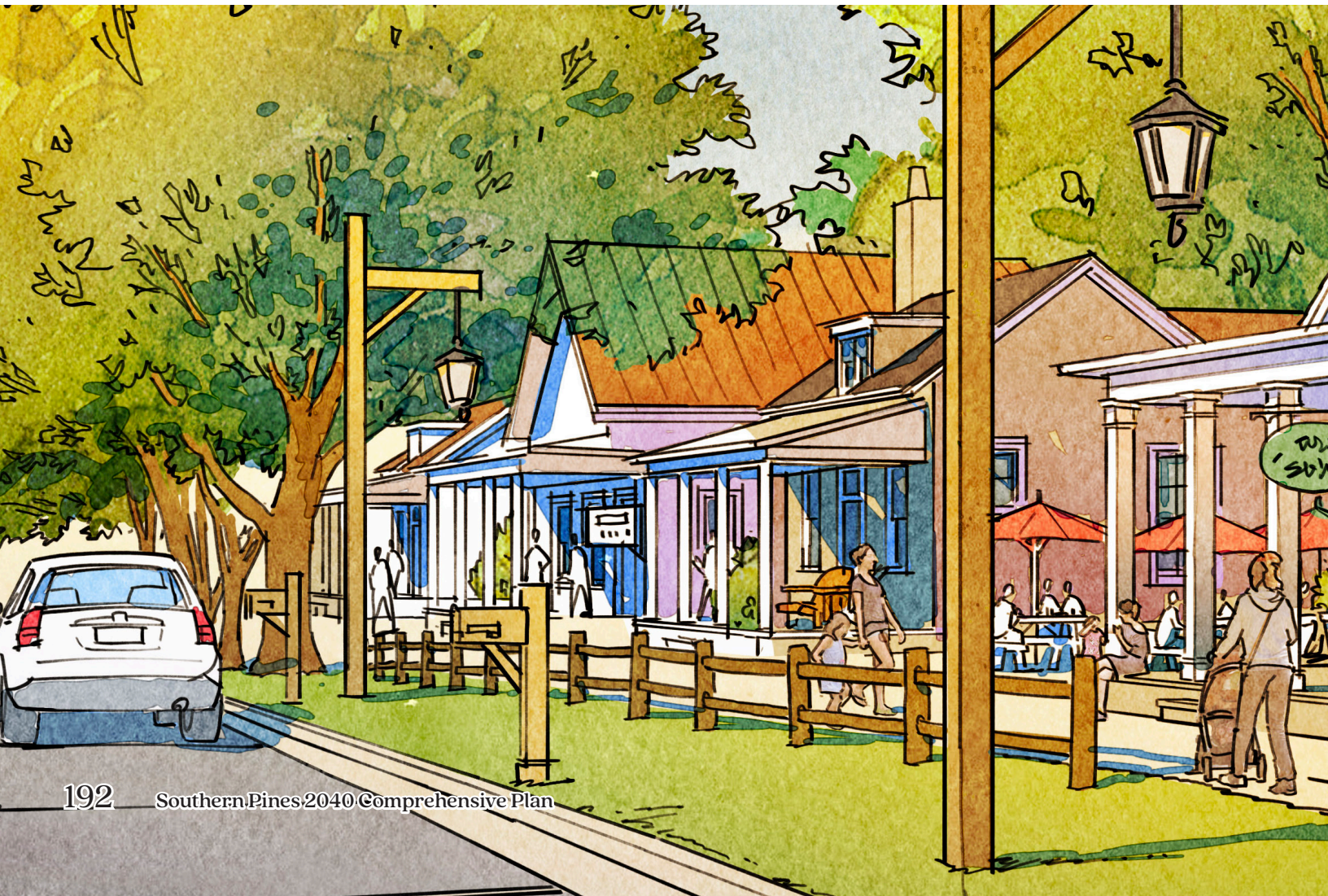
Many residents, employers, restaurants, and shop owners recognize the benefits of walkable areas on many levels. The town should pursue new opportunities to create these desirable environments despite limited land resources. This is largely a town-led effort that should begin in the near future with long term goals as the target. However, retrofitting existing commercial corridors should not be about taking commercial uses and replacing them entirely with residential uses. Corridor retrofits should result in a commercial focus and include some housing and amenities for town residents.

Policy 5.4:

Rethink the Scope, Scale, and Design of Standalone Multi-Family Communities in Southern Pines

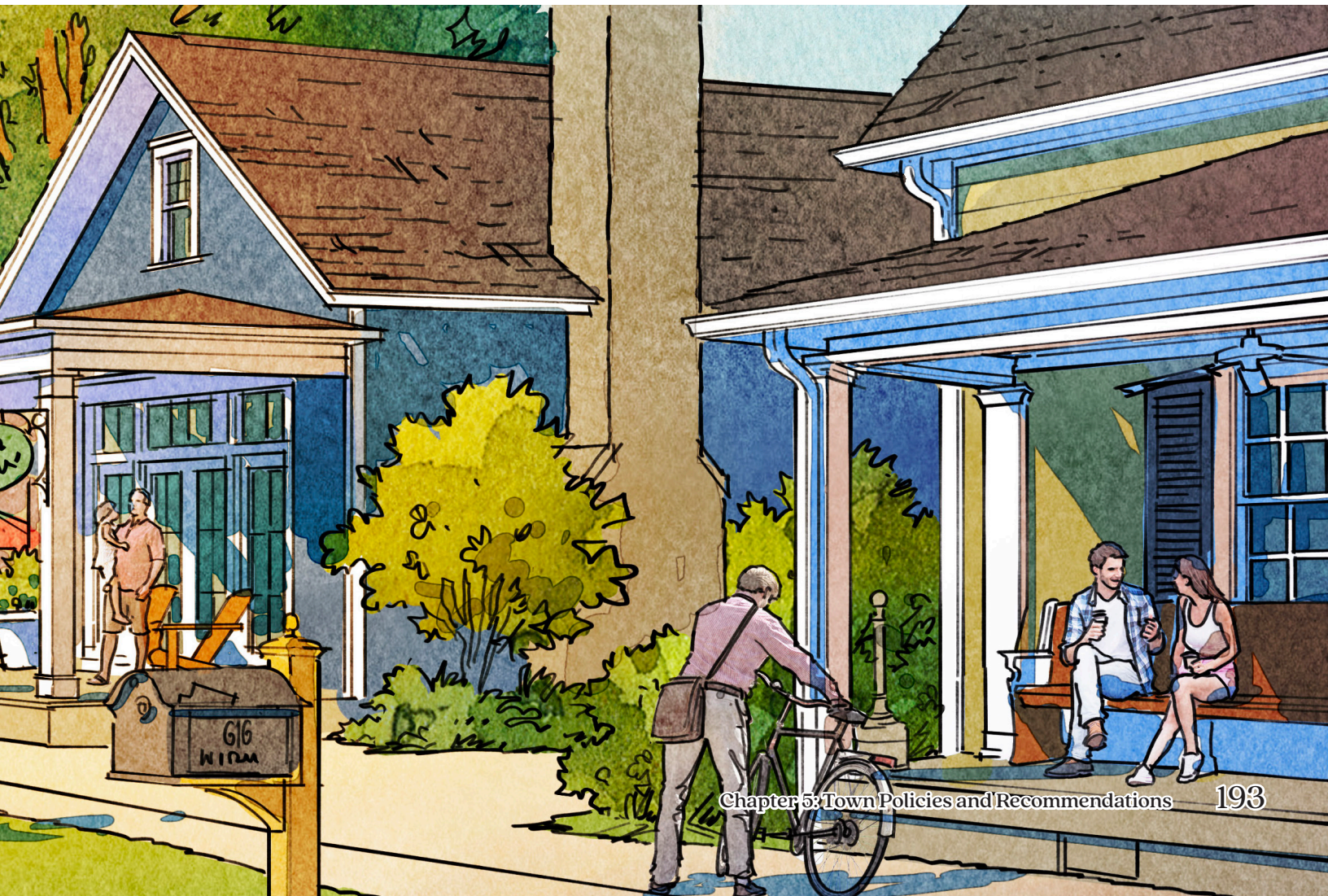
Southern Pines, like many suburban communities, has seen a significant increase in the number of multi-family projects (e.g., apartment complexes) proposed in the community. Most are approved as very large complexes, sometimes supporting several hundred stacked units in a single project.

Public sentiment against large-scale multi-family development in Southern Pines



was expressed repeatedly during the comprehensive planning process. Moving forward, new expectations for multi-family development should be considered, including:

- Land intended for new multi-family development should support the highest residential densities in the suburban landscape.
- Target areas for new single-use, multi-family development should be relatively small — generally less than six acres in size — and be sensitive to the type, size, orientation, and character of buildings in adjacent neighborhoods.
- Larger areas for multi-family development should include a mix of townhomes, apartments, condominiums, and accessory dwelling units in the same project connected via a network of streets and open space.
- Buildings should include small footprints, shared walls, and multiple stories.
- No more than sixteen units should be included in a single apartment or condominium building, and no more than three apartment or condominium buildings should be sited for a single development.
- A variety of building sizes and formats should be considered to avoid design monotony.
- Open space elements in a multi-family development should be a focal point, including a common green, small parks, community gardens, and informal gathering spaces. Town officials should advocate that one or more open space



elements in a multi-family development be accessible to the public.

- On-street parking and private garages should be common in a new multi-family development.
- Alleyways are encouraged in a new multi-family development.
- Detached garages serving nearby dwelling units should include an accessory dwelling unit above the garage.

Specific rules, requirements, or standards to address new expectations for multi-family development stated in Policy 5.4 should be included in the Town of Southern Pines Unified Development Ordinance.

Policy 5.5:

Encourage Retrofit and Adaptive Reuse of Existing Residential Structures for Commercial Uses in Some Portions of the Planning Jurisdiction

Allowing some areas in the community with existing residential homes — usually along a busy street — to transition from residential uses to small-scale commercial or office uses provides homeowners with opportunities to maintain or increase their property values.

