

VILLAGE CENTER ENHANCEMENT STRATEGY



2/28/2012

VILLAGE OF PINEHURST, NORTH CAROLINA

This Village Center Enhancement Strategy is being presented by the Village Center Enhancement Committee and includes recommended strategies to help create a dynamic, vibrant Village Center.

Village Center Enhancement Strategy

INTRODUCTION

The Village Center has been the heart and soul of the historic Village of Pinehurst since 1895. It is a place for residents to congregate and for visitors to explore. It is a retail shopping destination with character and ambience like none other.

The Village Center, however, has been negatively impacted by the most recent economic recession and as a result faces many challenges in ensuring its economic viability.

In May 2010, The Village Council appointed the Village Center Enhancement Committee to develop strategies to “formulate actionable recommendations designed to enhance the health and vibrancy of the Village Center.” This Village Center Enhancement Strategy represents those recommendations.

However, in recent years, the Village Center has been challenged by its location, small size, and competition from businesses in other areas, the loss of traffic generators, and other factors.

-2010 Pinehurst Comprehensive Long-Range Village Plan

STRATEGY DEVELOPMENT PROCESS

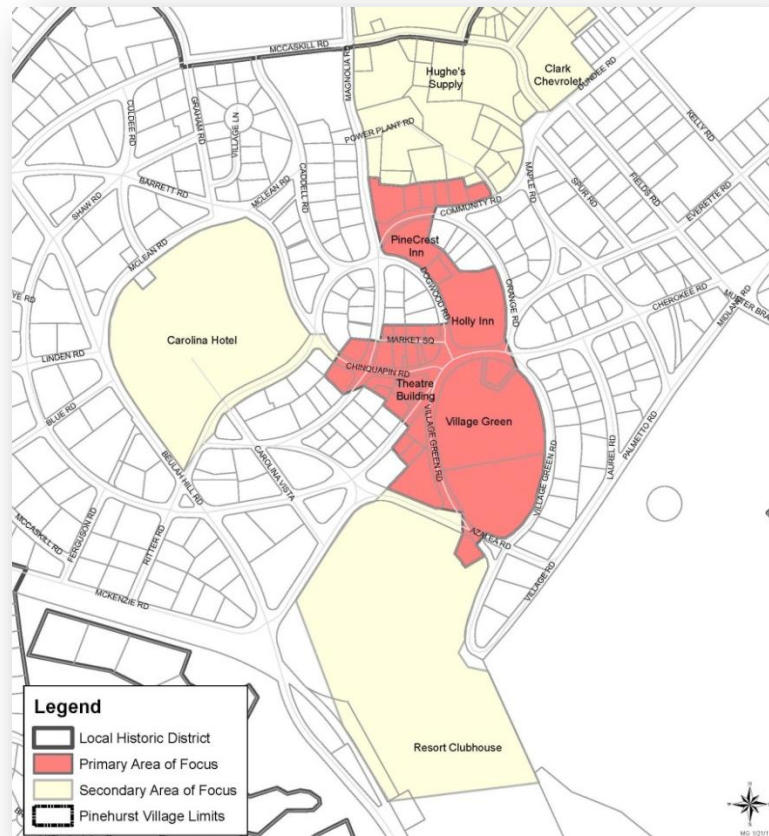
Through the Village Center Enhancement Committee, the Village Council invited the North Carolina Downtown Development Association (NCDDA) to form a Technical Assistance team to identify challenges and opportunities as they relate to the Village Center.

The NCDDA Technical Assistance Team conducted interviews with a broad array of members of the community over the course of three days and presented their recommendations to the Village Council in September 2011. As a result of the NCDDA report, the Village Center Enhancement Committee reorganized itself and formed three subcommittees to formulate work plans for the recommendations:

1. Business and Community Relations,
2. Downtown Facilities, and
3. Business Recruitment and Retention.

VILLAGE CENTER AREA OF FOCUS

The Village Center Enhancement Committee's Primary Area of Focus and Secondary Area of Focus were agreed upon by the Village Center Roundtable Group and includes the areas highlighted in the map below. This Village Center Enhancement Strategy is for the Primary Area of Focus.



This Village Center Enhancement Strategy is respectfully submitted to the Village Council of the Village of Pinehurst on this 28th day of February 2012 by the Village Center Enhancement Committee.

- Art Chalker, Chair
- Natalie Dean, Downtown Manager/Assistant Village Manager
- Jeff Batton, Assistant Village Manager
- Patrick Barry, Committee member
- Stephen Cryan, Committee member
- Karen Kaplan, Committee member
- Kathryn King, Committee member
- Deb Myatt, Committee member

In addition Caleb Miles (Convention and Visitors Bureau) and David Woronoff (The Pilot) participated in the formulation of the Business and Community Relations Subcommittee recommendations.

VILLAGE CENTER VISION AND MISSION

After the Village Center Enhancement Committee received the NCDDA Technical Assistance Team Report, it crafted and adopted the following **Vision** for the Village Center:

The Village Center is the “heart and soul” of historic Pinehurst. The vibrant, charming, and unique Village Center attracts people of all ages to visit, shop, dine, and enjoy.

Residents and guests stroll the sidewalks, visiting Village shops and carrying bags of their unique finds. Others sit and relax on a bench, taking in the attractive scenery. Residents frequent some businesses in the Village Center for their everyday needs. Locals enjoy dining in a variety of quality restaurants that offer indoor and outdoor seating.

Large numbers of residents, locals, and guests attend frequently held special events and activities.

Historic buildings with distinctive architecture contribute to the character and ambience of the Village Center. Decorative street lights illuminate the way, providing a safe and inviting atmosphere in the evenings. Those traveling to the Village Center find sufficient and convenient parking.

This Vision is what guided each of the strategies developed as a part of this Village Center Enhancement Strategy. Should the Village be successful in implementing the recommend strategies, this Vision will become more of a reality.

In addition to articulating a Vision for the Village Center, the Village Center Enhancement Committee also adopted the following **Mission**:

To help create a dynamic and vibrant Village Center with a variety of shops, dining establishments, accommodations, and events in a way that is unique, charming, and attractive so residents and visitors frequent the Village Center often and businesses thrive.

