

**talking sense  
about  
moore county**

NA9125  
.N82R44  
1976

TALKING SENSE ABOUT MOORE COUNTY

A R/UDAT STUDY BY A  
REGIONAL/URBAN DESIGN ASSISTANCE TEAM  
OF THE AMERICAN INSTITUTE OF ARCHITECTS

OCTOBER 1976



# TABLE OF CONTENTS

	PAGE
DESIGN PROCESS	4
REGIONAL RELATIONSHIP	26
MOORE COUNTY: WHAT IS IT?	
HOW DID IT GET THAT WAY?	29
THE ISSUES	42
THE FUTURE	53
AN ALPHABET OF TOOLS	75
AFTERWORD	98

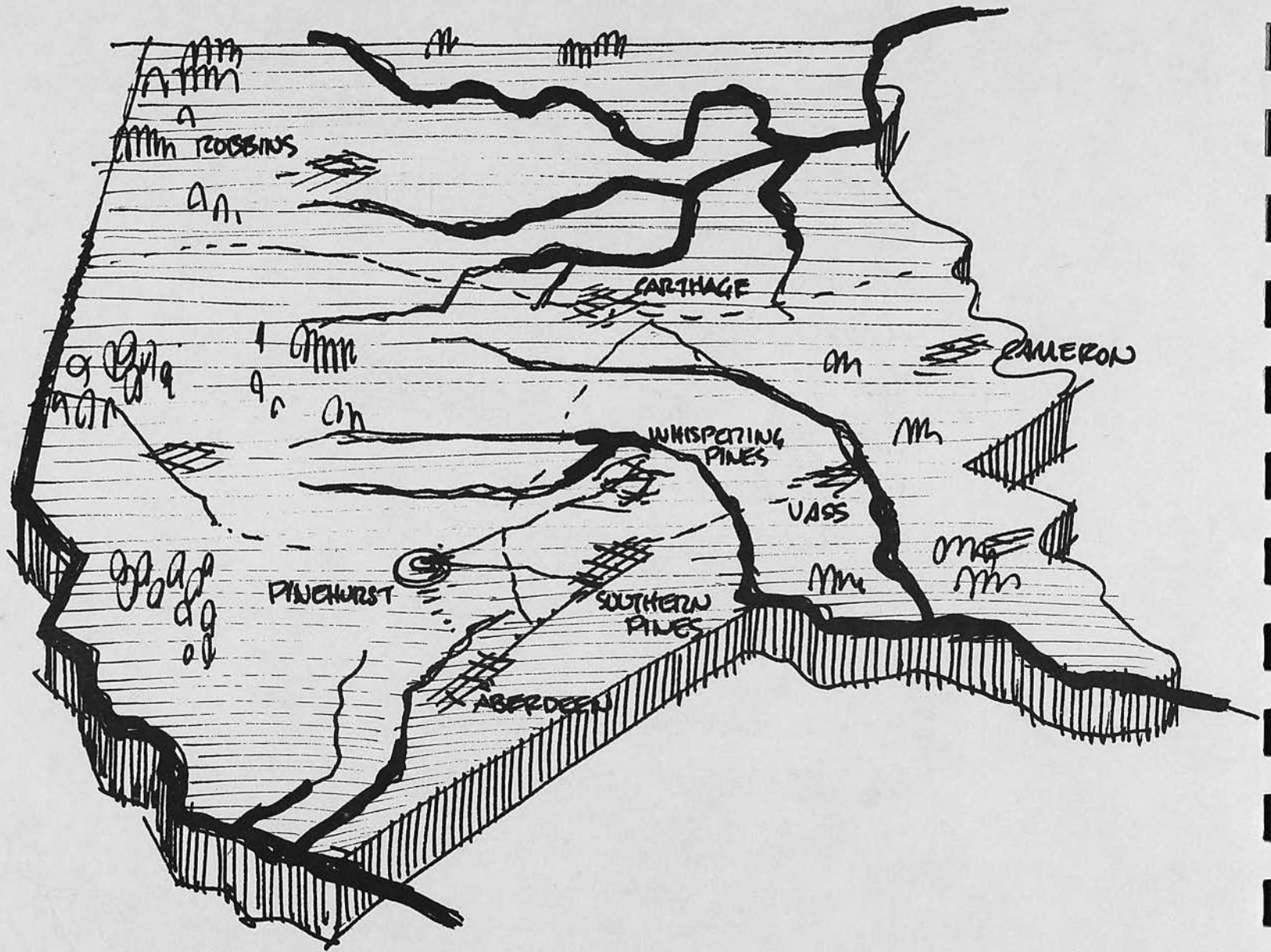
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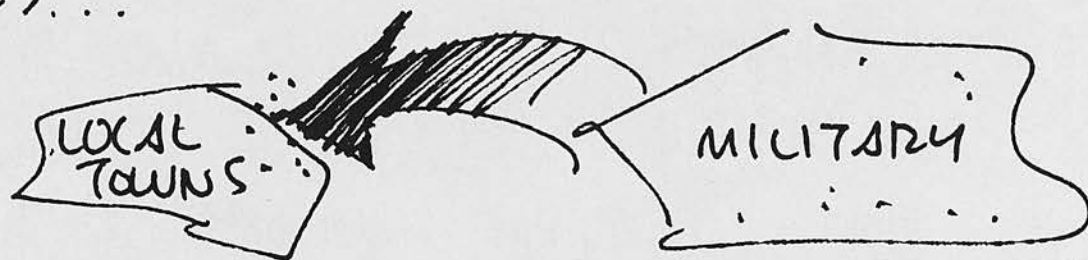
# DESIGN PROCESS FOR MOORE COUNTY



# IMPRESSIONS OF SOME ITINERANT OBSERVERS

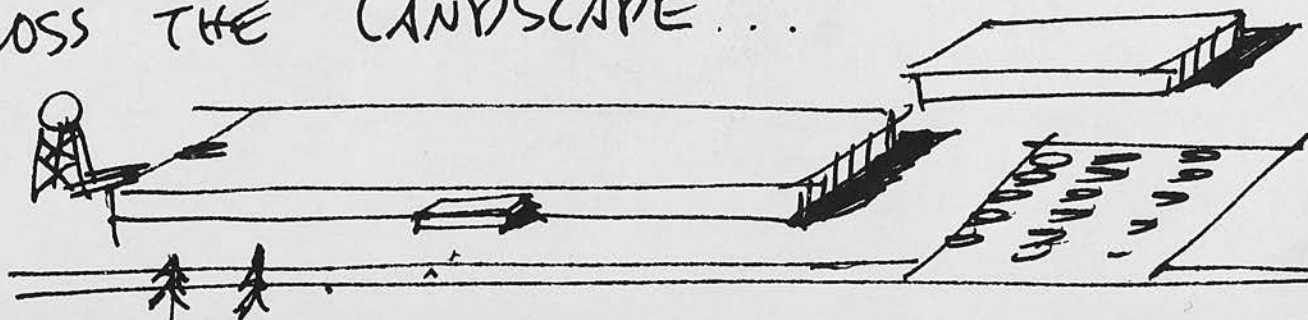
THE IMPRESSIONS WE EXPECTED TO HAVE UPON COMING HERE WERE MISIMPRESSIONS.

WE EXPECTED A VISIBLE AND SEVERE IMPACT FROM THE PRESENCE OF THE MILITARY BASES...



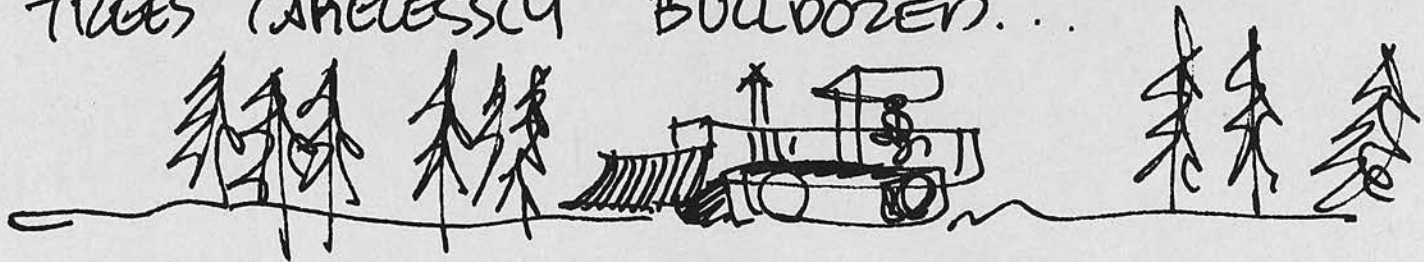
...THERE IS SOME OF THAT, BUT FAR LESS THAN WE'D THOUGHT THERE WOULD BE.

WE EXPECTED VAST BLAND MILLS, PLASTETZEN ACROSS THE LANDSCAPE...

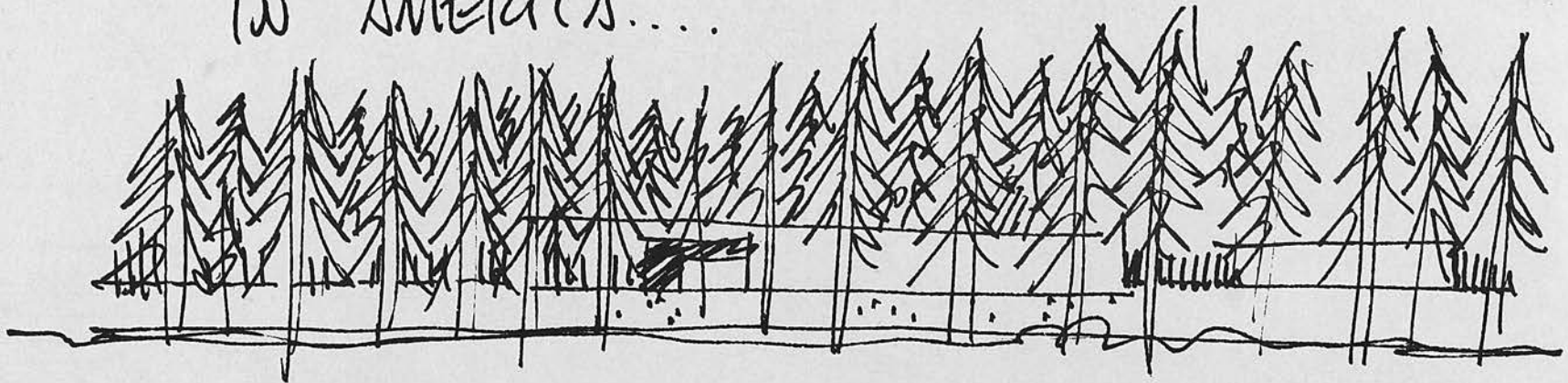


.... AND, INDEED, THERE WAS SOME OF THAT, BUT NOT VAST, NOT SO BLAND, AND NOT "ACROSS THE LANDSCAPE".

WE EXPECTED A DESPOILED LANDSCAPE, THE TREES CARELESSLY BULLDOZED...



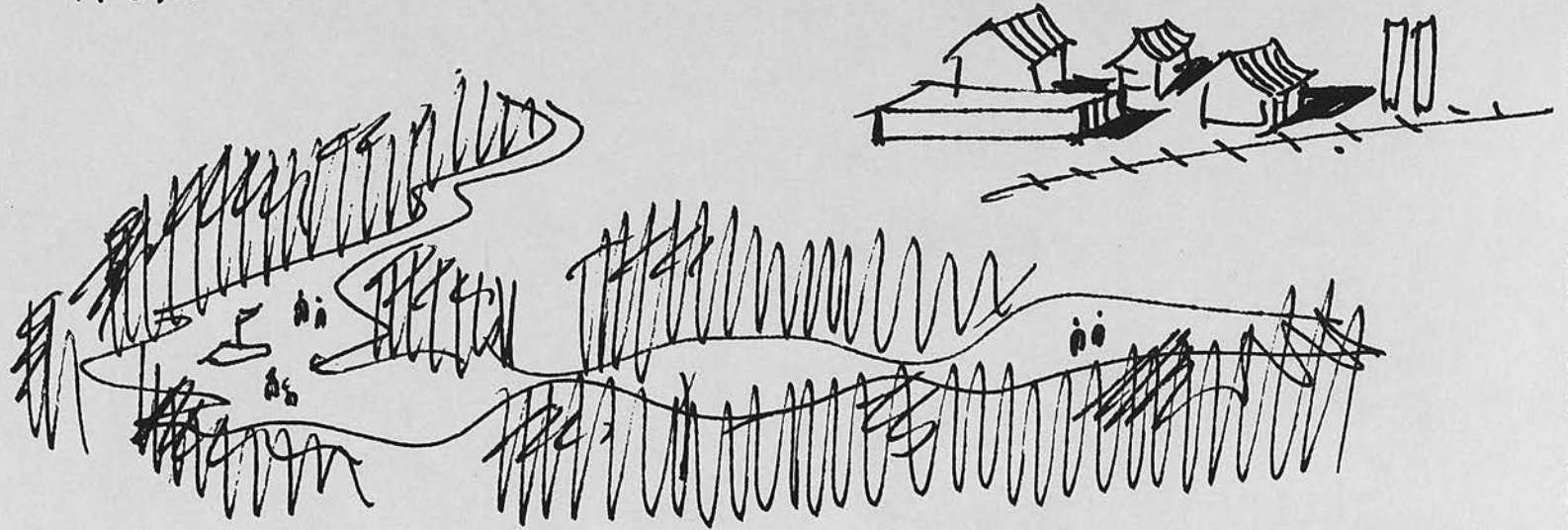
... INSTEAD WE FOUND ONE OF THE MOST BEAUTIFUL BLENDS OF BUILDINGS AND TOWNS WITH NATURE WHICH I'VE EVER SEEN IN AMERICA....



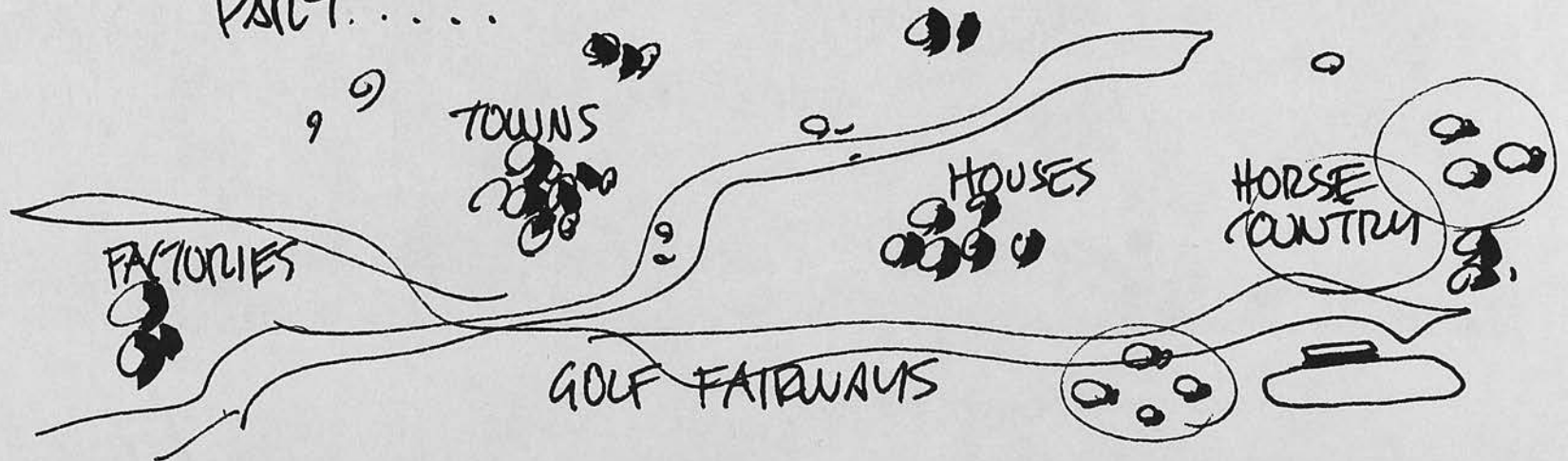




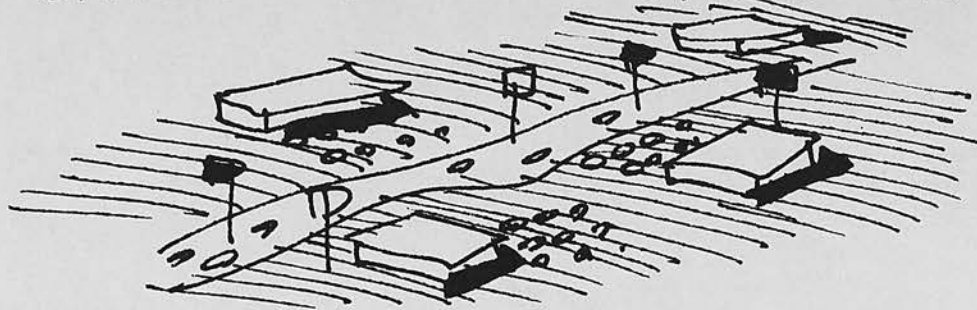
WE EXPECTED THAT THE FAMOUS AND BEAUTIFULLY  
DESIGNED GOLF COURSES WHICH ARE PORTRAYED  
IN BROCHURES WOULD EXIST IN ISOLATION  
FROM OTHER PARTS OF THE COMMUNITY . . .



.... INSTEAD WE FOUND THAT THEY WERE  
INTEGRALLY BLENDED, FOR THE MOST  
PART . . . . .

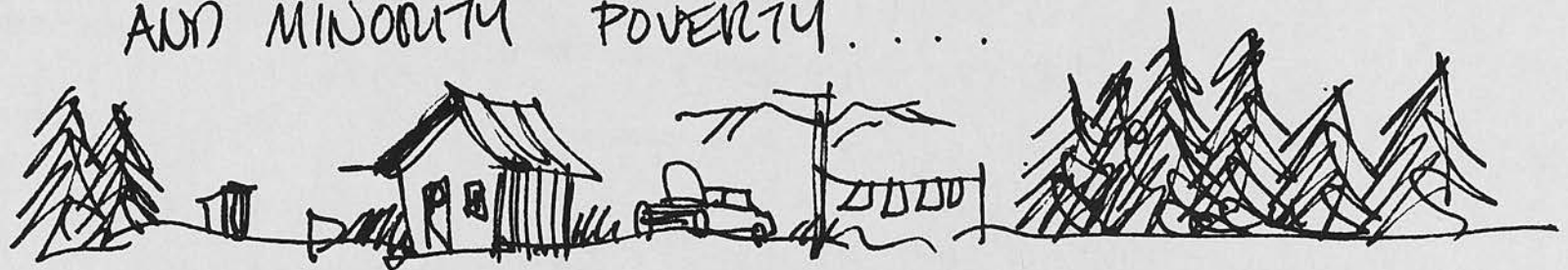


WE EXPECTED TO SEE URBAN SPRAWL...



... AND THERE WAS SOME, BUT RATHER MORE CONCENTRATED THAN IN OTHER COMMUNITIES

WE EXPECTED TO FIND A GOOD AMOUNT OF RURAL AND MINORITY POVERTY.....

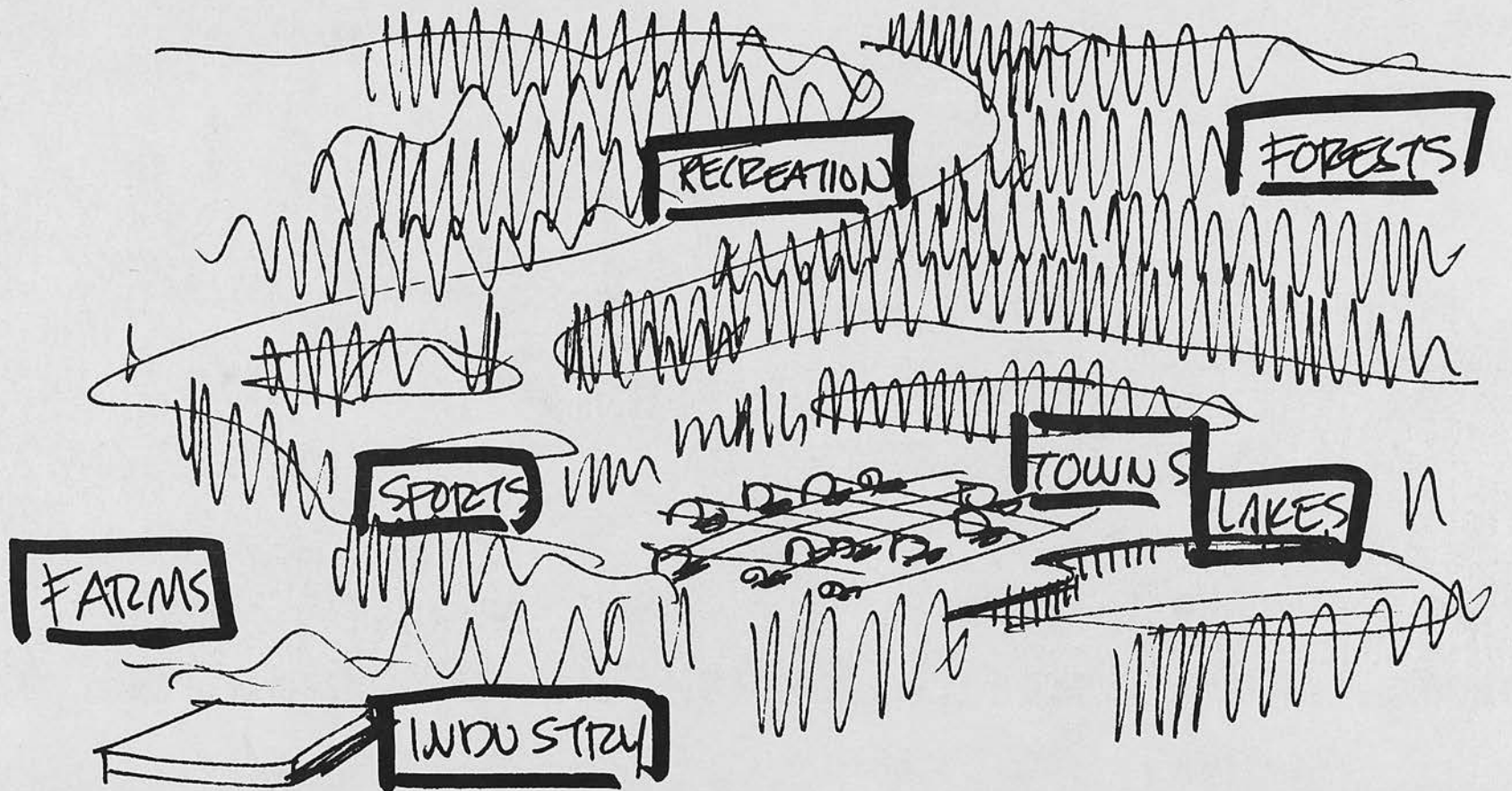


... AND THERE WAS SOME OF THAT, BUT NOT NEARLY AS MUCH AND AS BAD AS WE EXPECTED.....

IN SHORT, WE CAME HERE BECAUSE WE HEARD THAT THEY HAD SOME PLANNING PROBLEMS, AND THAT SUGGESTED ALL SORTS OF DIFFICULTIES...

... THE REAL SURPRISE WAS TO FIND THAT  
MOORE COUNTY IS NOT SO MUCH A PLACE OF  
**PROBLEMS** AS MUCH AS IT IS **SOLUTIONS!**

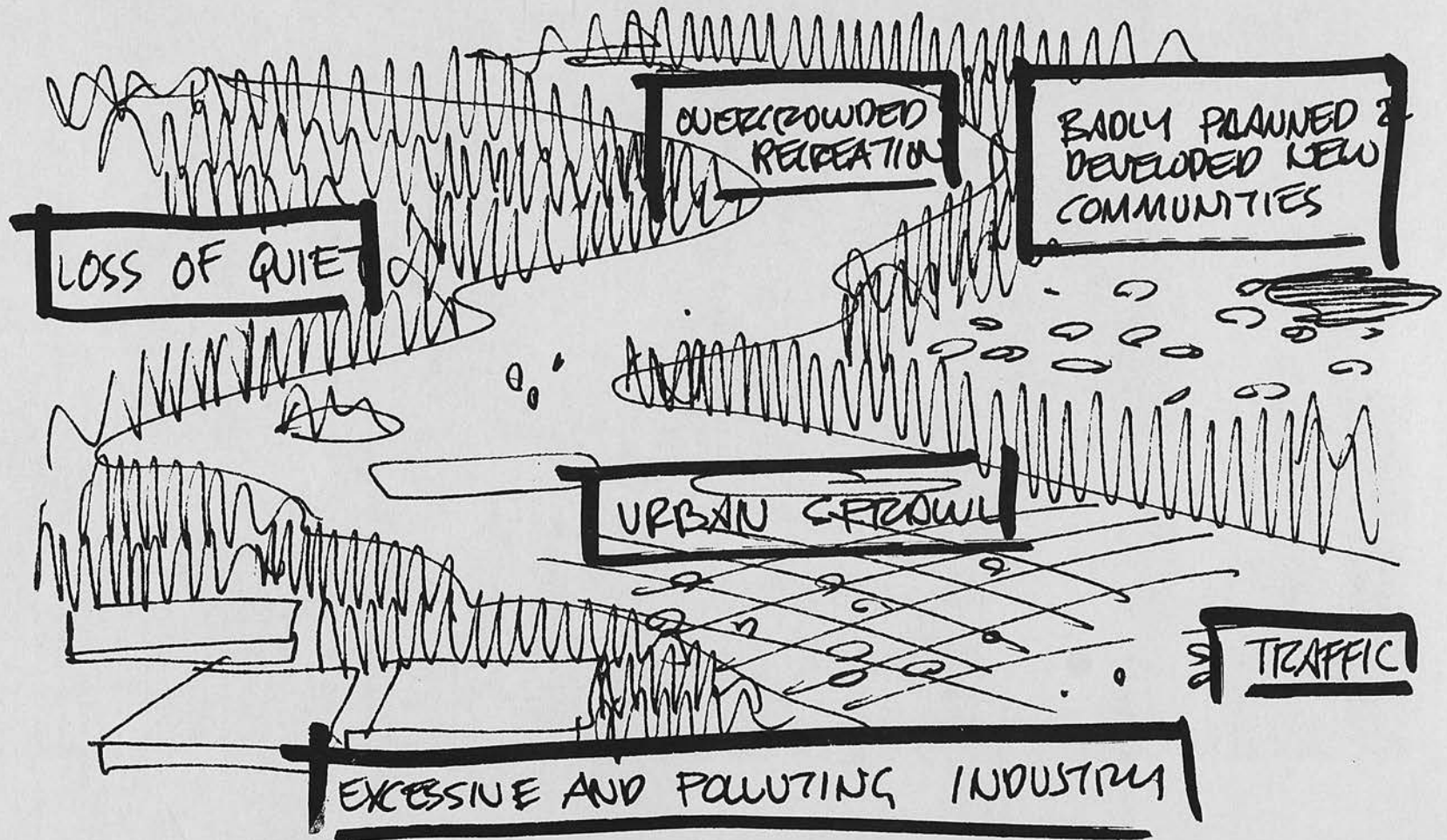
... THIS PLACE REALLY STRIKES A VISITOR AS  
A KIND OF BLESSED LANDSCAPE.....





SO, WHAT'S THE **PROBLEM** ??????

THE PROBLEM IS THAT THE ENVIRONMENTAL QUALITIES SO ABUNDANTLY SEEN AT PRESENT MAY BE ERODED BY IMPROPER GROWTH AND CHANGE...

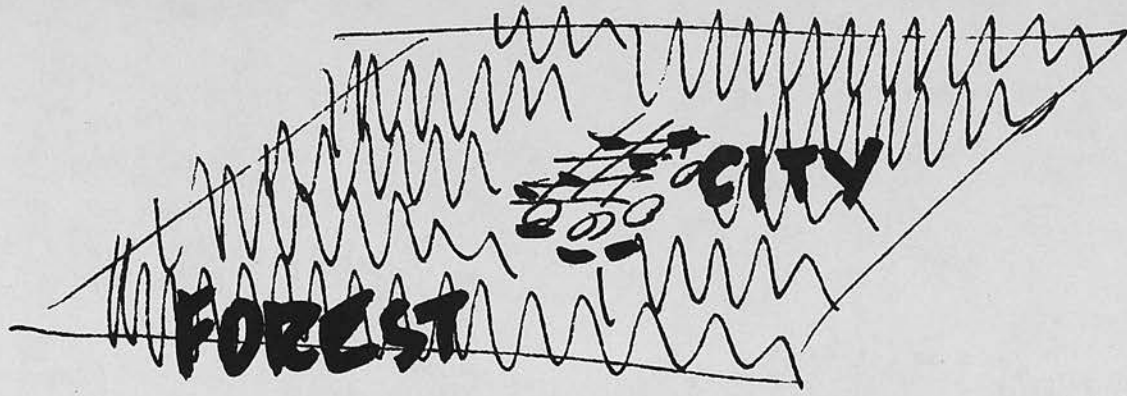


THESE POSSIBILITIES ARE SEEN BY A NUMBER OF  
CITIZENS AS VERY REAL **THREATS** .....

