

The logo for the North Carolina Downtown Development Association (ncdda) features the lowercase letters 'ncdda' in a bold, teal, sans-serif font. The text is centered within a light teal oval border. A thin black horizontal line is positioned directly beneath the letters.

ncdda

**NORTH CAROLINA DOWNTOWN
DEVELOPMENT ASSOCIATION**

Partnerships - Advocacy - Revitalization

Pinehurst Technical Assistance Team

Visit-August 15th-17th, 2011

Final Report-September 13th, 2011



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Project Background

The Village of Pinehurst invited the North Carolina Downtown Development Association (NCDDA) to form a Technical Assistance Team to work with the community in identifying challenges and opportunities as they related to the village center. One member of the NCDDA Board of Directors visited Pinehurst during spring 2011 to prepare the community for the site visit from the Technical Assistance team. The team worked with the community over the course of three days, August 15th through 17th 2011. Each member brought extensive experience in downtown revitalization and together, they offer over 60 years experience in community and economic development. During the three- day visit, the Technical Assistance Team toured the larger regional community and went on a walking tour of the downtown commercial district. They conducted interviews with members of the community including the Village Roundtable, which included elected officials and various community leaders from private and non-profit elements of the community. They also met with local economic development organizations, the Chamber of Commerce, business and property owners, realtors and various citizens. The team presented initial findings at a public meeting conducted on the evening of August 17th and followed up with this report and its presentation before council at their September 13th meeting. The report is intended to offer more insight into the team’s findings and to provide specific recommendations to the community in regards to how they might move forward.

Team Members

JACK NEWMAN, AICP

Jack has 35 years experience in community planning and downtown development. For several years, he was the Downtown Coordinator for the City of Salisbury. He was very active in the National Main Street Program and the North Carolina Downtown Development Association, and served on several Main Street resource teams in North Carolina.

For twenty years, Jack was a Community Development Planner in the North Carolina Division of Community Assistance (DCA). He specialized in downtown revitalization, historic preservation, strategic planning, and economic development. In 2009, Jack retired as the DCA Assistant Director for Planning managing a staff of 32 in five regional offices across North Carolina.

He is a member of the American Institute of Certified Planners (AICP) and the North Carolina Chapter of the American Planning Association.

RODNEY L. SWINK, FASLA

Rodney Swink has had a long career working with communities interested in revitalization and redevelopment. He led the North Carolina Main Street Program in the Department of Commerce for twenty-four years, guiding and facilitating efforts in 57 designated North Carolina Main Street towns plus countless others across the state. Under his direction communities reported more than \$800 million of new investment and thousands of business start-ups and jobs created. During his tenure as state Main Street program director he also consulted in eleven states, assisted the National Main Street Center and State of Florida in program evaluation, and he consulted in Bolivia and China.

The Office of Rodney Swink offers consulting service to local governments, non-profits, individuals and firms interested in community development and downtown revitalization. In addition to his business, Swink currently serves as Professor of the Practice at North Carolina State University College of Design and guest lecturer at other universities.

A frequent speaker, Swink has addressed groups as diverse as the Southern Newspaper Publishers Association, Arizona Public Service, Waterfronts Florida Partnership, Downtown Ohio, Inc., Missouri Community Development Society, Rural Development/USDA, the Tennessee Valley Authority, Preservation Maryland, and others.

A registered landscape architect, Swink has been active with the American Society of Landscape Architects for over thirty years, serving in numerous state and national positions, including President of the Society and Chair of the Council of Fellows. Swink has received numerous local, state and national awards for his leadership and service to landscape architecture and to community development.

LEW HOLLOWAY

Lew Holloway is a 6 year veteran of the design and planning profession. Trained as a Landscape Architect, Lew's expertise and passion is in constructing sustainable economic, cultural and natural environments. Lew's most recent work with the North Carolina Small Town Main Street program, a downtown revitalization program based in historic preservation, saw the 26 active communities invest over 3.5 million in public/private development projects and net 56 new businesses and 173 new jobs during the '09-'10 fiscal year. Lew's work helps communities visualize opportunities, develop strategies for action and implement high priority projects by facilitating the vital public/private partnerships that drive successful community development.

North Carolina Downtown Development Association

www.ncdda@ncdda.org

The NCDDA is a non-profit 501 (c) 3 membership organization with a twenty-one (21) member volunteer board of directors. The membership is made up of towns, downtown development organizations, chamber of commerce and private professionals.