This Mission represents the purpose of the Village Center Enhancement Committee. It is the reason residents and local merchants volunteer to serve on the committee, to help make Pinehurst a better place for residents, visitors, and businesses.



GOALS

To accomplish the Mission, the Village Center Enhancement Committee has adopted three primary **Goals** that serve as the purpose for the three subcommittees:

1. Foster cooperative relationships and actively promote the Village Center to enhance the business and social climates (*Business and Community Relations*),
2. Make the Village Center a convenient and pleasant experience for all visitors and residents while maintaining compatibility with the historic features of Pinehurst (*Downtown Facilities*), and
3. Assist in the recruitment of new retail businesses to the Village Center (*Business Recruitment and Retention*).

These goals guided each subcommittee as they formulated the actionable recommendations included in this Village Center Enhancement Strategy.



All of the NCDDA recommendations support one of the three goals of the Village Center Enhancement Committee. The subcommittees also formulated additional recommendations that are included in this Village Center Enhancement Strategy.

Some of the NCDDA recommendations are a higher priority based on the results of the November 2011 Business Needs Survey and the overall Village Council goal of having the Village Center be the best it can be for the 2014 US Opens.

Taking the Business Needs Survey and the upcoming US Opens into account, the subcommittees took the strategies identified and developed

detailed work plans for those that were assigned an "A" priority by the subcommittees.

"A" priority strategies are those that should be initiated in 2012, "B" strategies are those recommended for a 2013 start date, and "C" strategies are the lowest priority with a 2014 implementation date.

The detailed work plans include specific tasks, the responsible party and suggested partners, and deadlines. In addition, the work plans indicate an estimated budget associated with implementing the strategies. At this point, staff has indicated budget estimates on the work plans for some of the objectives, but not all.

The detailed work plans and a 2012 timeline for all "A" priority initiatives are included in the Appendices of this Village Center Enhancement Strategy. In addition, "B" and "C" priorities are also included, but detailed work plans have not yet been formulated.

BUSINESS AND COMMUNITY RELATIONS STRATEGIES

Members of the Business and Community Relations Subcommittee have developed work plans for strategies to **foster cooperative relationships and actively promote the Village Center to enhance the business and social climates.**

Specifically, the Business and Community Relations Subcommittee is suggesting the Village:

- **Market the downtown area in a consolidated way that promotes the Village Center as a retail and historic destination,**
- **Partner with other organizations to facilitate special events in the Village Center, and**
- **Encourage a cooperative working environment among the Village Center merchants and property owners.**

The recommended strategies and an overview of the tasks and timeline involved in the deployment of these strategies include:

Develop a brand and market identity for the Village Center

The Village has already engaged the marketing firm of Wilson McGuire to develop a Village-wide brand and market identity. The interest of Village Center businesses were represented on the Branding Committee by a retail merchant and the Downtown Manager. This group has held two meetings in early 2012 and expects to receive the initial concepts of the new Village logo, tagline, color schemes and fonts in early March 2012.

Timeframe: January – March 2012

Using the brand identity and capitalizing on the National Historic Landmark status, create an advertising plan to attract consumers and potential businesses

Upon the new Village brand being approved, the Enhancement Committee recommends the Village solicit marketing firms to assist in the development of an advertising plan aimed at attracting customers and potential businesses. Key components of this strategy include the identification of the target audience for any promotional efforts, determining what aspects of the Village are most appropriate to market, and selecting the most effective media options. Potential partners on this initiative would include select Village Center merchants.

Timeframe: February – May 2012



Work with retailers to identify and schedule retail events that target specific segments of the consumer market

Retail events are designed to attract customers to businesses in the Village Center. For example, a designated day for a military discount would be considered a retail event. The Enhancement Committee recommends the Village survey existing Village Center merchants on potential retail events that could be held to attract more customers and then identify a person or group to coordinate, organize, and facilitate the retail event. The Village could also assist in the promotion or marketing of the event and would partner with the Village’s marketing firm to do that. In addition, the Village’s Event Coordinator, Ashley Hunt, would be involved in implementing this strategy.

*71% of Village residents indicated they would like to have more concerts, festivals, and events in Pinehurst.
-2009 Community Planning Survey*

Timeframe: February – April 2012

Establish special events to promote a vibrant sense of community

Special events are designed to bring general audiences to the Village Center to create positive feelings about the community. These special events may or may not have a retail component to them,

but are rather intended to create awareness of the Village Center and build good will. The Enhancement Committee recommends the Village conduct a community-wide survey to get input from the residents of Pinehurst and surrounding communities on the types of special events they prefer and to generate ideas for potential future special events that target different audiences. The survey and a postcard mailing that directs Village residents to the survey located on the Village’s website have been prepared. In addition, paper copies are proposed to be available at the Village Hall and the Given Memorial Library; The Pilot has



also agreed to print the survey in the local newspaper. Upon Council’s approval, the postcard will be mailed and survey responses are requested by March 15, 2012. As with retail events, the Village’s Event Coordinator, Ashley Hunt, would be involved in implementing this strategy.

Timeframe: February – May 2012

Develop an annual calendar that includes both retail and special events

To implement this strategy, the Enhancement Committee recommends obtaining the input of several individuals on identifying and selecting the most effective mechanisms to communicate an annual calendar of both retail and special events to the public.

Timeframe: April – May 2012

Create an informal merchants association that communicates periodically

For the Village Center to be truly successful for the individual interests and the Village as a whole, everyone needs to work together and the lines of communication need to be open. The Enhancement Committee recommends the Village determine the most convenient time for all Village Center merchants to meet and establish a quarterly informal meeting. This is hoped to be a routine method of communicating with merchants because not all of them belong to the Pinehurst Business Guild, whose mission and focus is the greater community. It is important to note that these informal meetings are not intended to compete with the Pinehurst Business Guild, but rather meet the information needs of all businesses in the Village Center. At these quarterly meetings, Village staff can communicate the status of various initiatives and other current information relevant to the merchants. In addition, it will be an opportunity for the merchants to provide the Village feedback, ask questions, and provide suggestions. The recommendation is to hold the first quarterly meeting of Village Center merchants in June 2012 and quarterly thereafter.