AND THEY EXPRESS THEM IN VARIOUS WAYS...

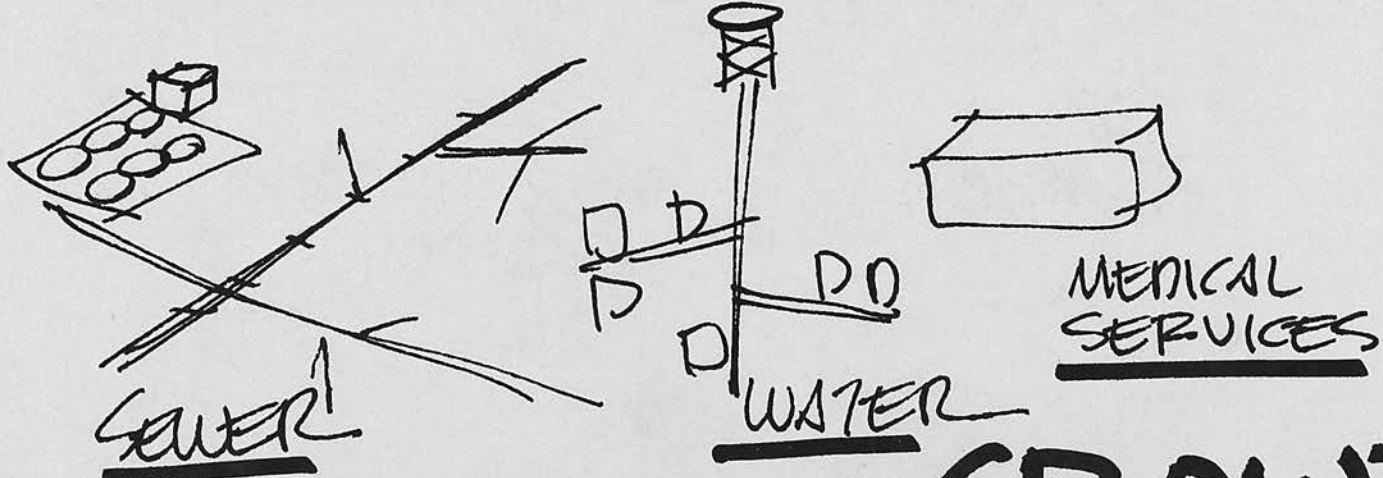


BUT THE FACT IS THAT THERE IS AMPLE ROOM FOR GROWTH....



... BECAUSE MOST OF THE LAND IS NOT DEVELOPED AND IT IS VERY ATTRACTIVE (CLIMATE, ACCESS, CONVENIENCES, GOVERNMENT ATTITUDE)

AND BECAUSE THE COUNTRY IS PLANNING A VAST IMPROVEMENT OF UTILITIES AND SERVICES

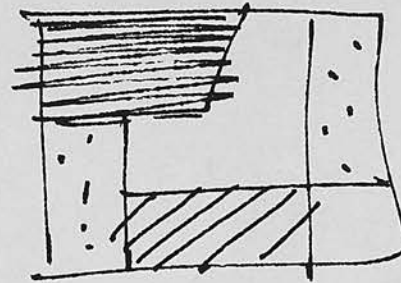


... ALL OF WHICH MEANS **GROWTH**

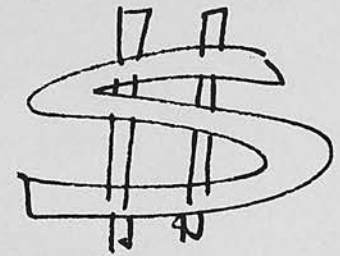
NOW THERE ARE A NUMBER OF TOOLS FOR  
PLANNING THE FORM OF THIS GROWTH, TOOLS  
IN EXISTENCE AND USE.....



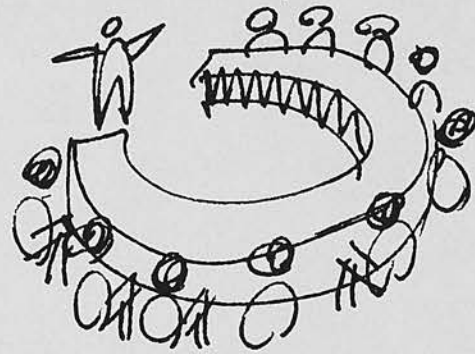
TECHNICAL  
REPORTS/STUDIES



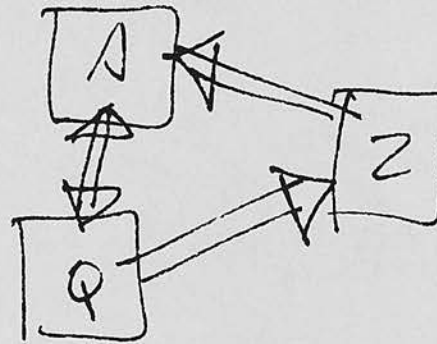
ZONING



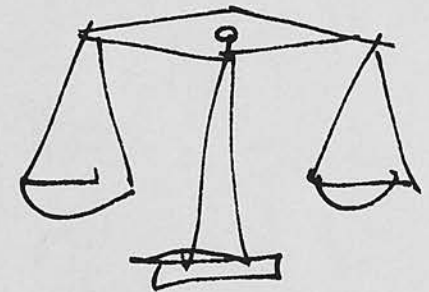
FINANCING  
TECHNIQUES



PUBLIC  
HEARINGS



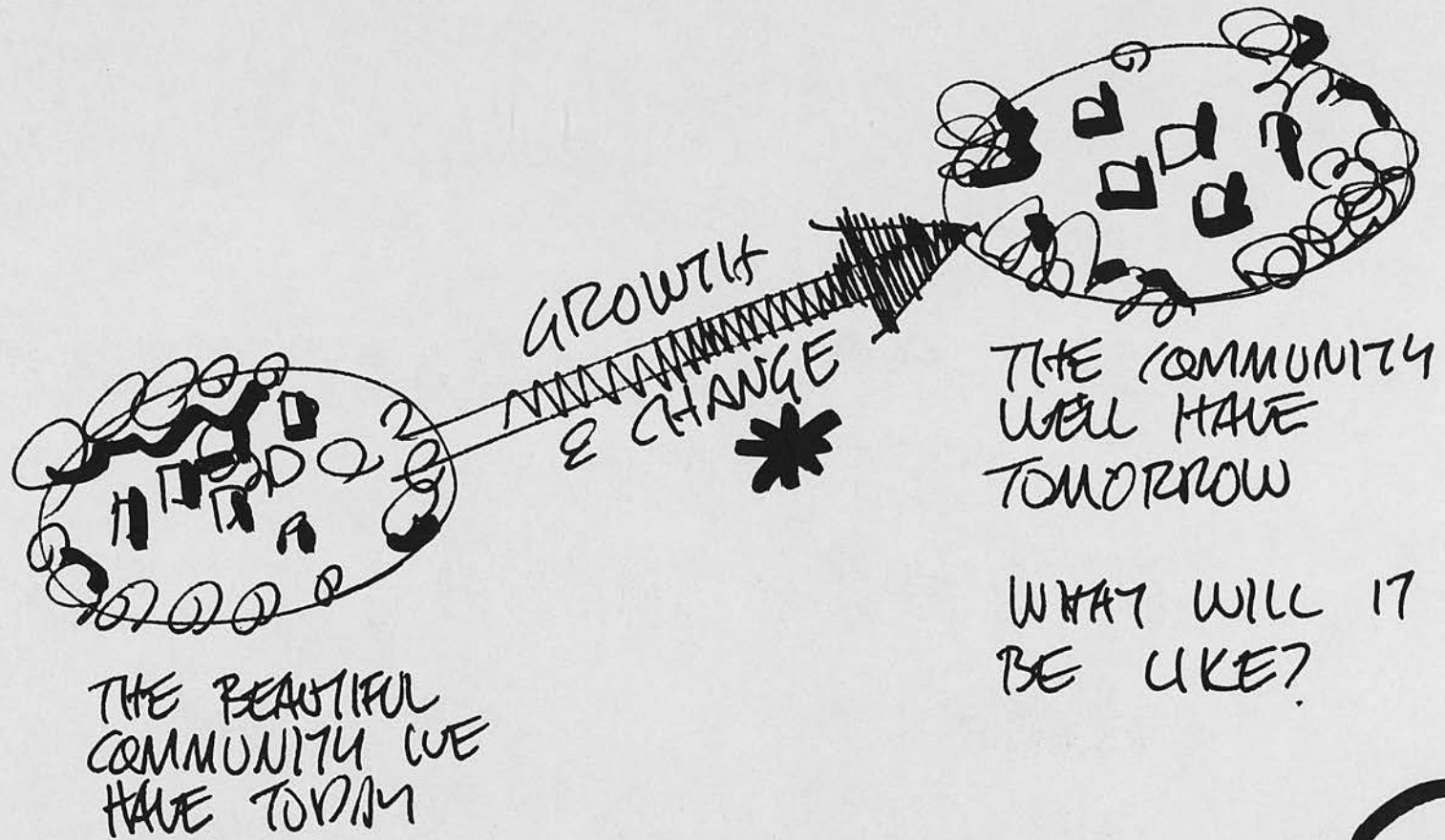
INTER AGENCY  
GOVERNMENT  
OPERATIONS



LAWS



BUT, AS GOOD AS THEY ARE, IT IS A VERY REAL QUESTION THAT THEIR APPLICATION WILL RESULT IN THE KIND OF COMMUNITY THAT EVERYONE WANTS.



**\*ARE THE TOOLS SUFFICIENTLY RELIABLE**



BUT WHAT'S THE MOST IMPORTANT  
**TOOL** OF ALL ??

ITS THE **PEOPLE OF THIS COUNTRY**,  
FULLY INFORMED ABOUT THE REALITIES  
AND MYTHS OF THE TECHNIQUES OF

**PLANNING**  
**MUNICIPAL MANAGEMENT**  
**CONSERVATION**  
**GROWTH MANAGEMENT**  
**etc**

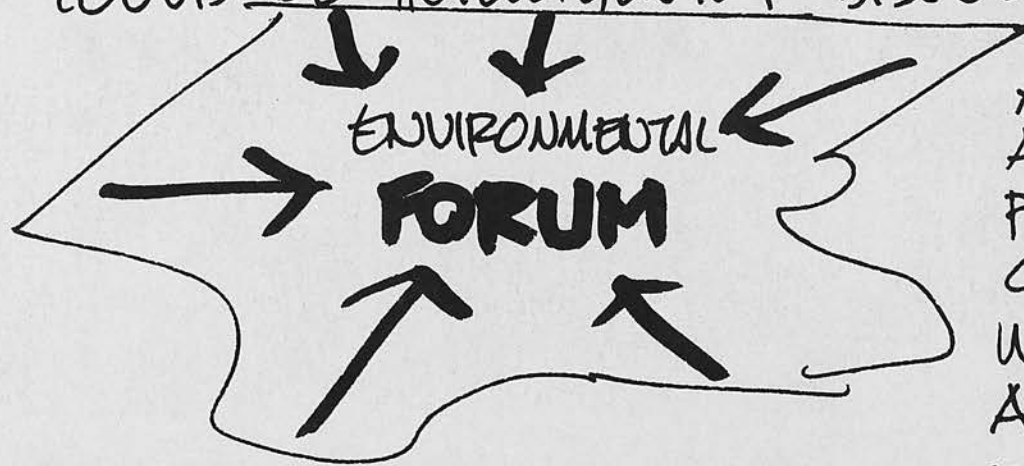
AND CAPABLE OF EXERCISING  
INFORMED JUDGEMENT IN THE PUBLIC  
BUSINESS OF "COMMUNITY HOUSEKEEPING" 17

SO...  
HOW IS THAT ACCOMPLISHED?

OOOO BY CREATING A

# FORUM

TO INFORM THE WHOLE PUBLIC  
ABOUT ANYTHING AND EVERYTHING  
THAT MAY EFFECT THE **ENVIRONMENT**  
OF MOORE COUNTY, AND WHERE ISSUES  
COULD BE INTELLIGENTLY DISCUSSED..



A PLACE WHERE  
AN INFORMED  
PUBLIC DIALOGUE  
CAN OCCUR...  
WHERE WE CAN  
ALL **TALK SENSE**  
ABOUT ENVIRONMENT.



# WHAT HAPPENS AT THE ENVIRONMENTAL FORUM?\*

WHAT HAPPENS THERE IS THAT WE INFORM OURSELVES ABOUT ○○○○

## MOORE COUNTY

1 WHAT IT IS

2 HOW IT GOT THAT WAY

3 ITS GOOD FEATURES AND ITS BAD

4 ITS THREATS

5 ITS FUTURE POTENTIALS

6 **and** THE TOOLS FOR REALIZING THE BEST POSSIBLE **FUTURE.**

LET'S TAKE THEM ONE BY ONE ○○○○○○○○○○○○○○○○○▷▷▷

"Imagine the turmoil on U.S. 1 if Aberdeen/Southern Pines attempts to implement a plan that would restrict commercial ventures or in any way seek to change current policies."

"More shopping centers may not be needed."

"The reason people want to move to Southern Pines is because it is like it is and then first thing they want to change everything."

"There is not enough public participation. Over here we are out of the main-stream."

"As long as we have a benevolent relation with the Corporation we are against incorporation."

"The Office of Economic Resources in Raleigh has too narrow a perspective."

"There is very little coordination of civic groups."

"We operate our own government."

"It is going to take regulation--it won't happen naturally."

"There's not enough regulation. We need county money. There should be a general land use plan for the region."

"I can only say that any study of urban development should take into account the trends as we see them today and not as purposes by some ambitious developer."

"There has to be a county-wide land management plan devised. This can be implemented incrementally as the situation dictates, e.g. population growth, new commercial interests, etc. However, early thought and the development of a comprehensive plan is essential."

"We should control the spread of mish-mash development."

"Subdivision control should be county-wide."

"We don't have enough housing for those on small fixed income."

"Growth is coming. We are on the edge of a burst of growth."

"Most young people are leaving. We lost the sharpest 20% of the graduating class."

"A growth management plan is needed."

"There's no discipline in the growth along Route 1."

"Leave us alone."

"We can keep area like it is, getting bigger all the time, and have for the last 50 years."

"Don't allow fast helter skelter growth. Big is not necessarily best."

"If we wish to maintain the quality of life we all desire, we must examine the concept of maximum growth and ultimately say: Stop! No more!"

"In the past 5 years I have seen an alarming deterioration in the quality of life here. If the noise, signs, shopping centers, traffic, litter, pollution, etc. continues at the present rate our area has already had it."

"Develop Moore County as a recreation area. Keep as much open space as possible with minimum loss of trees and natural surroundings. Go easy putting everything under concrete. Keep industry at a minimum."

"Store front facades could be improved and trees planted. Both of these items with design criteria should be included in a town plan."

"Each social service caseworker has a 130-150 case load."

"There's a paucity of primary care physician in the outlying areas. People come to the medical clinics."

"We need housing for the community college students."

SUPPOSE, AT THE ENVIRONMENTAL FORUM,  
THAT THERE WAS CLEAR, INFORMATIVE,  
EXCITINGLY-PRESENTED INFORMATION ABOUT:

- (a) ECOLOGY
- (b) CLIMATE
- (c) SOILS
- (d) FORESTS
- (e) WILD ANIMALS
- (f) WETLANDS
- (g) STREAMS
- (h) POPULATION
- (i) CITIES
- (j) MILITARY BASES

- (k) ROADS
- (l) CATTLE
- (m) FARMING
- (n) SEWER SYSTEMS
- (o) YOUNG PEOPLE
- (p) NOT-SO-YOUNG PEOPLE

and so-on

and so-on

... in other words, a complete  
portrait of

**MOORE COUNTY**





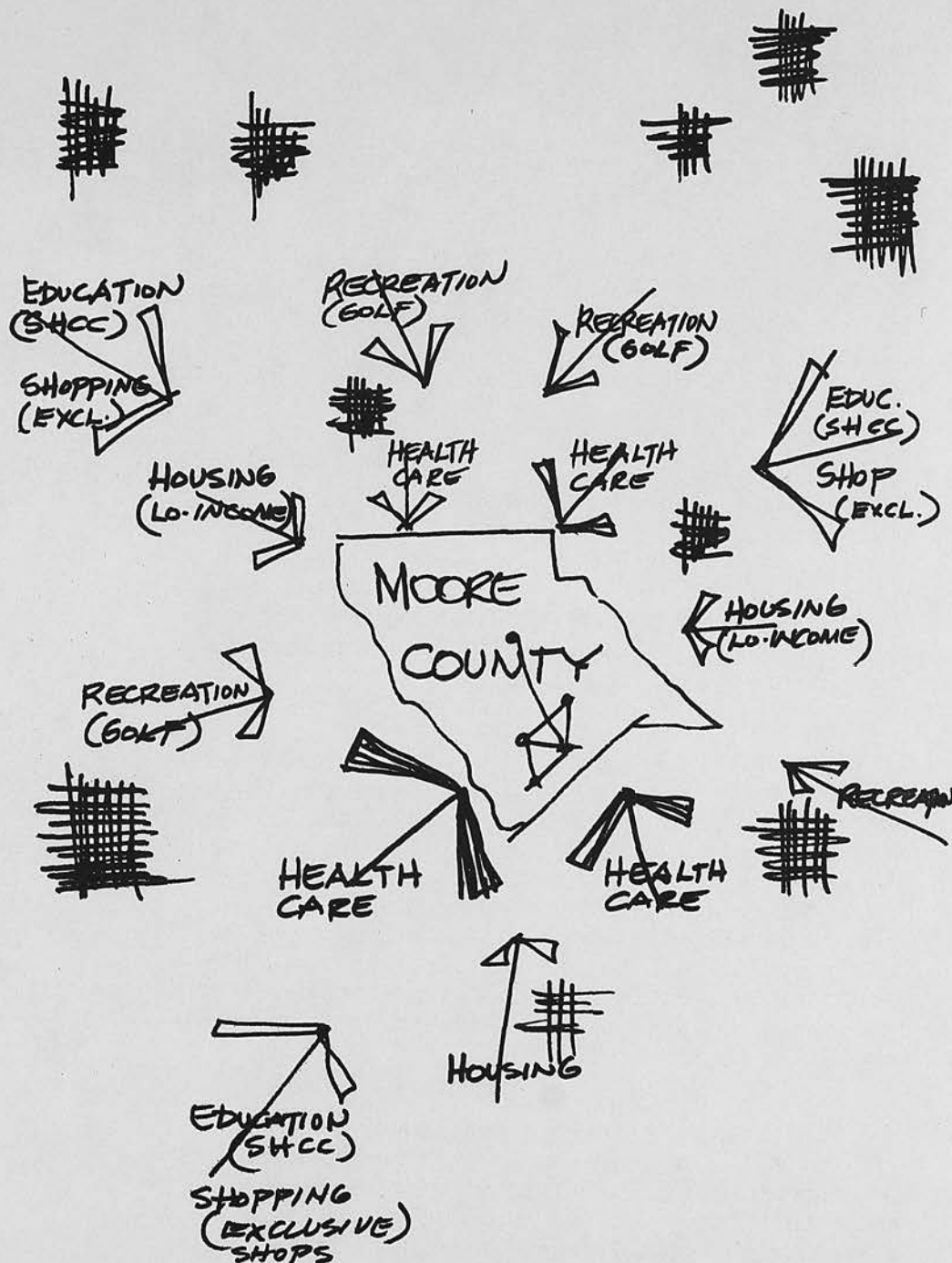


# REGIONAL RELATIONSHIP

Rather than an isolated rural resort and agricultural area Moore County is intimately linked to its hinterland. Obviously the watershed extends beyond its political boundaries, and transport systems link the county with the surrounding region.

Given the physical proximity, as well as easy access it is not surprising that there are important social and economic exchanges that take place between Moore county and the surrounding region. Over the last decades it has become a regional center for leisure, health care and education. Moore Memorial Hospital has 259 beds with 136 being added as part of its current expansion program. There appears to be particularly large numbers of patients from counties to the south. The lower number of patients from northern counties appears to reflect the somewhat competitive relationship between Moore as a medical center and medical centers located in the Raleigh-Durham area.

Sandhills Community College offers a two year associate degree in many fields and trains both younger high school graduates and adults seeking additional training. Though the college principally draws students from surrounding counties, they also come from more distant areas of the state.



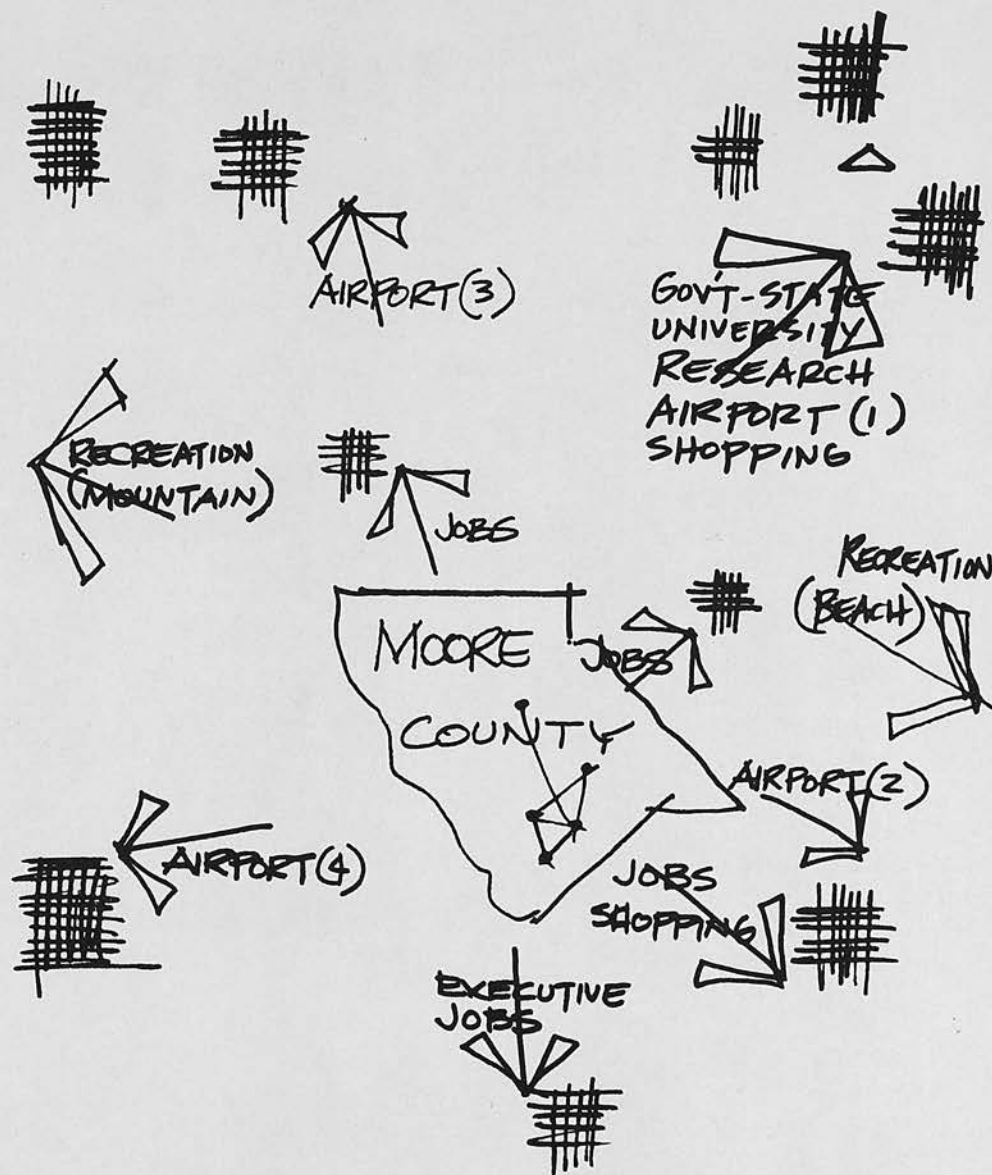
IN-EXCHANGE

Both of these facilities--the hospital and the college, are in turn, directly linked to other centers of medicine and education such as the Research Triangle.

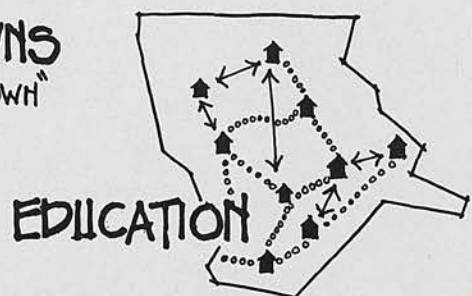
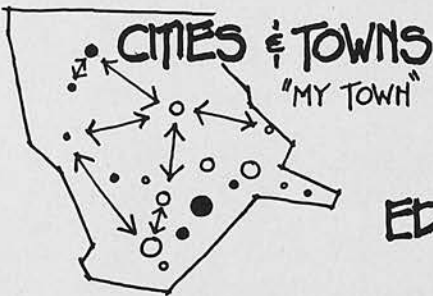
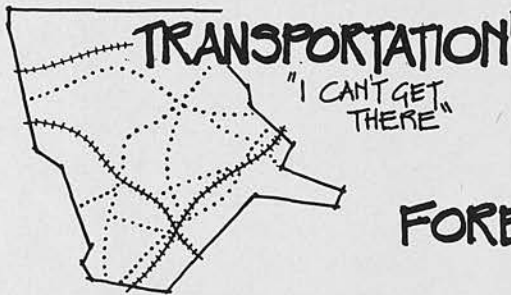
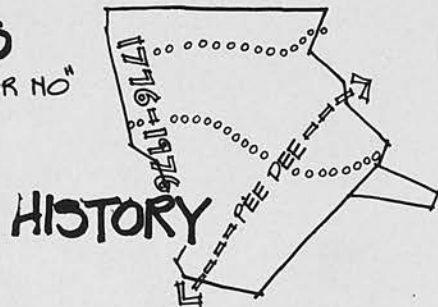
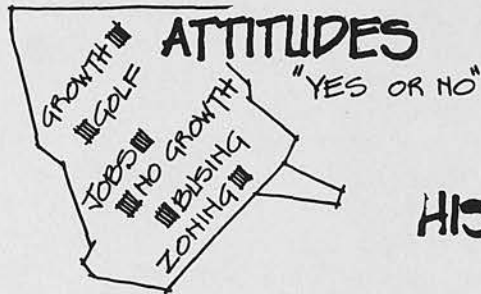
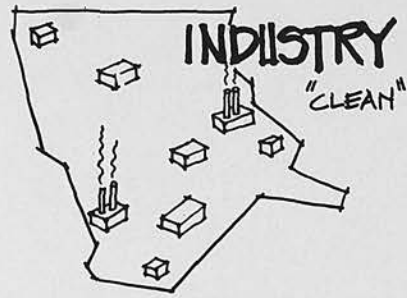
The regional interdependence of Moore county is also found in its patterns of leisure. Golf attracts surrounding populations. Natives of Moore county travel to the Atlantic coast (particularly the young) and to the mountains (particularly if they are old) for recreation and leisure.

In addition to the service industries, Moore County is tied to the surrounding region economically. Agricultural products are shipped to surrounding areas. Low rent housing built in Moore County has attracted residents from surrounding counties, who prefer to live here but maintain employment elsewhere. There are daily commuters who travel between Moore County and surrounding employment centers--particularly Fort Bragg, Sanford and Asheboro. Executives commute to administrative positions in industries to the south.

The relationship between Moore county and the outside world extends beyond the immediate region. Governmental relationships extend to Raleigh and Washington. Commercial and financial exchanges with distant urban centers as Charlotte, Raleigh, Greensboro and even New York.