The town should consider the following topics before allowing non-residential uses in former residential homes:

- Implementation of an overlay district in the town's Unified Development Ordinance (UDO) to expand the range of permitted uses in a specific area along the street.
- Adjustments to parking requirements for the corridor to recognize the small-scale nature of commercial and office uses in structures previously used as a home. Solutions may include shared-use parking agreements or credit for on-street parking nearby.
- Reductions in setback requirements to support adaptive reuse of existing buildings. Front yard setbacks could be used for outdoor dining or merchandise displays associated with the business. Side and rear yard setbacks could be used for parking, driveways, or small-scale ancillary uses. (Note: building code requirements for fire safety topics would need to be met).

Specific rules, requirements, or standards to address the list of topics for retrofit or adaptive reuse of existing residential structures for commercial uses should be included in the town's UDO.

Ensure Adequate, Timely, and Affordable Infrastructure to Meet Community Needs

Policy 6.1:

Identify New or Expanded Community Facilities Needed to Serve Future Residents When Reviewing Major Development Applications

Demands for infrastructure — police and fire protection, parks and recreation, schools, planning services, transportation, water and sewer service, hospitals and libraries — have increased significantly over the past decades, and will continue to increase as the town grows in the future. The concentration of development presented in the Growth and Conservation Framework will guide the demand for new or expanded infrastructure.

Additional roads, parks, schools, fire stations, police stations, or other community facilities and services will be needed in the future to meet new residents' needs. Town officials should consider future year needs when reviewing development applications. Sometimes new development or redevelopment affords the opportunity to request land or building space dedication for new parks, schools, or something else needed to meet future year demands. Or, (re)development of a property affords the opportunity to make new street connections that lowers congestion on nearby roads.

If appropriate, the town should ask development applicants to consider some of these needs in their site concept plans. In some cases, the town, or their service provider partners, may need or want to compensate the developer or landowner

for upsized infrastructure or dedication of land or building space for a public purpose.

Policy 6.2:

Evaluate the Use of Municipal Services Districts to Fund Certain Infrastructure Projects

A municipal service district (MSD) is used to levy additional property tax, which is used by the local government to provide extra services to residents, businesses, or property owners in the identified district. In North Carolina, an MSD may be enacted pursuant to the rules and requirements set forth in Chapter 160A, Article 23 of the General Statutes. The list of spending categories for the district is limited by state law to include: downtown revitalization, historic district enhancements, urban area revitalization, transit-oriented development, drainage projects, sewer collection and disposal systems, off-street parking facilities, and watershed improvements.

The town enacted an MSD for the Morganton Park South development where the new Target store is located. Town officials should explore other opportunities to designate MSDs in the community if, when, or where extra town-led services or projects may be needed that directly benefit nearby residents, businesses, or property owners.

Policy 6.3:

Develop Process to Help Ensure Capital Improvements Are Consistent with Comprehensive Plan

The town should ensure recommendations and official maps in the 2040 Comprehensive Plan are the foundation for funding and scheduling capital projects in the town's five-year Capital Improvements Plan (CIP), and highlight a statement of consistency with the 2040 Comprehensive Plan as an important component of the CIP planning process.

The narrative developed for the consistency review should be prepared by the requesting department — and reviewed by the Town Administrator — or its designee, suggesting revisions as necessary.

Policy 6.4:

Coordinate Capital Expenditures Inside Town Limits with the Responsible Infrastructure Service Providers

Different stakeholders in Southern Pines — which include local government, state and regional agencies, school districts, developers, investors, business owners, and neighborhoods — have a shared responsibility for implementing recommendations in the 2040 Comprehensive Plan. This group should work together to identify, prioritize, and fund capital improvements in the community, and leverage their individual investments in the town (e.g., facility size, location, and timing) to maximize benefits for all.

Policy 6.5:

Provide and Program a Variety of Civic Open Space and Amenities

The town should actively work with its partners to identify opportunities that increase the type, number, and location of civic and culturally-important spaces in the community. Examples of new spaces may include, but are not limited to, public gathering spaces, museums, or a performing arts center. New or expanded facilities could also benefit from public-private partnerships.

New development and redevelopment should include a broad range of community open spaces, as appropriate to each character district depicted on the Character Districts Map and described in the Building and Site Design Matrices. In more urban parts of town, this may include plazas, squares, pocket parks, and activated sidewalks with outdoor dining and pedestrian amenities. In more suburban areas, open spaces may include parks, greenways, sports fields, and natural open spaces. New development should ensure that all civic open spaces are designed and programmed to be enjoyed by residents of all ages and ability levels.

The town should establish goals and guidelines for providing at least one community open space within a one-quarter-mile (5 minute) walk of every home in Southern Pines. Ideally, residents should have a variety of open space choices within walking or biking distance of their home.

Civic open space and amenities may be maintained by a homeowners association, business association, or non-profit group. In some communities, the local government lends tools or equipment to the caretaker to help maintain the property.

Policy 6.6:

Continue Looking for Opportunities to Use Smart City Technology To Improve Efficiency and Effectiveness of Capital Projects

The town should consider opportunities to integrate smart city technologies for improved facilities and services in the community, building on early investments being used for the town's water system. The town as a whole would benefit from a broader "smart cities initiative" in Southern Pines that links together different information systems and provides more opportunities for real time information-sharing with the community.

Early ideas for smart city technology should begin in the 2040 Comprehensive Plan and be implemented in one or more master plans that follow to develop a town-wide strategy that acts as a framework to coordinate individual investments for various departments or their partners. The priority to implement a smart city initiative would be contingent upon finding an outside funding partner such as Microsoft or Google.

Expand Housing Options to Help Maintain Affordability in a Way that Protects Neighborhood Character

Policy 7.1:

Support Housing Diversity in the Community

Demographic diversity of people in age, income level, culture, and race provide a sense of interest and vitality within the most loved places in the world. In order to attract this type of diversity to a community, the physical form must be conducive to the varied lifestyles of these groups. A key component of creating an environment where diversity thrives is the provision of a mix of housing options. Encouraging a variety of housing options also encourages variety in price points.

There should be many different types, sizes, and price points of homes intermingled in close proximity, with a range of living experiences from rural to suburban to urban, so that there is something for everyone.

The variety of dwelling types should include: different sizes of detached single-family houses, duplexes, triplexes, quadplexes, townhouses, multi-family condominium and apartment buildings, and live/work buildings. In addition, accessory dwelling units (ADUs) with a living space (above the garage, for instance) should be permitted within the rear yard of each principal building for renters, extended family, tenants, or guests to stay or live.

Residential units should be available either for lease or for ownership. This allows young and old, singles and families, and residents having a range of income levels to find a dignified home that suits their preferences and lifestyles.

ADUs should continue to be permitted throughout town to promote greater home affordability; acknowledging deeds, covenants, and restrictions in specific neighborhoods may preclude their construction.

Policy 7.2:

Neighborhoods in Southern Pines Should Reflect the Community's Values and Preferences Toward Housing Mix, Building Quality, and Neighborhood Amenities

A neighborhood is more than just the homes within it. The most memorable neighborhoods people visit are well-thought out and designed with intended outcomes in mind. General design elements favored in Southern Pines should include, but are not limited to:

- The scale of homes and the spaces between them should convey a welcoming environment, including maximum fence heights and minimum materials, landscaping, or driveway placement.
- Similar home types and styles should face each other on a street, meaning transitions between home types should occur at the rear lot line or along an alleyway.
- A connected network of streets and sidewalks should serve the neighborhood. Cul-de-sacs should be limited to areas with environmental concerns or steep slopes.
- Street trees and tree canopy should be a dominant feature of the neighborhood when the trees mature.
- Garages, and especially garage doors, should be secondary in size, scale, and design as compared to the principal structure.
- Different types of open space should be included in a neighborhood, and located as a prominent feature (like a central green as the focal point and small neighborhoods parks in close proximity to residential blocks).
- Emphasis on neighborhood design that defines a center and edges to the neighborhood in terms of mixing home densities or housing types.

Specific rules, requirements, or standards to implement the list of general design elements for a neighborhood should be included in the Town of Southern Pines Unified Development Ordinance consistent with state law.

Policy 7.3:

Establish a Discernible Structure for New Neighborhoods in Southern Pines

New neighborhoods in the town should contain a discernible center and a clear edge. This is an organizational concept that provides a clear identity to the neighborhood. While it may be more difficult to have well-defined edges surrounding a neighborhood, it is imperative that its center be well-formed. The center of the neighborhood should include a civic open space such as a park, square, or plaza — depending on its location within the range of contexts from rural to suburban to urban.

Neighborhoods should be organized around a pedestrian shed, or a circle with a radius approximately one-quarter mile in length, which represents a five-minute walk distance from the center to the edge. The pedestrian shed concept ensures that all residents are within a short walk of a meaningful destination. These destinations may include mixed-use areas or other civic open spaces. In the case of corridor development, the pedestrian shed may be linear.

Policy 7.4:

Support Neighborhood Brand and Identity Initiatives, Including Unique Entrance Signs, Street Blade Signs, Landscaping, Public Art, and Painted Crosswalks

Neighborhoods are much more than homes and open space to the residents that live there. A neighborhood's successes or failures are often influenced by the people that live in the homes, and the connections people make to their neighborhoods or the routine activities they experience or associate with as "living life" in the neighborhood.

Neighborhoods in Southern Pines should be recognized and celebrated for their unique characteristics. In some cases, this begins with a specific name chosen to represent the neighborhood. Unique entrance signs, street blade signs, landscaping, public art, or painted crosswalks should also be considered to reinforce a unique sense of place or brand identity for the neighborhood. Some improvements may be programmed and funded as town projects, but others should be accomplished organically by the residents of a neighborhood with support (or acknowledgment) from town officials.

Policy 7.5:

Explore Opportunities to Promote More Local Workforce (Affordable) Housing in the Tri-Cities Area

Collaborate with neighboring communities and agencies that are looking at workforce housing needs in the Tri Cities area. Demand for more homes means prices will continue to rise for both land and houses. Home costs in Southern Pines are already high and preclude many would-be residents from moving into the community. While multi-dwelling development creates the quantity of housing that can address some home affordability issues, not all multi-dwelling housing must be in the form of large, apartment-style complexes. Small homes, townhomes, duplexes, cluster housing, row homes, and small condominium buildings should be a significant part of the product mix.

