

Village Center Business Needs Survey

November 2011



Village of Pinehurst, North Carolina

www.villageofpinehurst.org

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Executive Summary

- ❖ In November 2011, the Village of Pinehurst conducted a Business Needs Survey of businesses located in the Village Center.
- ❖ A total of thirty-six businesses responded to the survey, representing a 43% response rate.
- ❖ The survey inquired about general business characteristics; business challenges and opportunities; and information needs, sources, and preferences. The survey also allowed businesses to provide general comments on the Village's economic development and Village Center enhancement efforts.
- ❖ The majority of business owners who responded represented the retail, restaurant, real estate, and financial sectors.
- ❖ Most businesses surveyed have been in business for less than 5 years (44.4%) or over 20 years (33.3%).
- ❖ The vast majority of business owners (74.2%) located in the Village Center due to the Village atmosphere.
- ❖ The survey indicated the top five business challenges facing Village Center businesses at this time. They are (in order of importance):
 1. Attracting new customers,
 2. The image of the Village,
 3. Customer parking availability,
 4. The overall general economy, and
 5. The appearance of buildings.
- ❖ Respondents also rated the relative importance of potential improvements to the Village Center. Over 94% of survey participants indicated parking expansion and improvements as either very important or important, making it the top priority. Other improvements that were identified as important included:
 - Gateway and way finding signage,
 - Storefront beautification,
 - Enhanced landscaping and maintenance, and
 - Enhanced appearance of alleyways.

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- ❖ Over 85% of business owners strongly agreed or agreed there should be additional special events and retail events in the Village Center to generate foot traffic for downtown retailers.
- ❖ Survey participants indicated the five most important sources of business related information as:
 1. Clients and customers,
 2. Business colleagues,
 3. Media,
 4. Internet,
 5. Village government and suppliers.
- ❖ 80% of business owners use the Internet for business purposes very frequently or frequently.
- ❖ 74.3% of survey respondents prefer to receive business related information via email, while 17.1% would prefer that information be provided in print.

Conclusions and Implications

The Business Needs Survey clearly indicated the highest priority challenge for business owners in the Village Center is the ***need to attract new customers***, with 97.1% of business owners responding that it was either very important or important. This priority and others identified in the Business Needs survey support several of the NC Downtown Development Association's (NCDDA) recommendations provided in September 2011 aimed at doing just that.

The survey results indicate several opportunities for the Village to help business owners address their primary challenge of attracting new customers.

Parking

Customer parking availability was listed as the third most important business challenge (with 91.2% indicating it was a very important or important business challenge) and the number one priority for downtown improvements (with 94.1% indicating it was very important or important). In addition, 60% of the 248 respondents to the Downtown Streetscape and Sand Parking Lot Improvements Survey in June 2011 indicated that additional parking was needed in the Village Center. Based on this, ***the Village should address the parking issue in the Village Center to ensure there is adequate parking.***

Image of the Village

Business owners rated the image of the Village as the second highest business challenge. While “image” is a general term that could mean different things to different business owners, the Village’s opportunity is to improve that image by addressing some of the other areas identified in the survey.

Gateway and Way Finding Signage

Business owners rated gateway and way finding signage as the second highest priority for downtown improvements. In fact, 100% of respondents rated gateway and way finding signage as at least moderately important. 78.2% of business owners also indicated the lack of directional signage to the Village Center as either a very important or important business challenge.

The Village’s 2010 Comprehensive Long Range Plan includes gateway and way finding signage as an initiative. The survey results indicate there is strong business owner support for this initiative and ***the Village should move forward with designing and installing gateway and way finding signage.***

Enhanced Appearances

Business owners indicated some of their higher priority items were the enhancement of the appearance of buildings, landscaping, and alleyways.

The appearance of buildings rated as the fifth most important business challenge (with 97.1% indicating it is very important or important). Storefront beautification rated as the third most important downtown improvement (with 72.8% rating it as very important or important). This indicates an opportunity for property owners to enhance the appearance of their buildings, thereby enhancing the “image” of the Village. It is important to note the majority of the businesses responding to the survey (72.2%) lease their space, so those who want to see enhanced appearances may not have the direct ability to affect that.

The Community Appearance Commission (CAC) currently has a grant program to assist property and business owners in commercial areas to upgrade and improve the exterior appearance of their property. The survey results indicate this program is directly addressing the challenge identified as the fifth most important to business owners. ***The Village should continue to allocate funds to the CAC grant program and the Village should also seek other ways to encourage and support property owners in making property enhancements.***

In addition, business owners rated enhanced landscaping and maintenance as the fourth highest priority for downtown improvements (with 69.7% rating it as very important or important). ***Village staff should evaluate the landscaping in the Village Center and seek opportunities to***

enhance and maintain it at a standard that is mutually agreed upon by the Village and business owners.

Special Events

85.3% of business owners strongly agreed or agreed there should be additional special events and retail events in the Village Center to generate foot traffic for downtown retailers. Based on these results, ***the Village should work with the business owners to identify and help facilitate appropriate special events and retail events, as recommended in the NCCDA report.***

Village Center Expansion

59.4% of business owners indicated the Village Center expansion along an organizing spine is very important or important. Combine this with 79.4% of respondents indicating the limited number of retail businesses to attract customers to the Village is a very important or important business challenge, and one could conclude there is general support for expanding the Village Center into the Village Center Expansion Area. This was recommended in the Village's 2003 Comprehensive Long Range Plan, the 2005 New Core Master Plan, and again in the Village's 2010 Comprehensive Long Range Plan, each citing a lack of "critical mass." Based on this, ***the Village should encourage and promote business development, specifically retail, in the Village Center Expansion Area and along an organizing spine that connects the current Village Center to the expansion area.***

The Business Needs Survey also inquired about the information needs, sources, and preferences of business owners. The Chamber of Commerce and the Sandhills Community College (SCC) were both listed as relatively less important sources of business related information. As a result of this and the expansive resources offered to business owners through those two organizations, ***the Village should evaluate ways to promote the resources of the Chamber and SCC Village Center business owners.*** On the other hand, the Village rated fairly well in terms of being an important source of business related information.

Business owners indicated they use the Internet for business related purposes and the vast majority prefers communication occur via email. ***The Village should continue to provide business related information to business owners who have indicated they would likely access that information through the Internet or email.***

In summary, business owners were very responsive to the Village's request for feedback and affirmed the importance of addressing needs that have been identified by the Comprehensive Long Range Plan consultants, the New Core Master Plan consultants, and the NCDDA Technical Assistance Team. The Village's charge is to now address these challenges in partnership with Village Center business and property owners. With the 2014 US Opens approaching it imperative the Village support business owners by helping them attract customers so the Village Center is vibrant when it is on display for the world to see.

Introduction

Village staff conducted a survey among business owners in the Village Center in November 2011 to provide the Village Center Enhancement Committee with business owner feedback and input.