Timeframe: February – Ongoing

Encourage consistent business hours among retailers

The hours of operation for Village Center businesses vary considerably. This strategy recommends the Village survey retailers on their business hours, communicate the advantages of consistent business hours throughout the Village, and then communicate the consensus of preferred operating hours. It would then be up to individual businesses to decide if they wanted to modify their operating hours to be consistent with the consensus.

Timeline: February – June 2012

Other Business and Community Relations strategies planned for implementation in 2013 or 2014 include:

- Promote “Excellent Customer Service”, and
- Encourage retail self-assessment.

DOWNTOWN FACILITIES STRATEGIES

Members of the Downtown Facilities Subcommittee have developed work plans for strategies to **make the Village Center a convenient and pleasant experience for all visitors and residents while maintaining compatibility with the historic features of Pinehurst.**

Specifically, the Downtown Facilities Subcommittee is suggesting the Village:

- **Make the Village center a convenient place to visit,**
- **Provide amenities to ensure a pleasant experience for visitors and residents, and**
- **Improve appearance of public space.**

The recommended strategies and an overview of the tasks and timeline involved in the deployment of these strategies include:



Develop a comprehensive wayfinding signage system (in conjunction with gateway signage)

This strategy is designed to assist drivers and pedestrians identify what the Village offers and can help overcome some of the challenges created by the unique layout of our Village (i.e. the curvilinear streets). Gateway signage is used to indicate the entrance into the Village of Pinehurst and is primarily located at major thoroughfares. Wayfinding signage guides motorists and pedestrians to notable destinations such as the hospital, the Village Center, the Resort, etc. This strategy recommends the Gateway Committee work with the NC Department of Transportation to identify and obtain approval of locations for gateway signage. In addition, the subcommittee will identify locations for wayfinding signage and work with a design firm to design gateway and wayfinding signage that is consistent with the Village's new brand and market identity. Design of the signage can begin as soon as the brand has been identified in March 2012.

Timeframe: January – July 2012

Rehab sand parking lot (sandlot enhancements/streetscape/Tuft’s Memorial Park Project)

This strategy recommends the Village proceed with the sand parking lot rehabilitation, streetscape enhancements, and the development of the Tuft’s Memorial Park based on the Village Council’s direction. Village staff expects to receive this direction subsequent to the conversations the Village’s consultant is having with the National Park Service about the need for a cultural landscape report. Plans have been prepared for these projects and staff is ready to proceed based upon the Village Council’s directive.

Timeframe: May 2012 – To be determined



Parking – ID high value parking opportunities (incentives business parking/etc.)

This strategy recommends the Village identify parking locations, determine their availability, develop alternative parking solutions, and evaluate those solutions for recommendations to the Village Council. The subcommittee has divided the Village Center into nine different zones and has obtained a 7-day parking survey of those zones that was prepared by the Pinehurst Police Department in February 2012.

The downtown improvement that business owners indicated was the most important was parking expansion and improvements.
 -November 2011 Business Needs Survey

Alternative parking solutions will be tailored to each of these nine zones, based on input from a focus group of Village merchants. Final recommendations will be inclusive of feedback from the merchants and staff will present them to the Village Council for their consideration.

Timeframe: January – June 2012

Change of DOT Business District signs to Historic District/Village Shops

This strategy recommends the Village work with the NC Department of Transportation (DOT) to change the existing “Business District” signage to “Village Shops” or “Historic District.” The Village has had preliminary discussions with the DOT about changing these signs and has received an indication that signage indicating the “Historic District” is likely allowable.

Timeframe: January – April 2012

Monitor efforts to provide infrastructure to allow access via auto, pedestrians, and bike - Provide input as necessary to ensure Village Center inclusion as a destination

This strategy recommends the Village pursue a grant for a bicycle master plan. The Village Council approved this grant application and Village staff has already submitted it. Currently, the Village is awaiting notification of a grant award. The subcommittee recommends working with the Parks and Recreation Department to ensure the plan includes the Village Center and consider adding pedestrian planning to facilitate walking to the Village Center from various neighborhoods.

Timeframe: To be determined



Kiosk of Village Center businesses

The kiosk of Village Center businesses that is located in the island outside of the Department Store Building is owned and maintained by the Pinehurst Business Guild. This kiosk does not include listings for all Village Center merchants, only those merchants that are a member of the Pinehurst Business Guild. This strategy recommends the Village determine the appropriate location of one or more kiosks that list all Village Center merchants and is designed consistent with gateway and wayfinding signage.

Timeframe: March – August 2012

Public restrooms

Similar to the strategy for the Welcome Center, this strategy indicates the subcommittee will identify alternate locations for public restrooms in the Village Center and submit those recommendations to the Village Council in May 2012. Acquisition of property or a lease for space would then ensue.

Timeframe: April – To be determined

Downtown public WiFi

This recommendation suggests the Village install public WiFi in the Village Center. The Village's Information Technology (IT) Department has obtained quotes and is prepared to submit a request in the Fiscal Year 2013 budget if the Village Council is supportive of this downtown enhancement.

Timeframe: February – September 2012

Piped music throughout Village Center

Similar to downtown public WiFi, this strategy requires the assistance of the Village's IT Department. It involves installation of infrastructure to allow piped music throughout the Village.

Timeframe: February – September 2012

Relocation of Welcome Center (Under Lease)

The Village currently leases space for the Welcome Center at the Sandhills Women's Exchange. This strategy recommends the Village consider positioning the Welcome Center in a location that is more central to the Village Center once the current lease expires in March 2013. The strategy includes identifying potential locations that may be leased, recognizing leasehold improvement may be necessary, and making a recommendation to the Village Council.



Timeframe: June 2012 – March 2013

Enhanced sign posts

This strategy recommends the Village form a group to evaluate options for sign posts in the Village Center that are more aesthetically appealing. This group would identify options for the Village Council to consider and could be implemented in phases, if approved by the Council.

Timeframe: February – To be determined

Expanded street lights

To ensure adequate lighting in the Village Center, the recommended strategy is to evaluate the need for additional street lights and provide recommendations to the Village Council for their location. In February 2012, the subcommittee mapped out the existing lighting and walked the Village Center at night. The subcommittee identified 19 locations that need additional lighting and a phased approach to installation. Village staff is currently preparing cost estimates of the phases identified.