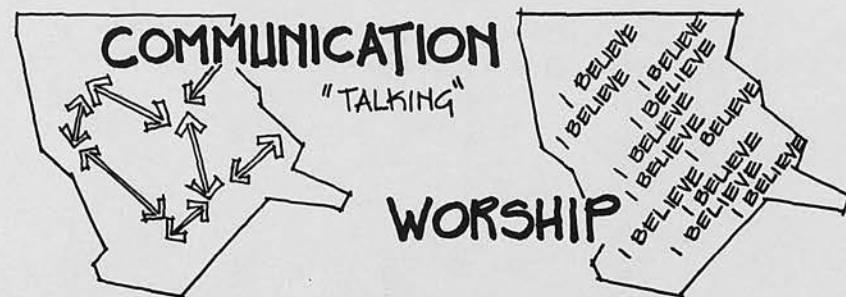
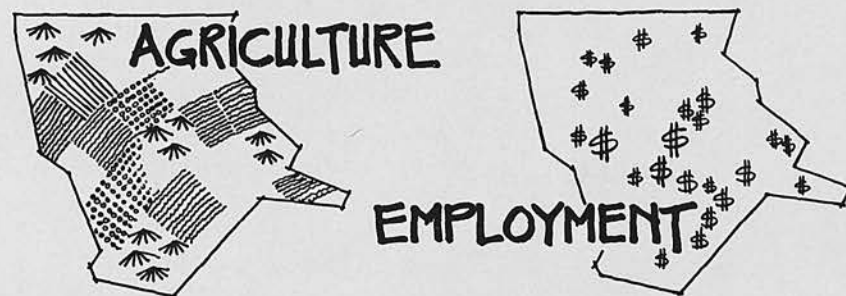
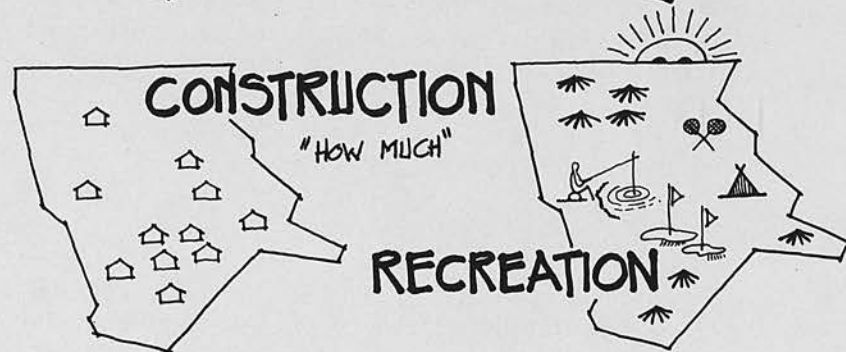
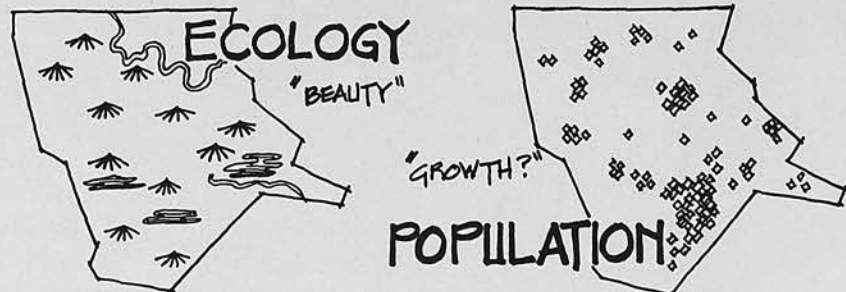




## MOORE COUNTY: WHAT IS IT? HOW DID IT GET THAT WAY?

The character of Moore County is a reflection of its history and its relationships to the world beyond its immediate boundaries. The northern areas of the county that were first settled in the rich farm land along the Deep River. With time the English, Ulster Scots, and a few Germans settled in scattered farm land in the northern and central part of the state. In the early part of the 19th century, land along the Deep River might bring \$10 an acre, in the desolate Pine Barrens to the south as little as 25¢. The isolation of the Pine Barrens was such that it was reputed to be a retreat and hiding place for deserters during the Civil War.

It was during the late part of the 19th century that the economic and political domination of the northern areas began to shift to the south. With the building of the Raleigh-Augusta Railroad (later to become the Seaboard Coastline) the Sandhills became a center of turpentine and lumbering. Blue's Crossing quickly developed into a busy railroading center and was soon incorporated as Aberdeen. Once the railroad connected the area to the outside world, sandhill natives developed important money crops. Aberdeen and Carthage became busy agricultural markets for peaches, grapes and tobacco. While the peach and grape production have subsided, Moore County has maintained its strength as a producer of lumber, pulpwood, tobacco, poultry, and other agricultural products.



Along with the agricultural development of the region was its development as a resort center. As might be expected, resort interests have not always been compatible with agricultural interests. Thus, one hears of the story of Mrs. Helen Dull, who seeing where the turpentiners had slashed the Pine's bark cried to her father, James Boyd, "Oh the poor trees." She apparently convinced Boyd to purchase land which became an area of handsome homes including the Boyd Estate, and the basis of the large tract of land used almost exclusively for fox hunting.

In 1896, James Tufts purchased land and hired Frederick Law Olmstead, one of the country's great community planners, to design and construct Pinehurst. By the turn of the century, other comfortable hotels and some modest unheated cottages were scattered over the land west of Southern Pines. The towns had to be fenced in to keep out roaming livestock. (Today some residential homes are scattered among agricultural areas and farmers fence their land to keep out roaming pets and tourists).

Pinehurst was a considerable distance from the railroad and retail centers of Southern Pines and Aberdeen. To solve the problem of traveling over sandy roads, it was agreed that a road, made by mixing clay and sand, would be constructed between Pinehurst and Southern Pines. Each community was

to build half of Midland Road. Pinehurst was able, with its more efficient administration, to complete it's half in the agreed upon time. Citizens of Southern Pines concerned with the costs caused some delay. They met at the Boyd Estate where agreement to proceed was reached only after Helen Dull settled the debate with her assuring statement: "Gentlemen, do not worry, the money will be in the bank tommorrow".

The development of the region as a resort center, with Southern Pines as the transportation and retail center, continued. The railroad--an overnight Pullman ride from New York--made the areas accessible to the nation's population centers. Sandhill natives had learned to pick Yankees, as well as Peaches during it's hayday, there were as many as five pullman unloading passengers and trunks for the week and season.

Since World War II the railroad has been replaced with the automobile and airplane as a means of getting to the Pine Hills. Despite the decline of the railroad for tourists, recent decades have seen the continued development of Moore County as a center of leisure and retirement.

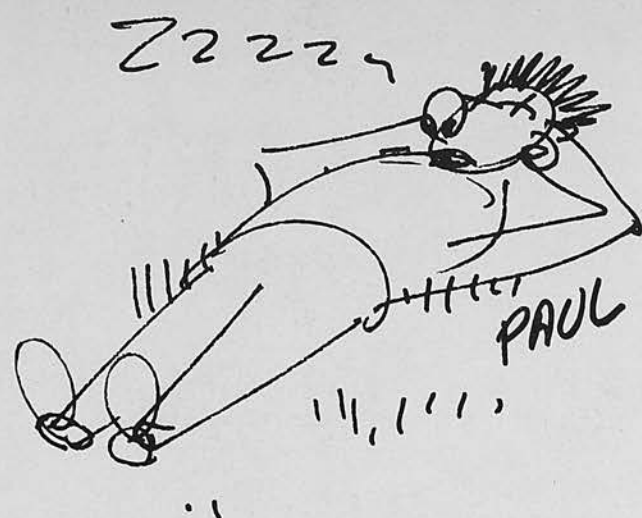
The expansion of the truck as a means of industrial transport and the movement of industry from the North to the South have provided a third major source of economic development of Moore County. The county's location along a major railroad in the south east has facilitated it's development as a center for lighter, cleaner, and highly automated industries.

The diverse character of Moore County today--north and south sand and clay, industry, resort and agriculture reflect its history and its ties to the outside world. The diversity of the basic economic structure has been a source of tension and conflict. Yet, the history of the county also reveals how activities which may on their surface appear to be incompatible are in fact mutually reinforcing--each contributing to the wellbeing of the county.

Many of the conflicts we see today--between farmer and wandering tourist, between leisure and commerce, between horse-country fox hunters and industry are not new. They are a reflection of the past, a reflection of diversity and a reflection of economic strength.



...PAUSE...



... ALTHOUGH THE ABOVE DATA IS LARGELY  
FACTUAL, IT COULD BE MADE HIGHLY  
INTERESTING BY UTILIZING ADVANCED TECHNIQUES  
IN GRAPHICS, FILM-MAKING, ETC, POSSIBLE  
PUT TOGETHER BY STUDENTS, ARTISTS, HISTORIANS,  
STATISTICIANS etc

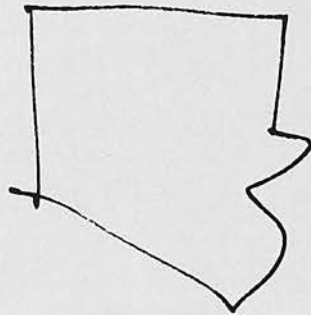
AND

A GOOD PART OF IT COULD BE FURNISHED BY  
LOCAL PEOPLE, TALKING AND RECORDING THEIR  
FAMILY HISTORIES, THEIR ATTITUDES,  
THEIR PERCEPTIONS...

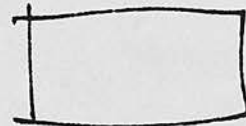
...SO WHAT WE'D HAVE WOULD BE.

# A LIVING PORTRAIT OF MOORE COUNTY

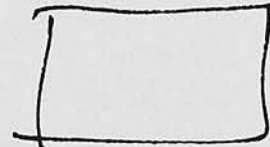
made up of :



EROS SPACE PHOTO



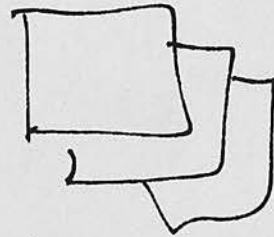
LANDSCAPE PAINTINGS



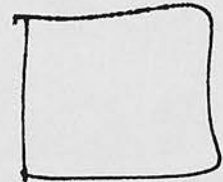
PHOTOS



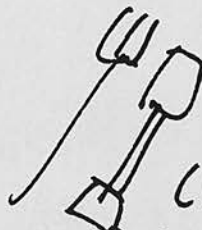
FAMILY HISTORIES



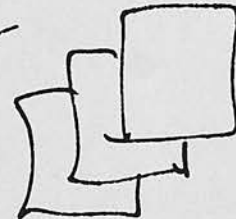
PHOTOS BY HELICOPTER



HISTORICAL MAPS.



CRAFTS



CHURCH RECORDS

... but... lets continue with the list.... 33



# IN A NUTSHELL

TOWN (OR COUNTY) PLANNING AMOUNTS TO  
TECHNIQUES FOR :

1

PRESERVING THE GOOD THINGS  
WE HAVE.

2

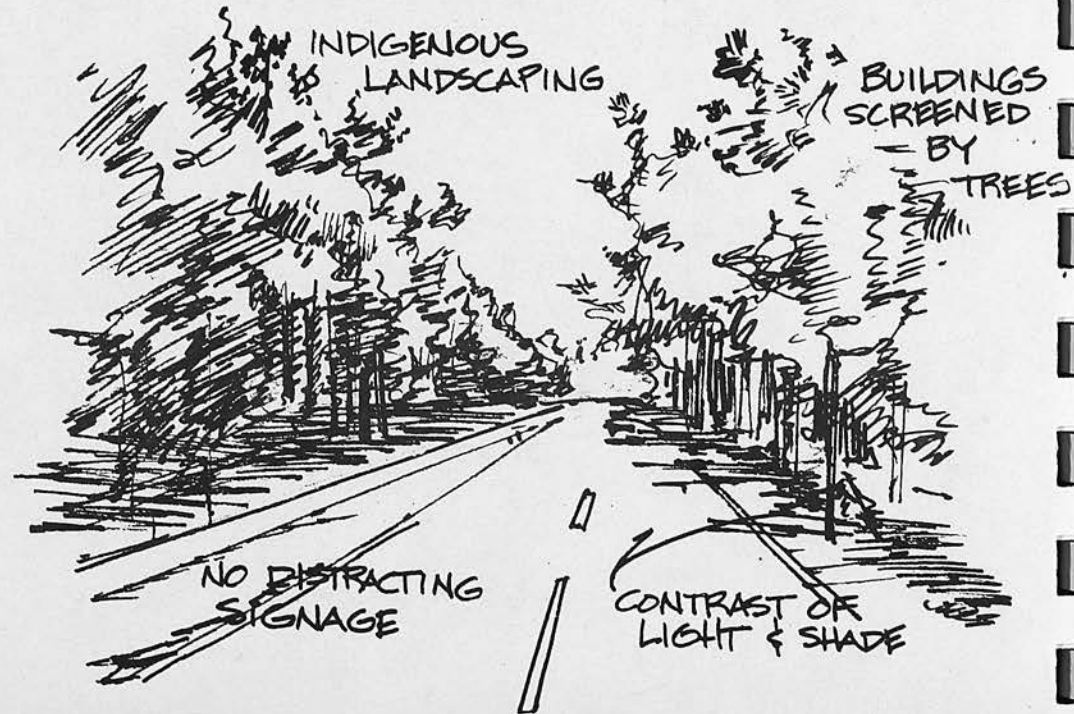
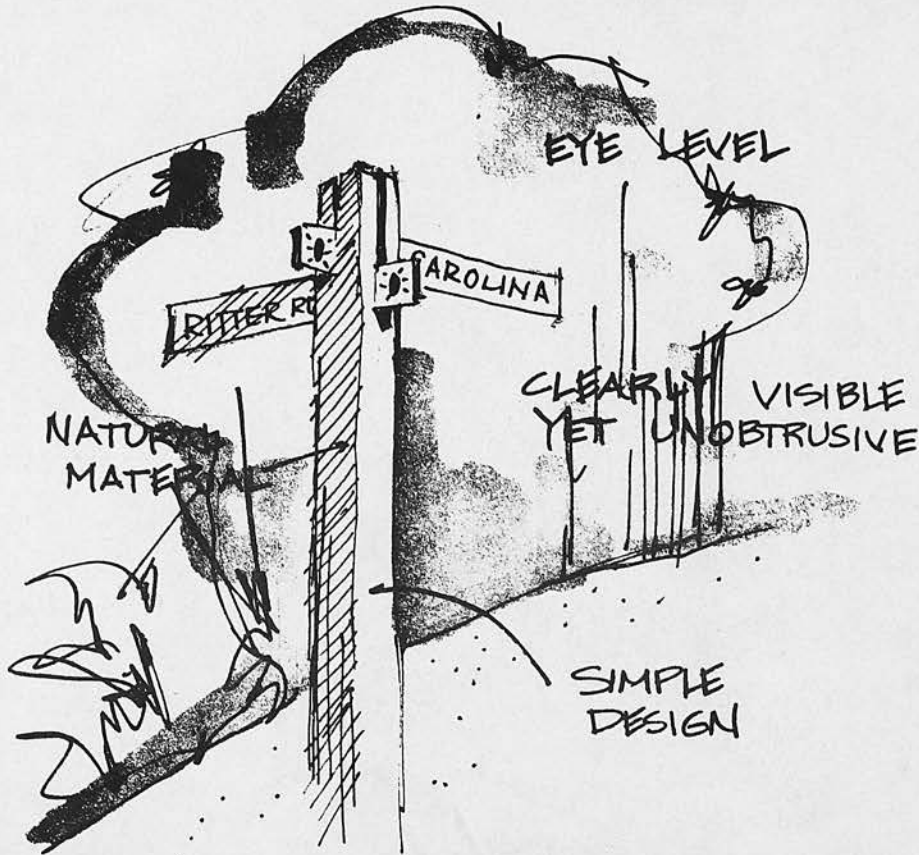
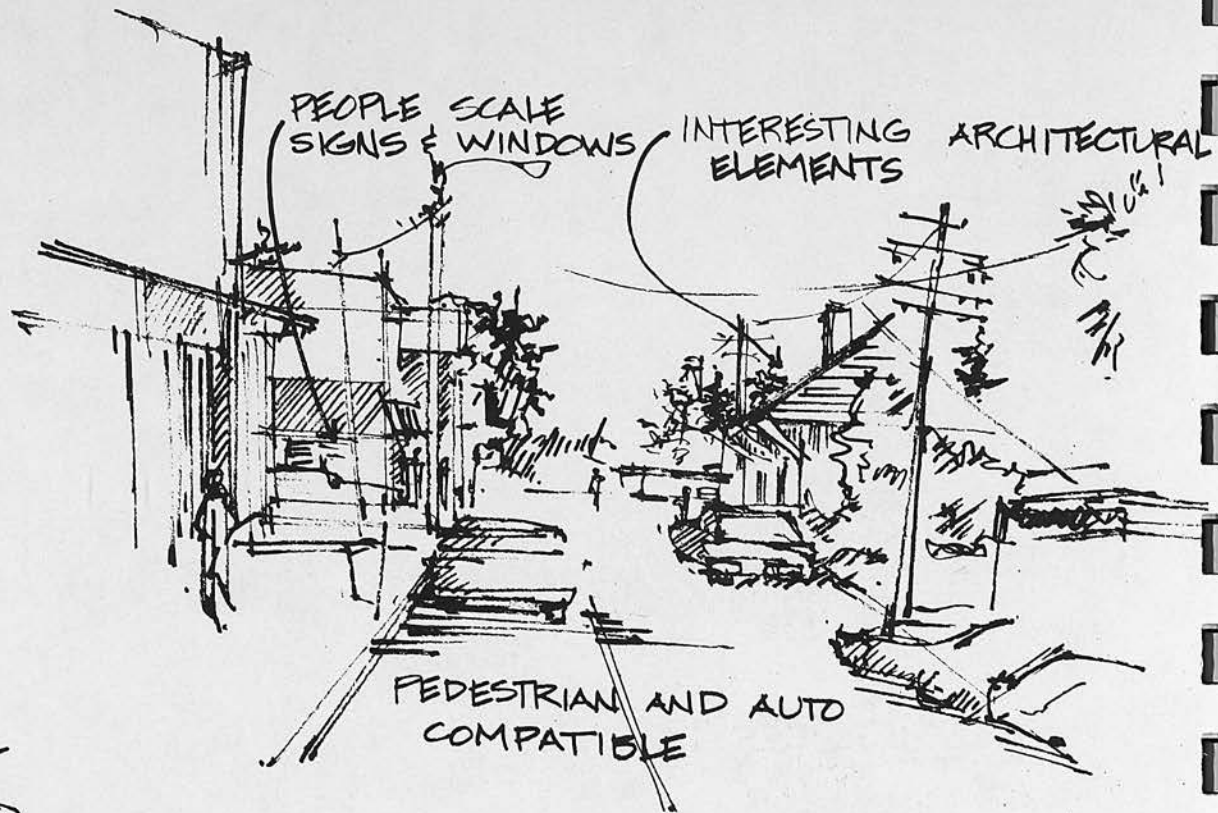
CORRECTING THE ERRORS AND  
OVERSIGHTS OF THE PAST.

3

PREPARING FOR THE CHANGES (INCLUDING  
WHATEVER DEGREE OF GROWTH)  
THAT THE FUTURE IS SURE TO BRING.

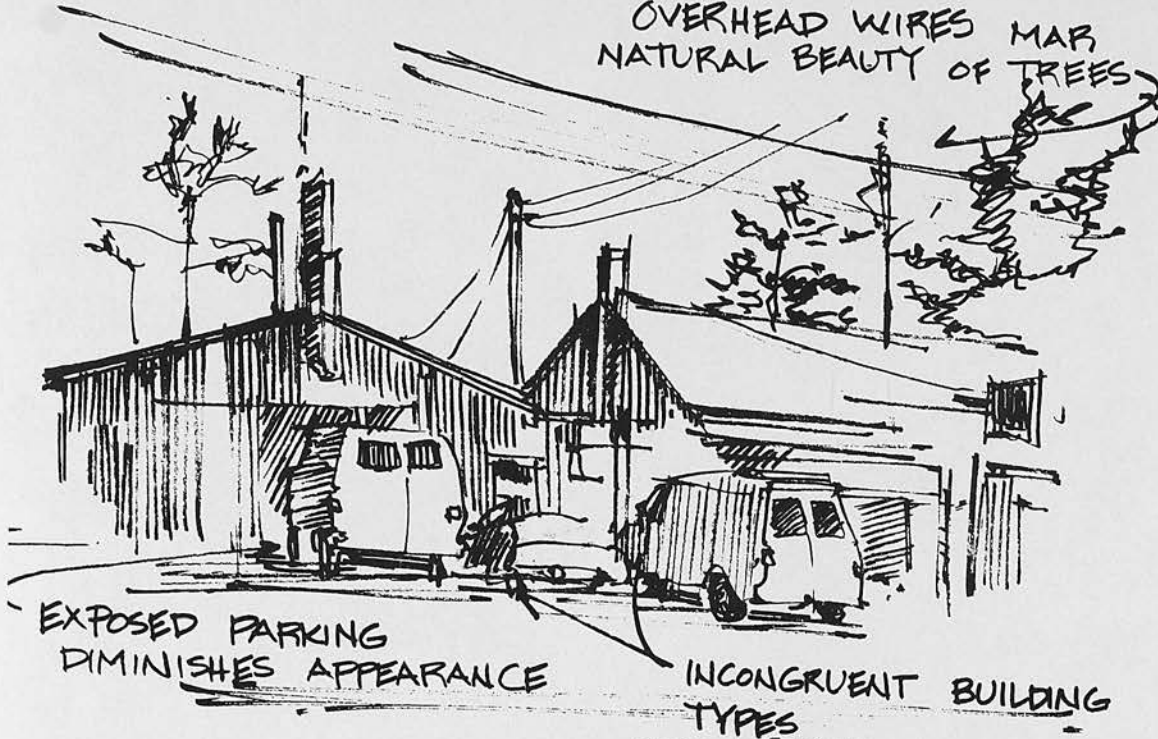
SO...<sup>35</sup>

# SENSE



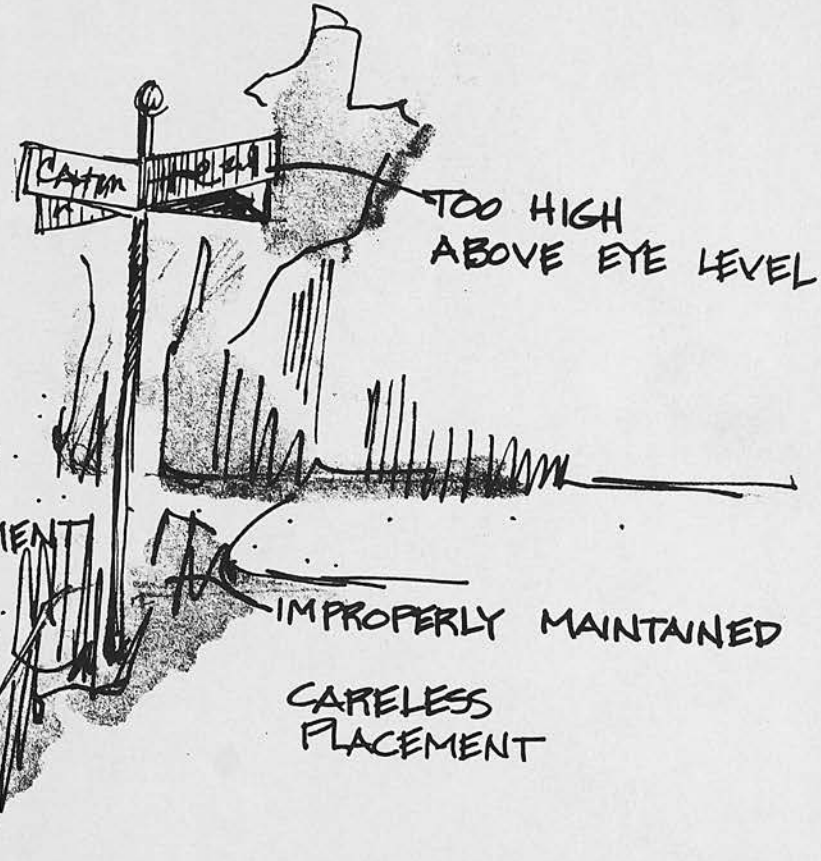
# NONSENSE

OVERHEAD WIRES MAR  
NATURAL BEAUTY OF TREES



EXPOSED PARKING  
DIMINISHES APPEARANCE

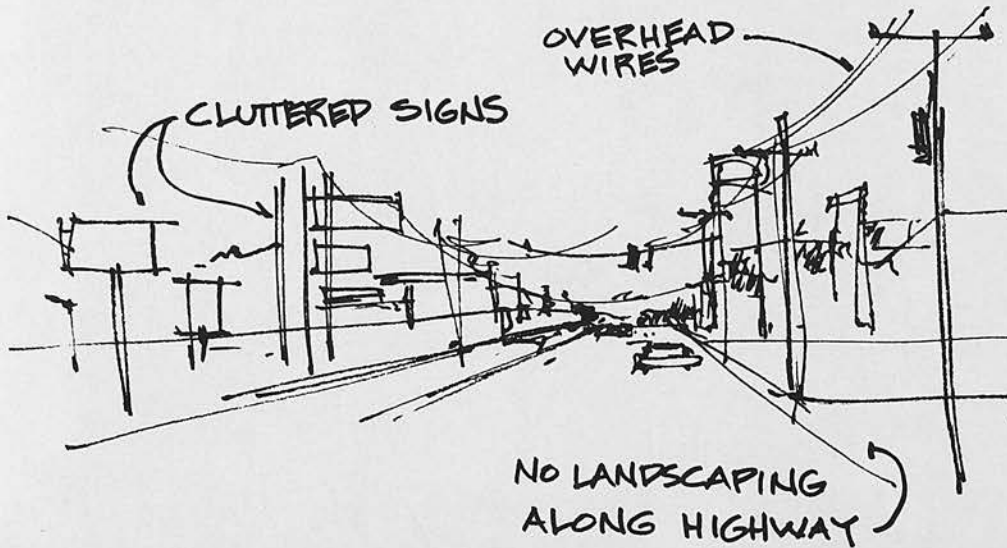
INCONGRUENT BUILDING  
TYPES



TOO HIGH  
ABOVE EYE LEVEL

IMPROPERLY MAINTAINED

CARELESS  
PLACEMENT



CLUTTERED SIGNS

OVERHEAD  
WIRES

NO LANDSCAPING  
ALONG HIGHWAY

MATERIALS  
ALIEN TO  
ENVIRONMENT

# GOOD FEATURES

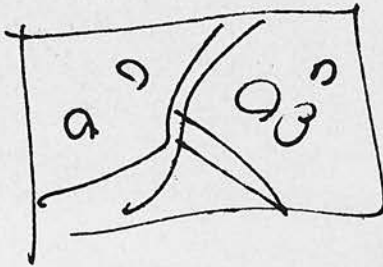
IT WOULD BE A GREAT HELP IF WE RECOGNIZED...



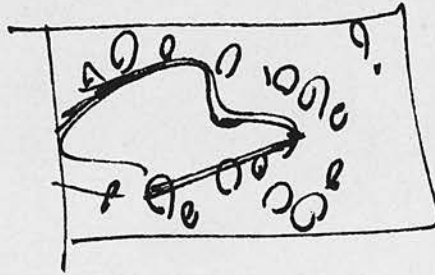
USE OF  
INDIGENOUS  
TREES



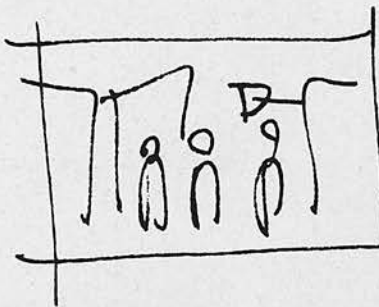
GREAT  
AIR!



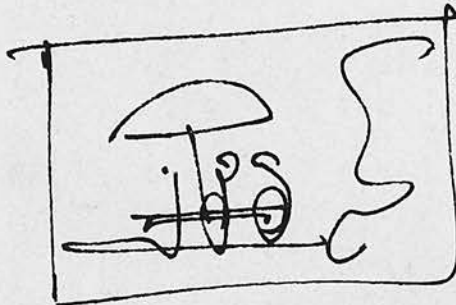
BLENDING  
OF NATURE  
WITH  
CITIES



LOTS OF  
LAKES

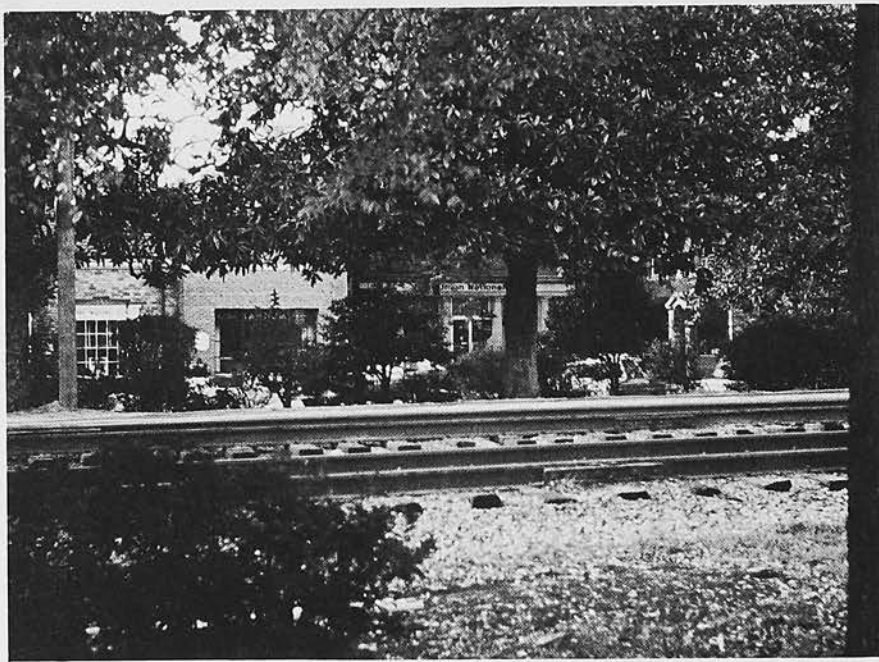


PEDESTRIAN  
SHOPPING  
PLACES



OUTDOOR  
LIVING

... as so much much more ...