The objectives were:

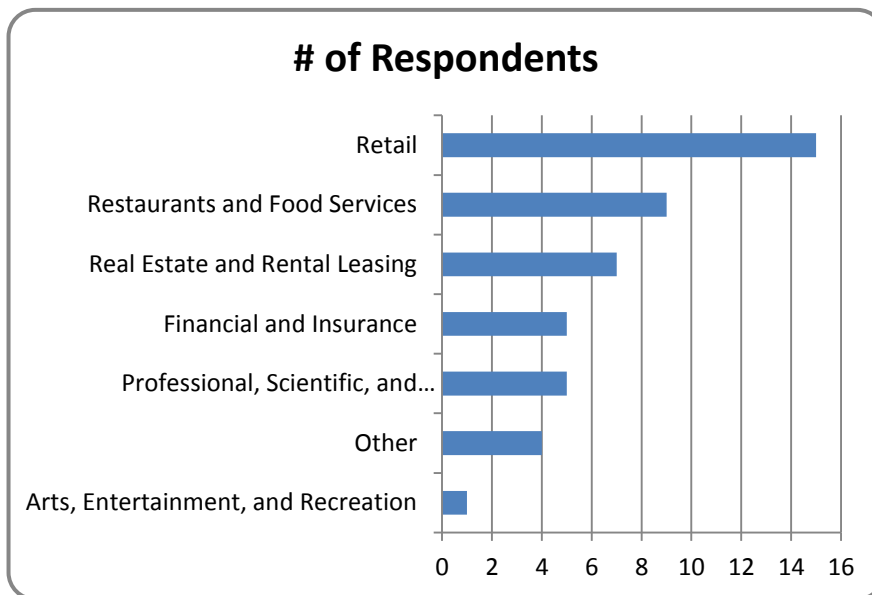
1. To better understand the challenges facing businesses in the Village Center,
2. To obtain feedback on support or lack of support for downtown improvements, and
3. To determine the information needs and preferences of Village Center business owners.

The survey was designed using a Likert 5-point scale. Both electronic and paper copies of the survey were made available to business owners.

36 business owners responded to the survey, representing a 43% response rate.

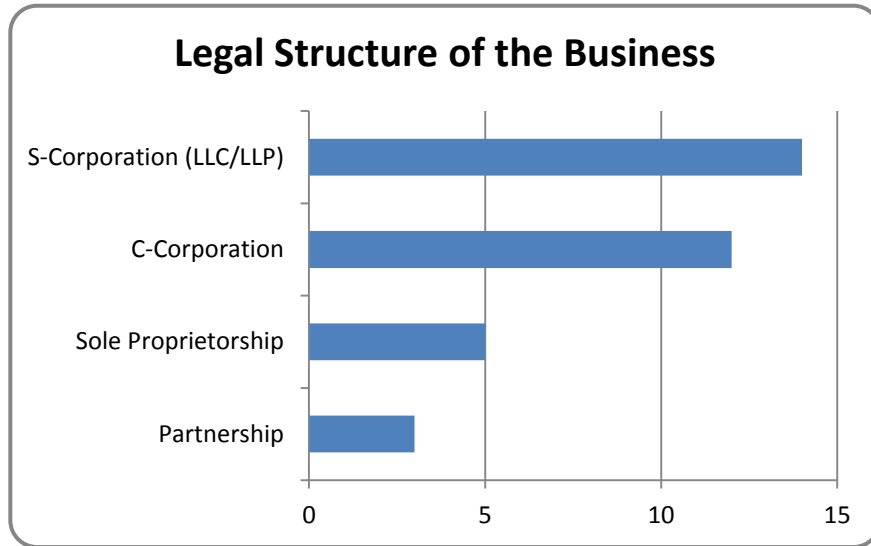
Business Characteristics

The majority, or 15 out of 36 (41.7%), of survey respondents were in the retail sector:

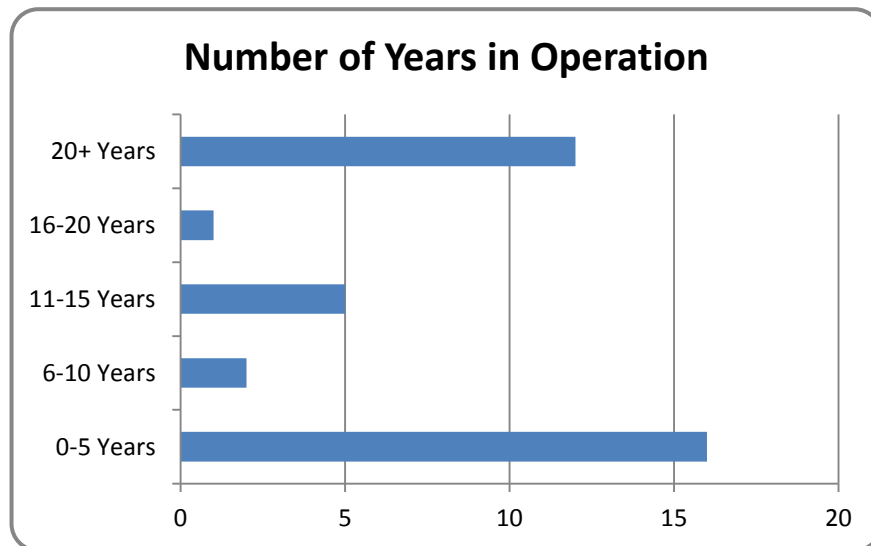


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The legal structure of the businesses that responded to the survey varied, with the vast majority (76.7%) being corporations:



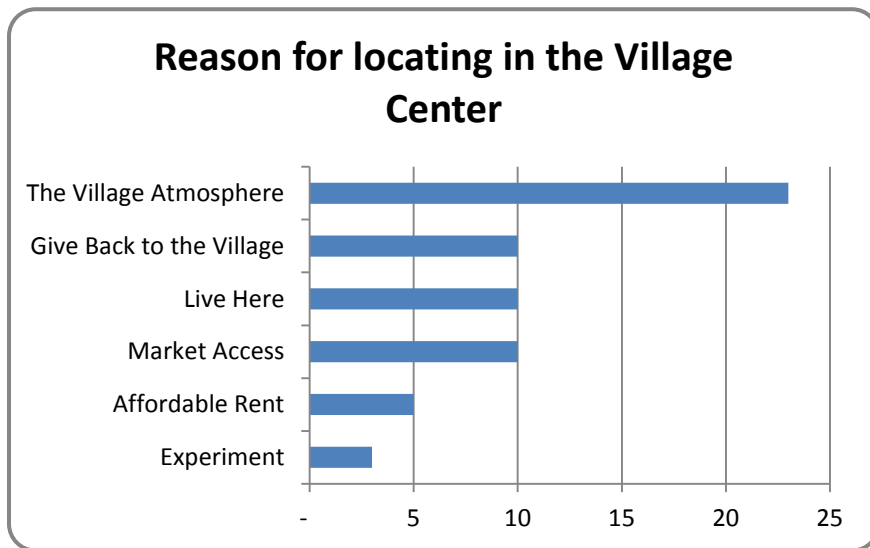
The businesses surveyed have primarily been in operation for less than 5 years or over 20 years. This mix of businesses in different development stages provided a well-rounded and diverse perspective.