Timeframe: February – To be determined

Regulatory sign review

In January 2012, the Village engaged a consultant to evaluate the existing regulatory signs in the Village Center to determine if some of them can be removed to reduce sign clutter. This strategy indicates the subcommittee will evaluate the recommendations of the consultant and implement those recommendations approved by the Village Council.

Timeframe: January – May 2012

Enhanced landscaping and maintenance

This strategy recommends Village staff evaluate the existing landscaping in the Village Center, specifically the landscaping in the traffic islands that are outside of the proposed streetscape project. The evaluation is proposed to take into consideration appropriateness of species considering size, and sight distances, continuity with Manning’s plant list, and the streetscape designs. Village staff and the Beautification Committee will formulate plans for re-planting, where appropriate, and establish a routine maintenance plan based upon the service level agreed to by the Village Council.



Timeframe: February – To be determined

Other Downtown Facilities strategies planned for implementation in 2013 or 2014 include:

- Expansion of sidewalks from downtown to the McCaskill/McIntyre intersection area, and
- Develop design standards for additional retail development.

BUSINESS RECRUITMENT AND RETENTION STRATEGIES

The Business Recruitment and Retention Subcommittee has developed work plans for strategies to **assist in the recruitment of new retail businesses to the Village Center.**

Specifically, the Business Recruitment and Retention Subcommittee is suggesting the Village:

- **Minimize vacancies in the Village Center, and**
- **Provide resources to support Village Center business owners.**

The recommended strategies and an overview of the tasks and timeline involved in the deployment of these strategies include:

Determine the desired mix of retail, office, etc. uses

This strategy recommends the Village engage a consulting economist to determine the potential for retail development in the Village Center that is complementary and not competing with existing businesses. This retail market potential analysis would include a full inventory of existing business uses and provide a recommended mix based on local competition and the current economic environment. It would include a listing of the types of businesses that should be recruited to the Village Center.

Timeframe: April – July 2012

Work with others to facilitate the establishment of new businesses in the Village Center

If the Village Council is agreeable to engaging an economist to perform a retail market potential analysis, this strategy recommends the Village share that analysis with property owners, commercial brokers, and Partners in Progress. The retail market potential analysis could then be used by those groups to support and enhance their business recruitment efforts.

Timeframe: August – September 2012



Establish a central source of business related information for new and existing businesses

This strategy is designed to provide a business information packet for existing and start-up businesses. It would include materials such as the required permit applications and a description of the process, a listing of business assistance programs offered by the Village and other organizations (e.g. grant and educational opportunities), and information on market conditions and trends in Pinehurst, to name a few.

Timeframe: September 2012 – January 2013

Evaluate options for Village provided business incentive programs

Currently the Village offers business incentive programs through the Community Appearance Commission's Warren H. Manning Beautification Program and the Alternative Energy Committee's Green Building Program. This strategy recommends the Village Staff research additional incentive programs and their use in other cities across North Carolina and provide the Village Council with a list of potential business incentive programs for their consideration.

Timeframe: March – July 2012

There are currently no other Business Recruitment and Retention strategies planned for implementation in 2013 or 2014.

PROMOTION OF VILLAGE CENTER ENHANCEMENT STRATEGIES

The Village Center Enhancement Committee has identified methods of communicating the Village Center Enhancement Strategy and the status of implementation to the general public.

Planned routine communications from the Village Center Enhancement Committee to the public will primarily be through electronic means. Specifically, information about the Enhancement efforts will be included on the front page of the Village Website; information will be communicated to the Village's media contact list (print, radio, etc.) through regular press releases; and e-news alerts to residents and businesses will be distributed. In addition, Village staff will communicate status updates at the quarterly meetings with Village Center business owners and disseminated information to groups such as the Neighborhood Advisory Committee and the Pinehurst Business Guild. Residents will also see information in the Village Newsletter pertaining to the Village Center Enhancement efforts.



CONCLUSION

The Village Center Enhancement Committee proudly submits this Village Center Enhancement Strategy to the Village Council for its consideration. This strategy includes the “actionable recommendations” the Village Council charged the Village Center Enhancement Committee to formulate. It represents the culmination of many months of the volunteer committee and consultants gathering data and input from the community at large. It is consistent with the Village’s 2010 Comprehensive Long Range Plan, incorporates recommendations provided by the NC Downtown Development Association, and responds to the needs of small businesses identified in the 2011 Business Needs Survey.

This Village Center Enhancement Strategy is intended to accomplish the mission of the Village Center Enhancement Committee, which is to:

To help create a dynamic and vibrant Village Center with a variety of shops, dining establishments, accommodations, and events in a way that is unique, charming, and attractive so residents and visitors frequent the Village Center often and businesses thrive.

Upon the Council’s approval, the Village Center Enhancement Committee stands ready to proceed with the actionable recommendations provided.

