

# Pine Knoll Shores



## Strategic Plan

*Where Talents Flourish*

**Adopted 2/13/14**

Revised and Adopted 2/4/16

Revised and Adopted 8/9/17

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## **PINE KNOLL SHORES STRATEGIC PLANNING COMMITTEE**

The Pine Knoll Shores Board of Commissioners adopted Ordinance #2014-07 on May 8, 2014 that formed the Strategic Planning Committee.

The purpose of this committee is to serve as a volunteer body for the town in an advisory capacity, to advise and make recommendations on the strategic plan using community input, to participate in the town's CAMA Land Use Plan Update, to review progress in attaining goals, and to make recommendations for changes in the plan or its implementation.

The committee is composed of up to seven members appointed by the Board of Commissioners for staggered two year terms. Meetings are public, minutes are kept, and recommendations are made to the town manager and Board of Commissioners periodically and on an annual basis.

## PROJECT OVERVIEW

Pine Knoll Shores is a small beach town located on Bogue Banks along Hwy 58 in Carteret County. According to the United States Census Bureau, the Town has a total area of 2.4 square miles, of which 2.3 square miles is land and 0.1 square miles is water. The Town has an estimated 2011 year round population of 1,354. It is bordered to the west by the Town of Indian Beach, to the east by the Town of Atlantic Beach, to the north by Bogue Sound and to the south by the Atlantic Ocean.



In the spring of 2013 the North Carolina Division of Community Assistance (DCA) was invited to assist the Town of Pine Knoll Shores in the development of an Economic Development Strategic Plan. This plan is to serve as a guide to help direct the Town in remaining economically viable and competitive in the 21<sup>st</sup> century and beyond. This project, while specific to Pine Knoll Shores, is part of a larger effort headed up by the Carteret County Economic Development Council and ECU's Municipal Management and Innovation (MMI).

This effort includes Economic Development Strategic Plans for all participating municipalities as well as a plan for the entire County. Once the effort is complete, the Economic Development Council (EDC) hopes to identify opportunities that will allow for job creation and retention; identify sites and facilities that are available for sale or use; identify small business opportunities primed for success to generate more local sales by preventing leakage to surrounding areas; and finally to help create a sense of place specific to Carteret County.

Pine Knoll Shores is unique when compared to the other towns in Carteret County in that it lacks a substantial amount of commercial development and has no significant plans for commercial development in the future. Therefore, the plan for Pine Knoll Shores is oriented more towards having goals that will improve the

overall quality of life and help create a sense of place rather than increasing overall economic activity in the Town.

## EXECUTIVE SUMMARY

The Pine Knoll Shores Board of Commissioners is ultimately responsible for the implementation of this plan. The Board must take an active, overarching role in order to fulfill the goals outlined. The time frame for this plan is five (5) years. The plan will be reviewed at least annually by the Strategic Planning Committee and the Board of Commissioners. Progress will be noted and changes will be made, so that the plan itself grows and changes with time.

The Board of Commissioners of Pine Knoll Shores used the work of the Strategic Planning Steering Committee to assist with plan development. The committee used various public input techniques, ranging from a Strategic Planning Committee, identification and interview of representatives of the Town's key stakeholders, focus groups, and a citizen survey to determine the most important strategic areas that the plan should address. The various public input techniques yielded tremendously valuable and important information, and generally all the groups identified similar areas to address.

The goals and objectives refer to the following definitions:

Goal – [*Broad statement of an ideal*]

Objective – [*Measurable milestone that tell us if we are achieving our goal*]

The order of strategic areas does not imply priority.

### Strategic Area – Beach Preservation

**Goal: Maintain our beach profile and strengthen our frontal dune system in as fiscally and environmentally responsible a way as possible**

Objective 1: Maintain sand levels in accordance with triggers outlined in the Bogue Banks Master Plan

Objective 2: Remain eligible for FEMA<sup>1</sup> Storm Loss Mitigation

Objective 3: Maximally leverage the Town's tax dollars allocated for beach renourishment.

Objective 4: Develop a plan to maintain/strengthen the frontal dune system

Objective 5: Manage the number of nonconforming structures in Pine Knoll Shores

Objective 6: Understand the potential impacts from sea level rise

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<sup>1</sup> Federal Emergency Management Agency

## **Strategic Area – Fiscal Planning**

**Goal:** Manage financial resources to provide for sufficiency, but also encourage prudence in the use of funds and efficiency in everyday activity

Objective 1: Responsibly steward the Town’s financial resources

Objective 2: Maximize economies of scale with neighboring communities and other partners to reduce the cost of service provision to the Town’s taxpayers [while maintaining/improving services].

Objective 3: Be vigilant regarding fiscal impacts of changes in county, state, and federal budgets and regulations.

## **Strategic Area – Environment / Natural Resources**

**Goal: Maintain and improve the natural environment**

Objective 1: Limit adverse impacts on the environment

Objective 2: Encourage responsible public use and enjoyment of natural resources

Objective 3: Maintain/protect maritime forest/trees

## **Strategic Area – Residential / Commercial Development**

**Goal:** Promote and improve residential character and appearance

Objective 1: Development and redevelopment in Pine Knoll Shores will maintain established residential character

Objective 2: Support access to necessary goods and services

Objective 3: Maintain small town character through accessibility to town government

Objective 4: Provide a supportive environment for developing an age-friendly community

Objective 5: Evaluate potential advantages/disadvantages of small business providing basic needs and restaurants in Pine Knoll Shores

Objective 6: Explore opportunities for enhanced recreational activities in Pine Knoll Shores.

## **Strategic Area – Infrastructure**

**Goal: Improve and maintain municipal property**

Objective 1: Provide safe and well-maintained public streets

Objective 2: Implement the Pine Knoll Shores Pedestrian Master Plan

Objective 3: Maintain professional, safe, functional, and attractive public facilities

Objective 4: Investigate and apply modern technology on a cost/benefit basis in all town functions

## **Strategic Area – Public Safety and Disaster Planning**

### **Goal: Maintain a safe and secure community**

- Objective 1: Obtain and maintain fully certified/accredited public safety activities
- Objective 2: Maintain low crime rate
- Objective 3: Prepare for and be ready to react to natural and manmade disasters
- Objective 4: Maintain an efficient and effective police, firefighting and EMS<sup>2</sup> capability
- Objective 5: Increase public safety department's community presence

## **Strategic Area –Sense of Community**

### **Goal: Build a stronger sense of community**

- Objective 1: Encourage participation of residents in the service of the Town
- Objective 2: Seek and support civic activity to bring citizens together
- Objective 3: Identify and balance unique needs of part-time residents and visitors with those of full-time residents.
- Objective 4: Assess the impact on Town functionality with a decrease in volunteer participation

## **Strategic Area –Water Quality**

### **Goal: Responsibly steward Town's water resources.**

- Objective 1: Avoid catastrophic flooding of the sort experienced in 2005 and 2010.
- Objective 2: Limit impairment of water resources for approved uses.
- Objective 3: Preserve/protect Town's drinking water resource.

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<sup>2</sup> Emergency Medical Service

## PROCESS / DEVELOPMENT OF THE PLAN

Beginning in August 2013, DCA<sup>3</sup> met with the Pine Knoll Shores' Economic Development Strategic Plan Steering Committee twice per month. During these public meetings, the Steering Committee walked through the planning process. This process was devised to answer several key questions: Where are we now? Where are we going? How do we get there?

In order to answer these important questions the Steering Committee was guided through a SWOT (strengths, weakness, opportunities, threats) analysis, which helps set the current climate in the Town, a visioning exercise in which participants were asked to envision their community twenty years in the future and to reflect on what they would like to see their community become. The Steering Committee was also asked to develop a community survey to be distributed to citizens in order to garner as much public input and support as possible. The Steering Committee also identified the Town's stakeholders, who were seen by the Steering Committee as being influential contributors to the Town. A questionnaire was developed and the staff of DCA conducted individual, private interviews with the identified stakeholders. Input from the public was also obtained from interviews with several focus groups that represented prominent civic groups and homeowner associations.

Once all of the information was tabulated, DCA staff presented the results to the Steering Committee, who was then asked to identify several important strategic directions on which the Town would focus its efforts over the next several years. The Steering Committee had a list of the top concerns from the Committee itself, the community survey and the stakeholder interviews. DCA staff then conducted a prioritization exercise. The results of this process make up the embodiment of this plan.

The utility of this plan depends entirely on whether or not it is used. The Town Commissioners will review the plan (1) upon receipt; (2) in a work session with the Pine Knoll Shores Strategic Planning Committee; and (3) as part of their annual goal setting and budgeting program. Specific funding associated with each recommendation should be earmarked, whenever possible, for implementation.

The Town Staff will be responsible for monitoring the plan and to track progress for the Town Commissioners. The Town Commissioners should address the strategic plan quarterly (at a minimum) during the first year of implementation, then afterward as necessary. After each quarterly meeting, the Town Staff should report progress back to the Town Commissioners for ongoing communication, direction, and support. The Strategic Planning Committee should also be instrumental in annually reviewing and updating the list of actions contained in this report and make recommendations to Board of Commissioners.

The diagram below illustrates how the planning process will progress.

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<sup>3</sup> North Carolina Division of Community Assistance



The planning process will be continuous, and the annual reviews of the plan will be an opportunity to track progress, identify new strategic areas, and amend goals, objectives, and action steps. By revisiting the plan at least once a year, the Town ensures that the document stays relevant and effective.

The Strategic Planning Committee conducts annual civic engagement processes and monitors/participates in other town efforts to gather information from the citizenry as a means of verifying the contents of the strategic plan. As new issues are identified, the committee researches them and incorporates their recommendations into their annual report to the Commissioners.

## **VISION**

The Town has a vision statement and mission statement that was adopted prior to this strategic planning process. The steering committee determined that the existing vision statement and mission statement remains an accurate reflection of the path the Town would like to follow and supports the ideals the Town has in mind. This vision is reflected in the goals developed within this plan.

The existing vision statement and mission statement are as follows:

### *Vision Statement:*

Our vision is to provide a quality environment in which our citizens are safe and secure, where individual talents flourish, and everyone enjoys the natural resources of the area.

### *Mission Statement:*

It is the mission of the Town of Pine Knoll Shores to:

- Provide concerted and friendly means of promoting health, safety and social wellbeing;
- Develop and implement plans for the continuous improvement of the Town; and
- Encourage the participation of residents in service to the Town and community.