The primary purpose of NCDDA is to create a state-wide network of people and organizations involved and interested in downtown revitalization. NCDDA strives to function as a center for information, a resource for technical training and educational forums, a clearinghouse of ideas, and an advocate for public policy that supports downtown revitalization.

The NCDDA is a strong advocate for the The National Trust for Historic Preservation's Main Street Approach to Revitalization. NCDDA supports many preservation-based non-profit organizations across North Carolina.

The National Trust for Historic Preservation & The Main Street Approach

In 1977 the National Trust for Historic Preservation became concerned with the physical, social, and economic decline in America's downtown districts. From a pilot program of three Midwestern cities, the Main Street Four-Point Approach to Revitalization was developed, tested, and ultimately adopted as a national program with the purpose of stimulating economic development within the context of historic preservation.

In 1980, the National Trust created the National Trust Main Street Center to share lessons learned from the pilot program based on their downtown revitalization process: the Main Street Four Point Approach. For the next three years, the National Trust Main Street Center conducted a national demonstration in six states, including North Carolina, encouraging the creative use of business and government resources to support local revitalization initiatives.

Since completing the demonstration, the National Trust Main Street Center has seen the Main Street network grow to include 46 states and more than 1,400 active communities nationally. North Carolina has continued to offer the Main Street program to cities and towns throughout the state and now provides direct assistance to 61 Main Street communities and indirect assistance to countless others.

The Four Points

Organization: This approach involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a revitalization program.

Promotion: This approach sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the downtown district.

Design: This approach means getting Main Street into top physical shape. Capitalizing on its best assets – such as historic buildings and pedestrian oriented streets – is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer.

Economic Restructuring: This approach strengthens a community’s existing economic assets while expanding and diversifying its economic base. The downtown program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today’s consumers’ needs.

The Eight Principles

The Main Street Four-Point Approach succeeds as proven time and time again across America. That success is guided by eight principles, which set the Main Street methodology apart from other redevelopment strategies. For a Main Street or downtown revitalization program to be successful, it must embrace these eight time tested Principles.

Comprehensive: No single focus can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street’s Four Points, is essential.

Incremental: Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate “new things are happening” in the commercial district. As public confidence in the downtown district grows and participants’ understanding of the revitalization process becomes more sophisticated, downtown is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the downtown area.

Self-Help: No one else will save your downtown. Local leaders must have the will and desire to mobilize local resources and talent. That means

convincing residents and business owners of the rewards they'll reap by investing time and money in downtown – the heart of your community. Only local leadership can produce longterm success by fostering and demonstrating community involvement and commitment to the revitalization effort.

Partnerships: Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of downtown's revitalization. Each section has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.

Identifying and capitalizing on existing assets: Business districts must capitalize on the assets that make them unique. Every district has unique qualities that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

Quality: Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process – from storefront designs to promotional campaigns to educational programs. Shoestring budgets reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.

Change: Skeptics turn into believers and attitudes downtown will turn around. At first, almost no one believes downtown can really turn around. Changes in attitude and practice are slow but definite – public support for change will build as the downtown program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned downtown program will help shift public perceptions and practices to support and sustain the revitalization process.

Implementation: To succeed, downtown must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones, and continued activity creates confidence in the downtown program and ever-greater levels of participation.

It is with each of these eight principles in mind that we encourage you to move forward. The following report breaks our observations in four categories, each under one of the Main Street points, Organization, Promotions, Economic Restructuring and Design. At the end of each section are a series of recommendations delivered in summary form. As you work to identify your priorities within these recommendations it is helpful to continue to refer back to the guiding principles to assess the effectiveness of your decision making process.

Village of Pinehurst-Organization

In all things, organization is critical; leadership is essential.

The Village of Pinehurst is fortunate to have so many people who care enough about their community to give their time as volunteers. We have been impressed with the number and variety of groups and committees in place to address community concerns. And we commend you for having a Village Roundtable to encourage exchange of information and coordination of efforts across issues.

Of interest to us as we focus on downtown is the Enhancement Committee which has been given the responsibility to assess the Village Center and in essence develop strategies to enhance its value. That is a great start and their charge is clear. In our work with downtowns throughout the state we have come to understand the critical role that just such a committee plays in guiding development and serving as a sounding board for the various stakeholders in the downtown, as well as those out of downtown who care enough to participate.