The town should also participate in other region-wide initiatives to promote local workforce (affordable) housing that may include, but is not be limited to:

- Implement inclusionary zoning practices that require a certain percentage of units in a new development qualify as affordable housing.
- Support future efforts of the Southern Pines Land and Housing Trust (or similar organizations) if it decides to expand their services to include the development or preservation of affordable housing in the community.
- Offer density bonuses or other incentives to developers that included affordable housing units in their projects.
- Coordinate with development corporations or non-profit organizations that build mixed-income neighborhoods.
- Support the creation of a community land trust — serving the entire region — that acquires, holds, leases, or sells property for a community benefit (e.g., long-term affordable neighborhoods).
- Engage regional and state agencies, non-profit organizations, and other industry leaders to access funding, technical experience, or best practices for affordable housing development and policy.

Policy 7.6:

Ensure that Nearby Development Reinforces the Character and Quality of Existing Neighborhoods

The town should implement new rules and processes that provide higher-scrutiny for a development application that proposes infill development or redevelopment in, or adjacent to, an existing neighborhood. The purpose of new rules and processes should be to ensure new development in an existing neighborhood maintains a certain character that is consistent and complementary to the surrounding homes.

Policy 7.7:

Evaluate the Presence and Utility of Short-Term Rentals in Southern Pines from the Perspective of a Tourist Economy Versus the Needs to Protect Neighborhood Character

A short-term rental (STR) is typically defined as the occupancy of a hotel, lodge, or private residential dwelling unit offered as a vacation rental for a short period of time. The period of time used to define STR varies by community; usually between fifteen- and thirty-days total for the calendar year. STR properties serve an important role in supplementing the town's lodging bed base, diversifying lodging options, and providing economic benefit to property owners and the community.

There are also community-wide impacts from STRs to consider. Resident quality-of-life, parking, affordable housing, transportation, and town services could all be impacted from the operation of STRs. Nuisance complaints for a property could also increase with certain STR-related activity. For these reasons, STRs should be regulated by the town to protect the health, safety, and welfare of owners, neighbors, and visitors, and to balance conflicting community needs with private interests.

The process to regulate STRs often generates strong opinions about the balance of property owners' abilities to rent space to overnight guests with the desires of surrounding neighbors concerned about potential spill over impacts (i.e., disruptions) from STRs. The town should evaluate the use of STRs in the community via a study and public planning process. The study should include local data collection and analysis, a best practices literature review, peer community interviews, public meetings, and a recommended ordinance to begin a public hearing process with Town Council. Specific topics addressed in the study should include, but are not limited to:

- The need to define tiers of STRs to regulate use, the location of the use, and intensity or duration of use (e.g., owner-occupied unit, non-owner-occupied unit, or small lodging unit).
- A cap on the number of STRs that may be permitted in the same neighborhood.
- The requirement for STRs to pay local and state accommodation taxes.
- Required licenses and certifications needed to qualify as a STR in Southern Pines (e.g., general business license, local STR-specific license, and zoning permit).
- Specific needs or preferences for a local property manager, defined parking areas and individual parking spaces, guest stay limitations, vehicle stay limitations, or increased landscaping or screening requirements generated by the home type, neighborhood character, and number of bedrooms.

The STR study should also evaluate best practices for compliance tracking. For example, in Beaufort, South Carolina, the town uses software to track STR advertisements online and fines homeowners that advertise without authorization.

Improve Transportation Safety, Mobility, and Travel Options

Policy 8.1:

Update Development Standards to Improve Connectivity for All Travel Modes Throughout Town

The town should enhance connectivity by requiring streets to connect to other streets and by maximizing the number of routes to and from a destination. In addition to vehicular connectivity, it should increase pedestrian and bicyclist access throughout the community along streets, sidewalks, paths, and trails; and require sidewalks, paths, or trails (as applicable) on both sides of a street, without exception, in commercial, office, industrial, and mixed-use developments. In addition, the town should seek opportunities to work with leaders for Aberdeen, Pinehurst, and Whispering Pines to build regional greenways and trails.

Streets should be connected to another street unless there are topographic or ecological constraints prohibiting it. The street network provides a multitude of routing alternatives to and from all destinations in a development, dispersing traffic and limiting congestion. Having a street network with a high degree of connectivity also enables individual streets to become narrower, which slows traffic and increases vehicular and pedestrian safety. High connectivity also allows emergency service vehicles many options to get to the site of an emergency call.

Connectivity standards in Southern Pines should not be limited to streets and automobiles. Encouraging a network of connected sidewalks, side paths, and greenways makes walking and biking more convenient and enjoyable, and increases pedestrian and bicycle access throughout the community. Finally, by increasing the number of routes through the community, pedestrians and bicyclists are provided more interesting walking, jogging, and cycling alternatives, access to a variety of neighborhoods and destinations, and more opportunity for social interaction.

Policy 8.2:

Protect Strategic Mobility Corridors in the Community

Much of the town's growth impacts directly, or indirectly, one or more mobility corridors in the community — U.S. 1, U.S. 15-501, N.C. 22, Midland Road, Airport Road, May Street, Morganton Road, and Fort Bragg Road — that should be protected and, in some cases, enhanced to ensure safe, efficient, and reliable transportation movements.

As growth and development pressure increases, it will be important to protect these corridors through access management and better development design standards (e.g., ingress/egress, circulation, stub-outs, cross access, connectivity, etc.). Not having enough access to a property may inadvertently limit its use or attractiveness, but too much may cause spillback effects on the surrounding road network.

The development review process should consider development frontage and how it interacts with the corridor. Specific centerline setbacks identified by roadway classification should be identified and referenced during the town's development application review process.

Policy 8.3:

Emphasize Complete Street Standards in the Community

Traditional suburban street design standards emphasize the function of vehicle movement over the creation of place for a street (National Association of

City Transportation Officials, Urban Street Design Guide, 2012). Growing trends toward more walkable and mixed-use development patterns in specific areas of the town necessitate a change in conventional street design standards to: 1) balance the needs of vehicle, bus, bicycle, and pedestrian within the right-of-way; 2) reduce travel lane width; 3) match design speed to posted speed limit; 4) control the number, location, and spacing of driveways; 5) complement adjacent development; and 6) design intersections for multi-modal turning/route conflicts.

Together, these changes will help move people (vs. only vehicles) and create memorable places that are great for the community, great for business, and great for creating safer environments for everyone. Complete street applications should be considered in town policies and ordinances that recognize different needs for rural, suburban, and urban character and development conditions.

Pennsylvania Avenue, between U.S. 1 and Glover Street, should be the first corridor identified for a complete street audit. Working with the North Carolina Department of Transportation, town officials should evaluate opportunities to increase the type, number, and location of safe pedestrian crossings along Pennsylvania Avenue, and opportunities to reallocate space in the pavement area to accommodate bicycle lanes (potentially repurposing the outside travel lane for bicycle lanes and a buffer area).

Policy 8.4:

Build a Complete and Connected Bicycle Network Serving Town Residents

The planning area lacks the quantity and quality of bicycle infrastructure needed to entice some residents out of their automobiles for daily trips (e.g., bicycle lanes, bicycle routes, wide shoulders, shared lane signage (sharrows), bicycle racks, bicycle lockers, or connected trails and greenways). Conditions need to be made safer and more efficient for riders of all abilities to encourage more bicycle activity throughout the town — functional or recreational.

Early ideas to improve bicycle conditions in Southern Pines include: 1) designate bicycle lanes on major roads; 2) sign and mark bicycle routes; 3) add sharrows and signage to alter drivers of bicycle activity; and 4) host bicycle education events for young riders (e.g., bicycle safety rodeos). Specific recommendations for bicycle projects and policies are further explained in the Bicycle Transportation Plan for Southern Pines (2010).

Town officials should work with their partners at the North Carolina Department of Transportation and the newly-formed Metropolitan Planning Organization (MPO) to plan, program, and fund bicycle improvements in the area. New ideas for bicycle infrastructure should be considered in the region's forthcoming Metropolitan Transportation Plan, and its Comprehensive Transportation Plan, which are required documents for urbanized areas with a MPO.

Policy 8.5:

Improve Transportation-Land Use Coordination

The Growth and Conservation Framework advocates for a transportation system that safely and efficiently moves people throughout the town. Balancing land use (i.e., demand), transportation (i.e., supply) and urban design (i.e., environment) will improve overall efficiency of the transportation system while promoting livability principles important to new neighborhoods, activity centers, and corridors in the town's planning jurisdiction.

Supply-side solutions for the transportation system include: 1) a complete and integrated grid street network for major roads and local streets; 2) complete street principles; 3) access management standards; 4) minimum street spacing guidelines; 5) special intersection treatments (including grade separated intersections at some locations); and 6) different street design standards for suburban and urban conditions.

Demand-side solutions for improving the transportation system focus on land use, development density, and urban design principles that promote lower vehicle trip generation (i.e., internal capture), shorter travel distance, and non-vehicular travel modes. Land use mix and development locations, patterns, and intensities depicted in the Growth and Conservation Framework will improve overall efficiency of the transportation system by lowering demand for long-distance vehicle trips. Street design standards for more suburban or urban conditions serving new walkable communities or centers will also bind together land use, transportation and urban design decisions.

Policy 8.6:

Support Extension of the S-Line to Southern Pines, and Target Infrastructure Investments that Complement the Service

The S-Line is an initiative in North Carolina and Virginia to implement passenger rail service between Richmond and Raleigh using an existing CSX freight corridor. Officials for the North Carolina Division of Rail are interested in extending the service south to Southern Pines in future phases. The town supports future plans and studies that explore opportunities to bring the S-Line to Southern Pines.

Town officials should explore opportunities to implement one or more mobility hubs around a future S-Line station, and partner with the North Carolina Department of Transportation and others to plan and implement pedestrian, bicycle, or transit projects that could support movements to, or within, the S-Line corridor.

Policy 8.7:

Be an Active Partner in the New Metropolitan Planning Organization

The southern Moore County region reached the minimum population required to designate the area as a Metropolitan Planning Organization (MPO) with the 2020 U.S. Decennial Census. The multi-jurisdictional organization is federally-funded and charged with planning large-scale transportation projects to support future growth and development.

Town officials should be active participants in both the policy and technical committees for the MPO, and advocate for transportation projects that support the vision, guiding principles, policies, and recommendations presented in the 2040 Comprehensive Plan.