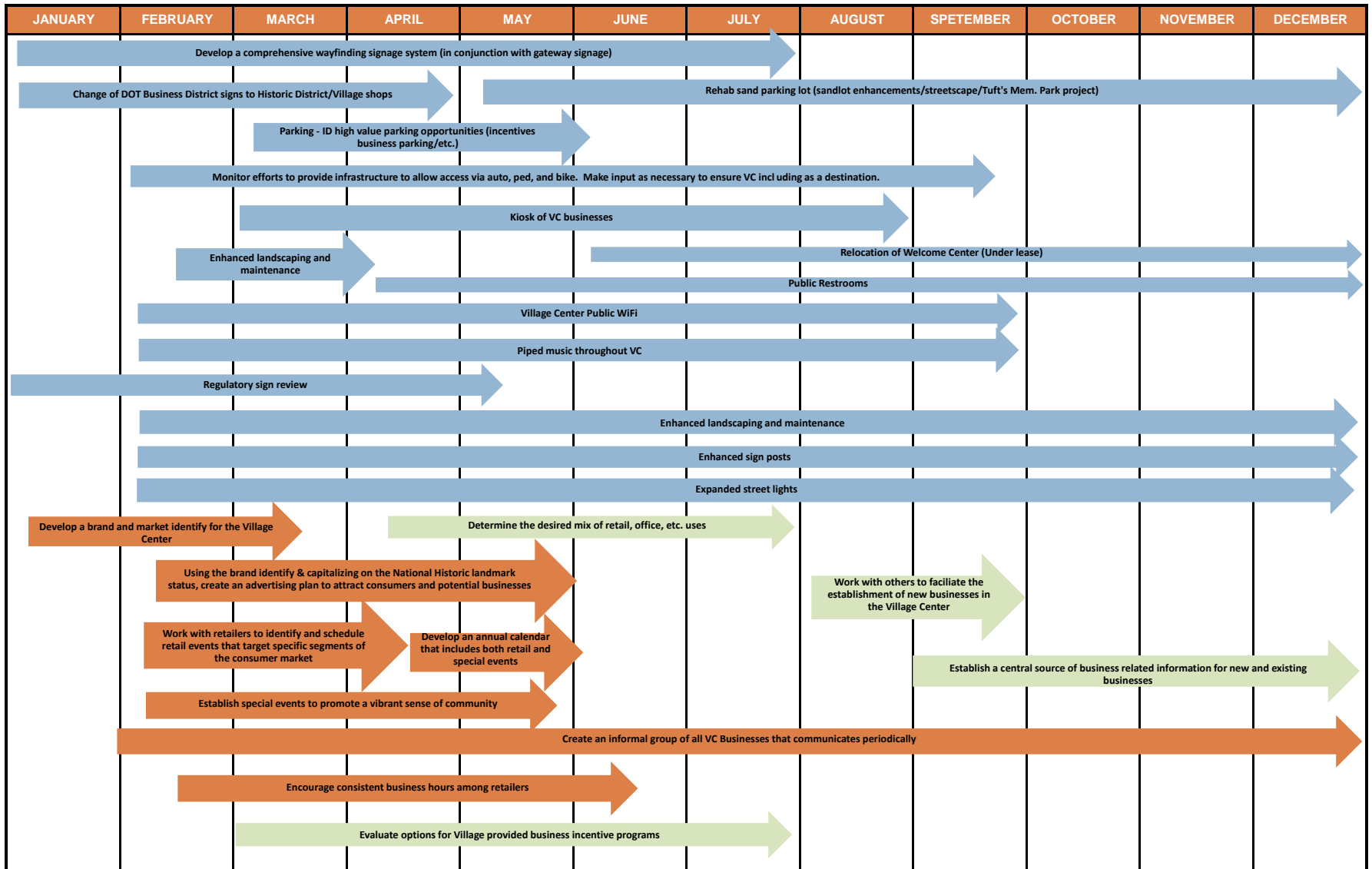
APPENDICES

- A Consolidated Timeline of Individual Strategies**
- B Business and Community Relations Subcommittee Work Plans**
- C Downtown Facilities Work Plans**
- D Business Recruitment and Retention Work Plans**

APPENDIX A

Consolidated Timeline of Individual Strategies

VILLAGE OF PINEHURST
 VILLAGE CENTER ENHANCEMENT STRATEGY TIMELINE
 2012 -2013



APPENDIX B

Business and Community Relations Subcommittee Work Plans

**Village of Pinehurst
Village Center Enhancement Committee
Business and Community Relations Subcommittee**

Goal #1: Market the downtown area in a consolidated way that promotes the Village Center as a retail and historic destination		Objective: Develop a brand and market identity for the Village Center		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Ensure the VC business owners are represented on the Village's Branding Committee	Natalie Dean	Branding Committee; Wilson McGuire	01/15/12	\$7,500
2. Obtain the Village brand from Wilson McGuire	BCR Committee	Wilson McGuire	03/15/12	-

**Village of Pinehurst
Village Center Enhancement Committee
Business and Community Relations Subcommittee**

Goal #1: Market the downtown area in a consolidated way that promotes the Village Center as a retail and historic destination		Objective: Using the brand identity and capitalizing on the National Historic Landmark status, create an advertising plan to attract consumers and potential businesses		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Identify prospective marketing firms to assist with designing promotional materials	BCR Committee		02/15/12	
2. Develop a RFQ for the creation of an advertising plan	Natalie Dean	BCR Committee	02/29/12	
3. Select a marketing firm(s), based on presentations and interviews	Village Managers	BCR Committee	03/31/12	
4. Identify target markets for advertising	Marketing Consultant (s)	BCR Committee, Pat Corso, Chris Dalrymple, Keith McDaniel, Brenda Lyon, Debbie Brenner, Dan McKay	04/30/12	
5. Identify prospective media outlets and associated costs of promotion	Marketing Consultant(s)	BCR Committee	04/30/12	
6. Determine which historic and other features of the Village to market	Marketing Consultant(s)	BCR Committee, Pat Corso, Chris Dalrymple, Keith McDaniel, Brenda Lyon, Debbie Brenner, Dan McKay	04/30/12	
7. Determine the types of media outlets that will be most effective at reaching the target market, given the cost	Marketing Consultant(s)	BCR Committee	05/30/12	

Village of Pinehurst
Village Center Enhancement Committee
Business and Community Relations Subcommittee

8. Using the brand and selected media outlets, capitalizing on the NHL status, create an advertising plan to reach the target audience	Marketing Consultant(s)	BCR Committee	05/30/12	
--	-------------------------	---------------	----------	--

**Village of Pinehurst
Village Center Enhancement Committee
Business and Community Relations Subcommittee**

Goal #2: Partner with other organizations to facilitate special events in the Village Center	Objective: Work with retailers to identify and schedule <u>retail</u> events that target specific segments of the consumer market Priority: A
---	--

Work Plan

Tasks	Responsible Party	Partners	Deadline	Budget
1. Identify segments of the consumer market and notify retailers of upcoming retail events survey	BCR Subcommittee	Ashley Hunt	02/15/12	
2. Prepare and send out a survey to retailers to get ideas for possible retail events	BCR Subcommittee	Village retailers, Ashley Hunt	02/29/12	
3. Decide which retail events to schedule and identify organizers, based on feedback from retailers	BCR Subcommittee	CVB, Ashley Hunt	03/30/12	
4. Decide which media outlets to use to promote retail events	BCR Subcommittee	Marketing Consultant(s), Ashley Hunt	03/30/12	
5. Promote retail events in selected media outlets and publish on the annual events calendar	BCR Subcommittee	Marketing Consultant(s), Ashley Hunt	04/15/15	