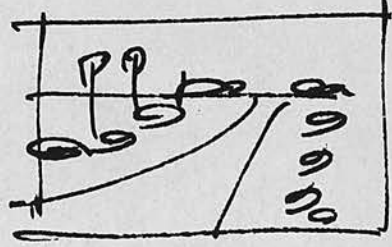




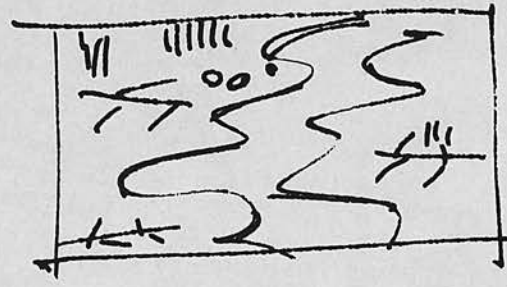
AND IT WOULD BE WELL IF WE HONESTLY RECOGNIZED

# BAD FEATURES...

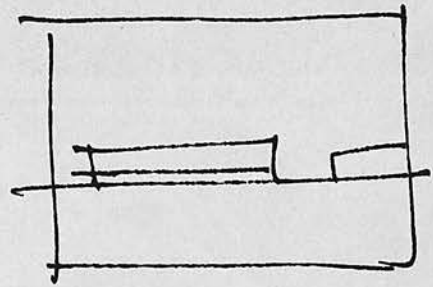
↑  
OH OH!



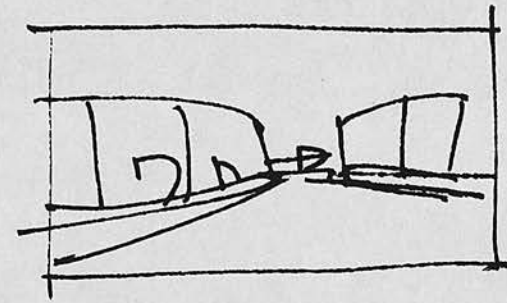
"STRIP"  
DEVELOPMENT



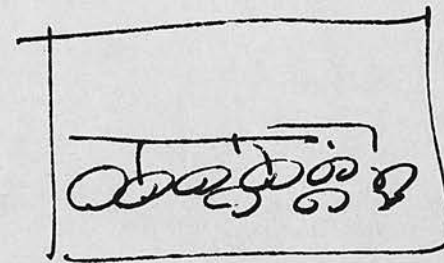
PRE-MATURE  
LAND  
SUBDIVISION



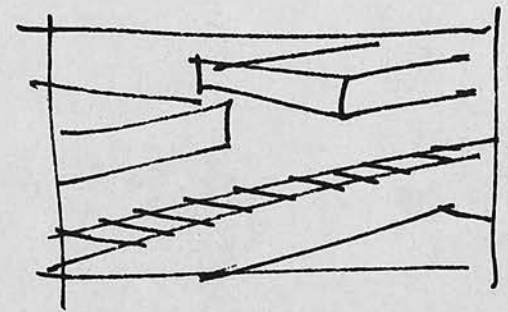
OVERLY  
VISIBLE  
FACTORIES



VACANT  
STORES  
IN OLD  
DOWNTOWNS



PARKED  
CARS  
ON THE  
HIGHWAY



RAILROAD  
TRACKS  
NOT ALWAYS  
IN THE  
RIGHT PLACE

... and so on and so on ...



# THE ISSUES

As a result of conversations with over a hundred Moore County citizens and several hundred miles of visual survey by air, bus and foot, we feel that there are ten important issues involved in consideration of the county's future.

## 1. POLITICAL FRUSTRATIONS

The responsibilities for the well-being of the county is split between the governments of the county and the various municipalities, bringing to a stalemate efforts to improve conditions.

Citizens feel defeated in their urge to contribute to the quality of government action by an age-old system that prevents their participation.

## 2. LAND USE

Separate zoning ordinances by county and municipalities prevent orderly and coordinated development and some areas are without any controls. Some development is not based on the capacity of natural resources and public facilities to support the change. Development is not occurring in a way that preserves the local character that is one of the community's greatest resources.

## 3. TRANSPORTATION

Since Piedmont Airlines has withdrawn service

from the Southern Pines-Pinehurst Airport, access to the county from the rest of the country has become difficult, time-consuming and expensive. There is no intracounty transit system. All movement must be by private car or taxi (limited and expensive). In such a spread-out area, this represents an obvious and enormous waste of energy.

Further, the lack of public transportation has an inhibiting effect on many county-wide activities. Until the recent opening of the new Social Services building in Southern Pines, all lower-income people in the town had to go to Carthage for food stamp applications. For those without cars, the transportation costs about equalled the food stamp discounts. The situation still exists for people in other communities.

#### 4. INDUSTRIAL DEVELOPMENT/EMPLOYMENT

The basic industries of Moore County are tobacco, fabrics and furniture. The principal employees of such operations work at low-level jobs that are a ceiling for any upward mobility. A surprisingly high percentage of black people are employed in domestic work because the pay is higher than in the factories. There's just no place to go.

Industrial development has adversely impacted agricultural development as it has increased wages for agricultural workers. The development pattern of industry appears to have followed the availability of natural and human resources and unless new resources are developed in the community the pattern of industrial development is unlikely to change.

Concern was expressed over introduction of polluting industries and the conflict between industrial growth and the resort appeal of the area.

At Pinecrest High School, the two most popular vocational courses are horticulture and auto mechanics. Only five percent of the graduates of these courses are able to find employment in their fields in the county.

#### 5. UTILITIES

The potentials for all services in the county are very good. Electric power (that is generated outside the county) has ample capacity for the future. While ground water is limited in some areas, ample volume exists in Drowning Creek to serve the county in the foreseeable future. The new sewage system will be designed to serve three times the existing needs, but consideration should be given to serving certain areas excluded from this system. The proliferation of telephone companies serving the county increases the costs of communication.

#### 6. HOUSING

Much of the low-income housing is in very substandard condition. In Southern Pines a commendable program for obtaining federal community assistance grants to provide jobs and accomplish small but major subsidized public housing programs will be necessary before the need is met. Subsidized low income housing in areas other than Southern Pines is needed. A large percentage of residents of the existing housing come from outside Moore County preventing the meeting of local needs.



The lack of adequate housing for the students at Sandhills Community College is serious.

#### 7. RECREATION

The big problem, as in many communities, is: "What can the kids do after school?" Some vigorous programs have been undertaken by community agencies and have been limited only by lack of funds. A proposal of creating a community center at Pinecrest High School by construction of an auditorium to serve school, community and conventions is highly commendable. The bike path program is wonderful, inexpensive and should be carried out immediately.

#### 8. PRESERVATION

All activities must focus on preserving the rich environment. A useful new function must be found for the Boyd Estate in Southern Pines so that the building and its grounds remain intact.

#### 9. ECOLOGY

There is an enormous, heartfelt and well-founded desire by all citizens to maintain the glorious physical environment that represents Moore County's greatest asset. The preservation of the pine forests and the farms as well as the man-made grandeur is essential to any change.

In some areas there have been droughts and it has been said that lack of adequate water has kept some fabric manufacturers from locations in the county. New water supplies must be considered.

#### 10. CENTRAL BUSINESS DISTRICTS

The Central Business Districts (CBD) in Aberdeen, Southern Pines and Carthage have developed in the traditional manner of small downtowns. Both areas developed and prospered on the basis of their proximity to the railroad and by virtue of the roads that connected with the surrounding residential areas. The pace of development, the placement of stores within the CBD, the design and appearance of the buildings has been the result of action and decisions by the private sector. Up until recent years, when the area has experienced the development of retail centers outside of the CBD, these downtowns provided the only significant concentration of retail goods and service facilities within the area.

The CBDs have provided to the community more than retail goods and services. As the focus of daily activity the CBDs have played a social role by fostering informal social interaction between shoppers and merchants. This in a small way engenders a sense of community within the residents as they develop a feeling of place, identity and acceptance. As an activity center for shopping, the CBD has also provided a logical location for the municipal offices for the town administrators. The placement of municipal offices and retail/service facilities together acts to broaden the overall appeal and function of the CBD.

The CBD also plays a very critical role in providing a broad and diversified tax base for the community. Typically higher land and building

values are found in commercial districts thus constituting a large portion of the assessment base. In the case of these communities the businesses return to the community a one percent local sales tax as well as other miscellaneous taxes and permit/license fees. While businesses provide an important source of tax revenue they do not on the other hand generally constitute a major recipient of municipal services or expenditures. For example, in the case of Southern Pines, a municipal budget of nearly one million dollars is required. The towns major expenditures, however, fall into areas that service the population such as sanitation, fire protection, recreation and public works.

In summary, CBDs should be recognized as more than just another shopping area. Aberdeen, Southern Pines and Carthage provide vivid examples of the multi-dimensional role of CBD. They have in the past and may continue in the future to meet the needs of the local population for retail goods and services, provide a focus for community identity and social interaction, and help to insure a stable and diversified economic base.

These business districts are at a crossroads. To date they have played the traditional role defined above but now face the very real concern of economic viability and the continuance of a central role in community life. Generally stated, the issues facing the area include:

- Competition from nearby highway-oriented shopping facilities in Raleigh and Fayetteville.
- Retention of aesthetic qualities which distinguish the commercial centers from more modern establishments and provide an important

contribution to the overall appeal of the community.

The provision of adequate parking for shoppers and other infra-structure improvements such as improved lighting for streets and parking areas, traffic circulation and street scaping.





"Downtown has been growing in my estimation, I don't know that it really has any problems."

"We need to get people out of their cars onto bicycles so that travel downtown will be easier and reduce congestion."

"Downtown's need to be revitalized."

"How can we attract a better mix of industry?"

"I question the wisdom of industrial development."

"Industrial development has increased the wage scales in the area--making it more difficult and costly for farmers to get unskilled help."

"I would rather have an industrial plant next to my farm than a subdivision."

"There is a conflict between resort development and industrial plants."

"It is hard for us to fill jobs in my plant."

"The industry we have here use mostly low skilled-low paid workers and can be a very unstable source of employment."

"Why can't we get some spinoff from the kind of development in the research triangle."

"Industrial park construction may have peaked because of travel acts."

"Jobs are needed for men--higher skills--higher wages."

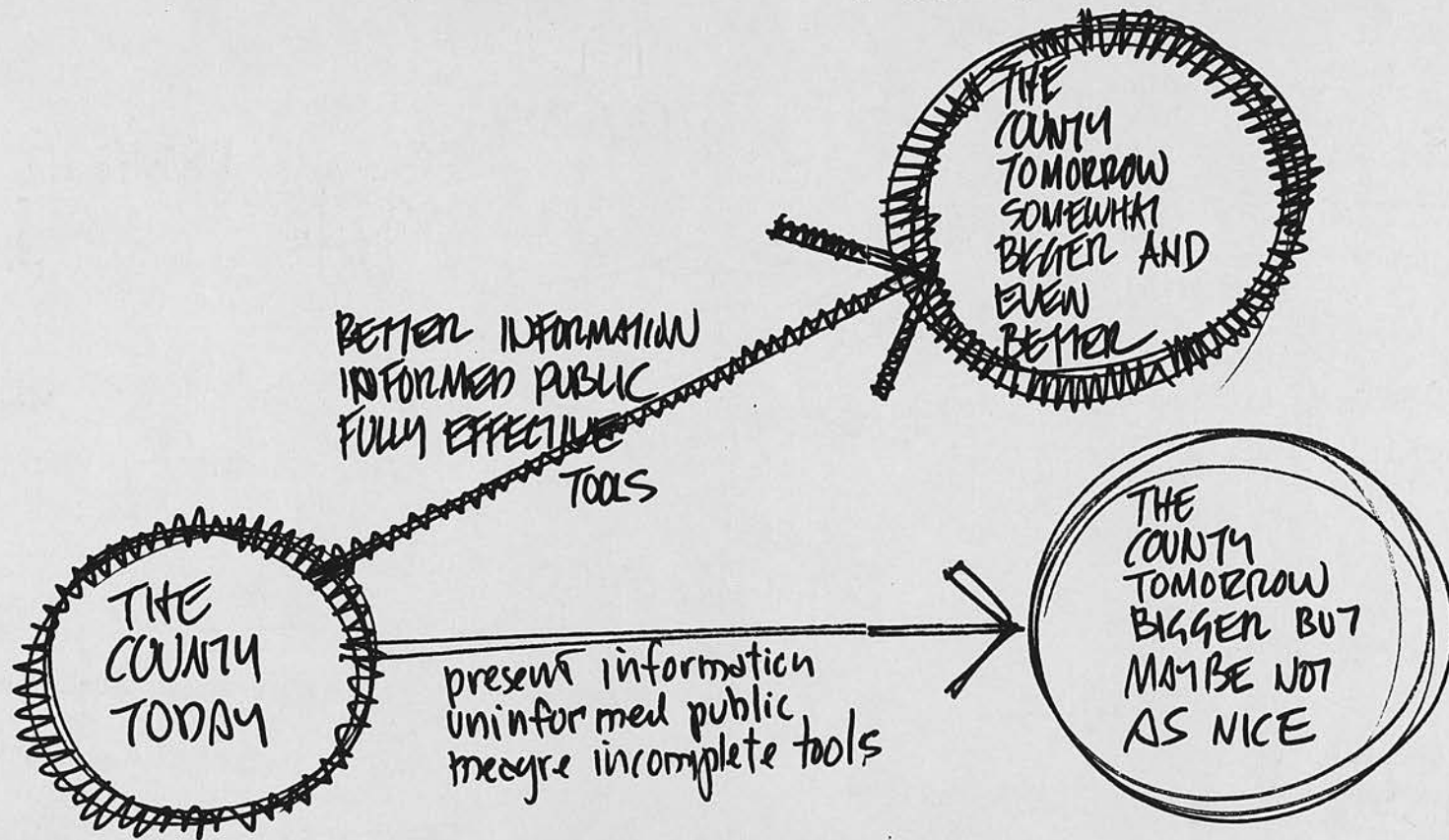
"We have an industry--the recreation industry."

"Development must be compatible with recreation and retirement."

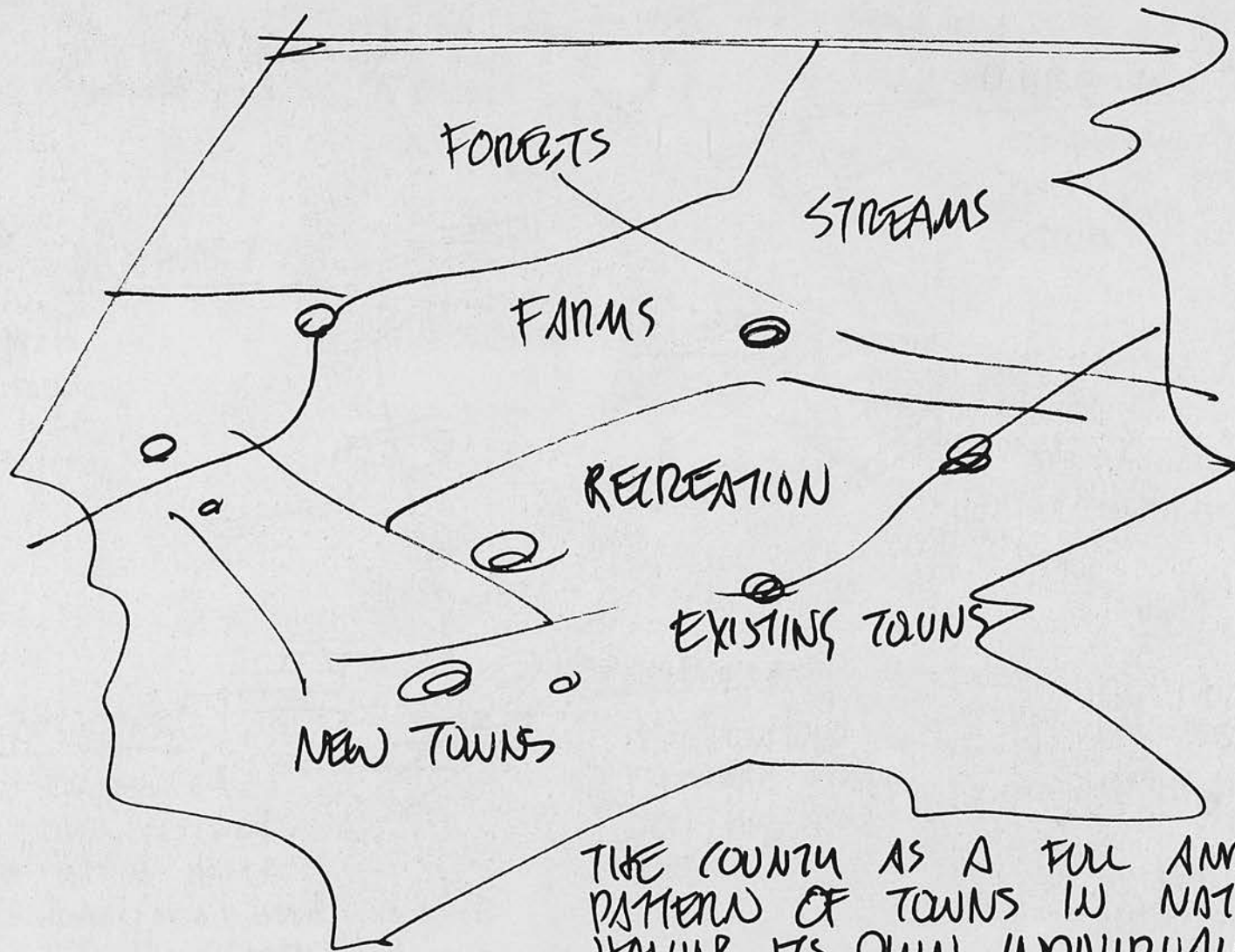
"Uniform subdivision regulations are needed--Uniform Planning--so that we don't attract poorer developers--and all developers are trusted fairly."

- ..... IF WE HAD --
- BETTER INFORMATION
  - A MORE INFORMED PUBLIC
  - BETTER TOOLS TO USE
- WE COULD THEN OPEN THE WAY TO BETTER

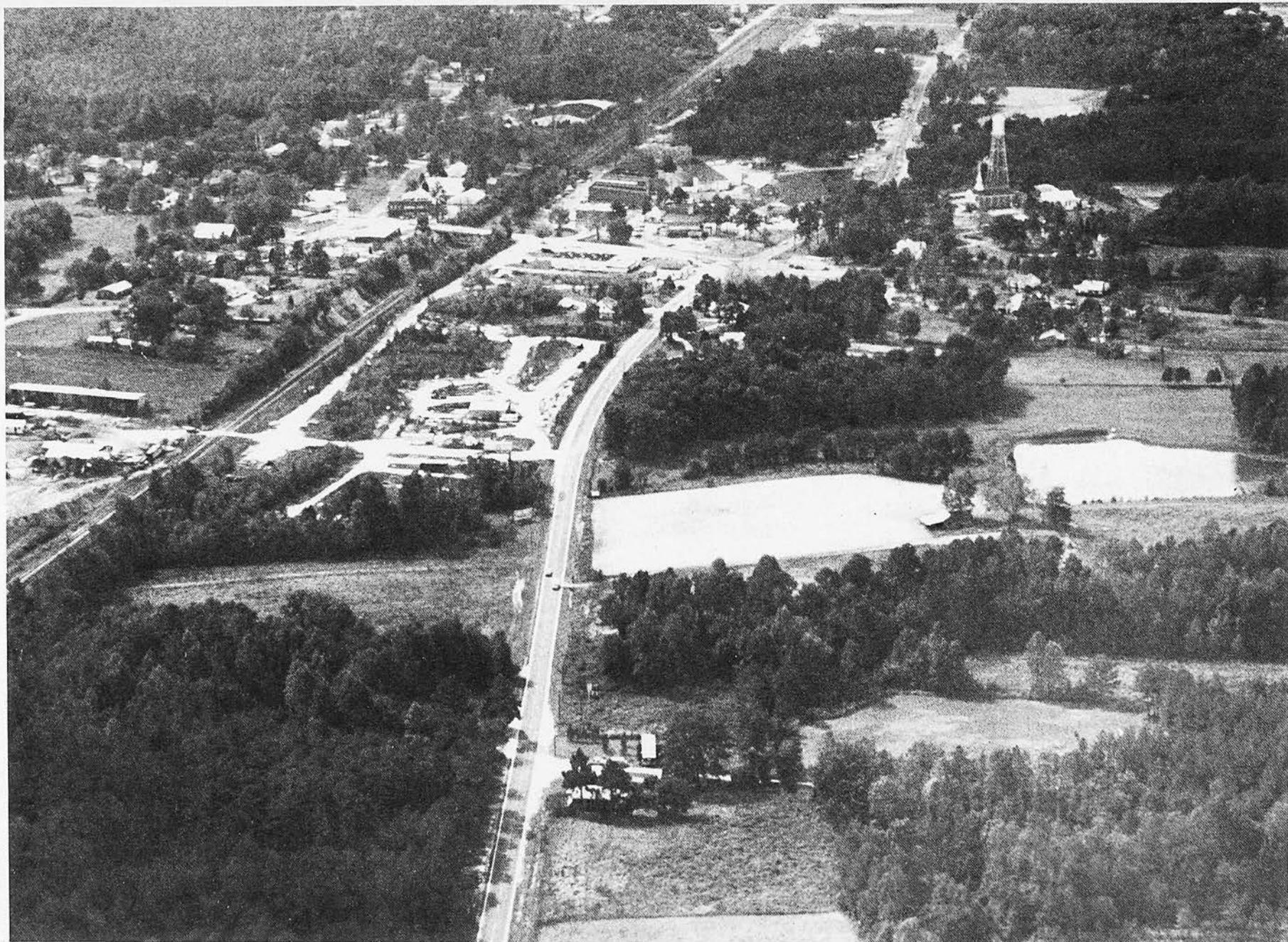
# FUTURE POTENTIALS



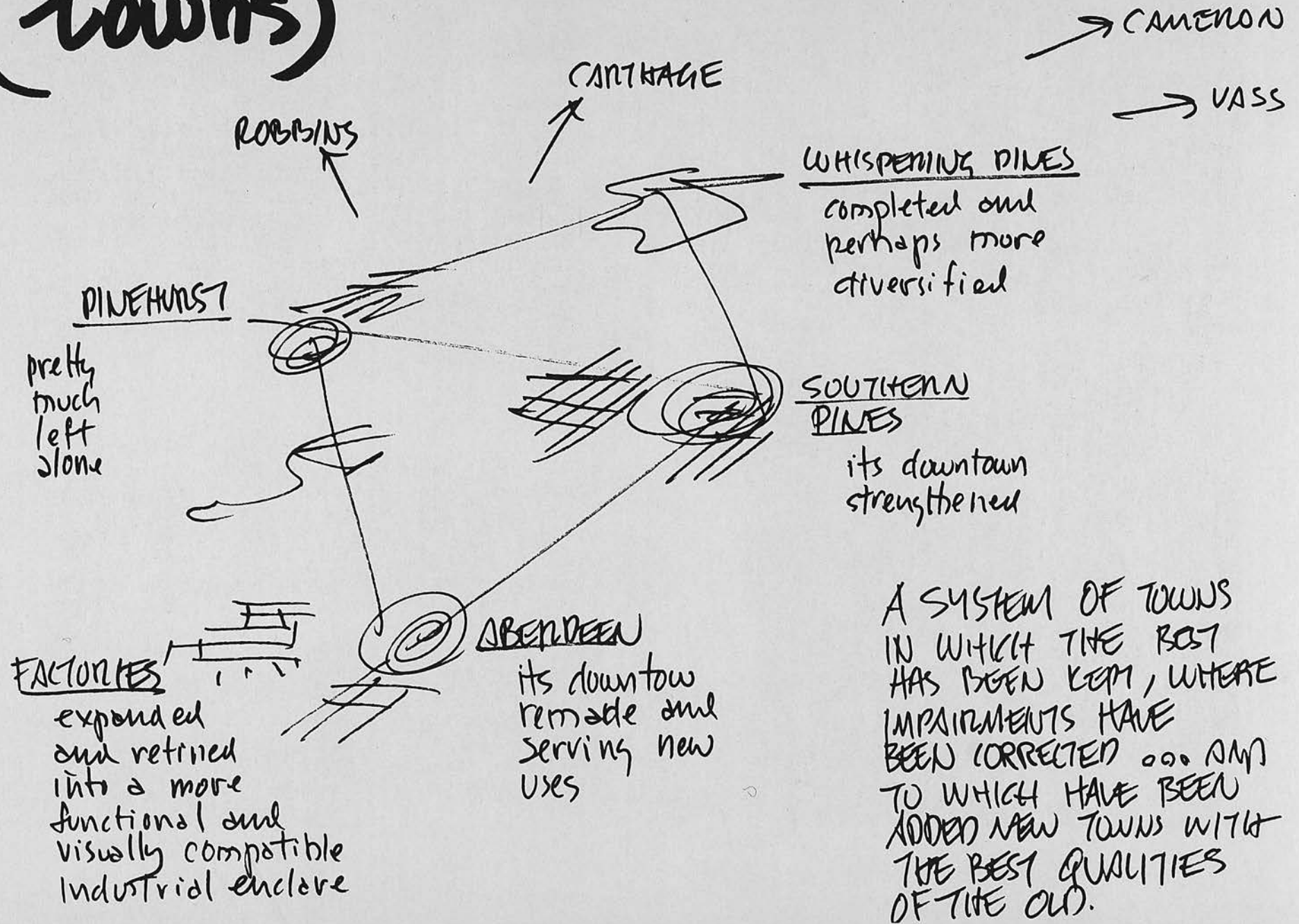
# FUTURE POTENTIALS (COUNTY)



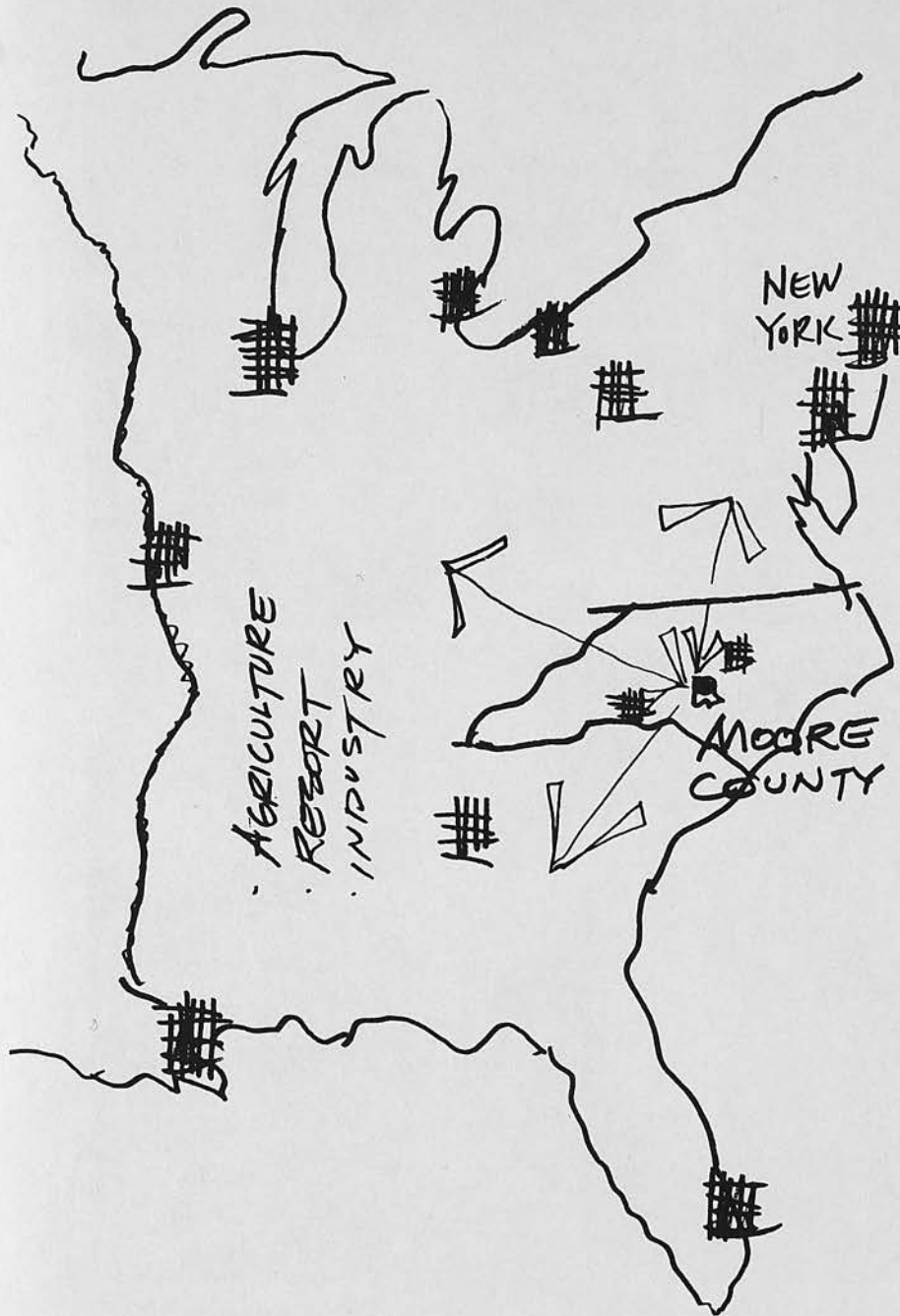
THE COUNTY AS A FULL AND DIVERSIFIED  
PATTERN OF TOWNS IN NATURE, EACH  
HAVING ITS OWN INDIVIDUALITY, RELATED  
TO A WHOLE, WITH BETTER TRANSPORT  
AND COMMUNICATIONS