## CITIZEN PARTICIPATION

The Strategic Planning Committee made citizen participation a priority at the beginning of the planning process. The Committee identified all full-time and part-time residents as stakeholders and used various techniques to get stakeholders involved in the process. After identifying key stakeholders in the community, the Committee conducted interviews to gauge opinions and perceptions about town services, community, development patterns, and quality of life. Also, the Committee developed and conducted a survey of all residents and property owners in Pine Knoll Shores to identify what is important to the community. The Town presented the results of the survey several times, recording and streaming the presentations. Finally, the Committee scheduled a public input meeting on February 27, 2014 to solicit input and comments from citizens regarding the draft plan.

The Committee developed an online survey and also included paper copies in the *Shoreline* newsletter. The survey included a section where respondents could add comments about things that were not addressed in the survey questions. The Town used a predominantly online survey to gauge the opinions of the respondents, and 380 surveys were filled out for a response rate of 28.4%.

The three key areas of interest in Pine Knoll Shores, according to the survey are: Beach Nourishment, Infrastructure, and Fiscal and Financial Planning. A common theme that emerged from the survey was that the beach is the primary economic engine for the Town.

Since the adoption of the initial plan in 2014, the Town has conducted annual focus groups to verify that its recommendations and priorities are in line with the community's. It reviews other town survey results and may make recommendations on the survey instruments themselves.

## GOALS, OBJECTIVES, ACTIONS

The goals, objectives, and actions refer to the following definitions:

Goal – [*Broad statement of an ideal*]

Objective – [*Measurable milestone that tells us if we are achieving our goal*]

Action – [*Task that will help us achieve our goals*]

### Strategic Area – Beach Preservation

Pine Knoll Shores will have “as much beach” in 5 years as it does today

**Goal: Maintain our beach profile and strengthen our frontal dune system in as fiscally and environmentally responsible a way as possible**

#### **Objective 1: Maintain sand levels in accordance with triggers outlined in the Bogue Banks Master Plan (BBMP)**

##### **Actions:**

- Renourish in accordance with BBMP. Triggers as of December 2015: 211 cy.
- Remain engaged in State/Federal legislative/agency actions that affect renourishment

#### **Objective 2: Remain eligible for FEMA Storm Loss Mitigation**

##### **Actions:**

- *Maintain an Engineered Beach\** through work with the Carteret County Shore Protection Office
  - *Maintain adequate funding\** in The Beach Capital Reserve Fund for anticipated renourishment activity
  - *Maintain a Beach Monitoring Maintenance Plan\** through work with the Carteret County Shore Protection Office
- \*-these are the 3 criteria outlined in FEMA regulations*

#### **Objective 3: Maximally leverage the Town’s tax dollars allocated for beach renourishment.**

##### **Actions:**

- Conduct an annual review of Beach Capital Reserve Fund Balance measured against the current Bogue Banks Master Plan predicted renourishment schedule
- Lobby State Funding of renourishment by active promotion and communication to our representatives in the General Assembly, and appropriate County and State authorities

- Work with Carteret County for a fair share of the Carteret County Occupancy Tax
- Have Pine Knoll Shores approved as a potential Non-federal Sponsor in ACOE MHC dredging projects and monitor DMMP to ensure Morehead City dredging results in benefit to Pine Knoll Shores.

**Objective 4: Develop a plan to maintain/strengthen the frontal dune system**

**Actions:**

- Maintain and if possible move seaward the first line of natural stable vegetation through promotion of maritime vegetation
- Continue a Sand Fence/Vegetation Program along the PKS Dunes as required and coordinate with oceanfront property owners
- Enforce and strengthen the PKS Codes relating to the protection of oceanfront vegetation

**Objective 5: Manage the number of nonconforming structures in Pine Knoll Shores**

**Action:**

- Prepare 5 year static Line Exception update to NCDCM
- Pursue the development line alternative with NCDCM

**Objective 6: Understand the potential impacts from sea level rise**

**Action:**

- Consider impacts from varying amounts of sea level rise to determine the thresholds that the Town's current development can withstand, to identify adaptation/remediation strategies for when sea level rise exceeds those thresholds, and to develop strategies to protect future development from the impacts of sea level rise.
- Monitor regulatory and policy changes at the federal and state levels in response to sea level rise.
- Publish a land suitability map based upon 6.5" of sea level rise, but initially use the 1' estimate and evaluate as new information becomes available. Synchronize this activity with the Land Use Plan's 2021 update, and update the analysis in the plan.
- Build a body of research and information for reference in future policy-setting. Review scientific opinions on both sides of the issue.

## **Strategic Area – Fiscal Planning**

**Goal: Manage financial resources to provide for a well-run and efficient government**

**Objective 1: Responsibly steward the Town's financial resources**

**Actions:**

- Develop and maintain a 5-year financial plan
- Maintain reserves in accordance with Pine Knoll Shores Financial Policy

- Maintain debt level in accordance with Pine Knoll Shores Financial Policy and state agency requirements
- Leverage outside funding to support all town government activities
- Actively interact with county, state, and federal agencies to support Pine Knoll Shores' financial position
- Conduct an annual budget process that balances service, governmental needs, and efficient use of resources
- Continue being proactive with federal, state, and county officials to attain the most favorable tax and insurance rates for our citizens

**Objective 2: Maximize economies of scale with neighboring communities and other partners to reduce the cost of service provision to the Town's taxpayers [while maintaining/improving services].**

**Actions:**

- Board/Mayor approach Carteret County local governments for possible service consolidation

**Objective 3: Be vigilant regarding fiscal impacts of changes in county, state, and federal budgets and regulations.**

**Actions:**

- Maintain relationship with North Carolina League of Municipalities (NCLM). Specifically, monitor League LINC and attend Town Hall Day.
- Attend biannual legislative luncheons hosted by Carteret County Chamber of Commerce and EDC
- Stay engaged with Carteret County by attending County's Board retreat and monitoring agendas for items of impact and invite County Commissioner to do an annual update to the Board of Commissioners.

## **Strategic Area – Environment / Natural Resources**

**Goal: Maintain and protect the Town's natural environment**

**Objective 1: Limit adverse impacts on the environment**

**Actions:**

- Proactively monitor water quality (groundwater, subsurface, Pine Knoll Shores canal, Bogue Sound, and the Atlantic Ocean) to identify sources of contaminants.
- Enforce and review existing Pine Knoll Shores ordinances to enhance environmental protection
- Decrease tonnage of household solid waste and increase recycling
- Follow CAMA<sup>4</sup> Regulations

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<sup>4</sup> Coastal Area Management Act

**Objective 2: Encourage responsible public use and enjoyment of natural resources**

**Actions:**

- Promote preservation programming such as heritage tree and Tree City USA

**Objective 3: Maintain/protect maritime forest/trees**

**Actions:**

- Monitor/engage with NC General Assembly to ensure that municipal authority on vegetation removal is maintained
- Apply annually for Tree City designation
- Improve on Heritage Tree Program through public education and information dissemination
- Initiate 5-year tree inventory

**Strategic Area – Residential / Commercial Development**

**Goal: Maintain and improve residential (small town) character and appearance**

**Objective 1: Development and redevelopment in Pine Knoll Shores will maintain established residential character**

**Actions:**

- Ensure development is in line with the locally adopted CAMA Land Use Plan
- Ensure development occurs in accordance with Pine Knoll Shores building standards through vigorous inspection
- Periodically survey Pine Knoll Shores property owners to determine natural appearance and community appearance preferences
- Consider aging in place options for future development

**Objective 2: Support access to necessary goods and services**

**Actions:**

- Periodically survey Pine Knoll Shores homeowners to determine commercial accessibility needs
- Participate regionally with service agencies and government entities to support access to healthcare, education, culture, and senior services

**Objective 3: Maintain small town character through accessibility to town government**

**Actions:**

- Ensure that the Mayor, Commissioners, and other committee members are available to the public (e.g. record meetings).
- Maintain the Town Staff's availability to the public

**Objective 4: Provide a supportive environment for developing an age-friendly community**

**Actions:**

- Advocate and support expansion of public transportation service in Pine Knoll Shores
- Review zoning policies that could inhibit age-friendly development

**Objective 5: Evaluate potential advantages and disadvantages of small businesses providing basic needs and restaurants in Pine Knoll Shores.**

**Actions:**

- Identify parcels where it's possible to have these types of development.
- Identify legal options for Pine Knoll Shores to facilitate limited commercial development.
- Engage with EDC for market analysis on business viability to determine what businesses could survive in Pine Knoll Shores.
- Use visual preference survey to define what commercial development should look like.

**Objective 6: Explore opportunities for enhanced recreational opportunities in Pine Knoll Shores**

**Actions:**

- Use recreational survey to identify needs gaps in recreational opportunities
- Consider expansion of the Town's trail system and pedestrian network
- Explore partnership opportunities with NC Aquarium
- Examine Town involvement in water sport safety and enjoyment
- Develop/improve public Sound access
- Explore seasonal recreational opportunities.

## **Strategic Area – Infrastructure**

### **Goal: Improve and maintain municipal property**

**Objective 1: Minimize unaccounted for water loss**

**Actions:**

- Maintain an active leak detection plan
- Conduct annual tests on leak detection, system pressure, and pipe durability
- Modernize and improve water meter system

**Objective 2: Provide safe and well-maintained public streets**

**Actions:**

- Identify and repair damaged/worn pavement continuously
- Maintain a street reserve outside the state Powell Bill funds
- Maintain an up to date written road maintenance plan including basic standards documentation

**Objective 3: Implement the Pine Knoll Shores Pedestrian Master Plan**

**Actions:**

- Support pedestrian safety and connectivity across Hwy 58
- Seek state, federal, and other funding sources for sidewalks

**Objective 4: Maintain professional, safe, functional, and attractive public facilities**

**Actions:**

- Achieve Blue Star OSHA<sup>5</sup> certification
- Provide an annual assessment, via the Public Works Committee, of public facilities as part of the budget process
- Maintain adequate property and liability insurance
- Map the Town's Water System
- Develop asset management system for Town's water system

**Objective 5: Investigate and apply modern technology on a cost/benefit basis in all town functions**

- Examine technology advancements for all Town Department activity
- Constantly expand Town Government outreach through the use of advancements in technology
- Monitor cellular technology advances and explore expansion of broadband services in Town

## **Strategic Area – Public Safety and Disaster Planning**

**Goal: Maintain a safe and secure community**

**Objective 1: Obtain and maintain fully certified/accredited public safety programs**

**Actions:**

- Obtain and maintain Disaster Preparedness certifications, such as FEMA Storm Ready designation
- Continue professional development for law enforcement, fire, EMS, and disaster preparedness
- Maintain an approved wellhead protection program and provide safe drinking water
- Maintain an active Hazard Mitigation Plan
- Maintain trained VIPS<sup>6</sup> and CERT<sup>7</sup> volunteers
- Explore NCLM Risk Management law enforcement policy review