**Village of Pinehurst
Village Center Enhancement Committee
Business and Community Relations Subcommittee**

Goal #2: Partner with other organizations to facilitate special events in the Village Center		Objective: Establish <u>special</u> events to promote a vibrant sense of community		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Prepare a list of current special events (or community-wide events) hosted by the Village, the Pinehurst Business Guild, the Resort, and others	BCR Committee	Ashley Hunt	02/15/12	
2. Include a question on the retailers' survey and develop a community survey to identify potential special events desired by merchants and residents	BCR Subcommittee	Ashley Hunt	02/29/12	
3. Prepare a postcard mailing to all Village residents pointing them to the Village website for a survey to identify potential special events not currently being held that target different audiences (due date 3/30)	Village Staff, BCR Committee	Ashley Hunt	03/15/12	
4. Based on community-wide input and criteria determined by the BCR Committee, determine which special events to create and determine responsible organizing party	BCR Committee	Ashley Hunt	04/30/12	
5. Develop a calendar of special events (in conjunction with the calendar of retail events)	BCR Committee	Ashley Hunt	05/31/12	
6. Communicate the special events schedule to ALL retailers, the media, and the public	BCR Committee	Marketing Consultant	05/31/12	

**Village of Pinehurst
Village Center Enhancement Committee
Business and Community Relations Subcommittee**

Goal #2: Partner with other organizations to facilitate special events in the Village Center		Objective: Develop an annual calendar that includes both retail and special events		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Determine the most effective means of presenting a calendar of special and retail events to the public (e.g. print, electronic, etc.)	BCR Committee	Ashley Hunt, Tim St. Germain, Wes Smith, Village IT staff, Jim Sloan, CVB	04/30/12	
2. Determine to whom the calendar should be distributed	BCR Committee	Ashley Hunt, Tim St. Germain, Wes Smith, Village IT staff, Jim Sloan, CVB	04/30/12	
3. Develop the calendar of retail and special events identified	BCR Committee	CVB, Village IT staff	05/31/12	
4. Publish and distribute the calendar	BCR Committee	CVB, media outlets (newspaper, Pinehurst magazine)	05/31/12	

**Village of Pinehurst
Village Center Enhancement Committee
Business and Community Relations Subcommittee**

Goal #3: Encourage a cooperative working environment among the Village Center merchants and property owners		Objective: Create an informal group of all Village Center businesses that communicates periodically		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Ensure the list of all businesses is up to date and accurate	Natalie Dean		02/29/12	
2. Draft survey and have BCR Committee review/approve	Natalie Dean	BCR Committee	02/29/12	
3. Survey businesses on the best time to hold a quarterly meeting	Natalie Dean		03/31/12	
4. Set up quarterly meetings at Village Hall in the last month of each quarter	Natalie Dean		06/30/12	
5. Routinely survey businesses electronically prior to the qtly meetings to determine business related topics for discussion	Natalie Dean		Ongoing	

**Village of Pinehurst
Village Center Enhancement Committee
Business and Community Relations Subcommittee**

Goal #3: Encourage a cooperative working environment among the Village Center merchants and property owners		Objective: Encourage consistent business hours among retailers		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Perform a business hour survey and determine the current operating hours of existing retailers (include in retail event survey)	BCR Subcommittee	VC Retailers	02/29/12	
2. Define the benefits of consistent business hours	BCR Subcommittee		05/31/12	
3. With retailer input, determine the preferred operating hours, recognizing in-season vs. out of season	BCR Subcommittee, VC Retailers		06/15/12	
4. Communicate the consensus of preferred operating hours, recognizing individual businesses are free to set their own hours	BCR Subcommittee		06/15/12	

APPENDIX C

Downtown Facilities Subcommittee Work Plans

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #1: Make the Village Center a convenient place to visit.		Objective: Develop a comprehensive wayfinding signage system (in conjunction with gateway signage)		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Appt. a representative to Gateway Committee	Sub-committee	Gateway Committee Sub-committee	Complete	
2. Representative joins gateway Committee at Design Firm selection time	Stephen/Jeff	Gateway Committee	Complete	
3. Subcommittee identify possible wayfinding locations	Jeff	Gateway Committee Public Services Dept. DOT/Consultant	03/31/12	
4. Representative work with Gateway Committee and Design Firm to verify locations	Jeff/Stephen	Gateway Committee Public Services DOT/Consultant	03/31/12	
5. Secure DOT approval of locations/determine any size restrictions	Jeff	Gateway Committee DOT	04/31/12	
6. Representative to work with Gateway Committee and Design Firm in gateway and wayfinding designs	Jeff/Stephen	Gateway Committee	04/31/12	
7. Finalize designs and budget	Jeff/Stephen	Gateway Committee Consultant Village Council	04/31/12	\$75,000
8. Implementation of Plans	Jeff/Stephen	Gateway committee Sub-committee	07/31/12	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #1: Make the Village Center a convenient place to visit.		Objective: Rehab sand parking lot (sandlot enhancements/streetscape/Tuft's Mem. Park Project) Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Seek Council approval on sandlot surface, get engineering cost estimates and get direction on proceeding	Jeff	Village Council	Complete	
2. Meet with affected business and property owners	Jeff	Business Owners Design Firms	05/31/12	
3. Develop bid documents	Jeff	Design Firms	05/31/12	
4. Identify potential contractors – mail bid documents and advertise project for bids	Jeff	Design Firms	05/31/12	
5. Evaluate proposals received and select contractor	Jeff	Design Firms Village Council	TBD	
6. Finalize contract and establish work schedule with contractor	Jeff	Design Firms Contractor	TBD	\$850,000
7. Notify merchants/public of work schedule	Jeff	Subcommittee Contractor	TBD	
8. Monitor project through completion	Jeff	Design Firms	TBD	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #1: Make the Village Center a convenient place to visit.		Objective: Parking – ID high value parking opportunities (incentives business parking/etc.)		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. ID existing parking locations	Stephen	PS, Business owners/Sub-committee	03/31/12	
2. ID existing parking issues (space and problems)	Stephen	Business owners, Sub-committee	03/31/12	
3. Generate list of potential solutions to include additional parking opportunities in terms of space, programs incentives, etc.	Stephen/Jeff	Business owners, Sub-committee	04/30/12	
4. Evaluate all options	Stephen	Sub-committee, VCE committee	05/31/13	
5. Select appropriate options and develop implementation plans	Stephen/Jeff	Sub-committee, VCE committee, Business owners	06/30/13	\$10,000