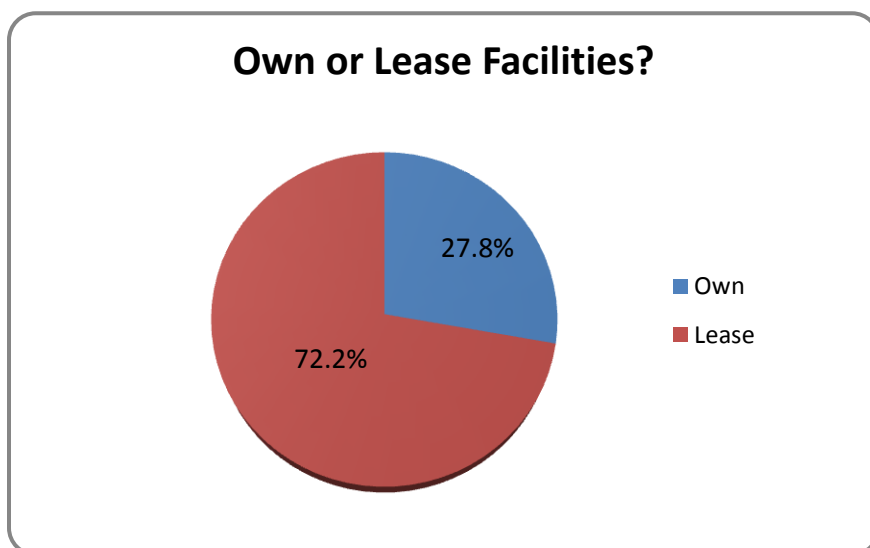
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When asked the primary reason for locating your business in the Village Center, the vast majority (74.2%) of respondents indicated it was the Village atmosphere. The Community Planning Survey done in conjunction with the 2010 Comprehensive Long Range Plan indicated the number one reason most cited for residents choosing to live in Pinehurst is the overall character and beautiful Village.

If the Village atmosphere was the greatest contributing factor for most businesses locating in the Village Center and residents moving here, the Village's challenge then becomes to maintain and enhance that atmosphere.



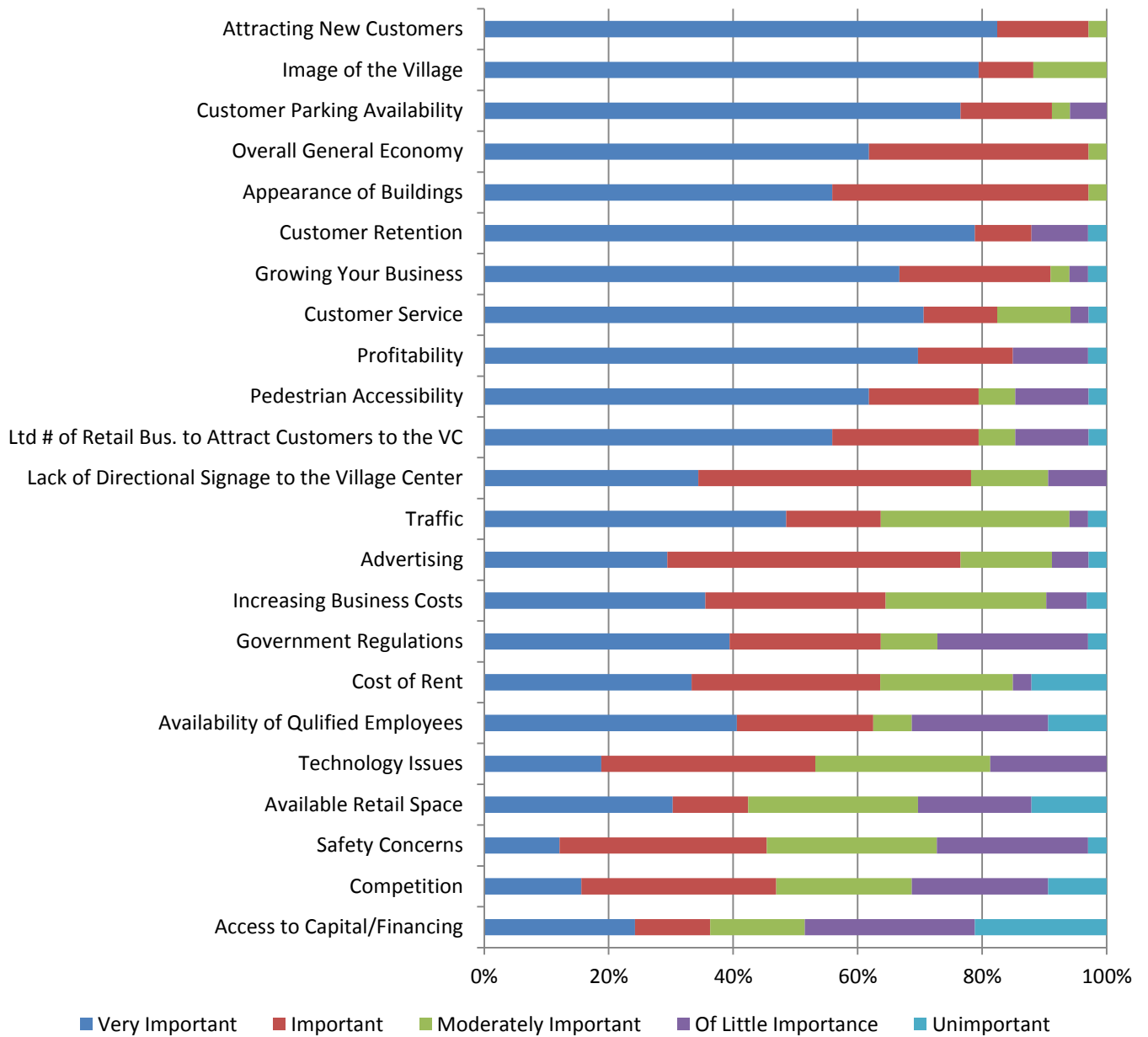
72% of businesses surveyed lease their facilities and 28% of respondents own their facilities.



Business Challenges and Opportunities

Business owners were asked to indicate the importance of issues or challenges facing their businesses as very important, important, moderately important, of little importance, or unimportant. The chart below indicates how respondents rated their business challenges.