**Objective 2: Maintain a low crime rate**

**Actions:**

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<sup>5</sup> Occupational Safety and Health Administration

<sup>6</sup> Volunteers in Public Safety

<sup>7</sup> Community Emergency Response Team

- Achieve and maintain safe and effective personnel levels for public safety.
- Increase participation in and maintain VIPS program
- Maintain/review effective police technology and equipment
- Seek and achieve effective grant opportunities that support public safety

**Objective 3: Prepare for and be ready to react to natural and manmade disasters**

***Actions:***

- Maintain eligibility for FEMA assistance for all federally declared disasters
- Possess the ability to communicate with federal, state, and local government emergency management agencies during times of emergency
- Maintain the ability to communicate to the public during times of emergency
- Implement and maintain/continually update the Town’s Emergency Operations Plan
- Implement and maintain/continually update the Town’s Hazard Mitigation Plan
- Maintain an active Flood Management Program that meets NFIP guidelines and maintains an ISO<sup>8</sup> rating of no worse than 6
- Increase participation in and maintain CERT program

**Objective 4: Maintain an efficient and effective police, firefighting, and EMS capability**

***Actions:***

- Maintain paid and volunteer firefighters in accordance with North Carolina Office of the State Fire Marshall guidelines
- Possess the apparatuses necessary to maintain an ISO rating of no worse than 6
- Work with county to provide that a paramedic is stationed within the town limits
- Possess the personnel and apparatuses to maintain NFPA guidelines for response times during emergencies
- Maintain a water rescue capability
- Increase participation in and maintain volunteer firefighter and Fire Auxiliary programs

**Objective 5: Increase public safety department’s community presence**

***Actions:***

- Periodically advertise departmental services and events via electronic sign, All Hands emails, and other communication efforts.

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<sup>8</sup> Insurance Service Organization

- Maintain community policing
- Maintain and improve community relationships through outreach programs
- Police periodically use bicycle/foot patrols
- Increase frequency of fire ride-throughs
- Involve public in property identification for emergency response
- Increase public awareness of how to contact personnel and services offered

## **Strategic Area –Sense of Community**

### **Goal: Build a stronger sense of community**

#### **Objective 1: Encourage participation of residents in the service of the community**

##### ***Actions:***

- Develop recruiting coordinator to enhance volunteer opportunities in Pine Knoll Shores
- Develop a welcome aboard package
- Regularly advertise volunteer Town vacancies and needs
- Provide incentives to those who volunteer in Pine Knoll Shores
- Make broader use of modern communication (website, webinars, social media, etc.)
- Maintain at least 95% fill rate on town volunteer committees, including the PARC<sup>9</sup>, Community Appearance Commission, Planning Board, Board of Adjustment, CERT, VIPS, and Historical Committee
- Take active steps to include second homeowners in *the Town social and civic* activities

#### **Objective 2: Seek and support civic activity to bring citizens together**

##### ***Actions:***

- Hold annual events such as Kayak for the Warriors, National Night Out, and PARC events
- Support and participate in civic activities, programs, and organizations (Garden Club, Library, Aquarium, Hospital, Women’s Club, etc.)
- Take active steps to include second homeowners in civic activities
- Establish an annual meeting of all Town HOA leaders/managers

#### **Objective 3: Identify and balance unique needs of part-time residents and visitors with those of full-time residents, both renters and owners.**

##### ***Actions:***

- Collect quantitative data regarding the presence of all non-full time residents

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<sup>9</sup> Parks and Recreation Committee

- Determine any unique impact on town facilities/resources
- Develop a plan to both serve needs and enhance residents' contribution to the town
- Consider a rental registration program

**Objective 4: Assess the impact on Town functionality with a decrease in volunteer participation**

**Actions:**

- Determine long term effect of loss of volunteer base
- Develop succession plan for volunteer efforts
- Identify and evaluate roles currently filled by volunteers and staffing changes that would be necessary to supplement in the event of a decline in the number of volunteers.

## **Strategic Area –Water Quality**

**Goal: Responsibly steward Town's water resources.**

**Objective 1: Avoid catastrophic flooding of the sort experienced in 2005 and 2010.**

**Actions:**

- Maintain water table monitoring system and predictive model for anticipated precipitation
- Maintain existing stormwater infrastructure
- Invest in stormwater infrastructure on the east end of Town to move water efficiently to intake on Myrtle Ct.
- Continue to make use of Country Club pond network for efficiently moving water to the Sound. Reduce pond levels in advance of known major rain events.
- Test the use of swales in other parts of Town for the infiltration of water.
- Identify the point of failure for installed stormwater infrastructure on public and private property
- Partner with education and environmental organizations to implement best practices for controlling stormwater in town.
- Examine future stormwater infrastructure needs

**Objective 2: Limit impairment of water resources for approved uses**

**Actions:**

- Engage with NCDWR and NCDMF to monitor surface water quality trends, including canals.
- Partner with educational and environmental organizations for impacts on PKS from stormwater

**Objective 3: Preserve/protect Town's drinking water resource.**

**Actions:**

- Minimize unaccounted for water loss
- Coordinate with other area water systems to understand regional water use

- Monitor chemical and bacteriological indicators
- Implement Town's Wellhead Protection Plan
- Secure metered connections with neighboring water systems

## APPENDIX A – PERMANENT POPULATION AND HOUSING

as collected and defined by the US Census Bureau

### Historic Population Trends: 1990 – Present

Jurisdiction	1990	2000	2010	2012 Estimate
Pine Knoll Shores	1,367	1,524	1,339	1,344
Carteret County	52,556	59,383	66,468	67,632
North Carolina	6,628,637	8,049,313	9,535,483	9,752,073

Source: US Census 1990, 2000, 2010, ACS 2012 Population Estimates

### Percent Change of Population, 1990-2000 and 2000-2010 City, County, and State

Jurisdiction	Pct Change, 1990-2000	Pct Change, 2000-2010
Pine Knoll Shores	12.0	-12.1
Carteret County	12.9	11.9
North Carolina	21.4	18.5

Source: US Census 1990, 2000, 2010, NC Office of State Budget and Management

### Household Population

#### Average Household Size by Tenure, 2000 – 2011

Occupancy	2000 Avg Household Size	2012 Avg Household Size
Persons Per Unit, Owner-Occupied	1.91	1.88
Persons Per Unit, Renter-Occupied	2.58	2.14
<b>All Occupied Housing Units</b>	<b>1.97</b>	<b>1.91</b>

Source: US Census 2000, STF 3, American Community Survey 2008-2012

### Educational Attainment – 2000 to Present

Educational Attainment	2000	%	2010	%	2012	%
Less than 9 <sup>th</sup> Grade	11	0.8	9	0.7	0	0.0
9 <sup>th</sup> to 12 <sup>th</sup> Grade (No Diploma)	30	2.2	48	3.7	41	3.1
High School Graduate (Or Equivalent)	235	17.2	165	12.7	184	14.0
Some College (no degree)	335	24.6	270	20.8	321	24.4
Associate Degree	96	7.0	86	6.6	129	9.8
Bachelor's Degree	398	29.2	433	33.4	429	32.6
Graduate or Professional Degree	258	18.9	286	22.1	212	16.1
<b>Total Adult Population (≥ 25 Yrs)</b>	<b>1,363</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,316</b>	<b>-</b>

**Old)**

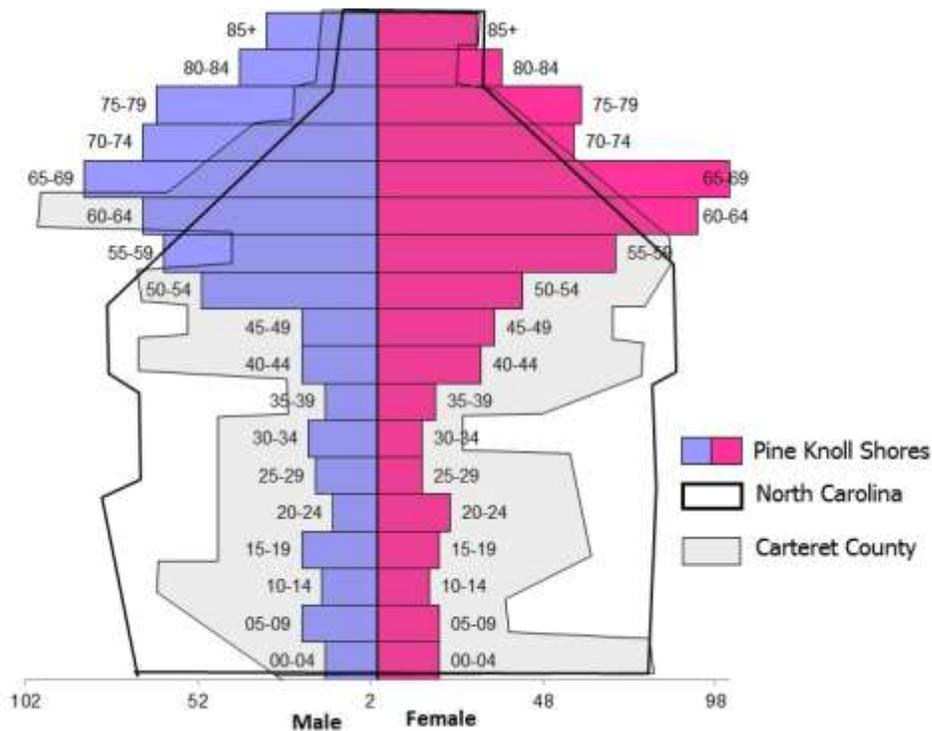
Source: US Census 2000, 2010, American Community Survey 2008-2012