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #1: Make the Village Center a convenient place to visit.	Objective: Change of DOT Business District signs to Historic District/Village Shops			
	Priority: A			
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Contact DOT to request information about possible change	Jeff	DOT	01/31/12	
2. Determine how it fits with wayfinding	Jeff	Sub-committee DOT	02/28/12	
3. Determine quantity of signs needed	Jeff	DOT	03/31/12	
4. Develop new design	Jeff	DOT	03/31/12	
5. Develop budget	Jeff		03/31/12	\$1,500
6. Order signs and install	Jeff	DOT	04/30/12	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #1: Make the Village Center a convenient place to visit.	Objective: Monitor efforts to provide infrastructure to allow access via auto, ped, and bike. Make input as necessary to ensure Village Center inclusion as a destination.			
	Priority: A			
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Submit request to Council for support of application for grant	Karen	P & R	Complete	
2. Assign a Subcommittee representative to work with Parks and Recreation on application	Karen	P & R	Complete	
3. Submit grant	Karen	P & R	Complete	
4. Execute grant documents	Karen	P & R	5/31/12	
5. Develop RFQ to select consultant	Karen	P & R	TBD	
6. Select consultant and finalize contract	Karen	P & R	TBD	
7. Determine stakeholder groups and public process for gathering information	Karen	P & R Sub-committee	TBD	
8. Develop and finalize plan	Karen	P & R	TBD	
9. Establish budget	Karen	P & R	TBD	
10. Implementation of plan by phases	Karen	P & R	TBD	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #2: Provide amenities to ensure a pleasant experience for visitors and residents.		Objective: Kiosk of Village Center businesses		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Meet with Business Guild about future of existing sign	Jeff/Stephen	Downtown Manager Sub-committee	03/31/12	
2. Develop RFQ to design/redo existing sign – sign needs to be easily updated	Jeff/Stephen	Sub-committee	05/31/12	
3. Select design/sign company	Jeff/Stephen	Sub-committee	06/30/12	
4. Determine location(s) of new kiosk	Jeff/Stephen	Sub-committee VCE Committee Downtown Manager	06/30/12	
5. Develop list of appropriate businesses for inclusion	Jeff/Stephen	Downtown Manager	06/30/12	
6. Determine style and type of desired sign(s) ensuring compatibility with gateway and wayfinding signage	Jeff/Stephen	Sub-committee VCE Committee Downtown Manager Village Council	06/30/12	
7. Develop budget	Jeff/Stephen		06/30/12	\$9,000
8. Implement sign package	Jeff/Stephen		08/31/12	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #2: Provide amenities to ensure a pleasant experience for visitors and residents.		Objective: Relocation of Welcome Center (Under Lease) Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Determine existing lease timeframe	Jeff	Sub-committee	06/30/12	
2. Evaluate potential locations	Karen	Sub-committee	08/31/12	
3. Present recommended location to Council	Karen/Jeff	Sub-committee, VCE committee	09/30/12	
4. Negotiate a lease for space	Jeff		10/31/12	
5. Send out RFQ for designer of space	Karen/Jeff	Sub-committee	10/31/12	
6. Select designer, develop interior plans, establish budget	Karen/Jeff	Sub-committee, VCE committee	11/30/12	\$15,000
7. Implement plans	Jeff	Sub-committee	1/31/13	
8. Relocate to new site	Jeff	VOP	02/27/13	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #2: Provide amenities to ensure a pleasant experience for visitors and residents.		Objective: Public restrooms Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Determine appropriate locations(s)	Jeff/Karen	Sub-committee VCE Committee/P & I	04/30/12	
2. Submit locations to Council for approval	Jeff	Sub-committee	05/31/12	
3. Acquire any easements, leases or property needed. Develop future maintenance plan.	Jeff	Village Attorney	TBD	\$5,000 (lease)
4. Request RFQs for design firm to evaluate location(s) and develop plans	Jeff/Karen	Sub-committee	TBD	
5. Select design firm and begin design process	Jeff/Karen	Sub-committee Village Council	TBD	
6. Finalize plans and budget estimates for Council approval	Jeff/Karen	Sub-committee	TBD	
7. Bid construction and/or negotiate lease(s)	Jeff	Sub-committee Contractor	TBD	
8. Implement construction plans	Jeff	Contractor	TBD	
9. Implement maintenance plan accordingly	Jeff	P&R	TBD	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #2: Provide amenities to ensure a pleasant experience for visitors and residents.		Objective: Village Center public WiFi		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Secure IT Department to assist	Jeff	IT	02/28/12	
2. Research options with IT, determine if other expertise is necessary. Develop RFQ if necessary.	Jeff	Sub-committee/IT	05/31/12	
3. Develop plan for development and management of system and budget necessary for construction and ongoing maintenance	Jeff	Sub-committee/IT, VCE Committee	06/30/12	
4. Submit plan and budget to Council for approval	Jeff	Sub-committee/IT, VCE Committee	07/31/12	\$20,000 (incl. parks)
5. Implement plan	Jeff	Sub-committee/IT,	09/30/12	
6. Advertise existence of public WiFi in locations	Jeff/Karen	Sub-committee/VCE Committee	09/30/12	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #2: Provide amenities to ensure a pleasant experience for visitors and residents.		Objective: Piped music throughout Village Center Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Secure IT Department to assist	Jeff	IT	02/28/12	
2. Research options/feasibility with I, determine if other expertise is necessary. Develop RFQ if necessary	Jeff	Sub-committee/IT	05/31/12	
3. Develop plan for construction and management of piped music and budget for development and ongoing maintenance	Jeff	Sub-committee/IT, VCE committee	06/30/12	
4. Submit plan and budget to Council for approval	Jeff	Sub-committee/IT	07/31/12	\$5,000
5. Implement plan	Jeff/Karen	Sub-committee/IT	09/30/12	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #3: Improve appearance of public space.		Objective: Regulatory sign review		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Research options and needs	Jeff	Consultant Village Council	complete	
2. Determine if additional expertise is needed and develop RFQ if necessary. (Select an Engineer for sign review)	Jeff		complete	
3. Review recommendations of consultant	Jeff	Sub-committee VCE Committee Police Department Public Services	03/31/12	
4. Develop budget remediation for implementation of regulatory signs adjustment recommendations	Jeff	Public Services	04/30/12	
5. Seek approval of recommendations	Jeff	Sub-committee VCE Committee Village Council	04/30/12	
6. Implement recommendations according to plans	Jeff	Public Services	05/31/12	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #3: Improve appearance of public space.		Objective: Enhanced landscaping and maintenance		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Meet with appropriate staff to determine time issues and how to achieve the overall objective	Jeff	P & R Public Services	02/28/12	
2. Review landscaped islands that are outside of the streetscape project for appropriateness of species considering size, sight distances and continuity with Manning's plant list and the streetscape designs	Jeff	P & R Public Services Beauti. Committee	03/31/12	
3. Develop plans for re-planting where deemed appropriate. Develop RFQ for landscape architect if deemed appropriate and include Beautification Committee in review and coordination	Jeff	P & R Beauti. Committee	04/30/12	
4. Develop a maintenance plan that establishes a specific service level to be achieved inclusive of weed control, pruning, fertilization, seasonal flower, pest management, etc.	Jeff	P & R	04/30/12	
5. Submit service level plan to Council for approval	Jeff	P & R	05/31/12	
6. Develop budget to maintain service level and any replanting	Jeff	P & R	03/31/12	\$15,000
7. Implement plan and provide continuous follow up and feedback on maintenance plan	Jeff	P & R	04/30/12	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #3: Improve appearance of public space.		Objective: Enhanced sign posts		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Assemble appropriate committee to review each element	Karen	B&G	02/28/12	
2. Research options and needs	Karen	Sub-committee,B&G/PS	02/28/12	
3. Determine if additional expertise is needed and develop RFQ if necessary. (Landscape Architect)	Jeff/Karen	Sub-committee, B&G/PS	02/28/12	
4. Select enhanced post and locations for Council review and approval.	Jeff/Karen	Sub-committee, B&G/PS, VCE committee, VC	03/31/12	
5. Develop budget (phased, if necessary) for posts and any remediation for removed regulatory signs	Jeff/Karen	Sub-committee	03/31/12	\$10,000
6. Implement budgeted items according to plans	Jeff	B&G/PS	06/30/12	