Importance of Issues or Challenges Facing Businesses



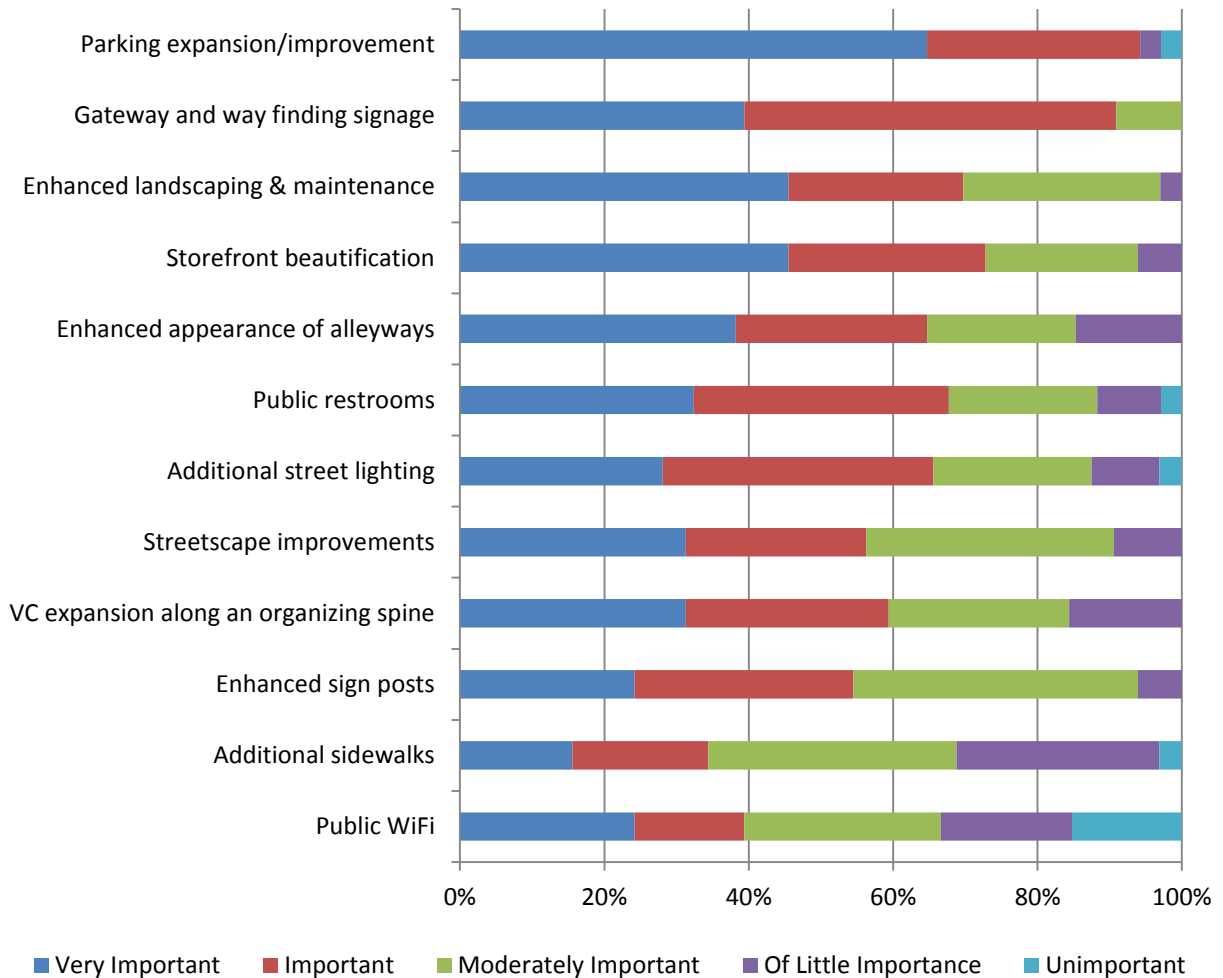
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The top five business challenges, in order of priority, identified were:

1. Attracting new customers,
2. The image of the Village,
3. Customer parking availability,
4. The overall general economy, and
5. The appearance of buildings.

The survey also asked business owners to rate the relative importance of downtown improvements as very important, important, moderately important, of little importance, or unimportant.

Importance of Downtown Improvements



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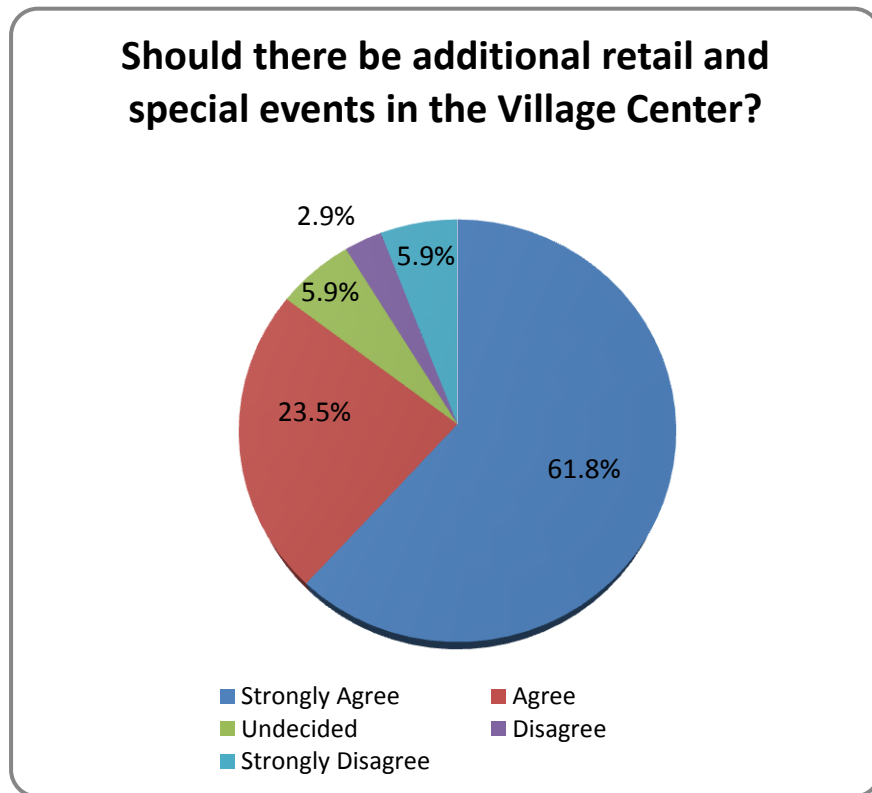
The downtown improvement that business owners indicated was the most important was parking expansion and improvements. Over 94% of survey participants indicated parking improvements was either very important or important.

Gateway and way finding signage was listed as the second highest priority by business owners, with almost 91% of respondents rating this as either very important or important. This would indicate there is business owner support for the Village's initiative to install gateway signage at key locations at our Village limits. In addition, it supports way finding signage that is intended to help visitors navigate to their destination once they are in the Village limits.

The third highest rated downtown improvement was storefront beautification. The Village's Community Appearance Commission (CAC) just recently implemented a grant program to provide financial assist to property and business owners for storefront beautification. The survey results indicate support for the CAC's grant program.