**Age of the Population  
Population by Age 2000-2010**

Age Group	2000	Town %	County %	State %	2010	Town %	County %	State %
0-4	20	1.3	4.9	6.8	33	2.5	5.9	6.4
5-9	23	1.5	5.6	7.1	40	3.0	4.2	6.5
10-14	40	2.6	6.2	6.9	31	2.3	6.3	6.8
15-19	41	2.7	5.9	7.0	40	3.0	5.7	6.9
20-24	24	1.6	4.5	7.6	34	2.5	5.9	7.0
25-29	27	1.8	5.4	7.7	31	2.3	5.5	6.3
30-34	23	1.5	6.1	8.1	33	2.5	3.9	6.5
35-39	45	3.0	7.6	8.2	32	2.4	4.0	6.5
40-44	75	4.9	8.2	7.6	52	3.9	7.9	7.2
45-49	101	6.6	7.9	6.9	56	4.2	6.7	7.2
50-54	121	7.9	7.8	5.8	93	6.9	8.0	7.1
55-59	165	10.8	6.8	4.6	131	9.8	6.9	6.5
60-64	168	11.0	5.9	3.9	161	12.0	9.5	5.8
65-69	195	12.8	5.4	3.4	187	14.0	6.8	4.3
70-74	213	14.0	4.7	2.9	125	9.3	4.5	3.3
75-79	136	8.9	3.6	2.6	123	9.2	3.2	2.5
80-84	67	4.4	2.0	1.6	76	5.7	2.2	1.7
85+	40	2.6	1.6	1.3	61	4.6	2.5	1.6
<b>Total</b>	<b>1,524</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>1,339</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Median Age</b>	<b>61.8</b>	-	-	-	<b>62.1</b>	-	-	-

Source: US Census 2000, 2010

**Population Pyramid**



Revised 2017

## Income of the Population

### Comparison of Median Family Income – 2012 Town, County, and State

Income	2008 - 2012		
	Pine Knoll Shores	Carteret County	State
Median Family Income (\$)	77,500	58,011	57,146
Median Household Income (\$)	62,733	47,506	46,450
Per Capita Personal Income	39,661	27,566	25,285
Percent in Poverty	5.6	14.1	16.8

Source: US Census American Community Survey 2008-2012

### Number of Households by Income Grouping – 2012 Town and County

Income	2008 - 2012			
	Pine Knoll Shores		Carteret County	
	Households	% Total Households	Households	% Total Households
Less than \$10,000	30	3.7	1,916	6.8
\$10,000 to \$14,999	26	3.2	1,770	6.3
\$15,000 to \$24,999	42	5.2	3,088	10.9
\$25,000 to \$34,999	71	8.8	3,543	12.5
\$35,000 to \$49,999	115	14.3	4,763	16.9
\$50,000 to \$74,999	236	29.2	5,095	18.0
\$75,000 to \$99,999	121	15.0	3,734	13.2
\$100,000 to \$149,999	110	13.6	2,456	8.7
\$150,000 to \$199,999	27	3.3	1,122	4.0
\$200,000 or more	29	3.6	747	2.6
<b>Total Households</b>	<b>807</b>	<b>-</b>	<b>28,235</b>	<b>-</b>

Source: US Census American Community Survey 2008-2012

## Total Housing

### Types of Housing Units, 2000 – 2011

Types of Unit	Units 2000	%	Units 2011	%
One Family, Detached	981	47.7	1,100	48.0
One Family, Attached	314	15.2	180	7.9
Multiple Family	760	36.9	1,003	44.1
Mobile Home	2	0.2	0	0
<b>Total Housing Units</b>	<b>2,057</b>	<b>-</b>	<b>2,291</b>	<b>-</b>

Source: US Census 2000, STF 3, American Community Survey 2007-2011

### Occupancy of Housing Units, 2000 – 2012

Status	Units 2000	%	Units 2012	%
Occupied	771	37.5	807	36.4
Vacant	1,286	62.5	1,456	63.6
<b>Total Units</b>	<b>2,057</b>	<b>-</b>	<b>2,291</b>	<b>-</b>

Source: US Census 2000, STF 3, American Community Survey 2008-2012

### Permanent Owner and Renter Occupied Housing Units, 2000 – 2012

Occupancy of Units	Units 2000	%	Units 2012	%
Owner	700	90.8	719	89.1
Renter	71	9.2	88	10.9
<b>Total Occupied</b>	<b>771</b>	<b>-</b>	<b>835</b>	<b>-</b>

Source: US Census 2000, STF 3, American Community Survey 2008-2012

### Age of All Housing Units, 2012

Year Structure Built	Pine Knoll Shores	%	County %	State %
Built 2010 or Later	0	0.0	0.2	0.4
Built 2000 to 2009	169	7.6	15.9	19.8
Built 1990 to 1999	322	14.5	21.3	20.8
Built 1980 to 1989	970	43.8	25.1	16.6
Built 1970 to 1979	605	27.3	16.7	14.8
Built 1960 to 1969	113	5.1	7.2	9.9
Built 1950 to 1959	27	1.2	5.7	7.8
Built 1940 to 1949	0	0	3.6	4.1
Built 1939 or Earlier	9	0.4	4.2	5.9
<b>Median Home Value</b>	<b>412,800</b>	<b>-</b>	<b>207,600</b>	<b>152,700</b>
<b>Total Housing Units</b>	<b>2,215</b>	<b>-</b>	<b>-</b>	<b>-</b>

Source: US Census American Community Survey 2008-2012

### Value of Owner-Occupied Housing Units – 2000 to Present

Range of Value	2000		2012		
	Units	%	Units	%	State %
Less than \$50,000	6	0.8	0	0	9.7
\$50,000 to \$99,999	29	4.1	9	1.3	18.1
\$100,000 to \$149,999	90	12.9	21	2.9	20.6
\$150,000 to \$199,999	180	25.7	17	2.4	17.4
\$200,000 to \$299,999	217	31.0	84	11.7	17.3
\$300,000 to \$499,999	129	18.4	307	42.7	11.4
\$500,000 to \$999,999	44	6.3	263	36.6	4.4
\$1,000,000 or more	5	0.7	18	2.5	1.0
Total Owner-Occupied Housing Units	700	-	719	-	-
Median (dollars)	\$218,100	-	\$412,800	-	\$153,600

Source: US Census 2000, STF 3, American Community Survey 2008-2012

**Labor Force Participation  
Labor Force Participation, 2000 to Present**

<b>Labor Force Status</b>	<b>2000</b>		<b>2012</b>	
	<i>Persons 16 Years and Older</i>	<i>% Total 16 Years and Older</i>	<i>Persons 16 Years and Older</i>	<i>% Total 16 Years and Older</i>
In Labor Force	522	36.7	601	42.8
Not in Labor Force	898	63.3	804	57.2
<b>Total 16+ Years</b>	<b>1,420</b>	<b>-</b>	<b>1,405</b>	<b>-</b>

Source: US Census 2000, STF 3, American Community Survey 2007-2011

**Public Schools:**

Morehead City Primary School (PreK - 3<sup>rd</sup> grade)  
 Morehead City Elementary School at Camp Glenn (grades 4-5)  
 Morehead Middle School (grades 6-8)  
 West Carteret High School (grades 9-12)

**Infrastructure**

**Wastewater Treatment Capacity:** Individual septic systems or package treatment systems

**Water Capacity:**  
 1.2 million gallons per day

**Telephone Service:**  
 CenturyLink, Time-Warner Cable

**Mobile Carriers:**  
 Verizon, AT&T, US Cellular, Sprint

**Internet Services:**  
 CenturyLink, Time-Warner Cable

**Cable/Satellite Providers**  
 Time-Warner Cable, Dish Network, DirecTV

**Electric Service:**  
 Carteret-Craven Electric Cooperative

**Nearest Interstate:**  
 I-40 in Wilmington, NC

I-95 in Smithfield, NC

**Major Highways:**

US 70  
NC 24  
NC 58

**Nearest Airports:**

Michael J. Smith Field MRH (Beaufort, general aviation, 12 miles away)  
Coastal Carolina Regional Airport EWN (New Bern, 39 miles away)  
Albert J. Ellis Airport OAJ (Jacksonville, 54 miles away)  
Pitt-Greenville Airport PGV (Greenville, 87 miles away)  
Raleigh-Durham International Airport RDU (169 miles away)

**Tax Information:**

15.6 cents/\$100 of assessed value  
Oceanfront Municipal Service District – additional 5.2 cents/\$100 of assessed value  
Non-Oceanfront Municipal Service District – additional 1.4 cents/\$100 of assessed value

**CURRENT SITUATION**

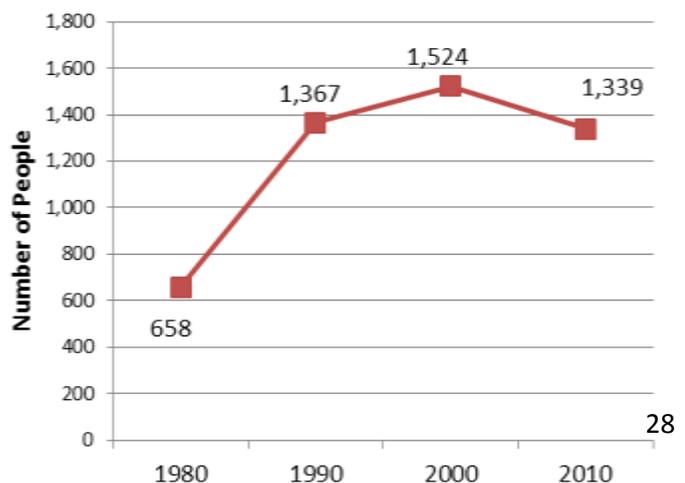
Carteret County is unique from an economic development standpoint. Along the beaches are four municipalities that are sustained primarily through tourism. On the soundside are the municipalities along Highway 58 and Highway 24. These communities are home to retirees and second homes. Morehead City and Beaufort are located on the west side and east side, respectively, of the Newport River. A significant portion of their annual commercial activity can be attributed to tourism.

The Town of Pine Knoll Shores is a residential beach town with little commercial development. The majority of property owners are part-time residents. Also, various homeowners associations and deed restrictions play an integral role in the town’s character and development.

**Population (within city limits)**

Year	Population	% Change
1980	658	-
1990	1,367	107.75%
2000	1,524	11.49%
2010	1,339	-12.14%

Source: US Census Bureau



In 1980, Pine Knoll Shores had a population of 658. The population increased by 1990 to 1,367 persons, a total of 108% over the ten-year period. Pine Knoll Shores' population increased to 1,524 by the year 2000, an increase of 11% since 1990. In 2010, a significant decrease occurred, shrinking the permanent population to 1,339 persons, a decrease of 12%.

The average annual unemployment rate for Carteret County in 2005 was 4.6%. The State unemployment rate as of 2005 stood at 5.3%. As of 2012, the County's unemployment rate stood at 7.6%, less than the State's 8.8% and slightly higher than the national rate of 7.4%.

Pine Knoll Shores has a slightly higher percentage of females than males. In 2010, the Town had 684 females (51.1% of the population), compared to 655 males (48.9%). The town's ratio of males to females differs slightly from the County's: Carteret County has 46.9% males, compared to 53.1% females. North Carolina's ratio is 48.5% males to 51.5% females.