# FUTURE POTENTIALS (towns)

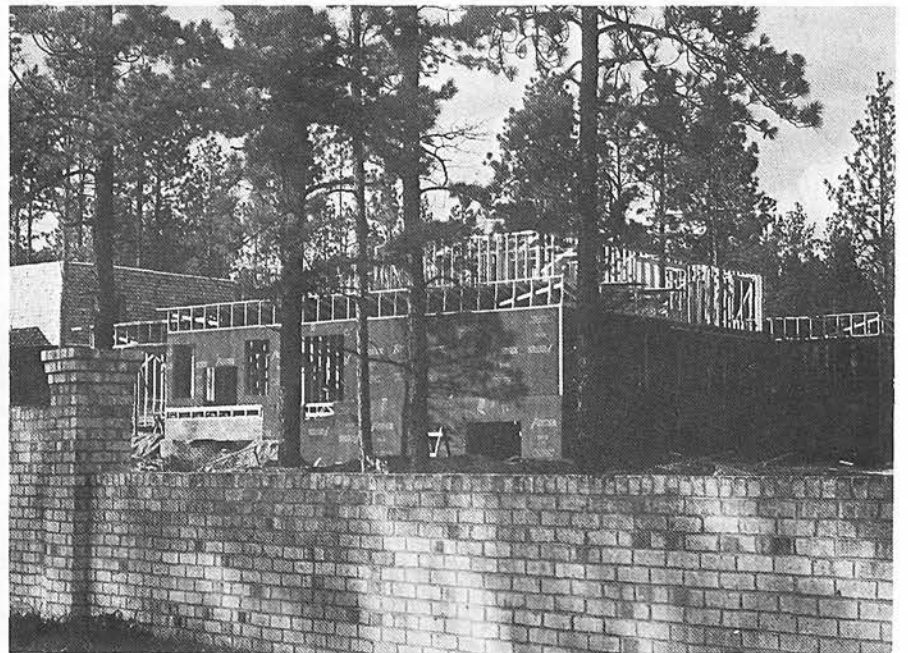
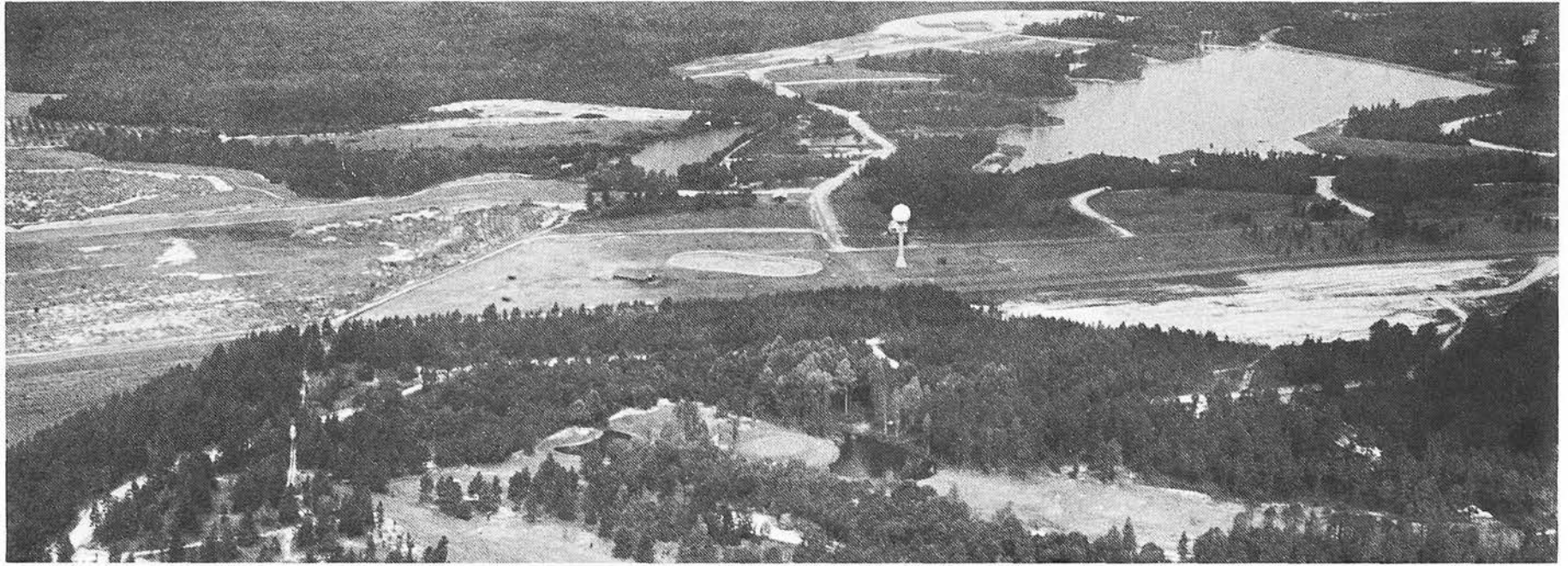


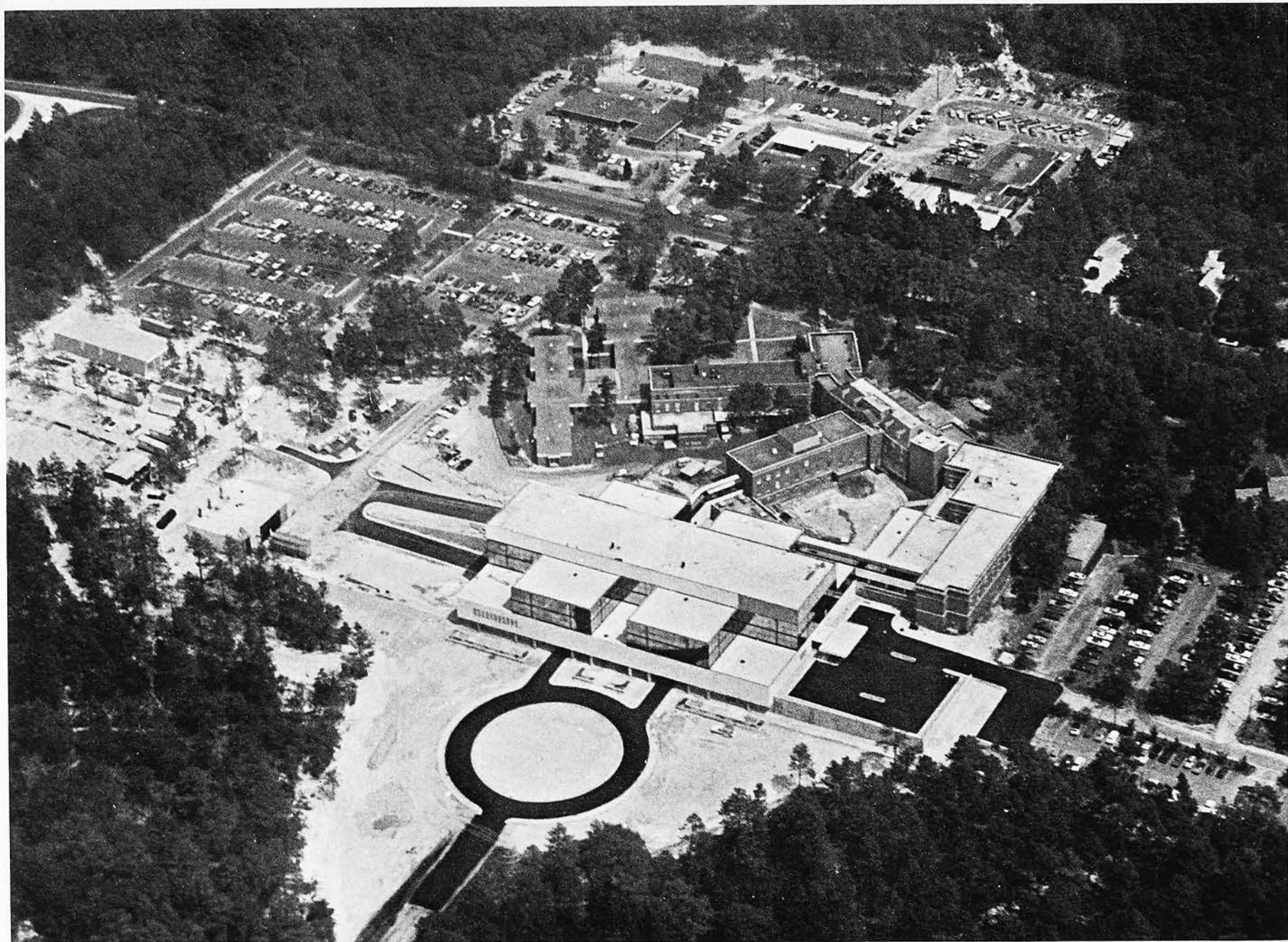
## THE FUTURE



Moore County is in the process of creating an opportunity both to take stock and to look toward the future. Using this opportunity effectively is no simple matter. The county is attractive precisely because of its diversity--but this variety makes it difficult to view the county "as a whole" and to consider the full implications of what is and what might be. And, of course, Moore County is becoming more complex as time passes. The richness of the county has an underlying order, however, and appreciating this order is critical for understanding the county as it is and for guiding its future course.

The county is closely linked to other areas of the state and to the country as a whole. To a considerable extent, these ties have shaped what the area has become. Their impact must be anticipated if the county is to influence the character and quality of life in the future. Agriculture, (including farming, forestry, and livestock), industry (especially manufacturing), and services (particularly medical, resort, and banking) have been the main economic links between Moore County and the surrounding region. As each of these links changes--or fails to change--many aspects of county life will be affected. The task facing the county in the years ahead is to anticipate these effects in detail so that opportunities may be seized and potential problems minimized.







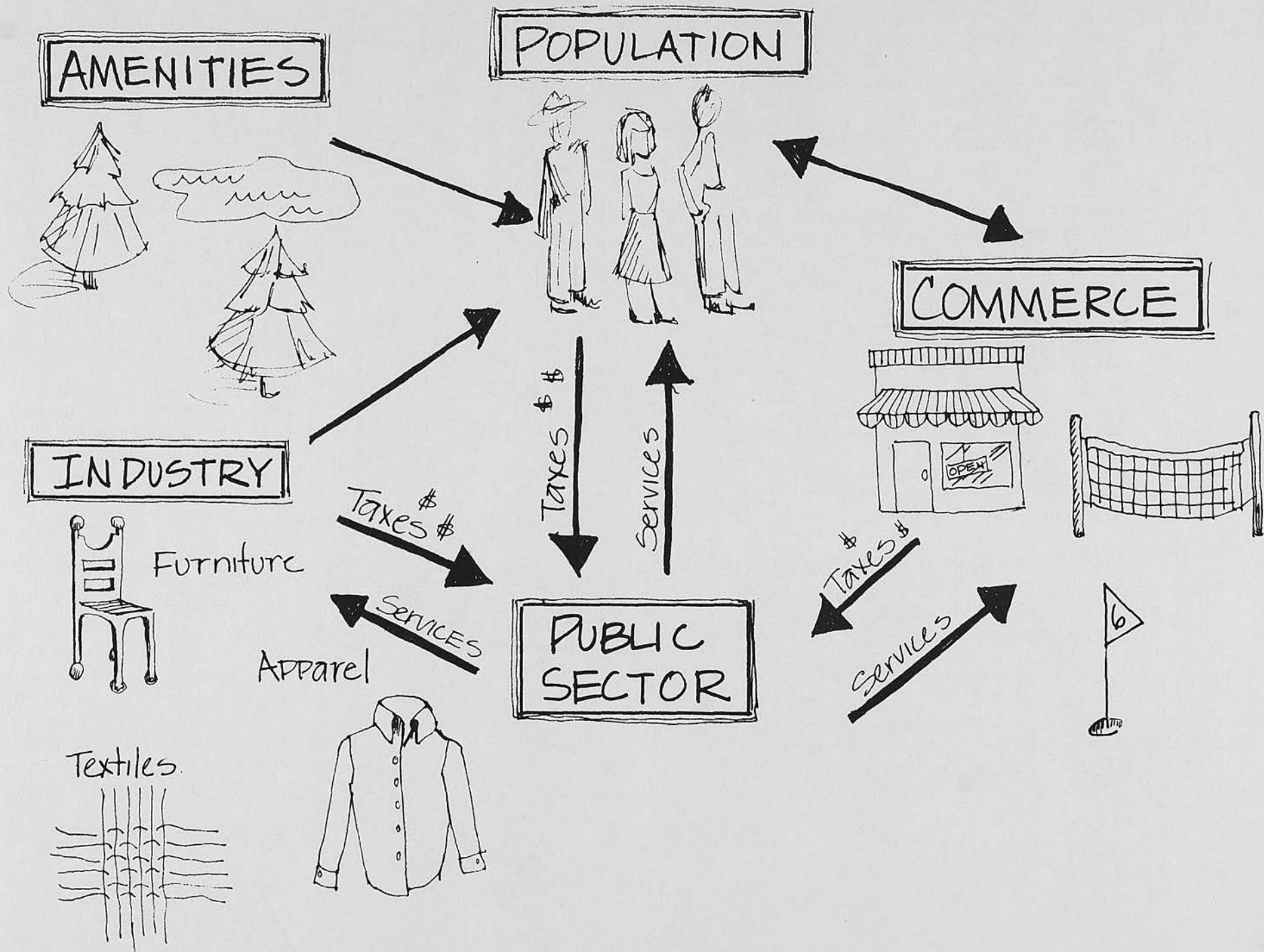
The nature of the basic economic activity in the county influences at least six aspects of county life:

- \* the size and composition of the population in the county,
- \* the number, level and variety of employment opportunities,
- \* the level of income earned by county residents and businesses,
- \* the level of tax revenues generated in the county and its incorporated towns,
- \* the quantity and quality of public services provided to residents, visitors, and business establishments, and
- \* the physical development and character of the area.

Each of these six will, of course, affect the others. Considered together, they will also affect the suitability and desirability of the area for different kinds of basic economic activity. Equally important, they will affect the range and variety of public and private services that will be demanded in the county through their effect on the age and income of income of the county's population.

Two features of the county economy seem to be particularly important: stability and opportunity. One way to insure both stability and opportunity is to aim for economic diversity. Taken one at a time, some types of economic activity are relatively stable. They do not vary greatly with the fluctuations of the business cycle in the country or the region, and their degree of importance in the county is relatively easy to anticipate. Agricultural activity is of this character.

Other kinds of businesses have a less certain future. The textile industry is vulnerable to competition from abroad, and the emergence of a new technology may change the number and skill level of employees in the industry even if the sales of the industry are constant over time. Similarly, certain facets of the resort business--like the construction of second homes--may be highly sensitive to business cycle fluctuations. Equally important, the number of these homes that will be demanded and the timing of that demand are both subjects surrounded by considerable uncertainty. If the economy of the county as a whole is to be relatively stable, the destabilizing effects of the relatively volatile businesses in the county must be counter-balanced either by stable businesses or by firms that respond in different ways to changes in the business cycle. This kind of balance in the economy not only provides a degree of employment and income security for large segments of the county; it also helps create a wider range of job opportunities.



Increasing the variety of employment opportunities can be expected to have several consequences. For example, the chances for an individual to be upwardly mobile economically are likely to be increased. This, in turn, may make the county more attractive to young people. Developments like these--frequently mentioned as desirable by people in the county--may also require the county to change in unanticipated ways. If the area attracts more young families, or if low-wage workers upgrade their skills and thereby increase their incomes, different kinds of housing (garden apartments, for example) may be demanded. Additional public and private services may also be required if the quality of life is to be maintained: shopping, recreation, public transit, sewer and water service, etc. The provision of more varied housing or of different services must be anticipated as the county considers zoning or other restrictions on residential density and/or commercial development.

## INDUSTRIAL DEVELOPMENT

The county faces common problems connected with industrial growth as it seeks to find answers to how to stimulate growth, cultivate the most desirable growth, and insure that industrial growth does not adversely impact the resorts in the area. Some initial steps have been taken by the county as evidenced by the formation of the Economic Development Committee. If the county's actions are not able to influence the future pattern of industrial growth the following may result:

- \* Continuation of low-paid and low skilled-jobs.

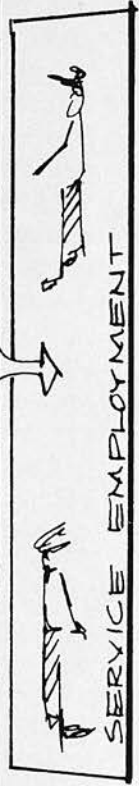
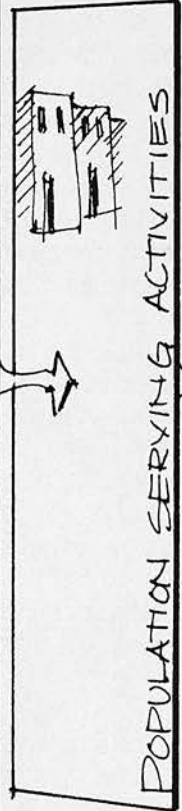
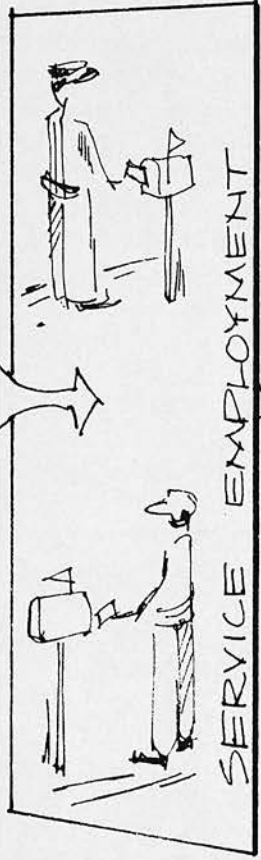
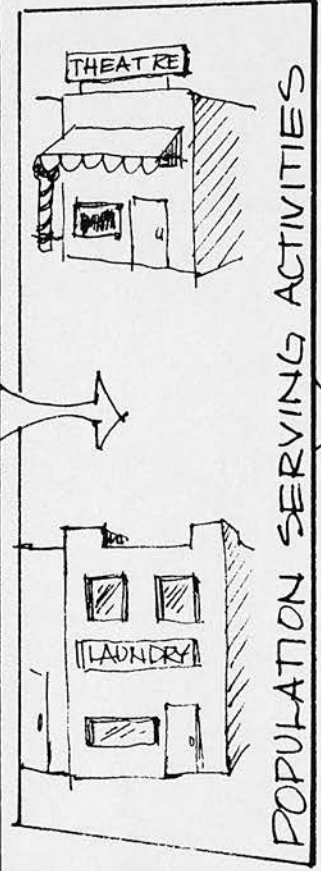
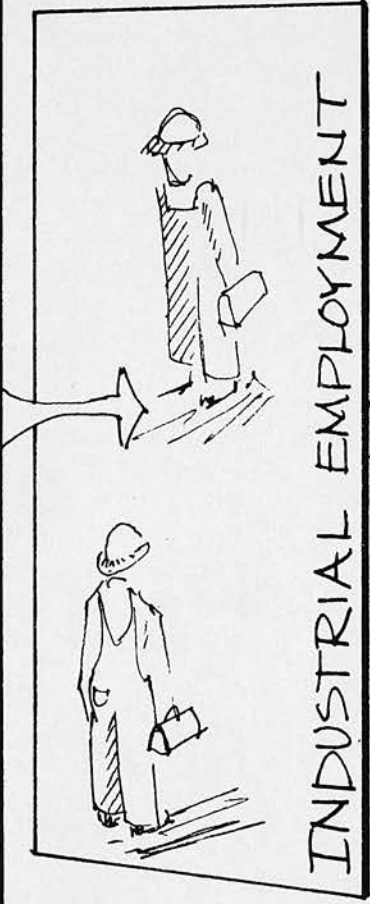
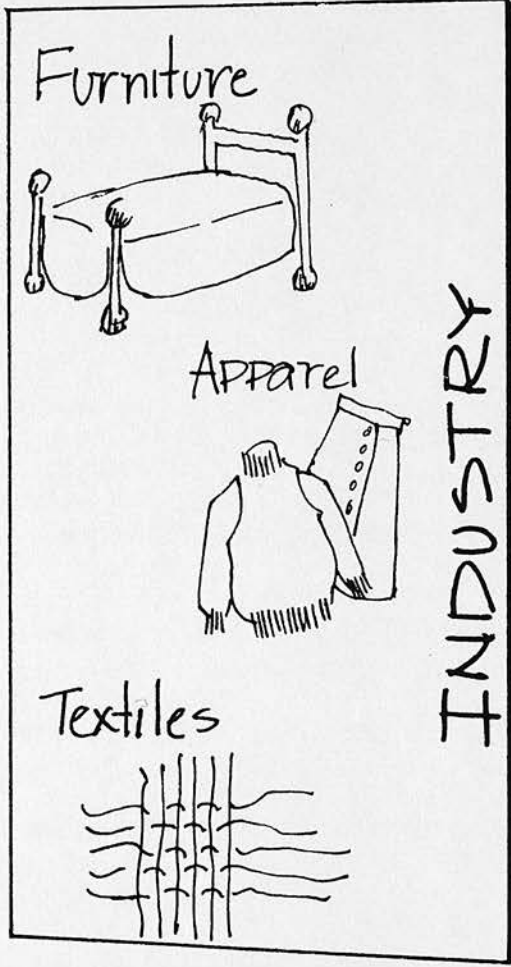
- \* Continuation of unstable employment opportunities as the industries expand and contract or cease operation in response to national or regional economic influences.
- \* Young persons will continue to leave the area in search of job opportunities.

If the county is able to alter the present mix of industrial development a natural consequence may be the resolution of the problems discussed above.

By overcoming the problems of low wages and skill jobs, cyclical employment and limited opportunities, the economy may be able to reach a certain self-sustaining process of development. The critical ingredient here is that with the advent of the initial industries that break away from the established pattern new resources will begin to be created. This is particularly important as it relates to job skills and wage levels.

Once the resources of skilled workers and the corresponding opportunities of advancement and mobility are provided, the county will truly be able to appeal to a broad array of employers based on natural and human resources, in addition to the area's unique quality of life.

In support of the primary industries--e.g. textiles, furniture and resorts--the economy provides services ranging from business services, personal service establishments, retail stores and the like. The central business district (CBD) is basically a



collection of these service establishments. As such its future role can be critical to the communities' ability to grow and develop.

## POPULATION

### PAST AND FUTURE TRENDS

The patterns of population concentration and growth reflect the changing economic activity of Moore County. Thus prior to the development of the resort and industrial centers in the Sandhills, the major concentration of population was in the northern clay country. The shifting of economic activities to the southern areas in the last century has resulted in a shift in the population from north to south.

The character of population also reflects the industries, amenities, institutions and services that are provided. Resort development results in a higher proportion of elderly; providing facilities for industrial development may increase the number of skilled workers or of young families. Correspondingly, changing population will also result in new demands for institutional services that may or may not be anticipated.

Careful examination of population growth rates over the past sixty years suggest the impact of the national economy on Moore County's growth. There was considerable growth during the twenties; this trend slowed during the decades of the depression and World War II and has increased again in recent decades.

While there are things that Moore County can do to shape and attract population, it is dependent on outside forces such as the changing demand for textiles or furniture, the competitive ability of Moore County as a resort area, and the state of the national economy. Several population projections have been made. The wide range of these estimates (all calculated on reasonable statistical assumptions), coupled with the dependence of Moore County's growth on external forces, suggests that considerable care should be taken in developing plans that are based on such projections.

### PRIVATELY PROVIDED SERVICES

In projecting the future of the commercial districts based on the Team's observations of the area and a broader understanding community development, two approaches are taken: 1) What will the future be if no action is taken, and 2) What will the future be if private and public actions are instituted. If the CBD's are left to private sector resources and initiatives, with whatever support can be drawn from the public sector, the following conditions may develop:

- \* A departure of the main store in downtown Aberdeen.
- \* The gradual demise of other stores in the Aberdeen CBD.
- \* As financial pressure develops on the store owners, maintenance will be deferred and the appearance of store fronts will decline.
- \* Sales will decline and tax revenues will decline proportionately.

- \* The Aberdeen Municipal building and library will become increasingly isolated from the focus of community activity.
- \* Aberdeen's appeal as a complete community with its own identity will be reduced.
- \* Key stores that now act as the major attractions will leave downtown Southern Pines.
- \* Retail sales and tax revenues will decline.
- \* Shoppers will become increasingly drawn to the more convenient shopping centers.
- \* Southern Pines will retain its character derived from the interplay of the landscaping, railroad and building scale, but the appeal of the area will be more directed to tourist trade and thus increasingly susceptible to seasonal patterns.
- \* As the Southern Pines area loses its market support from local residents, the function and use of the municipal center and recreation facilities will decline.
- \* As sales decline store maintenance may be deferred which will adversely impact the image of the area.
- \* Since the Southern Pines retail area is drawn out in a linear fashion along several blocks, the continuity of stores to insure that shoppers are drawn along this row of stores is very critical. The departure of stores, creating gaps along this line, will act to fragment shopper

activity.

If, on the other hand, a concerted effort is made for the improvement or stabilization of the downtowns, they may continue to serve and grow with their communities. The problems facing the CBD's are not insurmountable. They have been overcome in other towns and they can be dealt with effectively here. To accomplish this, however, the problems have to be first recognized by all parties and have to be understood as a community problem, not just as the problem of individual merchants.

Given the realization and acknowledgement of the problems and opportunities of the downtowns, certain tools can be applied and actions taken to insure the continued role of the CBD's. The actions recommended are not difficult as they deal with existing resources and may require only minimal outlays of funds. They are designed to address the most basic issues of this problem: competition. Shopping centers attract customers on the basis of store offerings and by providing convenient access and parking.

Implementation of the following recommendations will substantially strengthen the competitive position of the downtowns:

- \* Improved parking for shoppers this is an old subject and has been studied before but the need should be understood as concern not just for merchants and shoppers but also for municipal government. Cooperation is needed here for planning and financial support.
- \* Improved lighting of streets and parking lots.