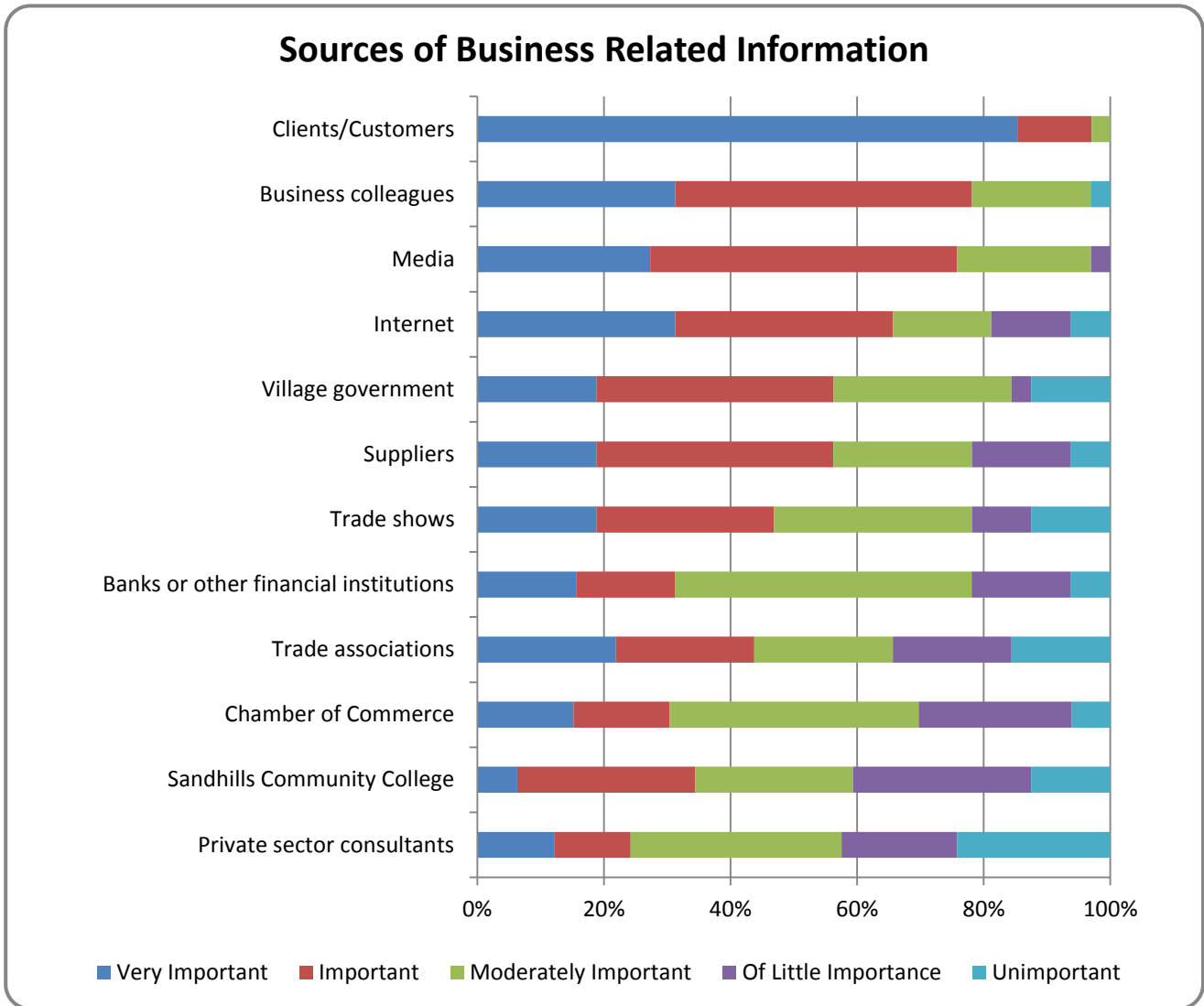
The next two highest rated priorities identified were enhanced landscaping and maintenance in addition to enhanced appearance of alleyways.

Survey respondents were also asked to indicate their level of agreement to the following statement: "There should be additional special events and retail events in the Village Center to generate foot traffic for downtown retailers." Over 61% strongly agreed with the statement, with another 23% agreeing.



Information, Needs, Sources & Preferences

The survey also asked business owners to identify the most important sources of business related information as very important, important, moderately important, of little importance, or unimportant.



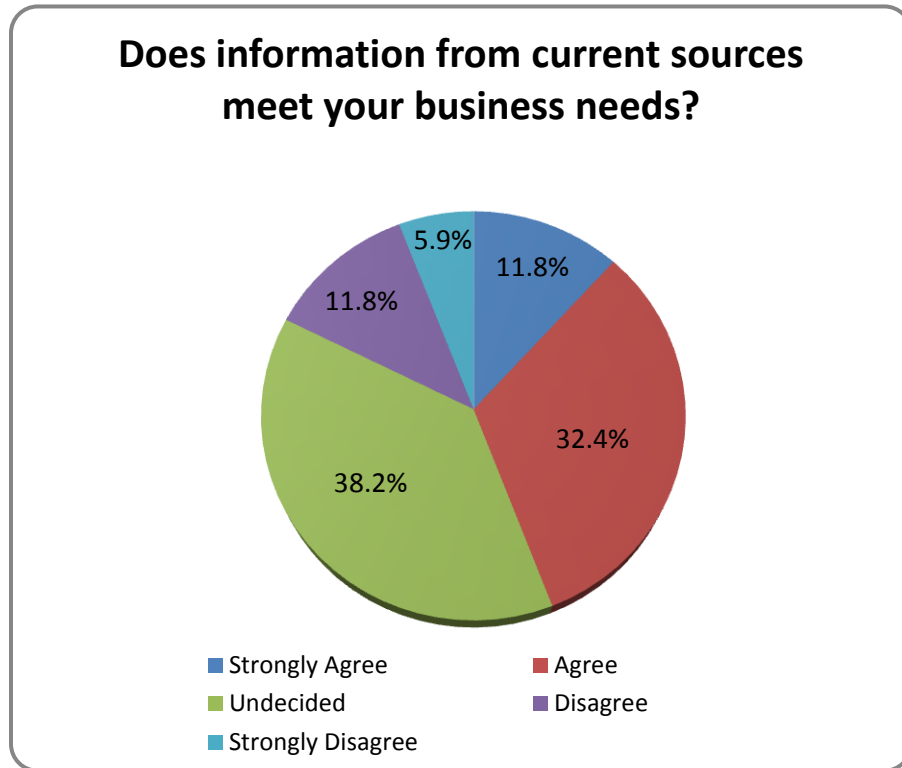
The most important sources of business related information identified were:

1. Clients and customers,
2. Business colleagues,
3. Media,
4. Internet, and
5. Village government and suppliers.

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The Chamber of Commerce and the Sandhills Community College rated fairly low in terms of being an important source of business related information. There may be an opportunity to leverage those organizations to help support business owners in the Village Center by providing education and training to small business owners.