The median household income in Pine Knoll Shores is \$61,908, higher than Carteret County (\$47,403) and North Carolina (\$46,291). The median value of owner-occupied housing is \$415,700, significantly higher than the County (\$208,200) and the state (\$152,700).

The full-time population of Pine Knoll Shores is generally older (median age of 62.1) than Carteret County (45.8) and North Carolina (37.4). Over 70% of the Town's population is 50 years old or older, in comparison to Carteret County (44%) and North Carolina (33%).

### Real Property Values

	<b>Permanent Residents</b>	<b>Non-Permanent Residents</b>	<b>TOTAL</b>
Ocean	\$ 53,313,199 11%	\$ 410,461,724 89%	\$ 463,774,923
Non-Ocean	\$ 228,207,402 42%	\$ 318,495,934 58%	\$ 546,703,336
<b>Total Percentage</b>	<b>\$ 281,520,601 28%</b>	<b>\$ 728,957,658 72%</b>	<b>\$ 1,010,478,259</b>

As mentioned earlier, the majority of property owners are part-time residents. An analysis of 2011 American Community Survey Census data indicates that 63.6% of housing units in Pine Knoll Shores are vacant or not occupied as of April 1, 2010, compared to 36.4% of the Town's housings units that are occupied.. Further, analysis of where tax bills are mailed suggests that 72% of property tax bills are sent to zip codes other than 28512, the local zip code, compared to the 28% of tax bills that are mailed locally.

## APPENDIX B – 2013 DATA SOURCE

### PINE KNOLL SHORES STRATEGIC PLANNING COMMITTEE

Mayor Ken Jones	Commissioner John Brodman	Town Manager Brian Kramer
Assistant Town Manager Julie Anderson	Town Clerk Scott Sherrill	Pete Trebbe
Amry Cox	George Greene	John Halada
Vincent Larson	Myles Stempin	Bob Warren

### INTERVIEWEES/FOCUS GROUP PARTICIPANTS

Assistant Town Manager Julie Anderson	Public Services Director Ernie Rudolph	Police Chief Lorrie Lepore
Fire Chief Jason Baker		
Bob Angle	Dick Belanger	Donna Belanger
Fred Bunn	Chip Chamberlain	Ric Cox
Bruce Flynt	Grady Fulcher	Marian Goetzinger
Sara Golightly	A.C. Hall	Bobbie Hill
Jim Johnson	Joan Lamson	Debbie Martin
Allen Monroe	Donna Nally	Randy Newman
Lois Jean O'Keefe	Penn Perry	Ike Pipkin
Susan Simpson	Jim Yankouskas	Walt Zaenker

## SWOT ANALYSIS – THE TOWN OF PINE KNOLL SHORES

### Strengths, Weaknesses, Opportunities and Threats

#### Strengths

Natural Environment/Outdoor rec opportunities  
Aquarium, Trinity Center, Country Club, Library  
Efficient government

Low crime, friendly, small town attitude  
Accomplished & capable citizens & volunteers  
Stable due to physical constraints and build out

Affordable cost of living & high property values  
Sense of place  
Low density with car access to most of needs  
Affluent part time residents

Good police, fire, and rescue  
Residential community

#### Opportunities

Expanded beach funding  
Services for the elderly  
Increased number of visitors  
Consolidation of services  
Welcoming attitude towards youth  
Aging in place  
Second homeowners become permanent residents  
Recovering economy  
Hwy 70 study  
Engagement with govt agencies (state, federal)  
Technology & 2nd homeowners (social networking)  
Active retirees  
Professional outreach  
Kayaks for Warriors event

#### Weaknesses

Lack of urban amenities  
Lack of deep water access  
Aging community & shrinking population

No public transportation  
Negative view of Town from outside

Isolationist views & decisions made in a vacuum

Capital risk and indebtedness

Resident versus visitor issues  
Fixed revenue & rising costs

Dependence on beach renourishment as the Town's main economic driver  
Lack of long range planning  
Low participation in government by part-time residents  
Not taking advantage of volunteers

#### Threats

Rising Insurance and taxes  
Hurricanes and other natural disasters  
Shrinking state and federal budgets  
Lack of quality healthcare  
Cherry Point leaving (BRAC)  
Environmental regulations  
Water pollution

Infrastructure maintenance  
Closed community to the outside  
Growing short-term seasonal rentals

Not enough jobs for younger people

Paying for beach renourishment  
Negative publicity (shark attacks etc)  
State port or bridge loss

## SURVEY RESULTS

Response Rate:	380 responses	2010 Population (1,339)	28.38%
		2010 Households (653)	58.19%
		2010 Total Housing Units (2,291)	16.59%

1. What is your relationship to Pine Knoll Shores? (check all that apply)

	Response Total	Response Percent
Full-time resident	189	50%
Part-time resident	132	35%
Property owner	158	42%
Renter	3	1%
Other, please specify	3	1%

2. How many years have you been a property owner or renter in Pine Knoll Shores?

	Response Total	Response Percent
0 -2 years	39	10%
3 - 5 years	35	9%
6 - 10 years	62	16%
11 or more years	239	63%
Does not apply to me	4	1%

3. What is your age?

	Response Total	Response Percent
Under 18	0	0%
18 – 34	6	2%
35 – 49	32	9%
50 – 64	125	33%
65 – 74	155	41%
75+	57	15%

4. If not a full-time resident, how much of your year is spent in Pine Knoll Shores?

	Response Total	Response Percent
Less than 2 weeks	10	5%
2 - 5 weeks	36	19%
6 - 12 weeks	72	39%
13 - 25 weeks	42	23%
26+ weeks	26	14%

5. Do you anticipate becoming a full-time resident of Pine Knoll Shores in the future?

	Response Total	Response Percent
Yes	78	41%
No	113	59%

6. If no, why not?

Total respondents	99	
Most frequent responses:		Second homeowner, vacation home, like full-time city life

7. Would you recommend purchasing property in Pine Knoll Shores to family and friends?

	Response Total	Response Percent
Yes	340	93%
No	29	7%

8. If no, why not?

Total respondents	29	
Most frequent responses:		No consensus

9. What homeowners association or condominium owners association do you belong?

Total respondents	350	
Most frequent responses:	PKA <sup>10</sup>	49%
	Beacon's Reach	12%
	PIKSCO	10%
	Other	29%

10. What do you think should be the five key areas of interest over the next 5 years?

	Response Total	Response Percent
Beach nourishment	234	62%
Infrastructure (streets, public facilities)	195	52%
Fiscal and financial planning	187	49%
Taxes	151	40%
Parks and recreation	118	31%
Police/fire services	113	30%
Residential focus	113	30%
Disaster planning	109	29%
Infrastructure (waterways)	107	28%
Water service	77	20%
Other	61	16%
sidewalks, bike paths		
Part-time residents	45	12%
Commercial development	32	8%

11. What are the three biggest things that PKS could do to improve your quality of life?

	1	2	3	Response Total	Response Average	
Crime prevention	41% (56)	33% (46)	26% (36)	138	1.9	3
More parks and recreation	50% (68)	28% (38)	22% (30)	136	1.7	2

<sup>10</sup> Pine Knoll Association

More post-disaster planning	34% (40)	37% (44)	29% (35)	119	2.0	7
Other	67% (69)	16% (16)	17% (18)	103	1.5	1
More senior services	30% (31)	31% (32)	38% (39)	102	2.1	8
Civic events	31% (29)	32% (30)	37% (35)	94	2.1	8
Improve communication	40% (31)	28% (22)	32% (25)	78	1.9	4
More sound access	36% (27)	36% (27)	29% (22)	76	1.9	5
Public transportation	33% (25)	27% (20)	40% (30)	75	2.1	9
Reduce traffic speeds	40% (25)	33% (21)	27% (17)	63	1.9	6
More beach access	19% (7)	33% (12)	47% (17)	36	2.3	10

12. If you chose 'Other' in Question #11, please specify:

Total respondents 106 Most frequent responses: sidewalks

13. What is important to you in Pine Knoll Shores?

	Not Important	Slightly Important	Moderately Important	Very Important	Total
Beach	1% (3)	2% (6)	10% (36)	87% (308)	353
Environment	1% (3)	4% (13)	22% (78)	73% (254)	348
Safety	1% (5)	5% (18)	21% (71)	72% (247)	341
Dedicated public officials/staff	2% (7)	6% (20)	30% (100)	62% (206)	333
Residential community	2% (8)	9% (31)	30% (99)	59% (196)	334
Governmental responsiveness	2% (8)	7% (24)	34% (111)	56% (183)	326
Community pride	3% (9)	8% (28)	36% (118)	53% (176)	331
Affordability	5% (15)	8% (25)	35% (115)	53% (173)	328
Support of military	7% (22)	22% (70)	36% (116)	36% (116)	324
Vacation destination	28% (89)	16% (50)	25% (79)	31% (98)	316
Civic engagement	8% (24)	30% (92)	45% (139)	17% (51)	306
Other	20% (10)	0% (0)	4% (2)	76% (37)	49

14. If you chose 'Other' in Question #13, please specify:

Total respondents 41 Most frequent responses: sidewalks, waterways

15. What amenities/activities do you use most frequently?

	Response Total	Response Percent
Beach access/going to the beach	327	87%
Walking, running	281	75%
The Shoreline newsletter	236	63%
Library	189	51%
HOA parks/marinas	176	47%
Boating	168	45%
Sound access/using the sound	151	40%
NC Aquarium	151	40%
Fishing	140	37%
Town website	104	28%
Nature/bird watching	99	26%
Town-owned parks	92	25%
Golf course	70	19%
Other	20	5%

16. What amenities/activities do you wish were available to you that are currently not?

Most frequent responses	Sidewalks	35
	Bike paths	24
	Fitness center	16
	Pool	12

## SUMMARY OF STAKEHOLDER SURVEY

*Stakeholder Interviews*  
October 3, 2013

### Summary:

When asked what is distinctive about the town, interviewees stated numerous times that Pine Knoll Shores is not a typical beach town, but a town that happens to be located on a barrier island at the beach. The active volunteerism of the town was cited, as was the lack of traditional commercial development prevalent in neighboring towns.

The low density development pattern and the only golf course on Bogue Banks were cited as the major advantages the town possesses. Also, the volunteerism and the professional expertise/knowledge of the citizens are an advantage that is unique to Pine Knoll Shores. The beach access and sound access (including **private** marinas and boating access) were noted. The town's fiscal responsibility and tax rate were also identified.