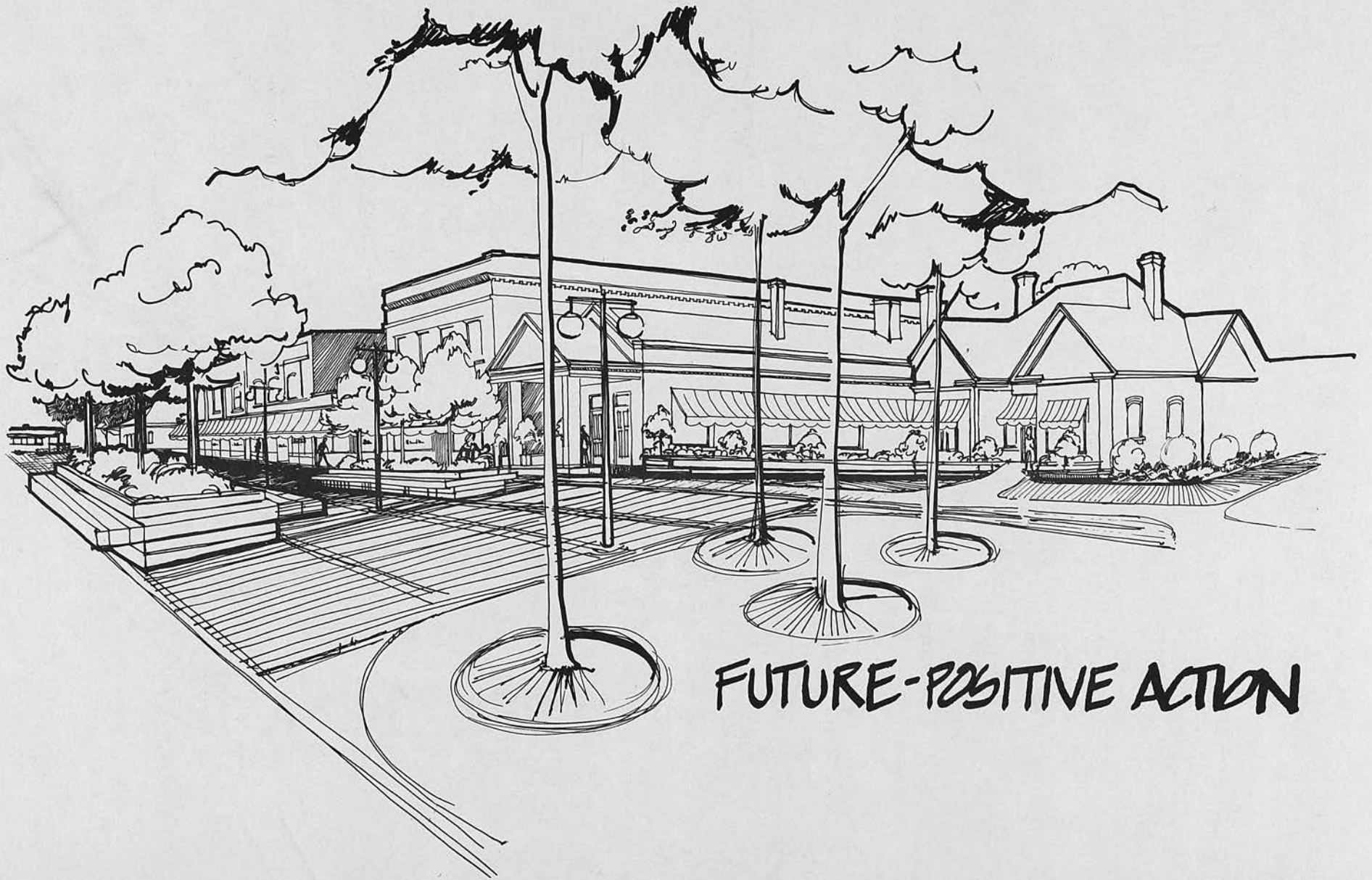


**EXISTING CONDITION**



FUTURE - NO ACTION





**FUTURE-POSITIVE ACTION**

US # 1

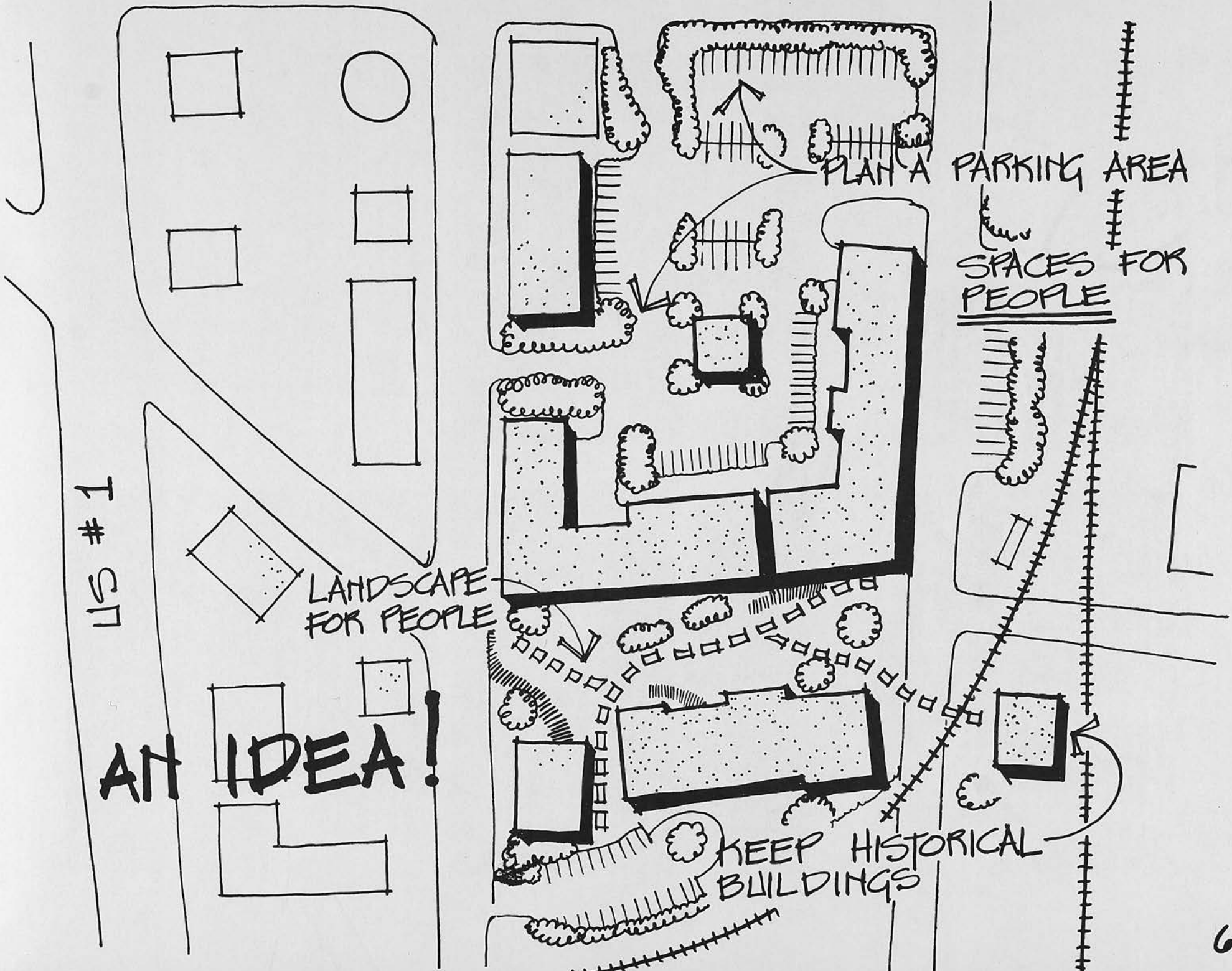
AN IDEA!

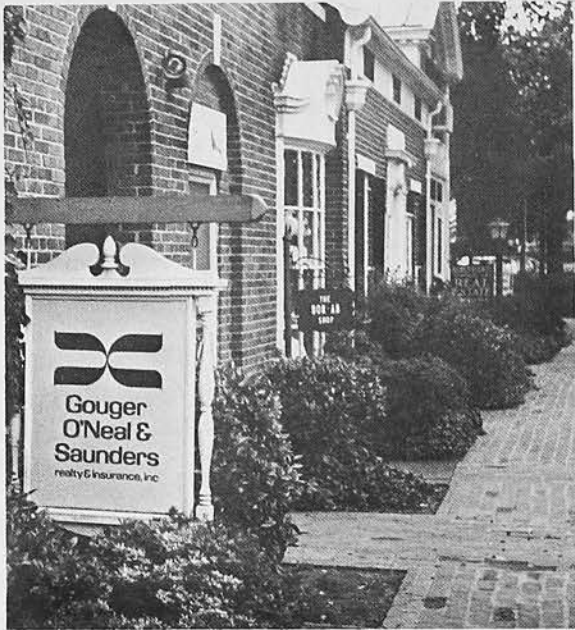
LANDSCAPE FOR PEOPLE

PLAN A

PARKING AREA  
SPACES FOR PEOPLE

KEEP HISTORICAL BUILDINGS





- \* Landscaping of street and undeveloped lots to tie the commercial district together and serve as a unifying visual theme.
- \* Improved signing. This is not critical in the case of Southern Pines but with Aberdeen improved signing on U. S. 1 may act to draw attention to the location of the business district.
- \* Improvement of building facades would have an uplifting impact on Aberdeen where storefront deterioration has begun.
- \* Improved pedestrian circulation. In the case of Southern Pines the installation of a mid-block cross over on the railroad line would foster easier pedestrian movement from one side to another.
- \* Improved pedestrian movement in the Aberdeen CBD might be accomplished through the creation of a pedestrian mall on Main Street between the library and the old railroad station. This would have to be created in conjunction with the addition of off street parking.

These actions will require commitments from both sectors. As such there is the natural reluctance on the part of each party to take these steps independently of the other. As a way to insure these actions are taken cooperatively, it is recommended that a written agreement be developed between the merchants and the town. Such an agreement may recognize the CBD as a special district within the town and as such require a commitment from both parties. Generally stated a special district may require the following:

- \* Town control of exterior building appearance and condition
- \* Possible control of uses or store types in the CBD to insure that all facilities work to insure the strength and vitality of the downtown.
- \* Commitment from the town towards infrastructure improvements as they may relate to parking, landscaping, traffic and pedestrian circulation.

## PUBLICLY PROVIDED SERVICES

If the quality of life in Moore County is to be maintained--or even enhanced--the growth in population must be matched by an expansion of both publically provided services as well as privately provided ones. If the composition of the population changes, it is quite possible that the mix of services that are offered will need to change as well. Such changes in services could easily affect the pattern of land use, the level and kind of commercial activity, and the size and composition of the budgets of the county and its municipalities. Ultimately, the level at which some critical services are provided may exert a strong influence on the attractiveness of the county to industry, on the ability of the county or its towns to limit land development through utilizing regulatory tools, or on the organization of governing units within the county.

The issue of service provision is not limited to potential demands. The county has been growing quickly, especially in the Sandhills area. Some

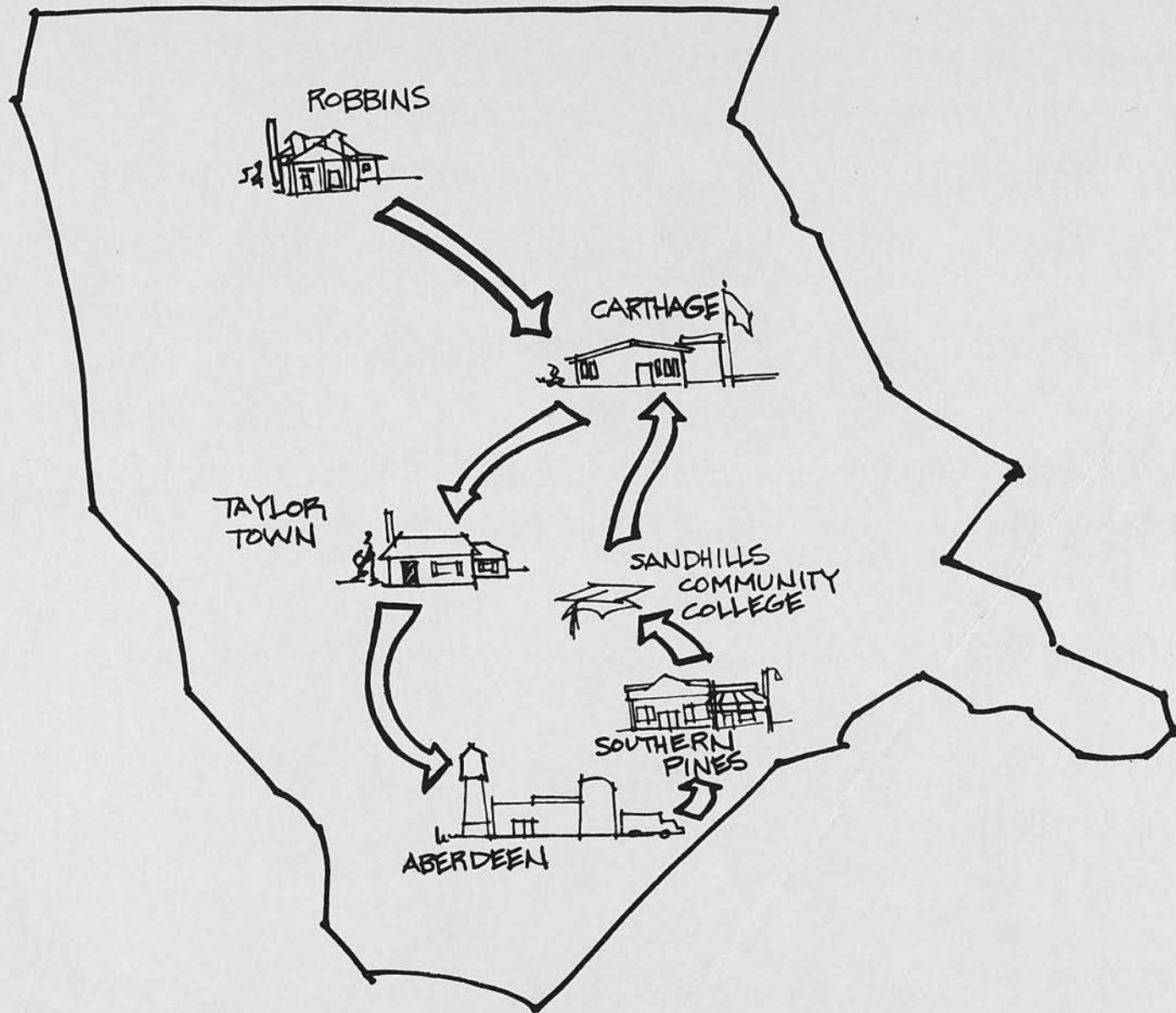
public and private services have kept pace with this growth reasonably well. Partly because of stable school-age populations in recent years, and partly because of the quality of school management, educational services in the county are of relatively high quality. The quality of health care is also a point of strength. Some services are being expanded, for example, public water supply and sewage, but the equitable provision and availability of these services is not entirely clear.

The most frequently voiced demand for additional services, however, comes in the area of transportation. Even services that are offered at a high level of quality are frequently available only at locations that are difficult for potential users to reach. In some cases, this problem could be partially solved by decentralizing the provision of services: more social service centers could be opened, a small branch of the county health clinic could be opened in the southern part of the county, and so on. As long as Moore County remains sparsely settled, however, decentralization can never be more than a partial answer--and for services that must be offered at a large scale, like the Community College, it is not even a partial answer.

The demand for some form of transportation to supplement the private automobile is unlikely to decline. If the Sandhills area continues to be attractive as a retirement area--and this seems likely--the proportion of the population over sixty years of age will tend to increase. This tendency will be reinforced to the extent that young households are not attracted to the area. The elderly, particularly the elderly poor, are likely to constitute a hard-core demand for some form of transit. This demand is supplemented by the

demands of the poor (who cannot afford cars), second workers (who may not be able to afford a second car), and children. It is highly unlikely that the travel demands of these specific disadvantaged groups can be satisfied without some public action at the county level.

A wide range of small-scale transit options have been instituted on an experimental basis in different locations around the country. The investigation that has been begun to select a strategy that might be viable for the county should be more vigorously pursued. Dial-a-ride, reserve-a-ride, volunteer drivers available on an on-call basis, jitneys, smallbusses operating on a fixed route, and school busses (rented from either public or private schools) are all options that might be considered. If fixed route service is used, care must be taken to insure that low-income population centers are connected to shopping, health care, social services, and possibly employment centers. In this case, as in many others, thoughtful use of outside funding sources might allow the provision of such service at reduced cost to the county.

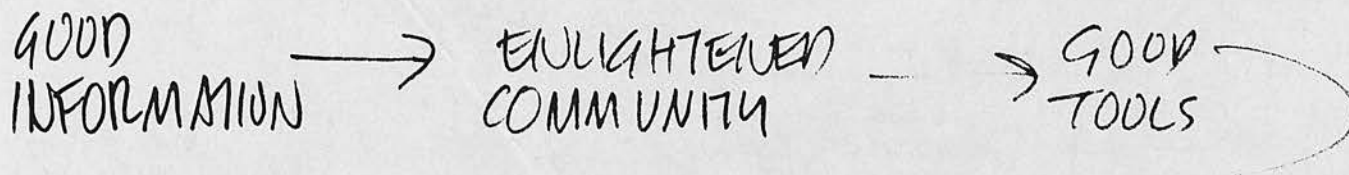


# TOOLS

THERE ARE A NUMBER OF TOOLS AVAILABLE FOR DIRECTING GROWTH, CORRECTING ERRORS, AND PRESERVING SOUND AND HEALTHY AREAS, AND THEY ARE ENUMERATED IN THIS REPORT...

BUT THERE ARE SOME NEW CONCEPTS, AS WELL, SUCH AS A QUASI-PUBLIC LAND DEVELOPMENT INSTRUMENTALITY -- A BRIDGE BETWEEN PRIVATE DEVELOPMENT AND PUBLIC OBJECTIVES.

IN ANY CASE, WHAT WE'RE TALKING ABOUT, IS :



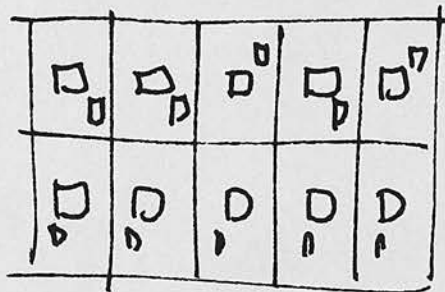
A GREAT FUTURE for **MOORE COUNTY**

# AN ALTERNATIVE DEVELOPMENT SYSTEM

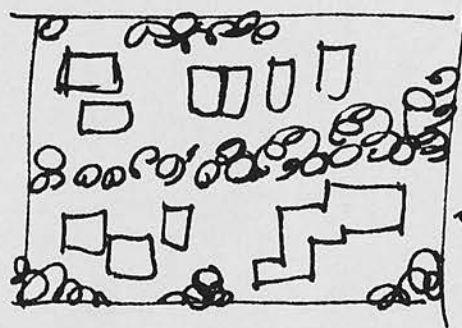
--AN ALTERNATIVE AND INNOVATIVE WAY TO  
ACHIEVE COMPATIBLE LARGE SCALE DEVELOPMENT.

BEFORE WE BEGIN TO DESCRIBE THE CONVENTIONAL  
DEVELOPMENT CONTROLS NOW IN USE, WE WOULD  
LIKE TO SUGGEST ONE WITH MUCH GREATER POTENTIAL  
FOR INNOVATION, AND FOR CREATING THE DIVERSITY  
CHARACTERISTIC OF OLDER COMMUNITIES.

INSTEAD OF THIS ...



WE COULD GET THIS : ...



→ MORE  
LIKE  
PINEHURST !

INSTEAD OF HOMOGENIZED COMMUNITIES WE COULD GET  
MORE VARIED ONES.



WE PROPOSE THE ESTABLISHMENT OF A  
"PUBLIC DEVELOPMENT AUTHORITY" (PDA).

BROADLY SPEAKING, IT WOULD PERMIT THE COMMUNITY TO HAVE A MORE EFFECTIVE ROLE IN COMMUNITY DEVELOPMENT. IT WOULD BECOME A PARTICIPANT RATHER THAN AN OBSERVER. IT WOULD BE ABLE TO TRANSLATE GENERAL HOPES INTO SPECIFIC CONSTRUCTION.

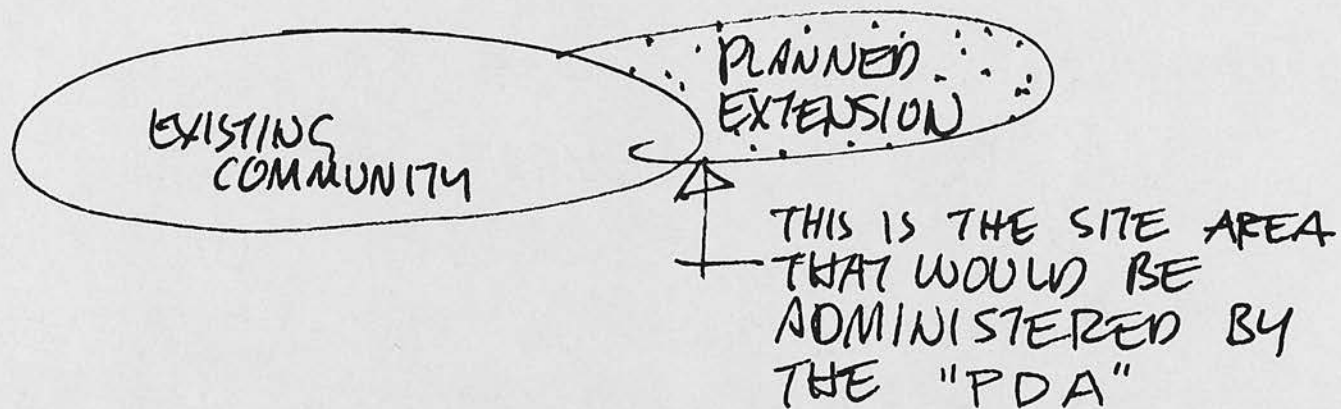
SIMILAR TECHNIQUES HAVE BEEN UTILIZED TO BUILD PUBLIC FACILITIES, COLLEGES, AIRPORTS, UTILITIES, AND TO ENCOURAGE ECONOMIC DEVELOPMENT. INDUSTRIAL PARKS HAVE BEEN INITIATED THIS WAY.

THE PDA'S OBJECTIVE WOULD BE TO:

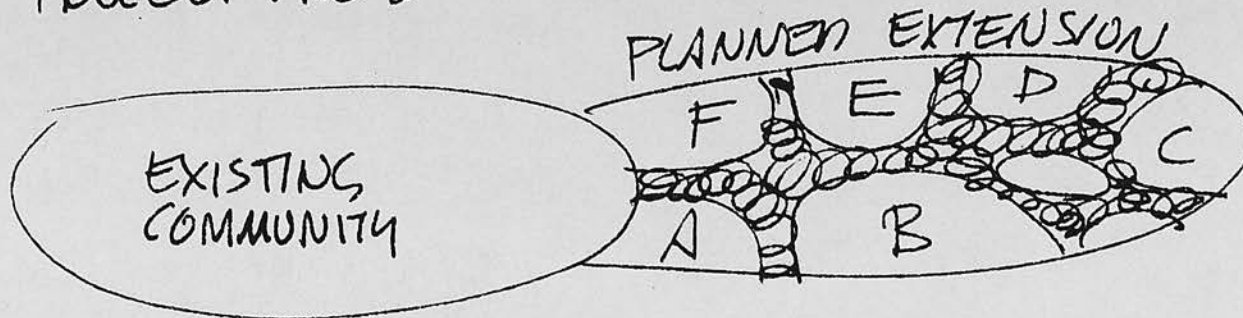
- (A) ASSURE THAT LARGER COMMUNITY INTERESTS ARE SERVED, TRANSLATED INTO REALITY.
- (B) REMOVE UNPRODUCTIVE BURDENS ON DEVELOPERS BY ASSEMBLING AND PLANNING SITES, ENABLING THE DEVELOPER TO BE MORE INNOVATIVE.
- (C) TREAT DISPLACED AND INCONVENIENCED PEOPLE MORE FAIRLY.

THE PDA'S OPERATIONS WOULD BE TO:

- (A) ASSEMBLE SITES.
- (B) REFINE AND DEVELOP GENERAL COMMUNITY PLANS INTO SPECIFIC SITE DEVELOPMENT PLANS.
- (C) ISSUE PERFORMANCE SPECIFICATIONS -- DRAWINGS AND WORDS -- TO DESCRIBE FOR THE DEVELOPERS WHAT IS WANTED. PLENTY OF LATITUDE FOR INTERPRETATION BY DEVELOPERS WOULD REMAIN.
- (D) CONTRACT WITH DEVELOPERS, AND OVERSEE THEIR WORK.
- (E) COORDINATE THE PROVISION OF PUBLIC UTILITIES AND SERVICES.

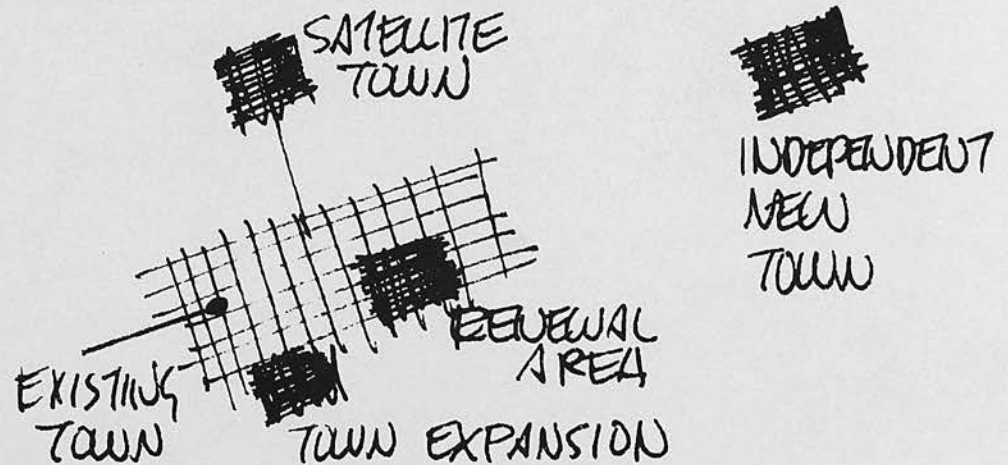


# PROCEDURE :



THE PLANNED EXTENSION WOULD BE SUBDIVIDED INTO DEVELOPMENTAL "ENTITIES", EACH CONTAINING A COMBINATION OF HOUSES, SHOPS, PLACES OF WORK AND/OR COMMERCE, COMMUNITY FACILITIES -- OR WHATEVER. AND DEVELOPERS, ON CONTRACT, WILL BUILD THEM. MEANWHILE, THE PDA WOULD COORDINATE PUBLIC SERVICES AND UTILITIES. THE PLANNED EXTENSION WOULD BE DEVELOPED PIECE BY PIECE UNTIL COMPLETE, AND AS NEEDED.

THE SYSTEM  
COULD APPLY TO  
SEVERAL DIFFERENT  
NEEDS AND  
CIRCUMSTANCES



## AN ALPHABET OF TOOLS

In this section of the R/UDAT report we have attempted to quickly catalogue and describe traditional regulatory tools for directing (controlling) land use which have been employed, or are under discussion, in numerous communities throughout the nation. We are not suggesting that any of these particular techniques are desirable in Moore County. Rather, we believe that they should be reviewed and further information assembled to determine whether they make any sense for development decisions in this jurisdiction. (It should be noted that the North Carolina general statutes and constitution also should be reviewed to ascertain whether statutory authorization or constitutional amendment are required prior to implementation of any of these tools.)



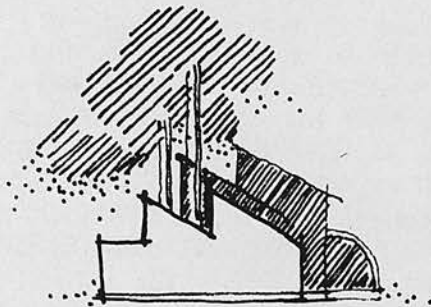
### AGRICULTURAL PRESERVATION

Issue Description: The issue of farmland conversion was raised in our discussions with concerned citizens in Moore County. Two sub-questions were mentioned. The first was the absolute loss of prime farmland to other uses. The second involved the intrusion of residential development in agricultural areas.

Regulatory Land Use Techniques: At least two broad categories of governmental responses have been utilized to address the phenomena sometimes called the "agricultural impermanence".

Exclusive Agricultural Zoning: The zoning authority in cooperation with the Soil Conservation Service and the State Agricultural Extension Service (County Agricultural Agent) could identify "prime agricultural areas" (by soil type or class) or agricultural areas desired to be retained. These lands could then be placed in an Agricultural Preserve. Future developmental uses for other than agricultural purposes (and farm-residential or ancillary uses) could be prohibited or strictly restricted.

Preferential Tax Treatment: Note: This would probably require statutory authorization, or perhaps, amendment to the State constitution. This technique, which has been widely utilized throughout the United States, would direct the tax assessor to value lands actively devoted to agricultural uses (including forestry) at their farmland rather than speculative developmental value. Safeguards are needed to prevent extreme tax shifts to non-qualifying taxpayers and land speculation.



AIR POLLUTION  
CONTROL

Issue Description: A number of persons who spoke with the team indicated that they believe that it would be desirable to attract additional and more diverse employers to the county. However, it was emphasized that it was "clean" industry which was being sought -- that air pollution would be inconsistent with the predominant recreational based industry.