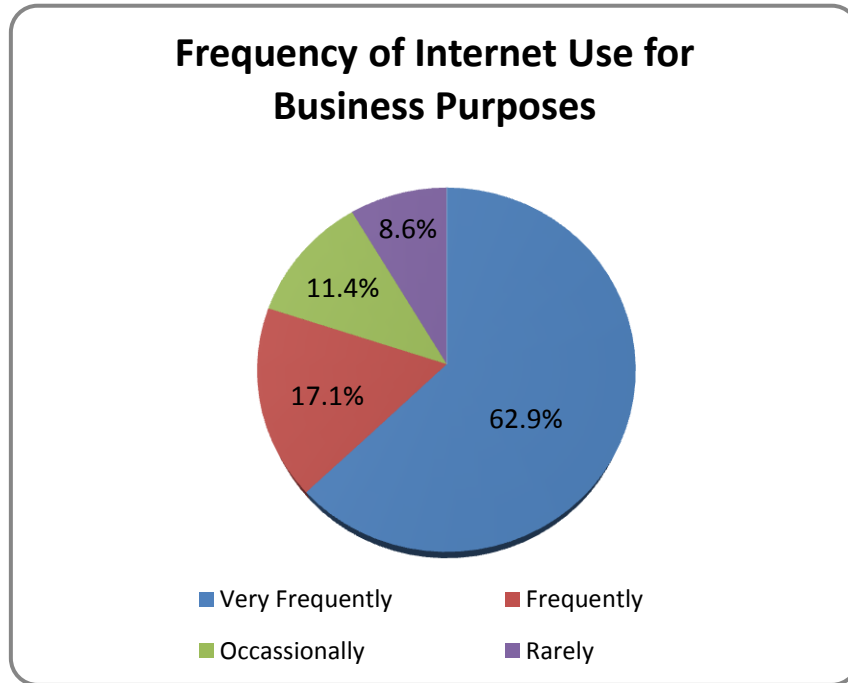
Survey respondents also indicated their level of agreement with the statement that information from current sources meets their business needs.



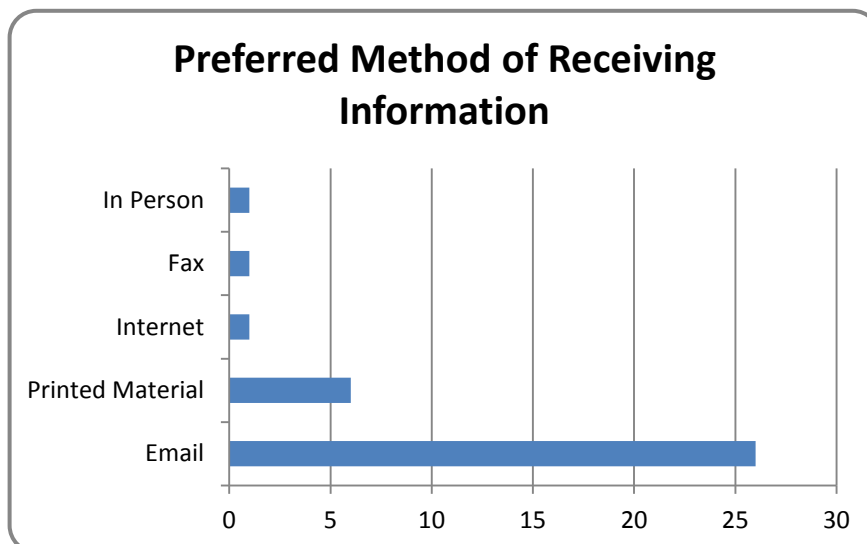
Less than 45% of business owners indicated they agreed information from current sources meets their business needs. Again, this is an opportunity for the Village to help business owners identify useful sources of business information.

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Village Center business owners frequently use the Internet for business purposes, based on the survey results. All business owners indicated they use the Internet at least occasionally for business purposes. This indicates business owners would likely access the Village website for business related information, so the Village has an opportunity to enhance its website and other Internet-based applications to help provide information to business owners.



By far, business owners would prefer to receive information via email. 74.3% of respondents prefer that method. Another 17% would prefer to receive printed materials. Based on this, the Village should continue to utilize email as the primary method of communication with business owners, but should also produce printed materials.



Appendix – Responses to Open Ended Questions

The following comments were given by business owners when asked to **indicate any other challenges or opportunities your business faces at this time that may not have been listed above.**

- 1) Mail delivery to my office 2) Empty business store fronts 3) Lack of group "Village" marketing 4) Business owners/employees parking in prime street-front parking!
- At times, there seems to be a negative outlook in the Village (residents) - instead of focusing on the positives and encouraging those businesses already in place, the focus often seems to be on what is not available. Rumors abound about what will be in the old post office building - one of the rumors directly concerns my business as I've been told that Village officials have looked at a couple of market-type (small grocery) businesses (one in the Chapel Hill area) and are trying to woo such type of business with a cafe included in it - the cafe would be in direct competition with my business. Again, this may be just a rumor; however, it's unsettling to hear it. I also hear that there are those who want a Starbucks in the Village - again, unsettling to hear. I think there should be positive news articles about what is already good about the Village - yes, improvements and enhancements need to be made, but not all is bad. We live and work in a wonderful place! Also, I'd like to have the opportunity to further discuss some of my responses with appropriate persons. Thanks.
- The Village needs to create its own brand separate from the resort and needs to appropriate funds to help drive in (Raleigh, etc.) customers to the Village.
- We definitely need and must have a better working relationship with the Pinehurst Village Council and its ENTIRE STAFF..... The business owners in the Village desperately need this connection.....I am in hopes that Natalie Dean will be moving us all together in this direction. I appreciate what she has and is doing toward this end.
- Need new visions for downtown. Always foot traffic in Southern Pines, very little in Pinehurst. Need to downsize law enforcement agency & make them understand they work for the people who pay their wages. This is a resort. Don't shoot the hand that feeds you.
- Comments from visitors and locals alike..."What's happened to the Village?" I hear it daily, and not just due to empty storefronts. I've heard that the VOP is looking neglected, seedy, not what it used to be...is this it for shopping? And from locals...parking, parking, parking! The opportunities for me are several offers for me to relocate my business elsewhere and be closer to more of my customers...as Pinehurst is not getting the same caliber client as years gone by. I have spent almost 7 years in the VOP and really would rather not start over. Another option is to close the store and have an online store. I did not open in the VOP to conduct business in

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what is slowly becoming a center of community events. The people in power now have no idea what is involved in running a business. The attitudes and comments that "we bring 1,000 people to the Village and if you don't do well that day, maybe it is your merchandise that is wrong" is truly an ignorant comment as to how business works. Ok...then why do I do well on day WITHOUT events? I have little theft on regular days and big problems on event days...why??? Why should I be forced to hire people during events when my sales go down, but just have them to protect my inventory? We all need customers, too few is not good but too many is not good either. When I rented in the VOP all I expected was visibility, parking, and a safe environment to conduct business...the rest was up to me, through my windows, merchandise, advertising, customer service and my own efforts. I never expected the VOP to pick who my customer was or when they will find me. Frankly, I am in favor of some events but those events should be as special as Pinehurst is...not like any and all events found everywhere else. I am not saying snooty and expensive...I am saying special, unique, charming and as special as Pinehurst is...exclusively ours. Events are not found in small towns everywhere. Pinehurst will never lose its history, but we can lose our reputation. We may have the 2014 Opens...but then what? 2011 may be the best year I've had in thirteen years...this Christmas will tell that story. If it isn't the best year ever, it will be my second best year. I would think that I must be doing something right and have some valid ideas. My answer to the events question is based solely on events we now have...not on all events. The question was not asked in a way I could reflect that.