The recent and future external changes and trends that will have the greatest impact over the next 5 years were asked of the interviewees. One trend is the demographics of the town, or the fact that a generation of residents is aging and leaving the community, and the new property owners are placing new demand for services on the town. Other trends noted were the potential closure of Cherry Point, beach nourishment and associated effects on endangered/protected species, hurricanes, insurance increases, and changes made by the NC State Legislature.

When asked to identify the single greatest challenge to the town in the future, several issues were named numerous times. Hurricanes/erosion and infrastructure (water and streets) were the most popular challenges. Also, other challenges cited were the aging of the resident population, younger property owners moving to the town, insurance premiums, maintaining the integrity of the environment, and the scarcity of grant funding from state/federal sources.

Ways other local governments are dealing with these challenges that were noted by the interviewees were the parks and recreational opportunities in Atlantic Beach and Emerald Isle, the Fire/EMS services provided by the neighboring communities, and by maintaining a lower income housing option (to attract younger people as permanent residents). Several folks pointed out how the economic slowdown affected the local revenue sources for all of the neighboring towns and how all of the Bogue Banks beach towns are working together to address beach nourishment.

Future opportunities identified were the desire to strive to be at the forefront of beach communities on green technologies and provide more parks and sidewalks. Also, fiscal responsibility in order to fund future beach nourishment projects was noted. There were a few comments that mentioned small commercial/retail

establishments were needed in the community, such as coffee shops and general stores.

When asked what would improve the quality of life in Pine Knoll Shores, the majority of interviewees mentioned sidewalks, bike paths, and recreational opportunities. There were also several people who noted that more senior programs were needed.

The types of commercial development/small businesses that would fit within the Town's development pattern were coffee shops, professional offices (i.e. doctor, lawyer, etc.), personal services (i.e. hair salon, barber shop, etc.), wine bar, small cafes and restaurants. Several folks noted that since the Town's residents are within a 5 minute drive to get to most basic necessities, there was no need for commercial development in town.

Interviewees were asked what THEIR perception was of the town. They responded that Pine Knoll Shores is a quiet retirement community that is well-managed by a professional town staff. The town has a very strong sense of volunteerism.

When asked how the town is perceived by the residents, they responded that the residents like the town the way it is and that most people feel the town is a friendly, happy place to live. There are so few businesses in the town, most interviewees did not have a strong opinion of how the local business community views Pine Knoll Shores.

The responses were much different when the stakeholders were asked their opinion on how neighboring towns, county, state, and federal agencies view the town. Most interviewees felt that folks from outside the community view the town and residents as a closed community with an elitist attitude. Several folks mentioned that they felt the neighboring towns were envious of the town's property values and lack of commercial development.

Most interviewees were complimentary of the town's planning efforts, in conjunction with a countywide planning effort. Some stakeholders felt the planning effort would help the town develop priorities and outline a roadmap on how to improve the community's quality of life. Stakeholders will benefit from this planning effort by having a common vision.

When asked about their vision of what Pine Knoll Shores will look like in 20 years, many respondents indicated that they don't envision much change will occur in the town. Several pointed out that they hoped to see more coordination between the beach towns on Bogue Banks.

### **Summary of 2013 Pine Knoll Shores Survey responses:**

- 50% live full-time in the Town, 35% are part-time residents
- 63% have owned or rented property in the Town for 11 or more years

- 89% of respondents are at least 50 years old
- 76% of part-time residents spend at least 6 weeks a year in the Town
- 93% would recommend purchasing property in the Town to family and friends
- 49% of all respondents belong to Pine Knoll Shores Association
- The most important key areas of interest were:
  - Beach Nourishment
  - Infrastructure (streets, public facilities)
  - Fiscal and Financial Planning
  - Taxes
  - Parks and Recreation
- The three biggest things that would improve the quality of life were:
  - Crime prevention
  - More parks and recreation
  - More post-disaster planning
- The things most important to respondents were:
  - Beach
  - Environment
  - Safety
  - Residential community
  - Dedicated public officials/staff
- The amenities/activities used most frequently were:
  - Beach access/going to the beach
  - Walking, running
  - The *Shoreline* newsletter
  - Library
  - Homeowners association parks/marinas

## APPENDIX C – 2015 UPDATE DATA SOURCE

### PINE KNOLL SHORES STRATEGIC PLANNING COMMITTEE

Commissioner John Brodman Vincent Larson	George Greene  Michelle Powers	John Halada  Bob Warren
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### FOCUS GROUP PARTICIPANTS

Assistant Town Manager Julie Anderson	Public Services Director Sonny Cunningham	Police Chief Ryan Thompson
Fire Chief Jason Baker	Breen Condon	Hap Fatzinger
Bruce Flynt	Sloan Freeman	Grady Fulcher
Ches Garner	Marc Jessup	Mary Kanyha
Bill Knecht	John Macheca	Mary MacDonald
Don O'Toole	Janie Price	Charles Revelle
Cindy Schersching	Tom Tempel	Carol Ann Tucker
Kathy Werle		

## **Focus Groups Meeting Summary September 4 and September 11, 2015 at Town Hall**

The Pine Knoll Shores Strategic Planning Committee, as part of the update process, scheduled four (4) focus groups to solicit more public input. Lee Padrick, Economic Advancement & Planning Office, NC Department of Commerce, facilitated the focus groups.

### Focus Group 1

The first focus group was held on September 4, 2015 at 10 AM, and the group contained 5 participants. The group included: Janie Price, Marc Jessup, Sonny Cunningham, Mary Kanyha, and Sloan Freeman.

Question 1: Why do you live or have property in Pine Knoll Shores?

- Folks in Pine Knoll Shores expect the best
- Unique, family environment
- Comfortable
- Unique environment, great amenities
- Maritime forest, natural environment

Question 2: What's important to you?

- Safe environment, great for families
- Vegetation, trees
- Safe from storms, living a water-based lifestyle
- Folks don't have to lock doors (safe community)
- Low crime rate, serenity, great fire department

Question 3: Looking at the Strategic Plan Executive Summary, what key areas need to be considered?

- Canal/marina – maintenance, water quality testing
- Tree preservation
- Building area, impervious surface coverage
- Changing demographics (the community is aging)
- Public safety requirements/personnel

Question 4: If all objectives were achieved, how would this affect you?

- The Town would have sidewalks
- More transportation options
- Part-time residents and full-time residents needs would be met

What changes do you expect to see?

- Small shops, restaurants that fit into the local sense of place
- Fitness center (Town could consider partnering with HOAs?)
- Grant writing to pursue funding for the Town's priorities
- Consider hiring local cleanup crews after storms

### Focus Group 2

The second focus group was held on September 4, 2015 at 1 PM, and the group contained 6 participants. The group included: Carol-Ann Tucker, Ches Garner, John Machecha, Don O'Toole, Hap Fatzinger, Julie Anderson

Question 1: Why do you live or have property in Pine Knoll Shores?

- Diverse people, challenges, oasis on Bogue Banks
- Quiet, non-commercial, not going to grow much larger, peaceful
- Lifelong connections, good experiences with the people of the town
- Legacy, conservation, exploration of nearby natural resources
- Natural environment, especially trees
- Sense of community, preserving conservation

Question 2: What's important to you?

- Sidewalks, sense of place, peaceful community
- Active living, sense of community
- Maritime forest, how to preserve what we have as we progress
- Safety, sidewalks
- Public involvement
- "Careful progression"

Question 3: What is your vision of the future?

- Homes that fit into the landscape, eco-friendly, sustainable
- Small businesses providing basic needs
- Sustaining traditions and progress
- Restaurants

Question 4: Looking at the future of Pine Knoll Shores, what concerns you the most?

- Wastewater
- State and federal budgets and regulations (ex. PEDRO service cut at Cherry Point)
- Community appearance

- Age diversity, attract younger families
- State legislative changes
- Partnerships between NC Aquarium and the Town

### **September 11, 1 PM at Town Hall**

#### Focus Group 3

The third focus group was held on September 11, 2015 at 1 PM, and the group contained 4 participants. The group included: Tom Tempel, Chuck Ravelle, Bill Knecht, Grady Fulcher

Question 1: Why do you live or have property in Pine Knoll Shores?

- Natural beauty, friendliness, climate
- Warm, calm, residential
- Different feel than the neighboring towns on Bogue Banks
- People of the town, natural environment, water-based lifestyle

Question 2: What's important to you?

- Physical, fiscal, mental, and spiritual fitness for the individual
- Maintain a unique sense of place
- Preservation of the beach in an environmentally sensitive way, fiscal responsibility
- Preservation of uniqueness, water view

Question 3: Why should Pine Knoll Shores have a strategic plan?

- Continuity between elected boards
- Better decision-making
- Plan should be a "living" document
- Tool to measure your success

Question 4: Looking at the strategic areas in the current plan, what other strategic areas should be included?

- Recreation
- Health
- Social life – gathering places

Question 5: What should the Committee consider when updating the plan?

- The Town could use some small retail (i.e. grocery, pharmacy)
- Fitness center

- Under Beach Preservation (Objective 3), why the change/amendment? What does the amendment mean?
- Will there be a regular presentation on the plan's results/progress?
- Important to identify what part-time residents need

Question 6: Looking at the future of Pine Knoll Shores, what concerns you the most?

- Storms – all aspects (wind, flood)
- Can we rebuild and recreate what we currently have after storms or fire under the current regulations?
- Redistribution of sales tax issue
- Community should stay predominantly residential, but limited commercial would benefit the community
- More cooperation and partnerships with homeowners associations/organizations in town regarding community facilities

Other Comments:

- Thank you for the opportunity to be part of the plan update process!
- Volunteerism as community ages is a concern; will we need more town staff to meet needs?
- Great Town staff! Maintain the level of service you provide now

#### Focus Group 4

The fourth focus group was held on September 11, 2015 at 3 PM, and the group contained 7 participants. The group included: Cindy Schersching, Jason Baker, Ryan Thompson, Breen Condon, Kathy Werle, Mary McDonald, and Bruce Flynn.

Question 1: Why do you live or have property in Pine Knoll Shores?

- Proximity to permanent residence
- Ambience, trees, privacy, safety
- Cost of living, natural environment
- Close-knit community, small town atmosphere
- People, environment, quiet town
- Friendliness, trees, beach, size of the community, little change
- Community, support of the people

Question 2: What's important to you?

- Response of the town staff to citizens' needs
- Safety, security, friendships

- Safety, friendliness when folks are in need
- Proactive, family environment
- Preservation of natural environment, safety
- “Cool place to live,” inclusive
- A “getaway” for part-time residents,
- Communication with citizens

Question 3: Looking at the strategic areas in the current plan and the proposed amendments, what should the Committee consider?