Policy 8.8:

Transition the Existing Pedestrian & Bicycle Advisory Committee to a Multi-Modal Transportation Advisory Committee

Establish a new committee in Southern Pines focused on multi-modal travel needs inside the town's planning jurisdiction. The new committee should advise the Town Council on challenges and opportunities for moving people safely and efficiently via motorized and non-motorized travel modes. Membership on the committee should include both technical and non-

technical transportation interests that 1) use the local transportation system or 2) understand the paradigm of transportation decision-making in the State of North Carolina (e.g., the North Carolina Department of Transportation, Metropolitan Planning Organization, North Carolina Division of Rail, and other transportation advocacy groups). Mandates for the new committee may include, but are not limited to: 1) input on the town's capital improvements plan and capital project priorities; 2) formal comments on development applications; 3) partnership with town staff for securing transportation grants; 4) assistance with hosting public events about transportation topics; 5) representation on regional transportation committees or advocacy groups; 6) participation in multimodal transportation plans for the town's planning jurisdiction; and 7) general advocacy for a safe, reliable, and efficient transportation system in Southern Pines.

In creating a new multimodal transportation advisory committee, town officials should dissolve the Bicycle and Pedestrian Advisory Committee (BPAC) to avoid redundancy of resources and expertise. The broader charge of the multimodal transportation advisory committee should include topics previously addressed by the BPAC.

Policy 8.9:

Build a Bicycle Network in Southern Pines that Promotes Bicycling as a Safe and Viable Alternative to Automobile Travel for Some Residents

Existing bicycle facilities in the town's planning area are insufficient to safely and efficiently move people freely between homes and businesses, schools, and parks. Building a robust network based on incremental expansion could provide more opportunities to convert some automobile trips to bicycle trips — both function and recreation trips. Planning for a sustainable bicycle network in Southern Pines should consider the needs of beginner, intermediate, and advanced riders.

General actions to build a complete and connected bicycle network throughout the community should include: designating bicycle lanes on major roads, sign and mark dedicated bicycle routes, increasing bicycle signage to alert drivers of bicycle activity, install bicycle racks and lockers in high-traffic locations, or hosting bicycle education events for young riders (e.g., bicycle rodeos for safe-riding). Location-specific recommendations to improve conditions for bicycling in the community are presented in the 2010 Bicycle Transportation Plan for Southern Pines.

Town officials should partner with the North Carolina Department of Transportation (NCDOT) and the newly-formed Metropolitan Planning Organization to plan, program, and fund bicycle infrastructure throughout the community. Early partnership opportunities should focus on the inclusion of, and emphasis for, bicycle travel in the forthcoming Metropolitan Transportation Plan and Comprehensive Transportation Plan that will be prepared for the Tri-Cities area. Town officials should also seek planning assistance or micro-mobility grant funding from the NCDOT to implement bicycle connections to the proposed S-Line passenger rail service, including a greenway next to the railroad track similar to the Blue Line in Charlotte (see Policy 8.6).

Expand Local Business and Employment Opportunities

Policy 9.1:

Collaborate with the Moore County Economic Development Partnership to Promote Specific Candidate Sites for Economic Development

The 2040 Comprehensive Plan sets forth a clear and concise vision for conservation and development in the community, including provisions for continued economic development. Town officials should collaborate with the Moore County Economic Development Partnership to encourage their use of the 2040 Comprehensive Plan in print and digital marketing materials that promote specific candidate sites for economic development. It should also be used to highlight specific initiatives of the town to provide the key livability and quality-of-life variables companies are looking for to satisfy their employees.

Policy 9.2:

Leverage the Town's Unique Character to Attract High-Quality Jobs and Investment

There are several key ingredients that will contribute to the town's excellent quality-of-life in the future: 1) high-quality and readily accessible open space and recreation, 2) walkable neighborhoods that offer a wide-range of diverse housing options from single-family detached houses to cool lofts — all within a short walk of a lively main street or activity center, 3) the fiscal strength to support a high-level of local services, 4) an abundance of diverse culture, and 5) an ability to encourage development that is capable of attracting employers whose jobs match the skills and employment requirements of local residents. These ingredients are central to creating a strong local economy and increase local investment. Creating local employment opportunities and allowing

residents to work closer to home will provide a boost for local service-based and retail businesses and will improve the quality-of-life for all. Working to further improve quality-of-life for all residents aligns directly with the core strategies to improve job growth. The town's quality-of-life and its appeal to a wide range of skilled and educated workers as a desirable place to live and work are directly related. Improving both is a top economic development priority. This priority extends to addressing every aspect of the town's quality-of-life. One key to attracting and retaining talent is to provide a wide range of housing and workspace options within walking distance of downtown and emerging new or reimagined walkable, mixed-use areas.

The town should enhance its attractiveness to a wide range of employers spanning global corporations to regionally-based startups competing for increasingly scarce knowledge, skilled, and creative talent. Put another way, the town should work to improve its quality-of-life to attract top-level employees.

Policy 9.3:

Continue Supporting Local Businesses and Entrepreneurship in the Community

The town should work with its partners to expand networking and collaboration opportunities for entrepreneurs, artists, start-up businesses, technology innovators, and similar "new economy" businesses. Under this effort, town officials should (1) support seasonal and weekend businesses that enliven public open spaces or natural areas, (2) support pop-up retail uses, (3) continue support for food trucks in recognition that these businesses often transition to brick and mortar locations, (4) provide access to town data, as appropriate, to recruit businesses to Southern Pines or support existing businesses, and (5) identify opportunities and connect businesses with organizations that provide business assistance or mentorship.

Policy 9.4:

Promote Micro-Retail Businesses in the Community (Especially in the West Southern Pines Character District).

Micro-retail businesses include small-scale pop-up shops, boutique storefronts, office/flex space for e-commerce, food trucks, or vending machines that thrive on down-sized activities compared to more traditional large-box retail stores. They are often associated with start-up businesses that want to test locations or retail opportunities in the market before making large investments. Some micro-retail businesses stay small forever as the activity supplements something else the business owner does for a living.

Micro-retailing provides the business owner several perks compared to standard storefront models: quicker upfit, lower overhead costs, lower risk for experimentation, and lower inventory requirements (e.g., shoppers might test a product in the store and it ships to their doorstep via an e-commerce platform).

Some communities are also considering Accessory Commercial Units (ACUs) in residential neighborhoods as an opportunity to support grassroots entrepreneurship in close proximity to where people live. Similar to an Accessory Dwelling Unit (ADU), an ACU is located on the same lot as a single-family detached home. Different from an ADU, an ACU benefits from visibility at the street for commercial success and should have some type of identification from the street to be successful (e.g., storefront or small sign).

Micro-retail businesses and ACUs should be explored in the West Southern Pines character district as an opportunity to reintroduce the historical blend of commercial businesses and residential homes on the same block. Other areas of the community may benefit from ACUs after a study with public input is completed to determine "appropriateness" within the neighborhood(s).

The town should evaluate zoning provisions in the Town of Southern Pines Unified Development Ordinance (UDO) to allow micro-retail businesses in specific areas of the community. It should also modify zoning provisions in the UDO immediately to allow ACUs in the West Southern Pines and Horse Country character districts.

Policy 9.5:

Promote Adaptive Reuse of Existing Non-Residential Buildings that are Abandoned or in Decline

Adaptive reuse represents a change in use or activity for an existing building that was previously used for something different. It is generally credited with being faster, more

cost effective, and more sustainable for bringing new or expanded businesses online in a community compared to constructing new buildings on undeveloped land.

Old shopping centers, old school sites, and old warehouses are all candidate locations for adaptive reuse. For example, In Garner, NC, the former K-Mart building on Fayetteville Road was reimagined as INQ 4300, a new life science building.

Reuse of an existing site or building provides the opportunity to reinvest in building architecture, parking lot design, landscaping, or open space that addresses potential eyesores in a community. It furthers the belief that an active property will always create more value in a community compared to an inactive property.

Town officials should encourage adaptive reuse of existing non-residential buildings in the planning jurisdiction and incentivize such actions using its policies and ordinances (e.g., reduced building permit fees, modified parking requirements to address unique site conditions, or beautification grants for building facade improvements).

Policy 9.6:

Explore Opportunities to Retain or Expand Businesses with More Flexible Uses or Site Design Considerations

Future development patterns in Southern Pines may support more intense non-residential land uses in some areas. In order to retain existing businesses and attract new ones, it may be necessary to allow more flexibility in land use and parking for infill development or redevelopment requirements. Such flexibility can help current owners maintain their presence in the existing location and improve the overall experience for their workers.

Policy 9.7:

Position Southern Pines for Place-Based Tourism

People visit Southern Pines from points around the world. Continuing its reputation for "place-based tourism" depends on upholding a high-quality (natural and built) environment that is interesting, authentic, beautiful, and useful. The Arts Council/ Campbell House, downtown Southern Pines, and the Weymouth Center are local examples of places built upon these principles. In addition, East Connecticut Avenue is a North Carolina Scenic Byway designated by the North Carolina Department of Transportation, anchored by the Arts Council, Fort Liberty, Southern Pines Horse Country, Weymouth Center, and Weymouth Woods Nature Preserve. In contrast, more suburban places — especially non-residential properties along the U.S. 1 and U.S. 501 corridors — are places that would likely not be visited by place-based tourists because suburban environments are everywhere and lack distinction.

One important opportunity to safeguard the vibe and sense of place in Southern Pines is to take the energy found in downtown and expand it to other areas of the community. The town can create the type of places where people want to visit outside of downtown by placing a high-priority on the quality of development, a strong sense of place, plentiful public spaces, emphasis on local history, and specific design elements that complement (i.e., draw association) with downtown Southern Pines without trying to outright duplicate it.

Protect Historic Resources and Expand Public Art to Enhance Community Character

Policy 10.1:

Protect and Maintain Historic Structures in Southern Pines

Ensure development applications within, or adjacent to, known national or local historic or cultural resources include measures to protect those resources from demolition or encroachment. Encourage developers to utilize existing historic structures and features in the design of new developments or to relocate them to appropriate locations to maintain glimpses of the town's past within its future.

Historic structures already on the National Register of Historic Places should be preserved and maintained via a local historic preservation ordinance administered outside the downtown. Their history should be shared with residents and visitors through signage, printed and online materials, or property tours.

Policy 10.2:

Maintain a Historic Property Listing, and Publicize the List as a Community Asset

The town should maintain a list of historic properties and structures community-wide, and seek National Register of Historic Places designation for additional properties with the potential to be listed. If not eligible for national designation, the town should consider recognizing historic properties and structures using a local historic preservation policy or ordinance.