- Unoccupied retail spaces due to high rental cost for this economy. On special events offer vending opportunities to village businesses first before opting out of the village.
- Village officials (Mayor, etc.) need to be more involved with the community of businesses. 2) Need of a liaison between Village & Hotel. 3) More specialized artisans!! Less banks and real estate. 4) Designated parking for ALL employees, including real estate and banks.
- Lack of function in town
- Demographic of people visiting
- The post office closing greatly affected the number of clients who now go to our other branches.
- General parking and maintenance of our grounds is imperative
- We would like to attract more of the Resort guests and would like to be able to count on them to direct their customers to The Village.

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- My needs are a bit different than the typical retail business located in the Village - but what I do (and whether I continue to locate my office in the village) is affected by the other businesses in the Village.
- My staff consists of volunteers, not "employees." It is becoming increasingly difficult to attract new volunteers to our business. Without them, we cannot remain viable.
- A cohesive group of businesses that can team up such as those in Southern Pines and Williamsburg, VA. Our business is open 360 days per year, (unless weather permits). Often guests are short on places to go and things to do, especially on Sundays and early evening. The Historic Listing means a lot.
- The absolute biggest mistake to date has been Village leaders allowing the ABC store to be relocated and the closing of the Post Office. The Village needs an anchor or anchors - discussion of landscaping, signage, etc. are important but we have to give good reasons for local people to come into town on a regular basis. In summary, leadership has been a real issue - Pinehurst's poor leadership was hidden when the economy was booming - but now it is very evident.
- The library/archives faces the problem of rapidly changing technologies and patron habits. We all need to determine how to manage electronic communications/social media, while maintaining the health and vitality of our bricks and mortar establishments. Cooperation, mutual support and sharing of great ideas are essential to the well-being of the Village and commerce in it.
- As mentioned above, there is a real need to attract more out of town people here to experience the quality of our Village. I truly believe as time goes on if we can maintain and improve little by little what we have here, more and more people will want to come and visit and possibly stay.

The following comments were given by business owners when asked to **provide any other comments on the Village's economic development and enhancement initiatives for the Village Center:**

- Pave sand lot and force employees/owners to park there! In my survey 'parking" was #2 reason for staying out of the Village. 2) We need a concentrated "Buy Local" initiative in Moore County/Pinehurst. This extends to a "Pinehurst Employee" card to extend business owners/employees. This helps us all. 3) We need directional signage that will help us harness the "Power of the Circle". Tons of Moore county residents have never visited the Village because they are scared of the traffic circle and can't/won't navigate the village streets. Make it easy!

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- I was encouraged by the meeting that Jeff and Natalie had with Chris, Koley, Caroline and me to discuss the enhancements to the area in front of the Old Department Building (105 Cherokee Road). I'm hopeful that the idea of a putting green will come to fruition. I believe it would be a definite positive for the Village. I would be happy to assist in any way with this project.
- Pinehurst is a resort community, not a tourist town. By expanding outlets w/o giving credence and quality, it could be very dangerous. We are NOT Myrtle Beach and people come here as much for the laid back style we have - not for shopping opportunities. By increasing scope of Village outlets we run the real prospect of more empty storefronts. We lack the traffic necessary to support more stores. If there were people to open businesses in the Village, there are ample opportunities already here. P.S. I would like to see more building owners consulted on Village discussions.
- We definitely need hands on Economic Development and enhancement initiatives and I am in hopes and know that Pat Corso will help make a profound effective effort in his new position and others with Economic Development/Partners in Progress.....
- When I bought the store in 1993, the Village was a thriving, charming destination. The loss of Razooks was a big deal and the length of time renovations took. We need to keep the Village upscale destination like it has always been. Please do not let it turn into a place like everywhere else.
- Would like to see allowance of open container in the Village (especially for Art walks/cultural events). Not benefited by 3rd Thursday event. Would love more support and cohesiveness with Resort/Village.
- Take the sandlot and woods across from the theatre building and design a Commerce in the Pines. Get the banks/real estate/insurance businesses to move into the Pines and that makes available 30-50 shops for retail. (Our late Mayor Lane thought it was a great vision.)
- Pinehurst should look at "Blowing Rock" and/or Williamsburg as a role model. Village officials are not involved in its community. We all need to be unified and not divided. Liaison between village and neighboring hotels. PARKING: There should be a designated area for business owners and employees!!! This would certainly help!!! (Sand lot). But when you have real estate agents and banks using all the front parking spaces, there is nothing left for customers. NOTE: Theos Taverna does not allow any of its employees to park out front. RESPONSE TO QUESTION # 16: I'm not in retail so it's hard to answer. Although I feel a huge need for the village to advertise as a whole instead of individually. At the expense of the Village! Also, the village needs more specialized shops (ex. linens, shoes)! Parking a huge problem! Could be somewhat resolved if realtors would stop parking in front road spaces! Town officials need to be more involved!

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- Village work together
- I don't think parking is a problem at all now that the post office is closed. If you will notice, the sand lot now is mostly empty, so I think we now need to bring back the 2 hour parking signs and increase the fines to \$25.00. Merchants and employees now utilize the now freed up parking places. We are in our 11th year of business in a "dungeon" with no street visibility and we are having the biggest year in our history, including 2005, the year of the last US Open. The recession hurt everyone, and to throw money to enhance the Village is a waste, in my opinion. I am proud of the Village every day that I come to work.
- Parking number one followed by much needed enhancements.
- Actively encourage more restaurant and retail establishments. 2. Provide additional / better retail parking. 3. Police are viewed by both restaurant / bar owners and customers as predatory. This needs to change! 4. Village greens were designed as open spaces for public gatherings, not a tree farm. We can do better.
- Clean up our village to the standards of Disney not the resort. It should be breath taking.
- I was disappointed that the re-surfacing of the sandlot did not take place as planned. I think one of the easiest ways to help with the parking situation would be to have a fancy golf cart with a driver that likes to talk to people and is informative about the Village just continuously drive around and pick people up and take them where ever they want to go. This is something that could be implemented now with very little cost. I also would like to see the Arboretum used for more activities. It is the perfect venue for concerts and other events....it's a great place for children and pets to run around. Again, there could be a shuttle that would bring people from there to the Village and back. The distance from the corner of the Arboretum to the Village is about the same distance as the front door of the Carolina to the Village. If people can walk to the Village from the hotel they could certainly walk from the Arboretum. Using it would not restrict access to my business by closing off streets. Whatever work is done to the Village it is imperative that it NOT be done in season. We have endured many years of turmoil with the Razook building and I don't think my business can withstand much more. I would rather see money spent to fix what we have rather than change everything around and go through more months of everything being torn up. It always takes longer than the estimates. My other concern with adding more green space is maintenance. There doesn't seem to be enough with what we have and adding more would require even more. Thanks for asking for my thoughts.
Sherry Mortenson / The Faded Rose
- The Village needs to do much more to attract and encourage consumer retail business and foot traffic. Right now the village is over dependent on service industry business that does not generate much foot traffic. Many shops are also a bit too much on the "high end" / exclusive