- Beach Preservation, Objective 3 – clarify and prioritize
- Beach Preservation, Objective 5 – Manage? What does that mean?
- Beach Preservation, Objective 6 – What can the Town do? What “teeth” does the Town have?
- Public Safety, Objective 1 – What does this mean? Should it remain?
- Public Safety, Objective 3 – tie to “age friendly community”
- Public Safety – add an objective that states “maintain strong community involvement with the Police Department”
- Infrastructure, Objective 5 – clarify
- Community Involvement – consider including an objective regarding health care

Question 4: Looking at the future of Pine Knoll Shores, what concerns you the most?

- Isolation from urban areas
- Volunteerism – who will take our place?
- Affordability – insurance, health, services for aging population
- The town being more commercial
- Lack of medical choices/options
- Need for public transportation
- Don’t want Brian Kramer to leave!

## APPENDIX D – 2016 UPDATE DATA SOURCE

### PINE KNOLL SHORES STRATEGIC PLANNING COMMITTEE

Commissioner  
John Brodman  
Vincent Larson

George Greene  
Michelle Powers

John Halada  
Bob Warren

Commissioner  
John Brodman  
Vincent Larson

George Greene  
Michelle Powers

John Halada  
Bob Warren

### FOCUS GROUP PARTICIPANTS

Assistant Town Manager  
Julie Anderson

Public Services Director  
Sonny Cunningham

Police Chief  
Ryan Thompson

Fire Chief Jason Baker

Breen Condon

Hap Fatzinger

Bruce Flynt

Sloan Freeman

Grady Fulcher

Ches Garner

Marc Jessup

Mary Kanyha

Bill Knecht

John Macheca

Mary MacDonald

Don O'Toole

Janie Price

Charles Revelle

Cindy Schersching

Tom Tempel

Carol Ann Tucker

Kathy Werle

## SWOT ANALYSIS - LONG TERM DEMOGRAPHIC SHIFT

<p>S:</p> <ul style="list-style-type: none"> <li>• 30% Full Time population – lower cost of services</li> <li>• Less congestion – 9 months - easier evacuation: non-primetime</li> <li>• Increased real estate value, tax base, and revenue</li> <li>• Easier to identify priorities</li> <li>• Easier to get to know Full Time</li> <li>• Maintain privacy</li> <li>• Potential for more full time (transition)</li> <li>• Fewer crowd – on beach (except in summer)</li> <li>• Affluent part-time</li> </ul>	<p>W:</p> <ul style="list-style-type: none"> <li>• Less volunteers and more staff</li> <li>• Loss of neighborhoods – weekend noise and parties</li> <li>• Lack of local knowledge- travel to do things (no market)</li> <li>• Less neighbor support</li> <li>• Ghostification</li> <li>• Disregard for ordinances (or no knowledge)</li> <li>• Loss of residential identity</li> <li>• Less government participation by part time residents</li> <li>• More street and beach litter</li> <li>• Imbalanced participation</li> <li>• Less likelihood of infrastructure improvement</li> <li>• Highway 58 traffic- safety and visitor awareness</li> <li>• My getaway mentality: less affluent full-time &amp; part-time renting out of property</li> <li>• Full-time not keeping up property</li> </ul>
<p>O:</p> <p>For PKS to take advantage of:</p> <ul style="list-style-type: none"> <li>• For part-time-rentals to someone else</li> <li>• Market PKS-PKS Branding ***</li> <li>• Promote entry level/downsized living units</li> <li>• Tech for work at home</li> <li>• Coordination with county</li> <li>• Part-time investment money</li> <li>• redevelopment</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• Bypasses, transportation</li> <li>• Growing county and island</li> <li>• Younger families</li> </ul>	<p>T:</p> <ul style="list-style-type: none"> <li>• Tanking economy- Part-time sale, decrease in home values</li> <li>• Hurricanes- increase insurance costs (FIRM)</li> <li>• Poor branding</li> <li>• Gas prices</li> <li>• Non-profits on bubble (ent./culture)</li> <li>• 2000-2010 demographic trend</li> <li>• Country club</li> <li>• Voting population down, less influence with county (sales tax e.g.)</li> <li>• Availability of sand and re-nourishment resources</li> </ul>

# SUMMARY OF STAKEHOLDER SURVEY

## Town of Pine Knoll Shores, NC

### Focus Groups Meeting Summary September 9 and September 23, 2016 at Town Hall November 18, 2016 at 314 Salter Path Rd.

The Pine Knoll Shores Strategic Planning Committee, as part of the update process, scheduled five (5) focus groups to solicit more public input. Lee Padrick, Economic Advancement & Planning Office, NC Department of Commerce, facilitated the focus groups.

#### 2016 FOCUS GROUP QUESTIONS

1. The Past

Why did you select Pine Knoll Shores to have property and live in?

2. The Present

Looking at PKS today, what's important to you and what concerns you the most? (discuss water quality and sea level rise impact if it comes up)

3. Specific on Long Term Demographic Shift

Did you know that only 3 out of every 10 homes in PKS have full time residents and the trend is going lower? Why do you think that is? Is this a good or bad thing for the town? Why? If it is a problem, what could the town do about it? What do you think it would take for you, if you were a part time resident to become a full time resident?

4. The Future

What is your vision of the future, what changes do you expect to see?

5. Strategic Plan Question – if there is time.

What changes/tweaks would you like to see made to the PKS Strategic Plan?

## Town of Pine Knoll Shores

### September 9, 2016 Focus Group Meeting Summaries

#### Focus Group 1. 11AM

Focus Group 1, was made up of four people, Howard Whitford, Tom Kies, Barbara Milhaven and Erica Reed. The meeting was held in the Town Council Chambers at 11AM on September 9, 2016. The group was asked to discuss and elaborate on a series of five questions.

Question 1: The Past: Why did you select Pine Knoll Shores to have property and live in?

- Friendship – friends had vacationed in PKS and suggested it.
- Grew up in Eastern NC—purchased in 1981 as a summer home
- Family (husbands grandfather built in 1980, had an opportunity to purchase it and did)
- Job in Morehead City

Question 2: The Present: Looking at PKS today, what's important to you and what concerns you the most? What about sea level rise and water quality issues (aquifer and surface)?

- Sidewalks are a need. Should be high priority (Group members were unanimous with this point)
- High insurance rates are a huge concern and burden.
- Changes in the FIRMs and/of climate. How this effects property value is a concern.
- Need more family friendly (multi-generational) activities
  - Rec center
  - Pool
  - Parks
  - Beach volleyball
  - Sporting activities, athletic clubs such as running/walking clubs
  - Youth outdoor, kayaking, fishing/hunting
  - YMCA type facility needed
- PKS does great with surface water quality
- Drinking water monitors are great
- Flooding and how water drains is an issue
- Clearcutting of vegetation creating runoff issues

Question 3: Specific on Long Term Demographic Shift. Did you know that only three out of every ten homes in PKS have fulltime residents and the trend is going lower? Why do you think this is? Is this a good or bad thing for the town? Why? What do you think it would take for you, if you were a part time resident, to become a fulltime resident?

- Surprised by the numbers
- Aging out, perhaps

- All part-timers are not the same. Not all weekenders, many spend months at a time
  - Weekenders, season-ers, holiday-ers
- More people are able to work from home, so more people can stay longer
- Better broadband infrastructure needed to attract more working age fulltime residents
- Need more cultural opportunities (theater, symphony, etc) to attract more fulltime residents and professionals
- Lack of decent paying jobs is an issue
- Need to recruit high-tech companies

Question 4: The Future: What is your vision of the future, what changes do you expect to see?

- Keep quality of life
- Strong community college
- More proactive community policing
- Community should remain residential
- Keep protecting the beach and maritime forest
- More welcoming to children
- More diversity
- Enforcement of speed limit on HWY 58
- Sidewalks
- More boat slips in more neighborhoods
- More boat storage

Question 5: What changes/tweaks would you like to see made to the PKS Strategic Plan?

- No changes were recommended by group 1, aside from the issues discussed above

#### Focus Group 2, 2PM

Focus Group 2, was made up of six people, Bill Knecht, Ted Lindblad, Rob Cheshire, Liz Mauser, Bob Holman and Buzz Jenkins. The meeting was held in the Town Council Chambers at 2PM on September 9, 2016. The group was asked to discuss and elaborate on a series of five questions.

Question 1: The Past: Why did you select Pine Knoll Shores to have property and live in?

- The beauty of the island, vacations, retirement
- Vacationed here for 30 years, dream retirement destination
- Came from Long Island, was looking for something that wasn't FL was about halfway
- Adult children would visit more often and stay longer
- Felt like home, the water, the peace and quiet

Question 2: The Present: Looking at PKS today, what's important to you and what concerns you the most? What about sea level rise and water quality issues (aquifer and surface)?

- More people wanting to make PKS their permanent home
- Changes, the town should stay residential
- Property turnover

- Massive clear-cutting, too many trees taken down
- HOAs get by-passed frequently
- Town requirements, particularly the water collection system are burdensome
- Tree, vegetation preservation
- Stormwater management
- Some HOAs more active than others
- Saltwater intrusion into wells
- Preservation of the small town atmosphere
- No immediate sea-level rise problems. Maybe 50 years down the road
- No water quality issues, however more aggressive education for the citizens regarding water quality issues could be helpful

Question 3: Specific on Long Term Demographic Shift. Did you know that only three out of every ten homes in PKS have fulltime residents and the trend is going lower? Why do you think this is? Is this a good or bad thing for the town? Why? What do you think it would take for you, if you were a part time resident, to become a fulltime resident?

- Most condos are rental units and most SFRs are permanent residents
- Improved highway systems make it easier to get here
- Need more jobs for younger people
- Insurance rates are too high
- Limited healthcare option here. Many choose not to live far from the care they need
- County should take advantage of marine sciences cluster, more collaboration with the community college
- Comfortable as a residential community

Question 4: The Future: What is your vision of the future, what changes do you expect to see?

- More transportation options
- Like it just fine the way it is
- Sidewalks needed, but not the entirety of HWY 58
- Reduce the number of Town Commissioners
- Majority like it the way it is now
- Senior living

Question 5: What changes/tweaks would you like to see made to the PKS Strategic Plan?

- Emphasize ground water also, under 'objective 3' environment/natural resources
- Get a sense of the community. Survey residents to find new talent that could be leaned on
- Consolidation of services on the island to cut down costs
- Focus further out than 5 years. (10-15 years on larger, more costly issues)

## Town of Pine Knoll Shores

### September 23, 2016 Focus Group Meeting Summaries

#### Focus Group 1. 10 AM

Focus Group 1, was made up of five people, Craig Letchner, Doug Harward, Steve Dohner, Susan Phillips, and Katherine Turrone. The meeting was held in the Town Hall Conference Room at 10 AM on September 23, 2016. The group was asked to discuss and elaborate on a series of five questions.