Locations evaluated for a local historic preservation policy or ordinance should include Downtown Southern Pines, West Southern Pines, Weymouth Woods and surrounding properties, older longleaf pine stands, and individual properties identified as important to the history and story of Southern Pines.

Policy 10.3:

Honor Town History Using Signage, Monuments, or Plaques

Implement a local historic monument and signage program for the town which highlights a property name, year built, significant resident or business owner associated with the property, or important historic event that occurred at the property (as applicable). The program should be funded by a matching grant program, whereby the town and the property owner each pay fifty-percent of the cost for materials and installation.

In addition to physical markers, town officials should also learn more about the Moore County Historical Association initiative to develop a QR-code system of sign work for historic resources throughout the town, which will be available via a cell phone application.

Town officials may want to partner with the local Historic District Commission, The Pines Preservation Guild (of Moore County), or the Arts Council of Moore County to fund and administer the program. Funds collected through the partners could offset responsibilities for the town or the property owner under the matching grant program.

Policy 10.4:

Seek Out Opportunities to Expand Public Art in the Community

A public arts program administered by the Arts Council of Moore County in partnership with town officials for specific areas in the community offers an opportunity to show off peoples' creativity and appreciation for unique experiences. The program should build upon the success of the Arts Council's first mural project at Harbour Place and the Painted Ponies Art Walk held in Downtown Southern Pines each year.

Similar communities in the United States have included sculptures, murals, memorials, digital media, and live performances in their public art programs. Rotating exhibits keep spaces interesting and encourage repeat visitors for an area.

Policy 10.5:

Consider Partnering to Create a Formal Arts and Cultural District in Southern Pines

The Town of Southern Pines has a long history of sustaining the arts and humanities through its fifty-year support for the Arts Council of Moore County and its forty-year support for the Weymouth Center for the Arts and Humanities. Town officials may want to strategize with the local Historic District Commission, The Pines Preservation Guild (of Moore County), or the Arts Council of Moore County about project feasibility, funding opportunities, and ideas for program administration. This might help offset responsibilities for the town or the property owner under the matching grant program.

All businesses, residents, and visitors will benefit from the growth, expansion, and

concentration of arts in a specified district. Further, the community-as-a-whole will benefit from the vitality of the district over time via various events and programming.

Policy 10.6:

Name Specific Tree Canopy Areas in Southern Pines a Local Landmark, and Protect These Areas Under a Local Historic Preservation Ordinance

An abundance of trees, and specifically longleaf pine trees, throughout the community helps define the very essence of Southern Pines. The oldest known longleaf pine tree in the world (470 years old) is located in the Weymouth Woods Sandhills Nature Preserve, and it — with the tree canopy surrounding it — provides a glimpse into pine forests that once covered over a million acres in the United States. Stories shared about the importance of longleaf pine trees for town residents span different races, ages, incomes, and life experiences observed in the community. Safeguarding various tree canopies in the community keeps the area more authentic and unique in the state. Not surprising, the longleaf pine tree cone serves as the symbol of the community chosen for the town's logo, and the longleaf pine tree serves as the official state tree of North Carolina.

Town officials should partner with state agencies and nonprofit organizations to survey longleaf pine tree canopies in Southern Pines and grade them for protection in the future. A summary report should be shared with town officials with the intent of supporting a local historic preservation ordinance that, in part, recognizes the importance of longleaf pine trees as a "local landmark" and a "historic/cultural resource" that should be protected for the enjoyment of future generations.

Further, one or more longleaf pine tree stands noted in the community as being in excellent condition should be considered for research plots. The intention of each plot should be to: 1) maintain an old-growth forest and species composition, 2) use the stands for research and monitoring, and 3) offer a visual example of the natural landscape as it existed before European settlement. The Wade Tract Preserve in Thomasville, Georgia, managed by Tall Timbers, is one example of a successful research plot that would be appropriate for application in Southern Pines.

Maintain Healthy Fiscal Balance and Find New Resources to Help Fund Community Needs

Policy 11.1:

Identify and Protect Areas in Town for Future Non-Residential Development, Particularly Those Uses that Generate Jobs and Bolster the Tax Base

Competition for land in a fast-growing area can sometimes result in parcels that are ideally situated for commercial, office, or industrial uses converting to residential development. The short-term gain realized on these parcels precludes opportunities in the future for job creation and higher levels of tax revenue generation. Delineating key parcels in the community and protecting them for highest and best uses in the future ensures the town has long-term opportunities to be a jobs center in the region.

To this end, town officials should resist reclassifying non-residential development on the Conservation and Development Map to residential uses unless it is part of a mixed-use development proposal. Even in this situation, the residential component of a proposed mixed-use development should be subservient to the non-residential components of the same development.

Town officials should also proactively align zoning with the Growth and Conservation Framework to protect important areas for future employment opportunities.

Policy 11.2:

Review Development Fees Paid As Part of the Development Process for Cost Recovery

After implementing the 2040 Comprehensive Plan and preparing the specified new development review procedures, evaluate the Town costs of conducting the development review process and consider adjusting town fees appropriately.

Policy 11.3:

Continue to Monitor Opportunities to Supplement Local Funds with State and Federal Grants

The town will continue to look for opportunities to stretch local dollars with grants from the state and federal government to help pay for community needs.

Policy 11.4:

Consider the Utility, Scope, or Conditions for Which a Minor Development Application may be Reviewed by Town Staff or Appointed Boards Administratively in the Future

Small towns are often used to sending most of their development reviews to an elected or appointed board for a decision. However, as a community grows, planning and land use related decisions can take up a considerable amount of time at board meetings. At the same time, elected and appointed boards have a growing docket of other items that demand their attention. As a result, a significant opportunity for achieving operational efficiencies is to shift more land use decisions to professional staff.

Many land use decisions are relatively non-controversial, and if the town has adequate standards in place, then it is in a position to delegate the process of ensuring compliance with those standards to its professional staff for administration. Elected and appointed boards would still make all major land use decisions,

including all rezonings, as required by state law. This shift can free up significant time at board meetings. It can also provide staff efficiencies for personnel who don't have to spend as much time taking land use decisions through the board review process and therefore have more time to spend managing community projects to help implement adopted plans and address other needs in the community.

As a result, when updating UDO the town should consider the utility, scope, or conditions for which a minor development application may be reviewed by town staff or appointed boards administratively in the future.

Chapter 6: Implementation

Items Funded Through the Town Capital Improvements Program

Items Funded by Others

Items Funded by Discretionary Funds Made Available Through Annual Town Budget

Chapter 6: Plan Implementation

Successful implementation of the policies, recommendations, and plan concepts presented in the 2040 Comprehensive Plan will depend greatly upon the interests and abilities of property owners, developers, elected officials, town staff, and the general public to work together for a common purpose. Recommendations in the Comprehensive Plan begin and end with the needs of Southern Pines in mind. Balancing the public's needs with those of partner agencies, developers, and private landowners will be critical for Comprehensive Plan implementation.

The action plan presented in Chapter 6 furthers three primary objectives. First, it provides decision-makers with a playbook for implementation. Second, clearly defined projects and action items identify public or private investment opportunities that are healthy, sustainable, and achievable. Third, regularly measuring achievements against the action plan — the community report card described later in the chapter — enables stakeholders with the opportunity to track progress and hold elected officials accountable for implementing the 2040 Comprehensive Plan.

One important note, the action plan presented in Chapter 6 advocates for the best possible community outcomes without regard to available town budgets or staff resources. It is a wish list of actions or investments needed to fulfill the vision of the Comprehensive Plan. Budget realities and staff time available for Comprehensive Plan implementation activities (measured against other staff responsibilities or duties) may impact the timing or prioritization of items presented in the action plan.

Priorities are assigned in the action plan to create urgency and build momentum for keeping things moving quickly and in a positive direction after adoption of the Comprehensive Plan. Items may move up or down the priority list based upon available outside funds, public-public and public-private partnership opportunities, or the ability to bundle several items together to realize budget efficiencies (e.g., the forthcoming Unified Development Ordinance (UDO) update). Residents are encouraged to visit the town's planning department to see the most current action plan guiding implementation of the Comprehensive Plan.

The Comprehensive Plan Implementation Matrix that begins on page 220 summarizes action items presented earlier in the document as short-, mid-, and long-term priorities. Detailed information for each item includes a policy number and title, an implementing action, an intended work product (if applicable), target time frame for implementation, lead party, cost category, and potential funding source. Items are also color-coded under the three priorities to indicate early ideas about investment levels and opportunities to bundle items that might realize certain cost or time efficiencies.

Generally speaking, there are thirty-eight items in the short-term category. Eighteen of them could be absorbed within regular staff duties if time is available for increased work responsibilities. Sixteen other items can be addressed in the forthcoming efforts to update the town's UDO. The remaining four items are not high-budget items, and some of them may benefit from grant funding or a cost recovery model pertaining to development applications.

Mid-term items in the action plan may become more or less urgent in future years as opportunities or challenges present themselves in the community. Again, opportunities to bundle projects for cost-savings may influence moving items between priority categories. For example,

eleven items in the table may be absorbed by staff if — or when — capacity exists. Or, twelve other items could be brought into the town's forthcoming UDO update. Still other items may benefit from a volunteer group in the community that decides to focus its resources on item implementation.

Long-term items in the action plan include large capital projects or big initiatives that may take patience to see through. For example, an expensive road project may take several years to realize, or the desire to see a big-box, suburban shopping center redevelopment as a mixed-use activity center may take ten or more years to build needed momentum.

Monitor the Comprehensive Plan

A community report card should be used to monitor and evaluate progress for implementing items in the action plan. Formal presentation of the community report card should be made to Town Council in the first quarter of the calendar year. Adjustments to the Comprehensive Plan's action plan, if necessary, should be made during the annual Town Council retreat.

Comprehensive Plan Updates

The 2040 Comprehensive Plan should be reviewed in three years and updated in seven years to evaluate changing conditions in markets, demographics, residents' preferences and values, or new state and federal legislation.