Regulatory Techniques: While the federal (EPA) and the state governments are concerned with the control of air borne contamination, there may be a possible role for Moore County or its



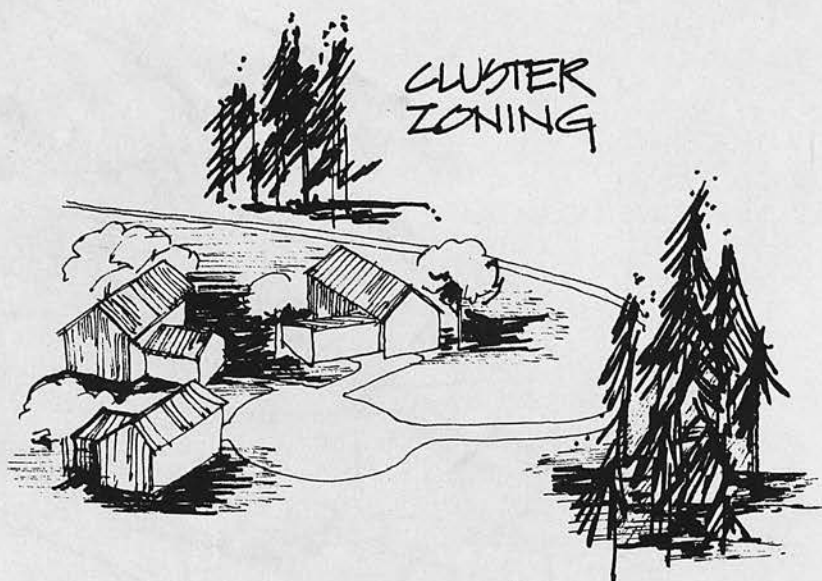
## BIKEWAY PLANNING PROVISIONS

constituent municipalities. Performance standard requirements in zoning ordinances have been utilized by a number of communities to assure that the prospective industries will not discharge offensive amounts of air pollution.

Issue Description: It has been observed that too much space in the nation's cities and suburban areas has been allocated for private automobile traffic to the detriment of other modes of transportation and pedestrian travel. The weather and topography of many portions of Moore County appear well suited for bicycle travel. We were advised that substantial planning for the bikeways has already been undertaken. Particularly in light of the increasing prices for gasoline, the presence of the recreation industry and the lack of public transit opportunities, serious consideration should be given to implementing bikeway proposals.

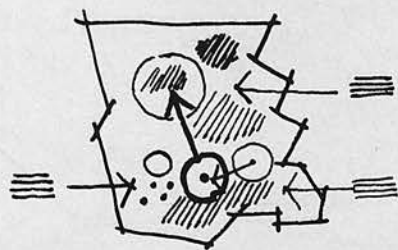
Regulatory Techniques: The shoulders of some existing roads could be prepared for bikeway uses. Signs and routes could be designated to promote use. At downtown areas, public facilities and other places which might be reached by bicycle special parking and locking facilities could be provided. It might even be possible for the county, local governments, or merchants' associations to institute an experimental plan for providing a small number bicycles for public use within certain specified area (for example, downtowns). A person could use these specially designated bicycles for travel in or between the designated areas and return them at specified parking places. Regulations could be adopted to require that developers in new developments give due consideration to pedestrian and bicycle travel

in the proposal.



Issue Description: One of the principal criticisms of traditional grid pattern developments is that they tend to create uniform and uninteresting visual images. We were pleased to observe that many examples of this problem are not currently present in Moore County and in fact careful efforts have been taken to assure that developments blend with the natural setting.

Regulatory Technique: A number of communities throughout the nation, in their land use regulations, have permitted developers to depart from standardized minimum lot size, minimum side and rear yard requirements under specified circumstances. For example, rather than requiring each dwelling unit to be placed on a one acre plot developers could be permitted or encouraged to group or cluster the units on a smaller portion of the tract and dedicate the remainder for common open space. This technique can result in more interesting designs, protect the environment and lower utility installation and construction costs.

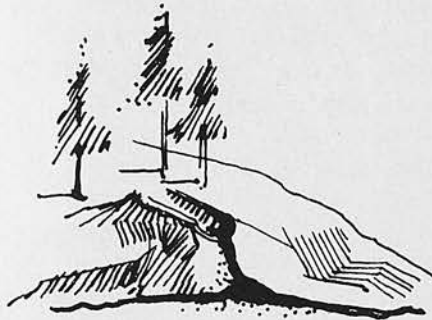


COUNTY  
COMPREHENSIVE  
PLAN

Issue Description: One of the fundamental and most important land use techniques is comprehensive planning. Generalization concerning this process is difficult - various forms have been adopted by particular users. It is sometimes called a "master plan", or alternatively, it is used to describe

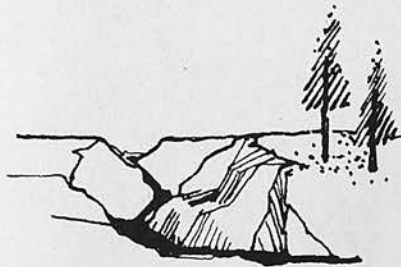
the "master plan" and "land use regulations".

Regulatory Technique: The plan is designated to respond to the question: "how shall we grow"? It often consists of a narrative and detailed statement of objectives concerning future community development and may be accompanied by maps and illustrations. Many plans are subdivided into elements which concern areas such as housing, recreation, public facilities, transportation and land use. Two very important issues concerning the plan are: (1) the need for effective public participation in its formulation and (2) the requirement that it be periodically updated. The Moore County Sketch Plan and the various objectives of constituent municipalities and organizations could serve as the foundation for the process of comprehensive planning.



## DRAINAGE REQUIREMENTS

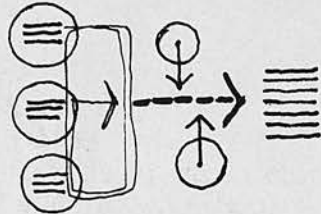
The issue of proper drainage in developments should be addressed during the planning process. Particularly in larger developments surface water runoff can be a problem if it is not considered prior to construction.



## EROSION CONTROL REQUIREMENTS

Erosion and sedimentation can be serious problems and adversely affect the integrity of the water resource. The Soil Conservation Service (USDA) has been helpful to many communities in addressing these issues.

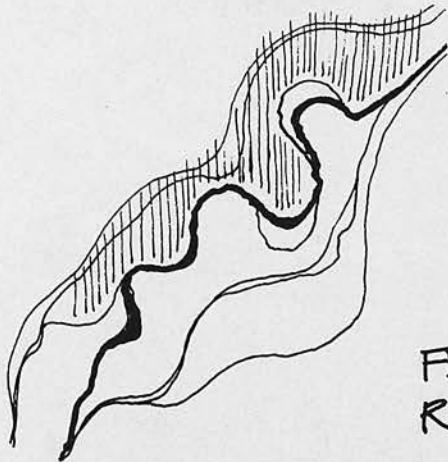




## ECONOMIC IMPACT ANALYSIS

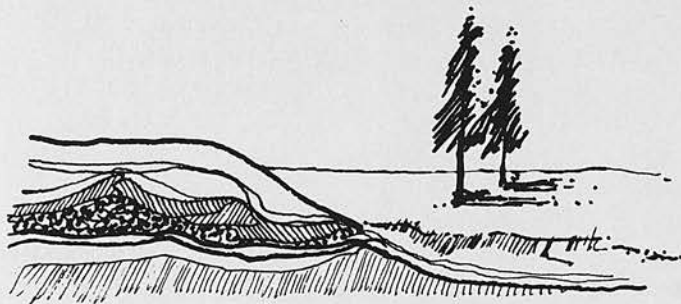
Issue Description: Many communities throughout the country are beginning to question the pace and composition and their economic growth and development. These concerns have been the result of financial pressure on municipal budgets and the spiraling increase in local real estate taxes. Moore County has been fortunate to date in that the expansion of the tax base has been sufficient to increase tax revenues. Future growth may, however, have different implications for fiscal stability.

Technique: Fiscal and economic impact analysis can provide the local community with an estimation of the impact of specific projects or growth policies. Such studies may evaluate the private sector impacts such as jobs, income, retail expenditures, housing requirements and public sector impacts in the areas of tax revenues and the cost of municipal services required by the proposed development. These analytical techniques are most useful in evaluating large-scale developments that involve the potential for substantial alteration of the community economic base.



## FLOOD FLAIN REGULATIONS

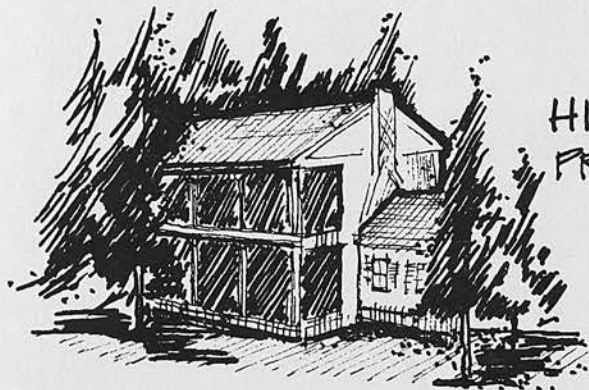
Issue Description: Flood plains are the areas adjacent to surface waterways which act as natural sponges during high flow period. Such areas which are subject to periodic flooding are not consistent with intensive development. However, they are well



### GROUND WATER PROTECTION

suited for many agricultural, recreational and similar uses. Development of flood plains with incompatible uses increases the danger of flood losses and physical injury to the encroaching landowner and downstream riparian owners. Regulatory Technique: The Moore County Sketch Plan indicates that flood plain delineation has occurred in the county. Land use regulations which reflect the natural limitations placed on the subject properties and permit reasonable compatible uses to continue have been adopted in many jurisdictions. Serious consideration of this technique may make sense as Moore County grows.

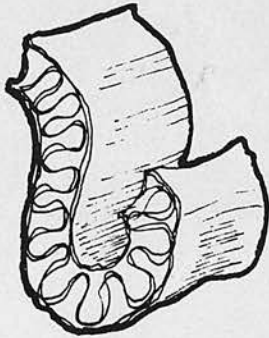
Care must be taken to prevent contamination of the ground water supply. Industrial flows containing heavy metals or toxic materials must be adequately treated prior to discharge. A program of preventive maintenance should be established to prevent spills or accidental discharges.



### HISTORIC SITE PRESERVATION

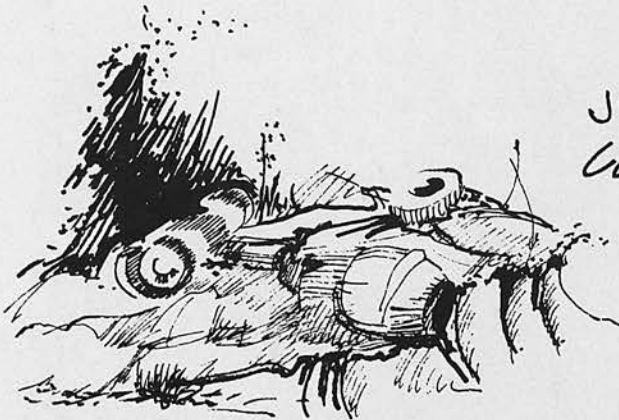
Issue Description: During this bicentennial year Americans have devoted serious attention to their heritage. This has been expressed in two ways: 1. Places of historic significance are being identified and preserved and 2. in some quarters people are questioning whether "new" is "better" -- structurally sound older buildings can sometimes be rehabilitated rather than bulldozed and replaced by less attractive and less interesting designs.

Regulatory Technique: It is apparent that Moore County has shown concern for its history by preserving a number of significant examples from its past. This effort should be continued and encouraged--by both public and private agencies as well as individuals. A survey of places of historic importance and outstanding period design should be made. Routes which link these areas as well as single maps showing their locations should be prepared and made readily available. Public and private efforts should be continued and augmented to assure that these places are preserved.



### INSULATION STANDARDS

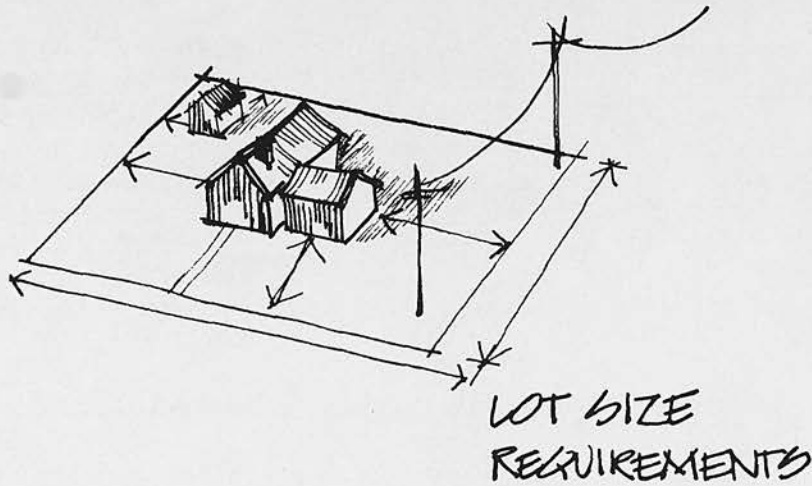
Energy conservation measures should be included in the plans for new construction. If the state uniform building code provides for the inclusion of this feature, it should be implemented. In the absence of such requirements serious consideration should be given to the adoption and enforcement of reasonable requirements at the local level.



### JUNK YARD CONTROLS

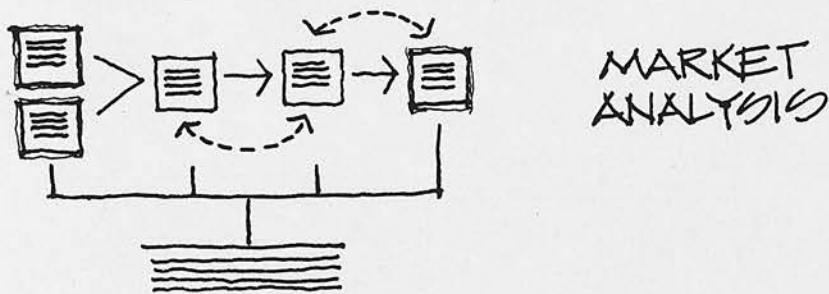
Issue Description: Junk yards or "automobile graveyards" are considered to aesthetically be offensive, particularly when they are visible from the roadway. While the public need for these facilities is well established, a number of measures to promote highway beautification could be instituted.

Regulatory Techniques: The zoning allocation of these uses to compatible areas is a common



technique. Also, in many places natural screening or buffer strips have been required.

Minimum lot size requirements for building construction have been a standard technique in most zone plans. While it has some validity in situations where there will be on-site sewage disposal or to prevent drastic fluctuations in the value of adjacent tracts, its inflexible application has been subject to sound criticism. In large developments there may be opportunities to depart from the minimum lot size requirements which would otherwise be applicable. (See discussion of CLUSTER ZONING).



Issue Description: A problem facing this community and many others is pre-maturity of real estate development. This principally includes residential and retail development and results in half completed subdivisions that scar the landscape or underutilized retail centers with vacant stores and deteriorated building facades. Premature development despoils the aesthetic qualities of the landscape, fragments neighborhoods and patterns of residential growth and further difuses community activities and interests.

Regulatory Technique: Proper planning for community growth involves more than the typical physical planning considerations. It should include

a review of the market requirements for the intended private action. A market review might assure that a true public need or demand is to be satisfied and that public services will be pre-planned to keep pace with development. This technique is most useful in the evaluation of large scale projects.

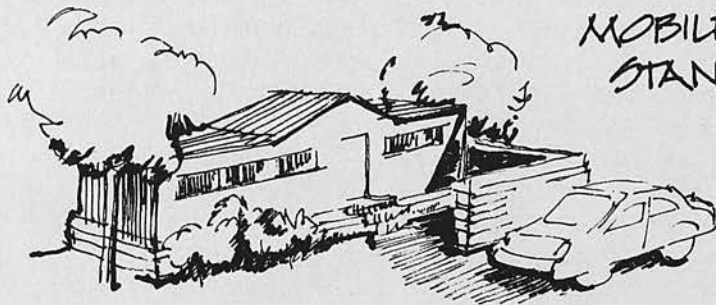
### NATURAL AREAS PROTECTION



Issue Description: Areas (relatively) untouched by man should be preserved for the enjoyment of this and future generations. While areas devoted to active recreational pursuits are important attributes of attractive communities, opportunities for nature study and appreciation should also be available.

Regulatory Techniques: A survey of natural areas desired to be preserved is a rational first step in the process. Thereafter, a variety of techniques could be employed to preserve these areas. While there are several sources of public funding for acquisition, the opportunity for private sector participation and philanthropy should not be overlooked.

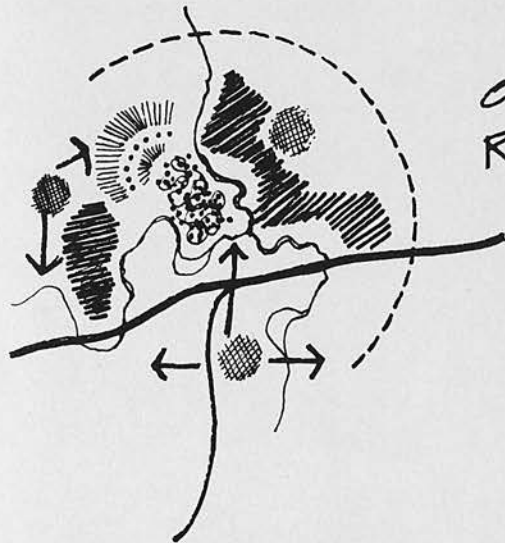
### MOBILE HOME STANDARDS



Issue Description: Mobile homes provide relatively inexpensive dwellings and are suited for a cross-section of those persons in need of decent, safe and sanitary housing. Many areas prohibit mobile homes because of a fear that they will be an ugly intrusion on the landscape. With careful planning and the adoption of reasonable standards this need not be the result.

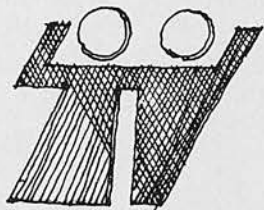
Regulatory Techniques: An attempt can be made to

identify those areas which would be best suited for mobile home development. Regulations could be adopted requiring reasonable provisions for open space, landscaping and environmental amenities.



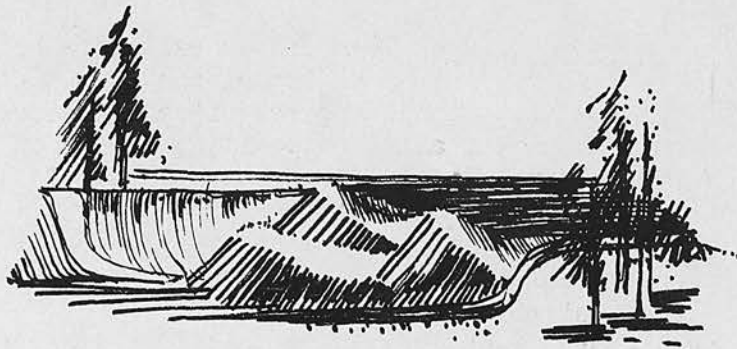
## OPEN SPACE REQUIREMENTS

It is desirable that as the community develops substantial areas of open space be retained. Opportunities for free public outdoor recreation and conservation should be provided. Finding sources, both public and private, should be surveyed to assure that adequate open spaces are acquired. In addition, there are a number of innovative techniques for retaining open spaces which also should be reviewed. Where major subdivisions are proposed, opportunities for open space retention should be given a high priority (See discussion under CLUSTER ZONING).

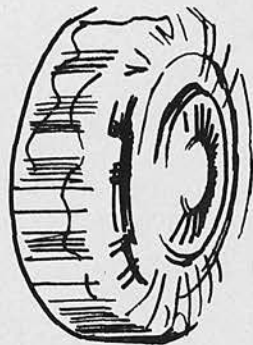


## PUBLIC PARTICIPATION

Issue Description: The formulation of development policy is an issue of concern not only to the public officials, land owners and developers in Moore County. It is of importance in some ways to every resident of the area. The effective public participation in all critical phases of the process is therefore essential. We do not suggest that this is an easy comfortable suggestion and we acknowledge that "public participation" can easily become a slogan rather than a reality. While the R/UDAT team during its short visit was able to meet with only a small segment of the population we were favorably impressed with the scope and depth of the available local abilities and resources. We urge that a sustained effort be



## QUARRY REGULATIONS



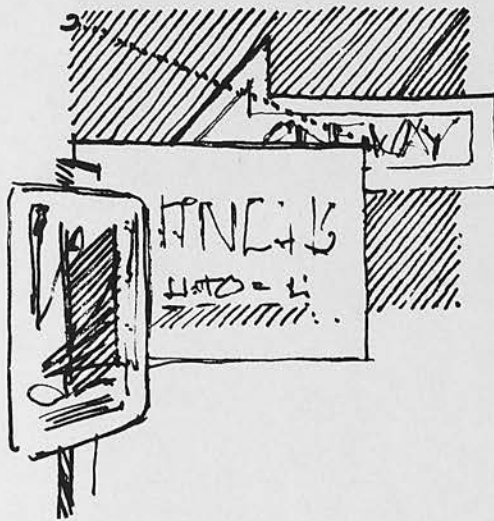
## RECREATIONAL VEHICLES CONTROLS

instituted to provide for a maximum amount of public participation in developmental decisions. Techniques: State statutes often provide for legal notice by advertisement and public hearings before major action is approved. These establish minimum requirements for public participation rather than maximum or desirable levels. An effort should be undertaken to supplement the minimum requirements. Advisory committees should be appointed and their talents should be effectively utilized rather than ignored. Another set of features in this area which has been gaining in popularity is the so-called "sunshine laws". They require that the public's business (to the extent practicable) be subject to effective public scrutiny and be transacted in public. We commend the reader's attention and consideration to the Florida Sunshine Law and the New Jersey Open Public Meetings Act.

Quarry and mine operations can result in aesthetic and environmental problems. Reasonable regulations can be adopted to control offensive conditions during operations and require reclamation or improvement measures when the resource is depleted.

Off-the-road vehicles can upset the tranquility of rural areas and disturb wildlife migration and breeding patterns. If the use of these

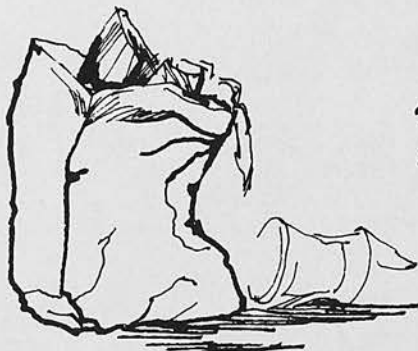
vehicles was perceived to be a problem remedial action could be proposed.



## SIGN CONTROL ORDINANCES

Issue Description: There is an extensive literature concerning billboard and sign control. Intrusive signs competing for visual space can have an aesthetically unappealing effect on an area. Several communities in the United States have effectively said what they don't want with relation to signs and billboards--but fewer have articulated those things which they believe to be desirable.

Regulatory Techniques: If this is perceived to be a problem by the citizens of Moore County there are a number of modifications which can be instituted by a gradual program. For example, the standard European traffic signs which pictorially depict road and traffic conditions could be required in developing residential and commercial areas. In addition, reasonable restrictions on the most intrusive types of advertising could be instituted.

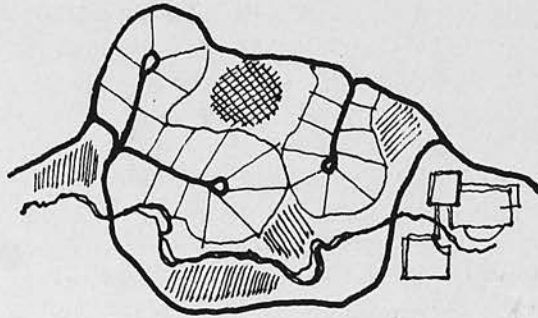


## SOLID WASTE MANAGEMENT

The county landfill is well maintained and has adequate capacity to accommodate future growth. While roadside litter does not appear to be a problem two issues were raised in our conversations with citizens: (1) maintenance problems in the areas where the solid waste containers are located and (2) occasional unauthorized dumping



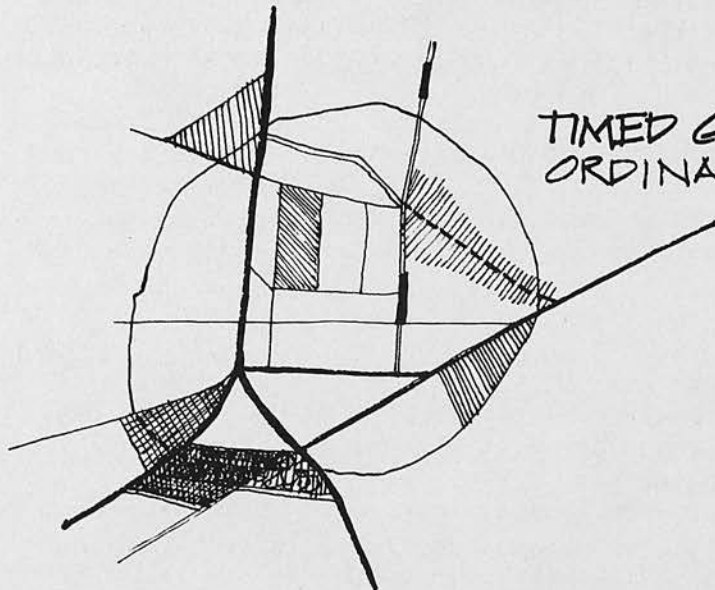
in wooded areas. To the extent that these may be problems, remedial actions could be instituted.



### SUBDIVISION CONTROLS

It was suggested in our discussions that a system of county-wide uniform subdivision controls be adopted. Major subdivisions are particularly likely to have a widespread impact and a convincing argument can be made in favor of this technique.

Subdivision controls could include flexible design standards to encourage creativity. Various environment and community service related concerns could also be addressed as a part of this process.



### TIMED GROWTH ORDINANCES

Issue Description: When development occurs public, quasi-public and private agencies must provide services (for example, education, health care, water supply and sewerage) to the new residents. The ability of the providing agencies to reliably and uniformly furnish these necessary services is not, and probably cannot, be a perfect science. However, this is not to say that an area should not plan for and attempt to provide these services.

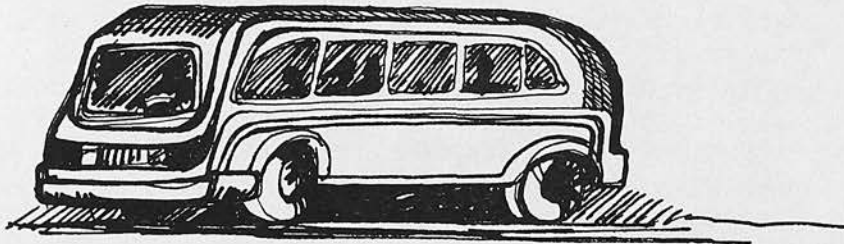
When development occurs rapidly or in scattered locations, and even where the community has engaged in thoughtful planning, the demand for services may exceed the available supply. This

can result in people travelling many miles for health care, overcrowding and split sessions in schools, traffic congestion and general degradation in the quality of life.

Regulatory Technique: Many communities or enterprising individuals attempt to plan for expected growth. Excellent examples of this foresight exist in Moore County in the planning and provision of health care and environmental services. Some communities which have been confronted with extremely rapid and disorienting growth rates have attempted to use their "police powers" (the authority to adopt regulations to promote the health, safety and general welfare) to time or phase growth with the availability of essential services. Such efforts must be very carefully designed and analysed to assure that they function as intended.

(Note: The validity of this technique raises significant legal issues. Communities in which it has been sustained after court challenge include Petaluma, California and Ramapo, New York.)

## TRAFFIC AND TRANSPORTATION



The adequacy of the traffic and transportation system has a direct impact on the quality of life in Moore County. A number of persons who spoke with the team expressed dissatisfaction with the adequacy of transportation in the County. School children have difficulty attending extra-curricular activities and adults without private automobiles are severely restricted in their movements.

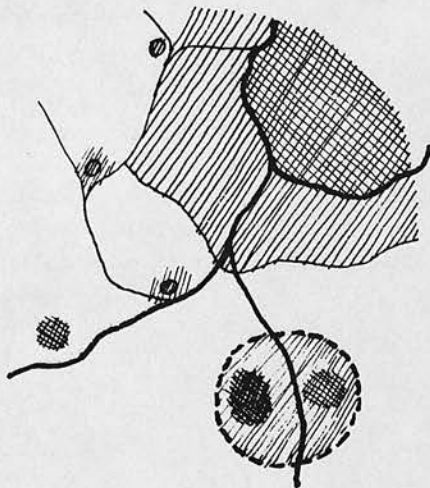
A program to identify persons in need of transportation assistance and to institute a pilot program more fully utilizing existing county resources could be undertaken.