Question 1: The Past: Why did you select Pine Knoll Shores to have property and live in?

- ☑ Year-round community
- ☑ Trees, vegetation
- ☑ Location – residential, but close to commercial
- ☑ Overall experience – boating area, landscape, proximity to retail/commercial
- ☑ Water access
- ☑ Beach, boating, fishing, seafood – no snow!
- ☑ Fits our lifestyle, quiet neighborhood
- ☑ Great communication with the Town Government, feel more like a customer (in a good sense)
- ☑ Safe community
- ☑ Strangers stand out, neighbors watch out for each other's property

Question 2: The Present: Looking at PKS today, what's important to you and what concerns you the most? What about sea level rise and water quality issues (aquifer and surface)?

What's Important:

- ☑ Don't want to lose the small town feel
- ☑ Quality of life is great (don't change!)
- ☑ Limited commercial, primarily residential
- ☑ Keep the density low
- ☑ Better water access and more dining options than other coastal areas
- ☑ Fort Macon, NC Aquarium, Cape Lookout – more attractions than western Carteret County

Concerns:

- ☑ Pedestrian access (not necessarily sidewalks) is a concern
- ☑ Crosswalks are all different, not all are well-lit – need more consistency and driver education about what is expected of drivers (stop, or not)
- ☑ Need trash cans on the beach, at public accesses

Water Quality Issues:

- ☑ Local water system seems to have low pressure, compared to more urban areas
- ☑ Sea level rise – Town is well positioned
- ☑ Town has done a great job, very responsive with stormwater drainage issues
- ☑ Town is doing a good job addressing saltwater infiltration, cooperative and responsive with other nearby towns

Question 3: Specific on Long Term Demographic Shift. Did you know that only three out of every ten homes in PKS have fulltime residents and the trend is going lower? Why do you think this is? Is this a

good or bad thing for the town? Why? What do you think it would take for you, if you were a part time resident, to become a fulltime resident?

- Part-time residents pay taxes, help fund services
- Permanent residents do like the slow down of the off-season
- Permanent residents like that it is not a big rental area
- Residents' aging leads to the trend
- Healthcare system is an issue, perception is that there is not a lot of long-term care options
- Lack of jobs in the County play a big role in part-time residents not becoming full-time until after retirement – lower paying jobs (than in urban areas) and a lack of tech jobs in the area
- Broadband, cell phone coverage needs improvement
- Town provides great services, particularly mosquito abatement and town water service

Question 4: The Future: What is your vision of the future, what changes do you expect to see?

- Great place, needs better cable, cell phone service/coverage
- Maintain safe environment
- More reliable local contractors (maybe a Preferred Vendor list?)
- Keep trees and vegetation, keep PKS wooded
- Make beach access more age-friendly, without requiring handicapped access
- Town staff is extremely good, great communication, need to compensate them so they will stay
- Volunteers – need to involve more people
- Need public access to the sound (public boat ramp, with kayak launch)
- Really appreciate the public forums/focus groups, the opportunity to provide input

Question 5: What changes/tweaks would you like to see made to the PKS Strategic Plan?

- No changes were recommended by group 1, aside from the issues discussed above

### **Town of Pine Knoll Shores November 18, 2016 Focus Group Meeting Summary**

Focus Group 11 AM

The focus group was made up of six people, Christine Voss, Cindy Meyers, Melissa Murray, Kevin Furtner, and Johanna Rosman. The meeting was held in the Fire Station. The group was asked to discuss and elaborate on a series of five questions.

Question 1: The Past: Why did you select Pine Knoll Shores to have property and live in?

- Maritime forest, vegetation, natural assets (water)
- Volunteerism, level of expertise of residents/volunteers
- Safe community
- Quiet community, versus the neighboring communities' short-term tourists
- Kid-friendly (activities), old fashioned family community
- POAs/HOAs provide vital public beach access
- Less commercial than neighboring communities
- Lack of impervious surface, vegetated

Question 2: The Present: Looking at PKS today, what's important to you and what concerns you the most? What about sea level rise and water quality issues (aquifer and surface)?

What's Important:

- Balance between built/natural environment
- Recreation, open public areas/space are important
- Quality of air and water
- Environmentally friendly
- Sense of equity, a community based on team effort

Concerns:

- Neighbors not always looking out for each other
- Hurricanes, storms, stormwater controls
- Stormwater management needs improvement, particularly in specific areas (Laurel Court)
- How to adapt to climate change, and associated more intense storms and adverse weather
- Regulations can intrude on residents' rights
- Perception that rules are not evenly enforced / applied
- Building restrictions limit development, but also serve to create property appreciation

Sea Level Rise / Water Quality Issues:

- Comforting that local officials are concerned about sea level rise, given the current political climate
- The Town should be proactive about subsurface water quality issues, and the effects on local vegetation
- Concerned about canal water quality, and associated runoff from yards
- Town needs to educate people about impervious surface and runoff

Question 3: Specific on Long Term Demographic Shift. Did you know that only three out of every ten homes in PKS have fulltime residents and the trend is going lower? Why do you think this is? Is this a good or bad thing for the town? Why? What do you think it would take for you, if you were a part time resident, to become a fulltime resident?

- Demographic shift may not be a bad thing, the shift keeps PKS as a quiet community
- Part-time residents feel like residents, have a vested interest in the community
- Town does a great job of reaching out to part-time residents
- Good sense of community
- More part-time residents would become full-time if there were more employment opportunities in the county
- Quiet getaway, vacation homes for many part-time residents
- Cost of living keeps population numbers from growing much
- The distance to local schools may have an effect on younger families moving here
- Telecommuting opportunities are here, good broadband
- Would like to see the median age come down, community to become more multi-cultural
- There is a perception of police profiling, but vigilant; this may be associated with the high attrition rate of police officers, but this trend is getting better
- Community needs to be more inclusive, welcoming of everyone. Local government officials are very respectful and welcoming to new people in the community

Question 4: The Future: What is your vision of the future, what changes do you expect to see?

- Stay the same, this will take awareness and effort
- Changing shoreline will change housing along the shoreline, estuary
- Water is rising (sea level rise), town will need to be prepared
- Sidewalk along Hwy 58 is needed, but it must fit with the natural environment and vegetation
- Less car-dependent
- Crosswalks do not work as intended, creates confusion for drivers
- Trinity Center is an incredible asset to the community
- Young families will need to be welcomed into the community
- Maritime forest preserved
- Enforcement of the tree ordinance
- Encourage tree plantings that can thrive in a salty environment

Question 5: What changes/tweaks would you like to see made to the PKS Strategic Plan?

- Take advantage of the expertise of residents and volunteers
- Look at a Coastal Hazards Disclosure Statement on real estate
- Currently, residents have to go outside of PKS for activities. Look at providing or recruiting small businesses here (ie. bike and kayak rentals)
- When undergoing beach nourishment, sand needs to be more compatible with natural sand (less shelly)
- HOAs need to work together better on activities and recreation

Focus Group 2, 1 PM

Focus Group 2, was made up of five people, Cheryl Smith, Tom Aycock, Phyllis Makuck, Kaye Howe, and Mark Condra. Michelle Powers of the Strategic Planning Steering Committee was also present. The meeting was held in the Town Hall Conference Room at 1 PM on September 23, 2016. The group was asked to discuss and elaborate on a series of five questions.

Question 1: The Past: Why did you select Pine Knoll Shores to have property and live in?

- Trees and vegetation (identified by 3 participants)
- Not as commercial as the neighboring beach towns
- Iron Steamer Pier (before it was torn down)
- Neighborhood to raise kids – kid-friendly town
- Love of the ocean and the beach
- Lack of hotels, lack of commercialization
- Friendly community

Question 2: The Present: Looking at PKS today, what's important to you and what concerns you the most? What about sea level rise and water quality issues (aquifer and surface)?

What's Important:

- Sense of community and volunteerism, community support
- Town has a village-type of feel to it

Concerns:

- ☑ Need more child-friendly facilities and activities
- ☑ Speed limit on Hwy 58 needs more enforcement, potentially dangerous for cyclists
- ☑ Cut back some of the vegetation along Hwy 58 to help cyclists, pedestrians see
- ☑ Concern about access on and off the island in the event of a storm event

Water Quality Issues:

- ☑ Sea level rise – residents have noticed more standing water in recent years
- ☑ Dogwood to the Doubletree – needs beach nourishment
- ☑ Town’s work with vegetation and sand fences is good
- ☑ Town addresses stormwater issues and drainage
- ☑ Town is doing a good job managing the saltwater infiltration issue
- ☑ Recycle pickup is needs to be once/week, instead of every two weeks

Question 3: Specific on Long Term Demographic Shift. Did you know that only three out of every ten homes in PKS have fulltime residents and the trend is going lower? Why do you think this is? Is this a good or bad thing for the town? Why? What do you think it would take for you, if you were a part time resident, to become a fulltime resident?

- ☑ Town is obviously aging (median age of population)
- ☑ Need to make PKS better known to prospective residents
- ☑ Retirees should be the target for full-time residents
- ☑ Because of economics and market forces, not much the Town has control over with the population and changing trend
- ☑ Part-time residents’ families location plays a major role in whether or not they become full-time residents
- ☑ Advertise the Town with airlines and IT jobs, jobs where people can work from home or remotely
- ☑ Good location to airports
- ☑ Work-at-home jobs are key
- ☑ Better roads would make PKS more accessible
- ☑ Great schools are a plus

Question 4: The Future: What is your vision of the future, what changes do you expect to see?

- ☑ Stay residential
- ☑ Preserve the vegetation
- ☑ Continue to work on Aging In Place
- ☑ More marketing efforts, as a retirement community
  - Take a look at the Roosevelt Plan for marketing ideas
  - Advertise in Southern Living, etc
  - Advertise with military officers, military personnel publications
- ☑ Maintain village feel
- ☑ Improved transportation, more Hwy 58 crosswalks
- ☑ Crosswalk education and consistency, so drivers know what to do
- ☑ Lower speed limit along Hwy 58
- ☑ Maintain and replenish the beach with sand
- ☑ Continue current Town activities

- Need more advertisement, communication with smaller HOAs
- Put town email signup on annual tax bill

Question 5: What changes/tweaks would you like to see made to the PKS Strategic Plan?

- Keep recruiting volunteers
- Recruit volunteers in Shoreline, and outline time commitment required