A review of the Comprehensive Plan is primarily an internal effort using town resources, which is focused primarily on new state or federal legislation enacted since Comprehensive Plan adoption and/or an itemized list of small edits needed to make the document more clear, efficient, or effective. An update of the Comprehensive Plan includes a robust community engagement process, data assessment, alternative scenario testing, and validation — or refinement — of the vision, principles, maps, policies, and recommendations presented in the document.

POLICY		ACTION
SHORT-TERM PRIORITIES		
1.1	Explore Ways to Consider Neighborhood Vulnerabilities Including Displacement When Evaluating Development Applications	Town staff should conduct research to identify potential ways to consider vulnerabilities to neighborhood gentrification and displacement during the review of development applications.
2.1	Encourage Use of the Comprehensive Plan in Everyday Decision-Making	Reference the Comprehensive Plan for a range of town decisions, including entitlements, capital investments, annual budgets, or grant applications. Encourage public agencies and organizations, utility service providers, developers, and members of the general public use the Comprehensive Plan for their planning efforts, volunteer initiatives, or investment decisions.
2.5	Work with Central Pines Council of Governments to Track and Prepare for Emerging Issues	Partner with the Central Pines Council of Governments to identify emerging issues that are most relevant to Southern Pines, track them over time, and develop strategies as appropriate to prepare for the opportunities and challenges they present.
3.12	Enhance Character and Walkability by Orienting Buildings Toward the Street	Prioritize the orientation of buildings towards the street in new suburban or urban (re)development areas.
4.2	Coordinate with Neighboring Jurisdictions and Agencies to Link Parks and Greenways Networks	Coordinate with Moore County and neighboring towns to further the goal of connecting various greenway facilities and trail segments with local and regional parks, schools, and other popular destinations.
6.1	Identify New or Expanded Community Facilities Needed to Serve Future Residents When Reviewing Major Development Applications	Town officials should consider future year needs when reviewing development applications. If appropriate, the town should ask development applicants to consider some of these needs in their site concept plans. In some cases, the town, or their service provider partners, may need or want to compensate the developer or landowner for upsized infrastructure or dedication of land or building space for a public purpose.

KEY FOR "ESTIMATED COST" COLUMN

$ = Able to be implemented using discretionary funding available to the Planning Director
$$ = Able to be implemented using discretionary funding available to the Town Manager
$$$ = Able to be implemented with a line item in the annual town budget
$$$$ = Able to be implemented with a line item in the Capital Improvements Program
$$$$$ = Able to be implemented with third-party funding such as grants or partner resources

WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
SHORT-TERM PRIORITIES				
Expanded Staff Report for a Development Application	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department	N/A	N/A
N/A	Short-Term (0 to 3 Years)	Town Administration	N/A	Staff Resources
Development Review Process	Short-Term (0 to 3 Years)	Planning Department and Engineering Department	N/A	Staff Resources

- Items that Can be Absorbed in General Staff Responsibilities
- Items that Can be Addressed in Forthcoming Town Unified Development Ordinance Update
- Items Funded Through Annual Town Budget
- Items Funded Through the Town Capital Improvements Program
- Items Funded by Others
- Items Funded by Discretionary Funds Made Available Through Annual Town Budget

POLICY		ACTION
SHORT-TERM PRIORITIES		
6.3	Develop Process to Help Ensure Capital Improvements Are Consistent with Comprehensive Plan	Highlight a statement of consistency with the 2040 Comprehensive Plan as an important component of the Capital Improvements Program planning process.
6.4	Coordinate Capital Expenditures Inside Town Limits with the Responsible Infrastructure Service Providers	Town leaders should communicate with service providers on future year needs associated with the Growth and Conservation Framework within one year of 2040 Comprehensive Plan adoption. Coordination activities may include, but not be limited to, sharing intended growth area maps and data with service providers so they understand where future demands for service may be concentrated, 2) town participation in master plans or feasibility studies completed by the different service providers to better coordinate local demand and regional supply considerations, or 3) discussions with service providers (like the North Carolina Department of Transportation) to communicate preferred design applications or travel mode priorities for proposed mixed-use activity centers.
4.9	Protect Natural Areas and Environmental Assets Throughout the Community	Town officials should safeguard natural areas and environmental assets in the community using information presented in the 2040 Comprehensive Plan and more-specific functional plans to follow.
7.1	Support Housing Diversity in the Community	The town should be an advocate for different types, sizes, and price points of homes intermingled in close proximity, with a range of living experiences from rural to suburban to urban, so that there is something for everyone.
7.5	Explore Opportunities to Promote More Local Workforce (Affordable) Housing in the Tri-Cities Area	Collaborate with neighboring communities and agencies that are looking at workforce housing needs in the Tri Cities area.
8.7	Be an Active Partner in the New Metropolitan Planning Organization	Town officials should be active participants in both the policy and technical committees for the Metropolitan Planning Organization, and advocate for transportation projects that support the vision, guiding principles, policies, and recommendations presented in the 2040 Comprehensive Plan.

KEY FOR "ESTIMATED COST" COLUMN

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
SHORT-TERM PRIORITIES				
N/A	Short-Term (0 to 3 Years)	Town Administration	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Town Administration	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department, Engineering Department, and Town Administration	N/A	Staff Resources

- Items that Can be Absorbed in General Staff Responsibilities
- Items that Can be Addressed in Forthcoming Town Unified Development Ordinance Update
- Items Funded Through Annual Town Budget
- Items Funded Through the Town Capital Improvements Program
- Items Funded by Others
- Items Funded by Discretionary Funds Made Available Through Annual Town Budget

POLICY		ACTION
SHORT-TERM PRIORITIES		
8.8	Transition the Existing Pedestrian & Bicycle Advisory Committee to a Multi-Modal Transportation Advisory Committee	Establish a new committee in Southern Pines focused on multi-modal travel needs inside the town's planning jurisdiction.
9.1	Collaborate with Moore County Economic Development Partnership to Promote Specific Candidate Sites for Economic Development	Town officials should collaborate with the Moore County Economic Development Partnership to encourage their use of the Comprehensive Plan in print and digital marketing materials that promote specific candidate sites for economic development.
9.3	Continue Supporting Local Businesses and Entrepreneurship in the Community	The town should work with its partners to expand networking and collaboration opportunities for entrepreneurs, artists, start-up businesses, technology innovators, and similar "new economy" businesses. Under this effort, town officials should (1) support seasonal and weekend businesses that enliven public open spaces or natural areas, (2) support pop-up retail uses, (3) continue support for food trucks in recognition that these businesses often transition to brick and mortar locations, (4) provide access to town data, as appropriate, to recruit businesses to Southern Pines or support existing businesses, and (5) identify opportunities and connect businesses with organizations that provide business assistance or mentorship.
11.1	Identify and Protect Areas in Town for Future Non-Residential Development, Particularly Those Uses that Generate Jobs and Bolster the Tax Base	To this end, town officials should resist reclassifying non-residential development on the Conservation and Development Map to residential uses unless it is part of a mixed-use development proposal. And, even in this situation, the residential component of a proposed mixed-use development should be subservient to the non-residential components of the same development.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
SHORT-TERM PRIORITIES				
N/A	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Town Administration	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources

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POLICY		ACTION
SHORT-TERM PRIORITIES		
11.2	Review Development Fees Paid As Part of the Development Process for Cost Recovery	Evaluate the town's costs of conducting the development review process and consider adjusting town fees appropriately.
11.3	Continue to Monitor Opportunities to Leverage Local Funds with State and Federal Grants	The town will continue to look for opportunities to stretch local dollars with grants from the state and federal government to help pay for community needs.
4.4	Implement a Tree Canopy Preservation Program	Town officials should strengthen and publicize more its existing TREEmendous Trees of Southern Pines Awards Program to celebrate urban forestry and the people who advocate for it.
1.2	Continue to Program Town Resources for Vulnerable Neighborhoods that Educate and Advocate for More Informed Decision-Making	Town officials should evaluate opportunities to expand the program in the future with more topics to address, and to interact with more neighborhoods in the community that are feeling growth pressures.
3.2	Use Design and Development Standards that Enhance Community Appearance and Maintain a Unique Sense of Place	Town officials should create a more predictable environment for development in terms of size, scale, orientation, landscaping, and general aesthetic using new rules or standards in the Town of Southern Pines Unified Development Ordinance. In addition, town officials should consider resolutions that communicate formal positions or opinions about community character that may influence the work of other public or quasi-public agencies in the future.
3.3	Implement Conditional Zoning in the Town's Unified Development Ordinance	Town officials should evaluate the merits of conditional zoning for one or more areas of the community during an update to the Town of Southern Pines Unified Development Ordinance.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
SHORT-TERM PRIORITIES				
Revised Fee Chart	Short-Term (0 to 3 Years)	Planning Department	N/A	Staff Resources
Grant Applications	Short-Term (0 to 3 Years)	Town Administration	N/A	Staff Resources
N/A	Short-Term (0 to 3 Years)	Town Administration	$$	Discretionary Funds Available to the Town Manager
N/A	Short-Term (0 to 3 Years)	Planning Department	$$$	Annual Town Budget
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources

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POLICY		ACTION
SHORT-TERM PRIORITIES		
3.4	Evaluate the Merits of Replacing the Quasi-Judicial Decision-Making Process Used by Town Council in Southern Pines with a Legislative (Policy) Decision-Making Process"	Town officials should examine the purpose, need, and application of quasi-judicial decision-making for town business (or what boards use quasi-judicial making processes) during an update to the Town of Southern Pines Unified Development Ordinance.
3.6	Establish Compatibility and Transition Standards that Respect the Spaces Between Existing and Future Development	Update the Town of Southern Pines Unified Development Ordinance to address infill development options in the different character districts, which includes standards to ensure that new development is appropriate to the site and its surroundings to the extent allowable by state law.
3.9	Improve Parking Design in the Community	Town officials should examine the merits of adopting a parking maximum, versus a parking minimum, requirement to implement one or more of the intended outcomes summarized in Policy 3.6 during an update to the Town of Southern Pines Unified Development Ordinance. Further, town officials should require parking in new development be located in the rear of the building and screened from view from the street.
4.1	Develop Standards that Protect Open Space as Meaningful Component of New Development	Town officials should partner with state, regional, or other nonprofit groups working in the area to mitigate the impacts of new development on existing natural systems. At a minimum, include new rules and standards in the town's Unified Development Ordinance that incorporates open space as a meaningful component of new development, including parks, tree preservation areas, floodplains, stormwater retention, recreation, animal habitat protection, or preserving scenic views.
4.6	Study the Merits of Different Storm Water Control Requirements in the Town's Unified Development Ordinance Based on Development Type, Location, or Intensity	Specific recommendations, location-based, for varying storm water control requirements should be evaluated in the next update to the town's Unified Development Ordinance.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
SHORT-TERM PRIORITIES				
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources

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POLICY		ACTION
SHORT-TERM PRIORITIES		
4.7	Include New Rules and Standards in the Town's Unified Development Ordinance that Prohibit Development in the One Hundred Year Floodplain	Town officials should amend the local Unified Development Ordinance to designate one-hundred-year floodplains as permanent open space and the spine of a regional green infrastructure initiative.
4.8	Evaluate Current Watershed Regulations in the Town and Revise, If Necessary, to Support the 2040 Comprehensive Plan	Town officials should evaluate watershed conditions, and their corresponding requirements, in the Town of Southern Pines Unified Development Ordinance in light of recommendations made in the 2040 Comprehensive Plan.
4.10	Minimize the Impact of New Development on the Environment	Specific to environmental stewardship, the Town of Southern Pines Unified Development Ordinance should adopt new rules, requirements, or standards summarized in Policy 4.10.
5.2	Encourage Infill Development and Redevelopment for Specific Character Districts on the Character Districts Map	Town officials should advocate for and, if possible, incentivize infill development and redevelopment projects inside town limits as a way to reinvest in areas with existing infrastructure capacity.
5.4	Rethink the Scope, Scale, and Design of Standalone Multi-Family Communities in Southern Pines	Moving forward, new expectations for multi-family development should be considered in the town's Unified Development Ordinance consistent with the criteria summarized in Policy 5.4.
7.2	Neighborhoods in Southern Pines Should Reflect the Community's Values and Preferences Toward Housing Mix, Building Quality, and Neighborhood Amenities	Town officials should consider design elements summarized in Policy 7.2 in a future update to the local Unified Development Ordinance.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
SHORT-TERM PRIORITIES				
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources

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POLICY		ACTION
SHORT-TERM PRIORITIES		
8.1	Update Development Standards to Improve Connectivity for All Travel Modes Throughout Town	Enhance street, sidewalk, and greenway connectivity in Southern Pines by requiring in the town's Unified Development Ordinance that facilities on one site connect to facilities on adjacent sites to maximize the number of routes to and from a destination.
9.4	Promote Micro-Retail Businesses in the Community (Especially in the West Southern Pines Character District)	The town should evaluate zoning provisions in the Town of Southern Pines Unified Development Ordinance (UDO) to allow micro-retail businesses in specific areas of the community. It should also modify zoning provisions in the UDO immediately to allow Accessory Commercial Units (ACUs) in the West Southern Pines and Horse Country character districts.
11.4	Consider the Utility, Scope, or Conditions for Which a Minor Development Application may be Reviewed by Town Staff or Appointed Boards Administratively in the Future	The town should consider the utility, scope, or conditions for which a minor development application may be reviewed by town staff or appointed boards administratively during an update to the Unified Development Ordinance.
10.4	Seek Out Opportunities to Expand Public Art in the Community	A public arts program administered by the Arts Council of Moore County in partnership with town officials for specific areas in the community offers an opportunity to show off peoples' creativity and appreciation for unique experiences.
3.5	Utilize a Professional Architectural Service to Provide Quality Development Review	Consider hiring or contracting with a Town Architect to conduct design reviews for proposed development in the town's planning jurisdiction

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
SHORT-TERM PRIORITIES				
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Short-Term (0 to 3 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
N/A	Short-Term (0 to 3 Years)	Planning Department	$$$$$	Staff Resources and Grants or In-Kind Resources from Historic Preservation Groups
Expanded Staff Report for a Development Application	Short-Term (0 to 3 Years)	Planning Department	$$$$$ (Cost Recovery Model)	Development Applicant

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POLICY		ACTION
MID-TERM PRIORITIES		
3.8	Emphasize Public Spaces as a Unifying Feature When Contemplating New Development or Redevelopment Projects	Some corridors or destinations in town may have a public spaces master plan to guide investments (see Policy 3.7). In the absence of a specific plan, the goals for investments within and adjacent to the town's entire public realm should adhere to the criteria in Policy 3.8.
3.14	Multiple Non-Residential Buildings on the Same Lot or Parcel Will be Architecturally Unified	All new non-residential development and redevelopment in the planning area consisting of two or more buildings on a single lot or parcel should be required to construct architecturally-unified buildings and use compatible quality and type of building materials.
5.1	Evaluate Areas in Town Serving a Single Purpose, and Find Opportunities to Make Them Part of a More Complete and Self-Sustaining Community	Put an emphasis on bringing new employment, retail, and services to town residents, and providing greater home choices in the community to support different backgrounds: the creative class, working class, retirees, and children. Engage with the Moore County Economic Development Partnership to pool resources for implementation.
6.2	Evaluate the Use of Municipal Services Districts to Fund Certain Infrastructure Projects	Town officials should explore other opportunities to designate MSDs in the community if, when, or where extra town-led services or projects may be needed that directly benefit nearby residents, businesses, or property owners.
6.5	Provide and Program a Variety of Civic Open Space and Amenities	The town should actively work with its partners to identify opportunities that increase the type, number, and location of civic and culturally-important spaces in the community.
8.4	Build a Complete and Connected Bicycle Network Serving Town Residents	Town officials should work with their partners at the North Carolina Department of Transportation and the newly-formed Metropolitan Planning Organization (MPO) to plan, program, and fund bicycle improvements in the area. New ideas for bicycle infrastructure should be considered in the region's forthcoming Metropolitan Transportation Plan, and its Comprehensive Transportation Plan, which are required documents for urbanized areas with an MPO.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
MID-TERM PRIORITIES				
N/A	Mid-Term (4 to 8 Years)	Planning Department	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Planning Department	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Town Administration	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Town Administration	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Town Administration	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Planning Department and Engineering Department	N/A	Staff Resources

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POLICY		ACTION
MID-TERM PRIORITIES		
8.5	Improve Transportation-Land Use Coordination	Balance the needs of development and the transportation system when evaluating new development applications.
9.2	Leverage the Town's Unique Character to Attract High-Quality Jobs and Investment	The town should enhance its attractiveness to a wide range of employers spanning global corporations to regionally-based startups competing for increasingly scarce knowledge, skilled, and creative talent. Put another way, the town should work to improve its quality-of-life to attract top-level employees.
9.5	Promote Adaptive Reuse of Existing Non-Residential Buildings that are Abandoned or in Decline	Town officials should encourage adaptive reuse of existing non-residential buildings in the planning jurisdiction, and incentivize such actions using its policies and ordinances (e.g., reduced building permit fees, modified parking requirements to address unique site conditions, or beautification grants for building facade improvements).
9.6	Explore Opportunities to Retain or Expand Businesses with More Flexible Uses or Site Design Considerations	It may become necessary to allow more flexibility in land use and parking for infill development or redevelopment requirements. Such flexibility can help current business owners maintain their presence in the existing location and improve the overall experience for their workers.
10.2	Maintain a Historic Property Listing, and Publicize the List as a Community Asset	The town should maintain a list of historic properties and structures community-wide, and seek National Register of Historic Places designation for additional properties with the potential to be listed. If not eligible for national designation, the town should consider recognizing historic properties and structures using a local historic preservation policy or ordinance.
5.5	Encourage Retrofit and Adaptive Reuse of Existing Residential Structures for Commercial Uses in Some Portions of the Planning Jurisdiction	Specific rules, requirements, or standards to address the list of topics in Policy 5.5 for retrofit or adaptive reuse of existing residential structures for commercial or office uses should be included in the town's Unified Development Ordinance.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
MID-TERM PRIORITIES				
N/A	Mid-Term (4 to 8 Years)	Planning Department and Engineering Department	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Planning Department	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Planning Department	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Planning Department	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Planning Department	N/A	Staff Resources
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department	N/A	Staff Resources

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POLICY		ACTION
MID-TERM PRIORITIES		
7.7	Evaluate the Presence and Utility of Short-Term Rentals in Southern Pines from the Perspective of a Tourist Economy Versus the Needs to Protect Neighborhood Character	The town should evaluate the use of Short-Term Rentals in the community via a study and public planning process.
8.2	Protect Strategic Mobility Corridors in the Community	The development review process should consider development frontage and how it interacts with the corridor. Specific centerline setbacks identified by roadway classification should be identified and referenced during the town's development application review process.
8.3	Emphasize Complete Street Standards in the Community	Complete street applications should be considered in town policies and ordinances that recognize different needs for rural, suburban, and urban character and development conditions.
4.12	Be an Active Community	Lead a town-wide initiative to encourage "active living" in Southern Pines in partnership with other health advocacy groups.
2.3	Review and Revise Town Documents to Implement Comprehensive Plan Recommendations	Program town resources to review and revise, as needed, rules and requirements in the 1) Town of Southern Pines Unified Development Ordinance, 2) Town of Southern Pines Engineering Design Manual and Standard Details, 3) Town of Southern Pines Capital Improvements Plan, 4) Town of Southern Pines Annual Budget for Fiscal Year 2024/2025, and 5) various town master plans to implement the policies and recommendations presented in the 2040 Comprehensive Plan.
3.11	Improve Sign Standards in the Community to Reflect the Needs of Different Character Districts	Broad objectives for signage regulated by character district should be refined in an update to the Town of Southern Pines Unified Development Ordinance.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
MID-TERM PRIORITIES				
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department	N/A	Staff Resources
Expanded Staff Report for a Development Application	Mid-Term (4 to 8 Years)	Planning Department and Engineering Department	N/A	Staff Resources
Unified Development Ordinance (Revised) and Engineering Design Standards (Revised)	Mid-Term (4 to 8 Years)	Planning Department and Engineering Department	N/A	Staff Resources
N/A	Mid-Term (4 to 8 Years)	Town Administration	$$	Discretionary Funds Available to the Town Manager
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department, Engineering Department, and Town Administration	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources

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POLICY		ACTION
MID-TERM PRIORITIES		
3.17	Within Statutory Limits, Install all Utilities Underground in New Development, and Continued Efforts to Move Existing Overhead Utilities Underground	The Town of Southern Pines Unified Development Ordinance should require all new utility lines and service be provided underground, and that any major project that involves existing overhead utility services relocate them underground. The town should also be proactive with implementing measures to move all existing overhead utilities underground.
4.3	Better Protect Heritage Trees in the Community	The town should expand on its rules and requirements presented in Section 4.4 of the town's Unified Development Ordinance to protect irreplaceable heritage trees in the community that have notable historic or cultural interest.
4.5	Incorporate Natural Stormwater Management Strategies	Incorporate low-impact or light-imprint development strategies in the town's Unified Development Ordinance that find ways to reduce dependence on complicated infrastructure systems for stormwater management.
7.3	Establish a Discernible Structure for New Neighborhoods in Southern Pines	New neighborhoods in the town should contain a discernible center and a clear edge. Furthermore, neighborhoods should be organized around a pedestrian shed, or a circle with a radius approximately one-quarter mile in length, which represents a five-minute walk distance from the center to the edge. The pedestrian shed concept ensures that all residents are within a short walk of a meaningful destination.
7.4	Support Neighborhood Brand and Identity Initiatives, Including Unique Entrance Signs, Street Blade Signs, Landscaping, Public Art, and Painted Crosswalks	Neighborhoods in Southern Pines should be recognized and celebrated for their unique characteristics. In some cases, this begins with a specific name chosen to represent the neighborhood. Unique entrance signs, street blade signs, landscaping, public art, or painted crosswalks should also be considered to reinforce a unique sense of place or brand identity for the neighborhood. Some improvements may be programmed and funded as town projects, but others should be accomplished organically by the residents of a neighborhood with support (or acknowledgment) from town officials.
7.6	Ensure that Nearby Development Reinforces the Character and Quality of Existing Neighborhoods	The town should implement new rules and processes in its Unified Development Ordinance that provide higher-scrutiny for a development application that proposes infill development or redevelopment in, or adjacent to, an existing neighborhood.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
MID-TERM PRIORITIES				
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department and Engineering Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department	$$$ (Bundle Potential)	Annual Town Budget and Staff Resources

- Items that Can be Absorbed in General Staff Responsibilities
- Items that Can be Addressed in Forthcoming Town Unified Development Ordinance Update
- Items Funded Through Annual Town Budget
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- Items Funded by Others
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POLICY		ACTION
MID-TERM PRIORITIES		
3.10	Commission a Downtown Parking Study and Act Upon Its Findings and Conclusions	Town officials should commission a downtown parking study with the following goals in mind: 1) quantify block-level parking needs in the downtown, 2) increase the number of parking spaces in downtown, 4) consider the merits of shared-use parking strategies, 4) evaluate opportunities to increase the number of on-street parking spaces on streets leading into downtown, 5) determine the feasibility of a parking deck in downtown, and 6) evaluate different parking management strategies or programs to turnover parking spaces at a higher rate in downtown.
2.2	Review and Update the Comprehensive Plan Regularly	The Comprehensive Plan should be reviewed every three years and updated every seven years to evaluate changing conditions in markets, demographics, residents' preferences and values, or new state and federal legislation.
9.7	Position Southern Pines for Place-Based Tourism	One important opportunity to safeguard the vibe and sense of place in Southern Pines is to take the energy found in downtown and expand it to other areas of the community. The town can create the type of places where people want to visit outside of downtown by placing a high-priority on the quality of development, a strong sense of place, plentiful public spaces, emphasis on local history, and specific design elements that complement (draw association) with downtown Southern Pines without trying to outright duplicate it.
3.13	Provide Street Furniture and Lighting that Enhances the Character of the Town	Install street furniture in the public realm consistent in color and style for a particular character district or streetscape. Town investments should budgeted in either the Annual Budget or Capital Improvements Plan. Private development should be required to construct or purchase street furniture consistent with the color and style selected for a character district or streetscape.
3.15	Create Recognizable Entrances (Gateways) into Southern Pines	Public investment in gateway treatments should be considered to reinforce the brand identified for the town and stimulate private investment in the corridor consistent with the new brand. Next steps for bringing gateway treatments to the study area include: identify appropriate locations for new signage, prepare design concepts, reach out to local property owners for easements, develop construction documents, and identify available funding sources.

KEY FOR "ESTIMATED COST" COLUMN

$ = Able to be implemented using discretionary funding available to the Planning Director
$$ = Able to be implemented using discretionary funding available to the Town Manager
$$$ = Able to be implemented with a line item in the annual town budget
$$$$ = Able to be implemented with a line item in the Capital Improvements Program
$$$$$ = Able to be implemented with third-party funding such as grants or partner resources

WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
MID-TERM PRIORITIES				
Downtown Parking Study Report	Mid-Term (4 to 8 Years)	Engineering Department	$$$	Annual Town Budget
Comprehensive Plan (Revised or Updated)	Mid-Term (4 to 8 Years)	Planning Department	$$$	Annual Town Budget
Location-Specific Small Area Plans	Mid-Term (4 to 8 Years)	Planning Department	$$$	Annual Town Budget
Benches, Trash Cans, Wayfinding Signage, Etc.	Mid-Term (4 to 8 Years)	Town Administration and Engineering Department	$$$$	Annual Town Budget and Capital Improvements Plan
Gateway Signs and Landscaping at Entrances to Town	Mid-Term (4 to 8 Years)	Town Administration and Engineering Department	$$$$	Annual Town Budget and Capital Improvements Plan

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POLICY		ACTION
MID-TERM PRIORITIES		
3.16	Provide Consistent and Unified Wayfinding Signage in the Community	Develop a town-wide Wayfinding Signage Master Plan to enhance the visual appearance of streets and public spaces in Southern Pines.
10.1	Protect and Maintain Historic Structures in Southern Pines	Ensure development applications within, or adjacent to, known national or local historic or cultural resources include measures to protect those resources from demolition or encroachment. Encourage developers to utilize existing historic structures and features in the design of new developments, or to relocate them to appropriate locations to maintain glimpses of the town's past within its future.
10.3	Honor Town History Using Signage, Monuments, or Plaques	Implement a local historic monument and signage program for the town, which highlights a property name, year built, significant resident or business owner associated with the property, or important historic event that occurred at the property (as applicable).
10.5	Consider Partnering to Create a Formal Arts and Cultural District in Southern Pines	Town officials should consider partnering to designate an Arts and Culture District in a specific geographic area to be determined with input from local arts and humanities enthusiasts. Once established, the expectation is that local organizations would fund, program, and fulfill staffing needs of the district without town resources.
10.6	Name Specific Tree Canopy Areas in Southern Pines a Local Landmark, and Protect These Areas Under a Local Historic Preservation Ordinance	Town officials should partner with state agencies and nonprofit organizations to survey longleaf pine tree canopies in Southern Pines and grade them for protection in the future. A summary report should be shared with town officials with the intent of supporting a local historic preservation ordinance that, in part, recognizes the importance of longleaf pine trees as a "local landmark" and a "historic/cultural resource" that should be protected for the enjoyment of future generations.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
MID-TERM PRIORITIES				
Wayfinding Signage Master Plan Report	Mid-Term (4 to 8 Years)	Town Administration and Engineering Department	$$$$	Annual Town Budget and Capital Improvements Plan
N/A	Mid-Term (4 to 8 Years)	Planning Department	$$$$$	Staff Resources and Grants or In-Kind Resources from Historic Preservation Groups
Unified Development Ordinance (Revised)	Mid-Term (4 to 8 Years)	Planning Department	$$$$$	Staff Resources and Grants or In-Kind Resources from Historic Preservation Groups
Location-Specific Small Area Plan	Mid-Term (4 to 8 Years)	Planning Department	$$$$$	Staff Resources and Grants or In-Kind Resources from Historic Preservation Groups
Longleaf Pine Inventory and Assessment Report	Mid-Term (4 to 8 Years)	Planning Department	$$$$$	Staff Resources and Grants or In-Kind Resources from Historic Preservation Groups

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POLICY		ACTION
LONG-TERM PRIORITIES		
4.11	Work with Partners to Consider Possible Pilot Program to Test Green Streets for Stormwater Management	Reach out to the North Carolina Department of Transportation to see if they would consider a green street demonstration projects in Southern Pines.
5.3	Rethink Commercial Corridors in the Community as Walkable, Mixed-Use Activity Centers	Suburban commercial corridors in Southern Pines (especially U.S. 1, U.S. 15-501, and portions of Morganton Road) should be re-imagined as mixed-use activity areas to increase the quality of the retail experience (and capture a greater proportion of regional sales) and enhance quality-of-life for nearby residential neighborhoods.
8.6	Support Extension of the S-Line to Southern Pines, and Target Infrastructure Investments that Complement the Service	Town officials should explore opportunities to implement one or more mobility hubs around a future S-Line station, and partner with the North Carolina Department of Transportation and others to plan and implement pedestrian, bicycle, or transit projects that could support movements to, or within, the S-Line corridor.
3.7	Develop a Public Spaces Plan that Organizes Future Investments in Public Streets and Spaces	Town officials should develop a Public Spaces Plan that identifies the character-enhancing elements necessary to ensure a comprehensive and consistent theme for the town's public spaces. Recommendations from the Public Spaces Plan should be programmed in the town's Capital Improvements Plan and used during the development application review process to leverage private investments in the public realm.
6.6	Continue Looking for Opportunities to Use Smart City Technology To Improve Efficiency and Effectiveness of Capital Projects	The town should consider opportunities to integrate smart city technologies for improved facilities and services in the community, building on early investments being used for the town's water system.

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WORK PRODUCT	TIME FRAME	LEAD PARTY	ESTIMATED COST	FUNDING SOURCE
LONG-TERM PRIORITIES				
N/A	Long-Term (8 to 17 Years)	Engineering Department	N/A	Staff Resources
N/A	Long-Term (8 to 17 Years)	Planning Department	N/A	Staff Resources
N/A	Long-Term (8 to 17 Years)	Planning Department and Engineering Department	N/A	Staff Resources
Public Spaces Master Plan	Mid-Term (4 to 8 Years)	Planning Department	$$$ (for Master Plan) $$$$ (for Implementation)	Annual Town Budget and Capital Improvements Plan
Demonstration Projects	Long-Term (8 to 17 Years)	Town Administration	$$$$$	State Agencies or Large Corporations

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