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that does not lend itself to much "regular" consumer traffic of repeat shoppers. Need to encourage more traffic with less "exclusive boutique" type stores that would increase more regular traffic. Stop, linger, congregate and spend time. Maybe the village needs a Starbucks! In general, I think the village (and the town council) is just too pretentious and full of itself in trying (too hard) to maintain an "exclusive" image. It is going to become so exclusive as to put the entire village out of business! Open up the village green to encourage its use. It is currently a vast waste of space because it really can't be used or easily accessed for recreational use.

- I realize we are on the outskirts of the Village Center, but given our historical status, I think it's important that we not be forgotten for signage, sidewalks, events, and advertising, etc. We have been a part of Pinehurst history for 89 years, yet only a very small percentage of people know we even exist. It's a frustrating and constant battle to bring folks over to our doorstep.
- I feel that a management group to enforce property management issues in the village. It is difficult to manage this concern, since properties within the Village are individually owned. But if all can get together on the same page and understand how important it is to work in harmony that it will be much easier to operate in the Village profitably. 1) Some issues that could be resolved in the short term to handle parking issues would be to have hours that inventory can be delivered to their businesses. Since most tenants do not have access to rear entry deliveries they deliver items to their front doors and take parking which should be used for patrons. (When parking tickets were issued there was more parking for patrons). For businesses that are not retail related, these people need longer term parking, maybe parking validation is a method to be used to keep those folks from getting ticketed. 2) Cleanliness of sidewalks in front of retail space. 3) Set hours of Operation for Retail Businesses. Retail businesses cannot flourish unless they are open. Having all of the businesses with same and set business hours creates more business for everyone. (In successful retail areas, all of the businesses agree to stay open during set business hours.) Success breeds Success. 4) Diversity in Business. Be Good to Your Retail neighbor, If they are selling something that they have been successful selling, don't stock it in your store. Be the retailer you set out to be when you opened. This will help overcome the competition issue.
- The Village takes too long in making decisions that affect income for businesses here. Often they make appointments and do not show up. We have had a mess here for well over a year with a poor sidewalk project and no one stepping up and taking responsibility. The damage has been very costly due to folks in the Village offices dragging their feet and making poor decisions that eventually affect the infrastructure of the Village. I bet no one there knows if the water issues were solved on the Wellesley building or not? I figured as much. Good luck. It's your own back yard that is the challenge!!!
- Some businesses do a great job, but can't make up for a lack of a welcoming atmosphere in parts of the Village. Simple things like open doors on beautiful days, balloons tied to a sign, soft

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music, scented candles, and special deals of the day and, yes, even smiles, go a long way (all of which does not entail a larger payroll or any other costs).

- There is a great deal of confusion when people are trying to locate the Chapel (MapQuest, GPS, etc.) Our "official address" is 10 Azalea Road, although we aren't located on the part of Azalea Road where your GPS will take you. The signage on the street in front of the church says Azalea Road, but until you get directly in front the road is Midland Rd. or Rt. #2. If you aren't familiar with the area it's quite puzzling. We have many weddings here with lots of "out of towners" and they seem to have a very hard time finding us via the usual methods.
- I believe the Village has done an outstanding job with maintaining what we have and making many great improvements over the past 20 years. Keep the good work up. I appreciate it.
- The economy is bad everywhere in our country, not just Pinehurst. To lower the bar during this time will not fix the problem or fill the empty store fronts, but could ruin our future overall image and reputation, for both visitors and those thinking of moving here. We need to fix and maintain what we have now, and be ready when the economy does turn around. Start planning for "new core" (HATE that name...how about Tufts Square?)...events at the Arboretum and new core would EXPAND the VOP. Why must we do EVERYTHING, retail, office, restaurants, events and all activities in the same spot? Would a party be confined to the kitchen or would the living room and patio space make it less crowded and more enjoyable? Spread it out...make the Village larger...allow business to conduct their business during business hours. Want events in the Village every week? Great...do it on Sundays!!! No parking issues on Sunday! Business owners won't complain on Sundays! Block the streets on Sunday! Sunday...what a great family day for activities for all families to share in after church! Instead of going out to eat, movies, shopping on 15-501...get them to the VOP on Sundays! Every event, every age group and everything should have a time and place...but at what expense. We need to stop trying to be like other towns or places and focus on what is a unique and desirable for Pinehurst long term...what makes us stand out? What makes us different? Who do we help and who do we hurt when making decisions or approving plan? The powers that be need to have a better understanding of what it takes to have a business here, the risks and the expectations. Do they truly understand the need for retail in the VOP or the effect of not having enough??? What about an "exit" survey for those that close or move...understand the cause and effect before decisions are made. Allow ALL groups and ages to do their thing...but not in the same spot at the same time, as there will always be conflict. Talk of a drug store, dry cleaners or supermarket in the VOP...really? How many times will people circle the VOP looking for parking to run in and buy a quart of overpriced milk...when they can do everything on 5, 211, 15-501? And how often would you do it? How long do you think that store would last? Is there even the square footage for those things? Sure it would be great to have those amenities and keep tax dollars in the VOP...so plan now for those things where they could make it and accommodate the cars and square footage...Tufts Square (hug...couldn't say New Core again!). Expand the

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Village so it all works and at the same time! I care about today as well as the future for the Village...store or no store for me, I feel the same. I would like to see results instead of a lot of talk...while I'm still young enough to enjoy it. Personally I would like to see a wonderful art/crafts event take place in Pinehurst. Only open to NC artisans, juried. Not candy, not made in China, not from Virginia, not barking puppies looking for a home...all true NC artists of all media...descending on the VOP once a year...over the years people from all over the state and country come for this wonderful event. Tax collected would stay here and actually go to the county and not in the pockets of out of state vendors. It becomes a true event...maybe a two or three day weekend event. How about an adult night of music...everyone strolling through the VOP, enjoying the music, the Village, meeting their neighbors...without orange cones and barricades. Kids have school, friends, family, activities, neighbors and a zillion other things to do...where do adults go? If you aren't a kid or animal, do you no longer count? This I've heard from several local residents and a valid point. I disagree with the shop owner who feels people 60 and above are cheap, don't spend money and "are on their way out...they're dying"...what do we have for them? It seems that we are "winging it"...we know where Pinehurst has been, but where is it going? Who and what is