Often when we work with communities, as outsiders, we need to state the obvious. One obvious fact is that the Village Center is not comprised of a single homogenous group. It is made up of individuals and groups with many different interests, some at cross purposes. As one person told us in a meeting, “Everybody only fights for their own position.” This is perfectly understandable today, especially given the stress of the times. And yet, we all know that over time that is not a winning strategy. For the Village Center to be truly successful for the individual interests and the community as a whole, everyone needs to be working together, with a collective goal of having the most vibrant center possible. If that happens, everyone stands a better chance of success.

How can a community ensure that kind of cooperation exists? By creating an organization that represents all the interests of the Village Center as well as the local government, and by giving them the support they need to not only create a set of goals and strategies specific to Village Center interests, but also the staff support to carry out the day to day work needed to truly engage all the stakeholders.

I am sure some would say, “we already have a Pinehurst Business Guild; aren’t they already doing that? Wouldn’t that qualify?” The Pinehurst Business Guild (PBG) has a clearly stated mission that would be appropriate to any commercial center.

From their website, <http://www.pinehurstbusinessguild.com/the-pinehurst-business-guild-welcomes-you> :

“The Pinehurst Business Guild promotes a strong presence of business excellence in the area and is enhanced by activities, marketing and educational programs for membership involvement. Issues arising that have impact on owners and representatives are addressed to insure a positive business climate. Networking provides the opportunity to promote one another and to serve the best interests of the community.”

The PBG also has four corner stone objectives which are also well-stated and direct and appropriate to its audience.

“The promotion of business and commerce through programs, activities, functions and marketing that will draw customers to Pinehurst. This shall be done in a manner keeping with the climate of our resort, residential and retirement community.

“The education of our membership on issues in the private and public sector that have either a positive or negative impact on business.

“To be a “voice for business” in Pinehurst. We shall, through research, develop position on issues that favor a positive business climate and present those positions on behalf of our business owners and representatives.

“We will strengthen our businesses by networking among and between members and promote each other to our common customer base.”

But note that its target market is “the area”, which refers to the greater community, and it targets its services to its specific membership, not to a geographic audience. And that is absolutely the right approach for a business guild; their area of interest should be the greater community, as their business interests are area wide. And as a group that depends on membership dues, it is right and fair that the Guild would target its services and support to its paying members. For example, the Guild sponsors an information kiosk in the Village Center, but the information it provides is limited to its dues-paying members. That is reasonable for the Guild and their members, but by doing so, cannot be of value to all of the downtown businesses and services.

Downtown – the Village Center – is a unique place with a special set of specific needs that also deserves its own advocacy group, one that does not have to consider the entire village. The Village Center also needs an organization that will for example:

Promote business and commerce through programs, activities, functions and marketing that will draw customers to the Village Center.

Educate constituents on issues in the private and public sector that have either a positive or negative impact on the Center.

Be a “voice for all stakeholders” in the Village Center and a voice for downtown.

Strengthen all stakeholders by networking among and between individuals and groups to promote each other to a common customer base.

The Enhancement Committee is a good start in bringing focus to the needs of the center, and for the foreseeable future should continue as the group overseeing the development of a Village Center action plan. But over time the center will need a more formally structured body with more specific authority that can take on a wider range of concerns. Such a group would need to represent each of the constituencies in the center and work to coordinate differences among them. A specific Village Center organization should:

- Reflect public/private/non-profit interests
- Be structured to advocate for downtown
- Be structured to raise both private and public funds (grants, foundation funds, other sources)
- Be structured to be proactive in development of the Village Center as the need arises
- Be the voice for Village Center interests

The Enhancement Committee should continue in its leadership role and also oversee the development of a more formal organization. There are numerous models for such an organization, from a formally appointed council empowered committee (not unlike what currently exists) to a non-profit (IRS 501(c) 3 or 501(c) 6) development corporation that is fully independent of the Village council. Here is a brief overview of these options.

Village Appointed Advisory Board (Similar to the current Enhancement Committee)

- This model has a core group representing downtown property and business owners as well as other key downtown stake holders, i.e., banks, cultural resources, etc., appointed by the Village Council to serve as the Village Center (Downtown) Advisory Board.
- This board can function as an all-volunteer board following the Main Street model of establishing committees. Typical committees follow the Main Street Four Points of Organization (may be executive committee), Promotions, Design and Economic Restructuring. They may be granted some funding through the town's general funds for specific projects.
- This model works well in the beginning for smaller towns, establishing a formally recognized downtown focused organization.
- Such groups have limited responsibility, limited ability to raise funds, and limited authority, subject to Council oversight.