### TREE REMOVAL CONTROL REGULATIONS

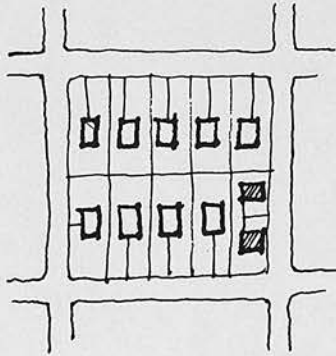
Issue Description: The aesthetic appeal of Moore County is largely a function of its pleasing vegetation. In the forested areas, trees are a renewable resource. Through the application of acceptable forest management techniques lumber production can continue to contribute the economy and environment of the area. In populated areas trees perform a very special function.

Regulatory Techniques: Some jurisdictions have attempted to use their regulatory powers to assure that trees are preserved in developing areas. While these restrictions contribute to the initial construction costs they tend ultimately to enhance the value of the property. In addition to adopted measures to preserve existing trees some communities have required developers to plant trees as a screen or buffer in residential, commercial and industrial areas.



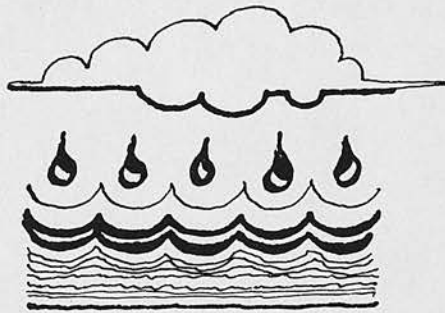
### URBAN-RURAL REHABILITATION

A number of comments were made concerning the need to rehabilitate downtown business districts. The viability of a system of tax incentives might be explored to encourage the involvement of the private sector in this type of activity. Another approach would be the formation of a public or quasi-public development corporation which could be involved in the redevelopment of urban centers. (Note: Specific statutory authority would probably be required for this venture.)



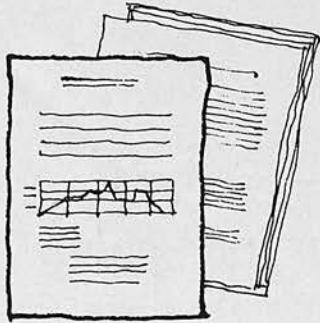
## VARIANCES

Because of changed circumstances or to relieve undue hardships it sometimes becomes necessary to rezone or allow a variance from strict enforcement of a zoning ordinance. State statutes usually provide for the standards and circumstances under which these actions are permissible. An important feature to keep in mind in these situations is the need for flexibility to encourage creative design and the desirability of effective citizen participation. (See discussion under PUBLIC PARTICIPATION).



## WATER

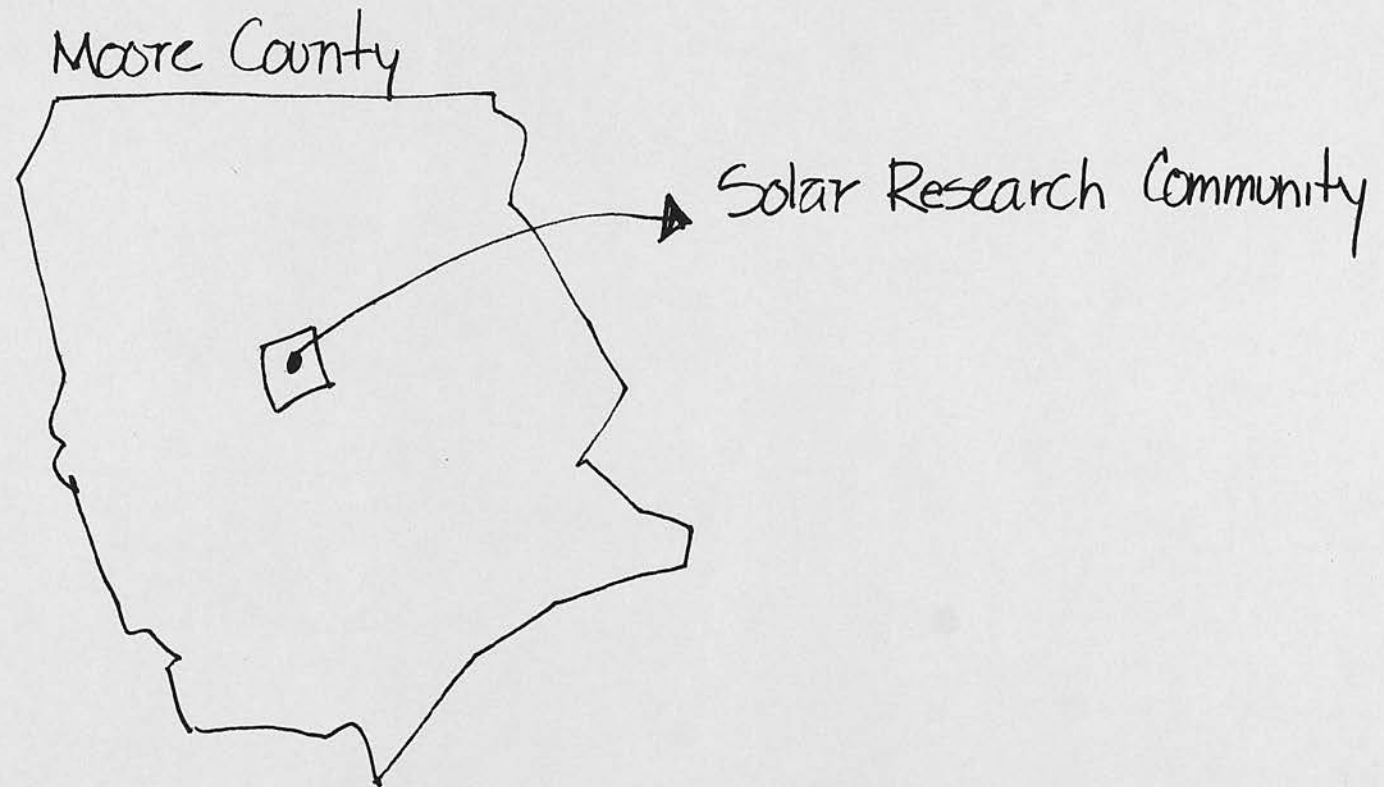
Several aspects of a water management program have already been mentioned in this section of the report. The county is currently engaged in the construction of a sewerage system and planning for a water supply system. The county also has a role in the areawide planning process (section 208 - federal water pollution control act).



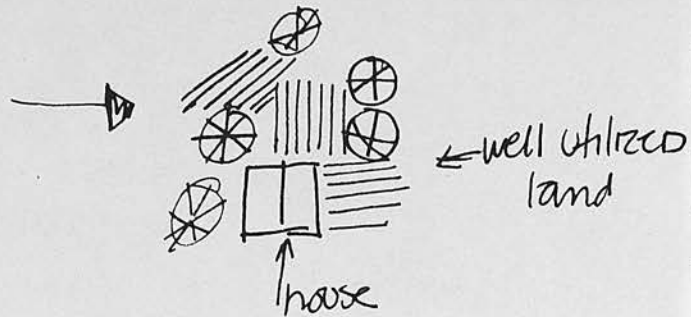
## ZONING ENFORCEMENT PROGRAMS

Zoning and land use regulation programs require careful monitoring to assure that the community's standards are being observed. It is not sufficient to adopt regulations and hope they will be self-enforcing.

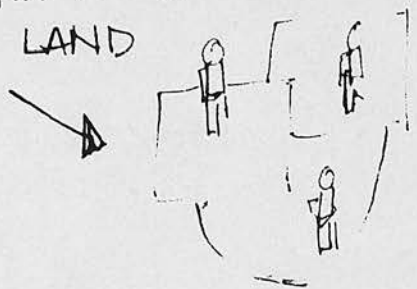
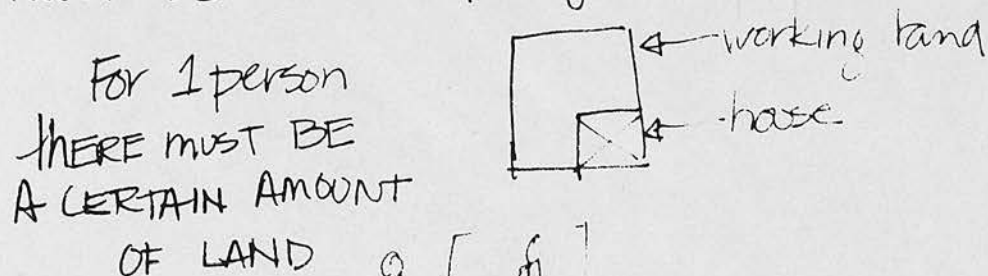
Plant material is the best tool that we have for collection and storage of energy that is readily converted into fuels ..... for this reason, we propose a community in Moore County devoted to research of solar and plant energy.



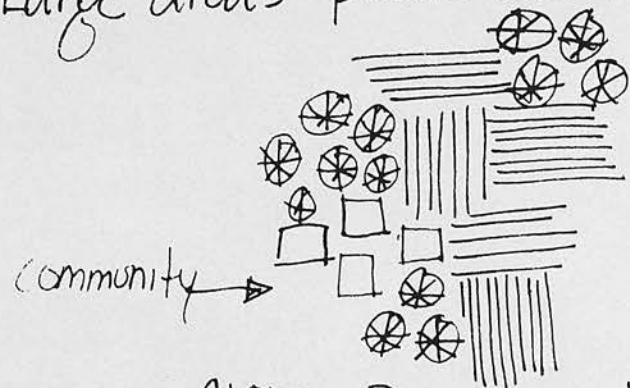
Main point - use every available space for plant material (energy collectors)



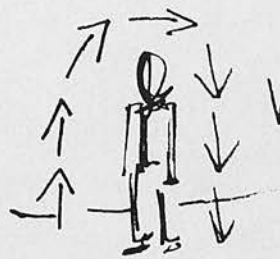
Because every part of ground is potential energy producer - all houses or dwellings must be within specific land-residence ratio



Large areas - public land

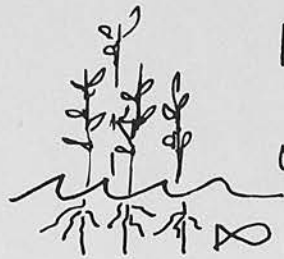


Crops  
gardens  
forests } Community taxes could pay for workers to work land  
OR: EACH INDIVIDUAL IS REQUIRED TO WORK A PORTION OF LAND.

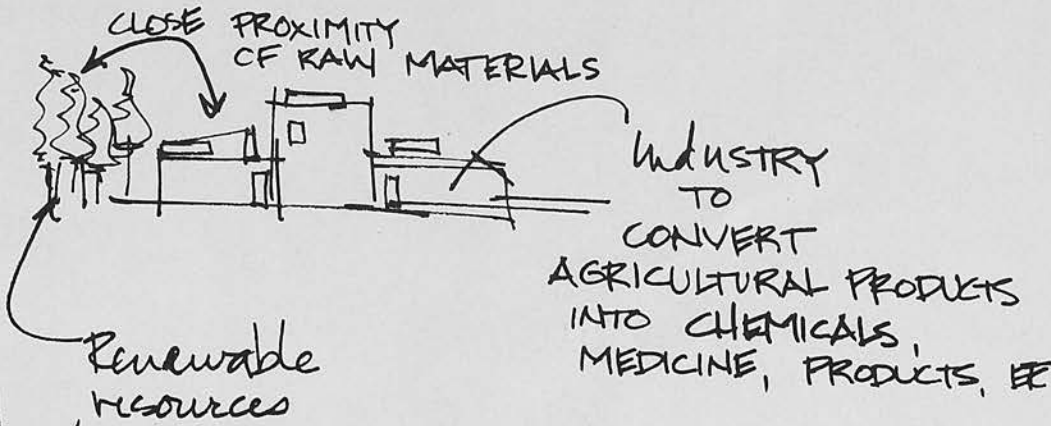


Waste products recycled back into soil.

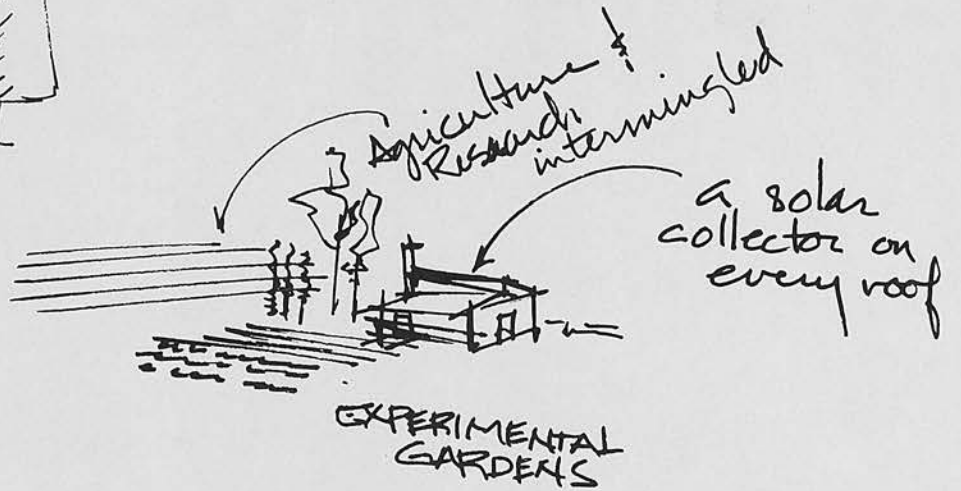




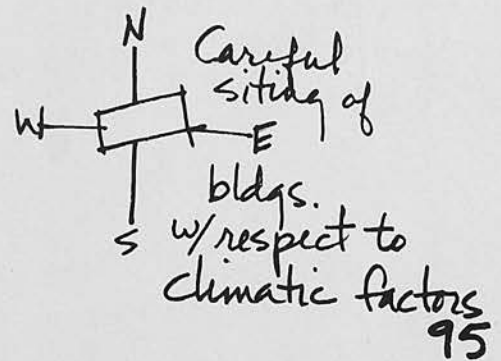
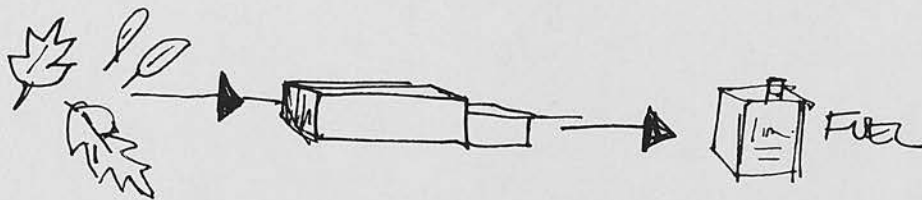
lots of water =  
streams - lakes  
utilize water for growing  
crops also.



- Selective cutting
- reforestation -
- ^ continual supply of energy

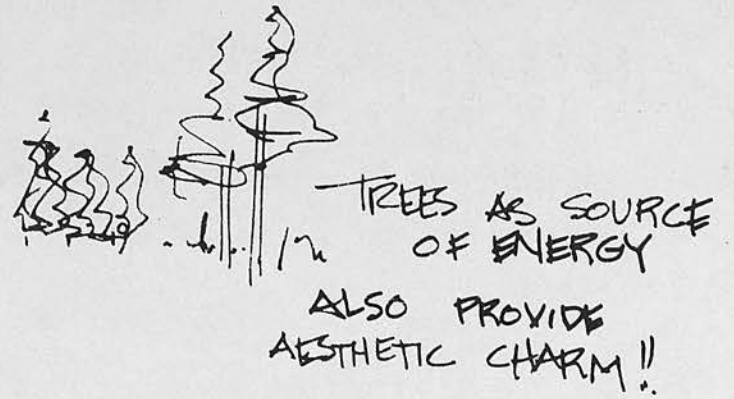
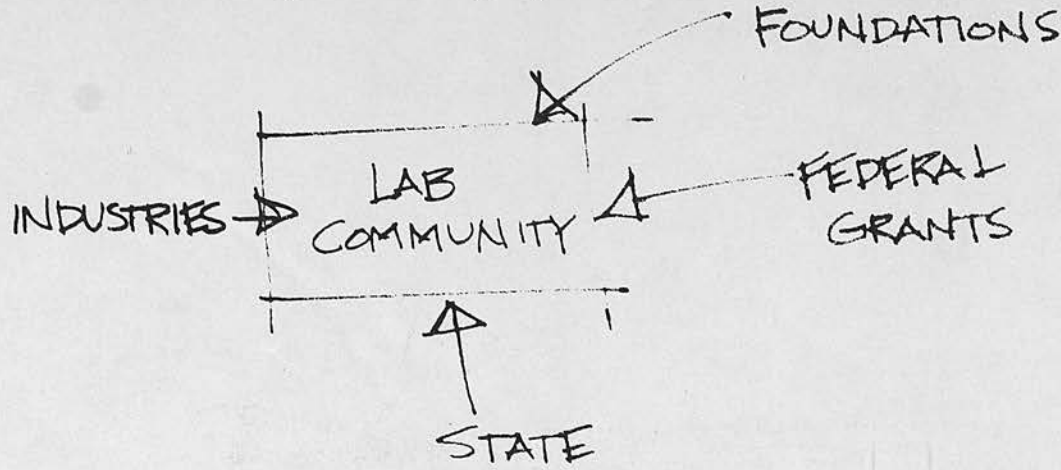


processing plant  
for converting vegetable  
material to fuel material

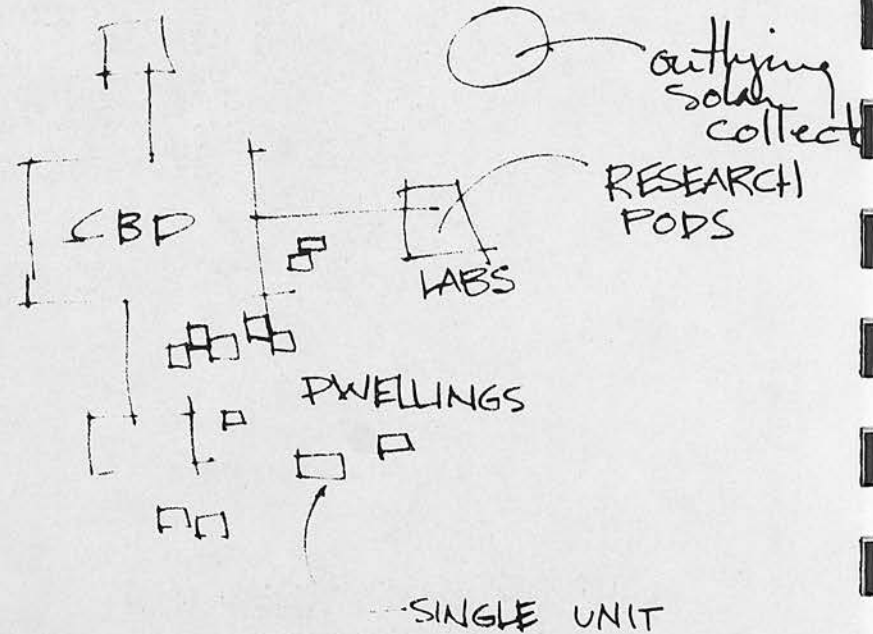
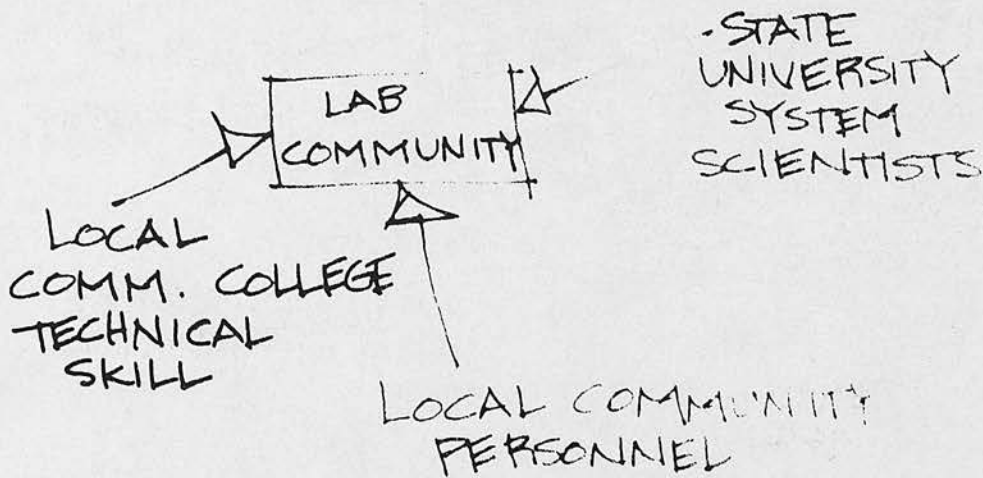




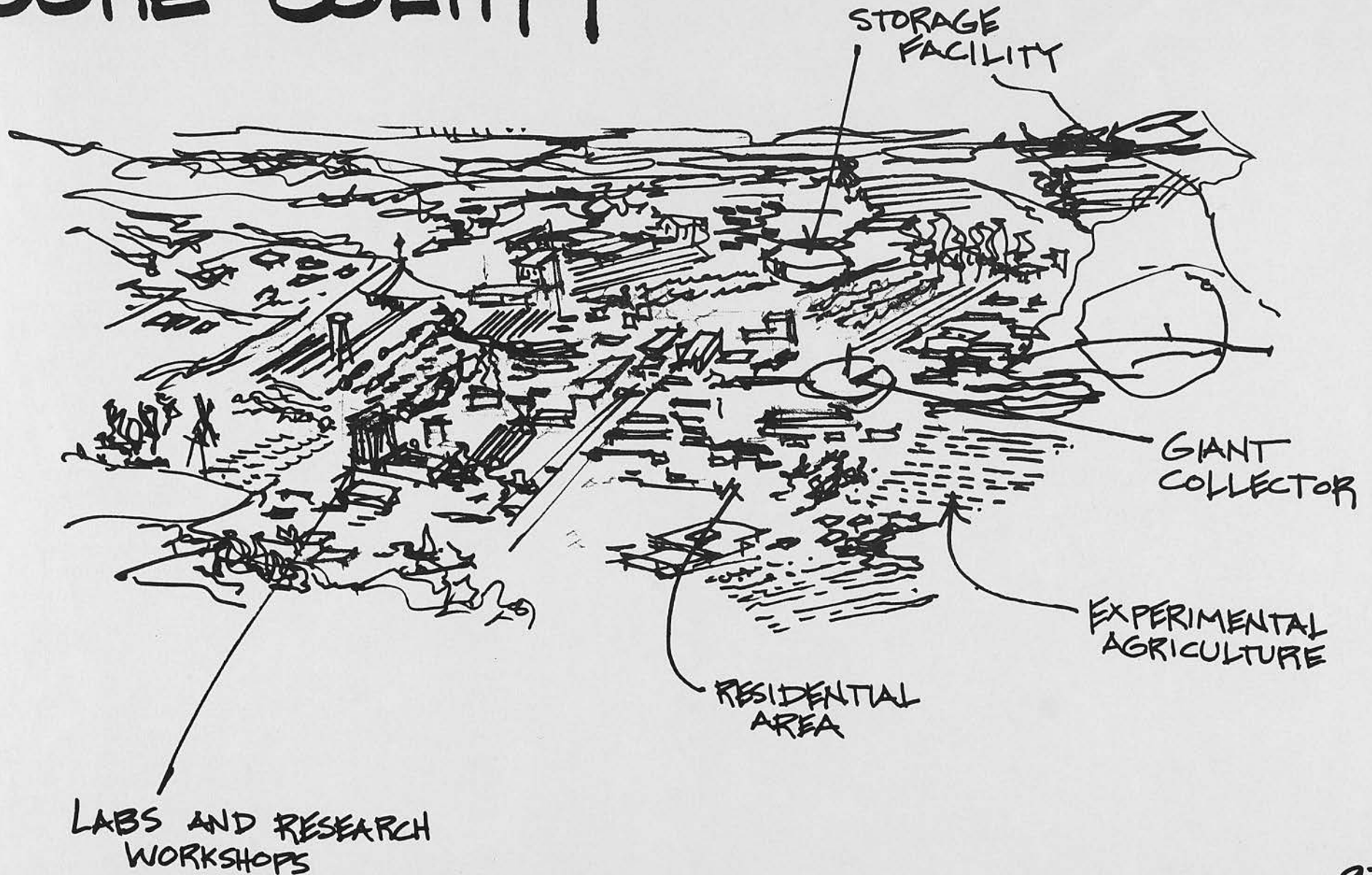
# # MONEY



# TALENT



# A SOLAR RESEARCH COMMUNITY FOR MOORE COUNTY



# AFTERWORD

For a decade the AIA has been sending these assistance teams to American communities that have called for help. Cities with a combined population of more than 10 million citizens have been served and professional services valued in excess of \$2 million have been donated.

Teams are selected for their capacity to respond to the particular problems of each community. They are made up of people who are tops in their fields: urban designers, economists, sociologists, growth management experts, political scientists, and lawyers, as well as architects. They volunteer their time because they believe in the urgent cause of our cities. Although their traveling and living expenses are reimbursed, they agree not to accept commissions resulting from the study.

The Moore County Team is the 38th such team to be invited into a specific area to address regional and community issues. The teams deal with a wide range of problems from county/regional levels to a small town, and from specific focus to public policy and implementation methods.

## Objectives

The objectives of the R/UDAT program are: to improve physical design throughout the nation, to illustrate the importance of regional and urban planning, to promote a better understanding of the major issues, to stimulate public action, and to

give national support to local AIA Chapters and communities in their efforts to improve their own communities and become actively involved in urban design and planning issues.

An assistance team cannot provide a detailed analysis, solutions or final plans for complex problems. But it can objectively approach long standing problems with a new look by experienced outsiders, a new impetus, and perhaps new directions for community action. It attempts to make clear and comprehensive recommendations which are professionally responsible as well as politically and economically feasible and publically understandable.

#### The Visit

The request for a R/UDAT Team was approved in the Spring; in August of this year, Jules Gregory, R/UDAT chairman, made a reconnaissance visit to Moore County to observe and to discuss the details of the team's visit. A team was organized and was sent background material on Moore County and its municipalities in advance of the visit.

On October 8 - 11 the team made its visit. The team surveyed the county by air, auto and on foot and met with county and municipal officials, civil leaders and organizations, special interest groups and concerned citizens. With this information, the team engaged in intensive work sessions which culminated in a public presentation on October 11.

This report was presented at that time.

#### Sponsorship

The request to the AIA was accompanied by letters of interest and support from the Sandhills Area Chamber of Commerce and other various community interest groups.

Financial support for the expenses of the R/UDAT Team visit and this report were underwritten primarily by the County of Moore, the Town of Southern Pines, The Village of Pinehurst and Pinehurst, Inc.

## THE TEAM



Jules Gregory, FAIA, team chairman, is a member of UNIPLAN, a partnership of architects, engineers and planners in Princeton, New Jersey. He is a former vice president of the American Institute of Architects and is current chairman of the R/UDAT program.



Brian D. Bash, MA Economics, is an Associate in Economics Research Associates. He is a Real Estate Economist who has worked with private and public interests throughout the country in community development, downtown revitalization, recreation/tourism development, public facilities planning and housing.



Lewis Goldshore, BA, JD, MPA, MUP, is an environmental lawyer employed by the New Jersey State Legislature, County and Municipal Government Study Commission. His areas of interest include sewerage and solid waste service delivery systems. He has a weak net game but seldom double faults.

Avis C. V. Gordley, MCP, is an urban planner specializing in urban economics. She is currently on the faculty of the Department of City and Regional Planning at Harvard University; she is engaged in teaching and research on social, economic, and political factors affecting urban land use. Ms. Gordley is also a consultant to Abt Associates, Incorporated working on the Housing Allowance Experiment.



Paul D. Spreiregen, AIA, is an architect and planner in Washington, D.C. He is also the author of several books on planning and has a weekly program on national public radio.



William L. Yancey, Ph. D., is an urban sociologist, researcher, teacher and author involved in the social problems of urban areas and their relation to the physical, economical and political environment. He is the former director of the Urban and Regional Development Center, Vanderbilt University. Currently he is an Associate Professor of Sociology at Temple University in Philadelphia, Pennsylvania.



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Lynn A. Page  
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Team Orientation Committee

Sid Taylor, Chairman  
Watts Auman  
Nan Austin  
Ed Causey  
Jesse Fuller  
John Sledge  
Jack Taylor



We would like to extend our appreciation to the following citizens of Moore County who in addition to the Committee members, contributed to the information gathering process:

Gregg O. Allen  
T. Clyde Auman  
Watts Auman  
R. E. Behrman  
Alice R. Bell  
John S. Bell  
Philip S. Brown  
Mrs. Roger J. Browne  
Carol Busby  
Felton J. Capel  
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H. M. Taylor  
Ted Taws  
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Tom Tomlin  
E. J. Vaughn  
Clark Worth  
Cy Willcox  
Johnny Williams  
Helga Wilson  
C. G. Wimberly  
John Womack

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County of Moore  
Town of Southern Pines  
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First Union National Bank  
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