**Village of Pinehurst
Village Center Enhancement Committee
Downtown Facilities Subcommittee**

Goal #3: Improve appearance of public space.		Objective: Expanded street lights		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Assemble appropriate committee to review each element	Karen	B&G	02/28/12	
2. Research options and needs	Karen	Sub-committee,B&G/PS	02/28/12	
3. Determine if additional expertise is needed and develop RFQ if necessary. (Lighting consultant or landscape Architect)	Jeff/Karen	Sub-committee, B&G/PS	02/28/12	
4. Select enhanced post and new street light locations for Council review and approval.	Jeff/Karen	Sub-committee, B&G/PS, VCE committee, VC	03/30/12	
5. Develop budget (phased, if necessary) for posts and lights and any remediation for removed of regulatory signs	Jeff/Karen	Sub-committee	03/31/12	\$15,000
6. Implement budgeted items according to plans	Jeff	B&G/PS	06/30/12	

APPENDIX D

Business Recruitment and Retention Subcommittee Work Plans

**Village of Pinehurst
Village Center Enhancement Committee
Business Recruitment and Retention Subcommittee**

Goal #1: Minimize vacancies in the Village Center		Objective: Determine the desired mix of retail, office, etc. uses		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Engage a consulting firm to prepare a retail market potential analysis	Administration	Planning Department	04/15/12	\$10,000
2. Obtain the retail market potential analysis	Administration		07/31/12	

**Village of Pinehurst
Village Center Enhancement Committee
Business Recruitment and Retention Subcommittee**

Goal #1: Minimize vacancies in the Village Center		Objective: Work with others to facilitate the establishment of new businesses in the Village Center		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Communicate results of the retail market potential analysis to property owners, commercial brokers, and Partners in Progress	Administration		08/15/12	
2. Develop a mechanism to systematically track business uses to provide an updated market overview	Administration	Planning Dept, Finance Dept	09/30/12	\$3,000

**Village of Pinehurst
Village Center Enhancement Committee
Business Recruitment and Retention Subcommittee**

Goal #2: Provide resources to support Village Center business owners		Objective: Establish a central source of business related information for new and existing businesses		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Determine what should be included in the business information packet	Administration	Chamber of Commerce, Sandhills Community College, Partners in Progress, Planning Dept	09/15/12	
2. Gather all relevant information	Administration	Chamber of Commerce, Sandhills Community College, Partners in Progress, Planning Dept	10/31/12	
3. Organize and assemble the business related information into categories	Administration	Chamber of Commerce, Sandhills Community College, Partners in Progress, Planning Dept	11/30/12	\$3,000
4. Identify all organizations/entities that should receive the business information packet	Administration	Chamber of Commerce, Sandhills Community College, Partners in Progress, Planning Dept	11/30/12	
5. Distribute the business information packet	Administration	Chamber of Commerce, Sandhills Community College, Partners in Progress, Planning Dept	01/31/13	

**Village of Pinehurst
Village Center Enhancement Committee
Business Recruitment and Retention Subcommittee**

Goal #2: Provide resources to support Village Center business owners		Objective: Evaluate options for Village provided business incentive programs		
		Priority: A		
Work Plan				
Tasks	Responsible Party	Partners	Deadline	Budget
1. Research and summarize what business incentives other NC municipalities are providing	Administration	NC Main Street Program	03/15/12	
2. Provide research and summarized information to the Village Council	Administration		04/15/12	
3. Village Council to identify which incentives to pursue, if any	Village Council		04/30/12	
4. Develop business incentive programs based on Village Council Directives	Administration	Village Council	07/31/12	\$40,000