Downtown Tax Exempt Organization

- Establishing a tax exempt organization requires Articles of Incorporation and By-laws to go along with the Advisory Board or Board of Directors. Samples of each can be obtained through the NC Main Street Center or directly from similar programs across the state.
- 501 (c) 3 – offers opportunity for fund raising through charitable giving and through grants; purpose is charitable or religious; education & historic preservation are eligible activities. Note that Economic Development is not an eligible activity.
- 501 (c) 6 – provides tax exemption for business leagues, chambers of commerce, etc. Offers the opportunity for membership, corporate contributions, and limited lobbying but not for direct gifts except as an eligible business deduction.
- 501 (c) 4 – lobbying is allowed, donors cannot deduct contributions.

There are variations and combinations of these approaches across N. C. and the Enhancement Committee should research several models to find one that makes the most sense for the Village of Pinehurst.

The Downtown Manager

An enhanced organizational structure is an important early step, but probably even more important is creating a position of downtown, or Village

Center manager. The one point that has probably most distinguished the Main Street program through time and led to its consistent level of success has been its insistence that participating communities have a downtown manager. As noted earlier, the Village of Pinehurst is fortunate to have so many citizens giving their time to support civic needs and interests. That is a powerful collection of energy. If that energy that is directed towards the Village Center could be harnessed, or brought to a focus, even greater results would be possible. That is why having a full time downtown manager is so important. That person would work with the various stakeholders and interested parties to help give focus to their collective energies, and in doing so, be able to generate greater returns more quickly.

The downtown manager...

- Through the organization, collects energy
- And brings it to a focus
- Thus making things happen

The manager will be responsible for the day to day operations of the organization. Among other responsibilities, that will mean working with each person and entity and stakeholder in downtown. The manager will be able to day in and day out get to know the people, the issues, and the concerns while also being a continuing advocate for the collective benefit of the center. The manager will need to network with the Business Guild, the Chamber, the library, local schools, the Resort, the Village Council and staff, as well as any other concerned entity, while also working with merchants, property owners, businesses, and other user groups in the center. The manager will not take the place of the organization, but will be the day to day face of the organization and the downtown. It is one of the more important, interesting, challenging and fun jobs in any community.

Merchants Association

Having a Village Center organization will bring focus to the collective interests of the many entities in the downtown. The Village Center merchants, however, have special interests and needs that suggest that they deserve their own association, or at least vehicle for sharing ideas. For instance, while being generally supportive of special events that bring people to the Village Center, merchants need to be able to continue to operate

during such times without compromising sales and customer service. Their needs can usually be accommodated if they are understood. Too often, those needs are not understood, or are dismissed as not relevant to the event.

Retailers, especially small shops which tend to dominate downtown, have little time for out of shop activities like attending meetings, so their voice is often not heard. But if the merchants are not successful, then the Village Center runs the risk of becoming just a nicely landscaped office park. The community needs, and clearly wants, the Village Center to be a true shopping center, and for that to continue, merchants need to succeed. Their success is directly related to their ability to have their needs understood and addressed. The downtown manager would be expected to work closely with retailers under the guidance of the organization, so that their voice could be included. The manager would be expected to facilitate the occasional gathering of the merchants from time to time so that they could express their concerns, but also contribute their ideas for activities and events that will be retail specific. The Promotions Section of this report will address this in greater detail.

Vision

“If you don’t know where you are going, then any road will get you there.” Yogi Berra

There are too few resources, too little time, and too much need to waste what assets we do have. While working on behalf of downtown is commendable, to do so without a game plan, and specifically without a vision of the desired result of our collective efforts, is potentially wasteful and at worst, counter productive. One of the essential truths of community development is that we all make progress faster and in a more meaningful and relevant manner when we are all marching together in the right direction. The challenge is deciding what that direction should be.

It is apparent that the Village is changing in its demographic profile and by extension in the consumer preference for goods and services. There seems to be a consensus view of the citizens that a strong, viable downtown is a high priority. But how will that look, how will that function as the economy transitions and the community continues to evolve? How might changes at the Resort impact downtown’s viability? What should we retain about the Village Center and what should it become going forward?

These are some of the questions that need to be answered through a community visioning activity. As the community sorts through these and other questions and reaches a collective view of the desired future, then everyone is better able to participate in bringing the vision to fruition. Once the downtown manager is in place and the organization is fully functioning we strongly recommend that the Village of Pinehurst host a community visioning activity with the goal of creating a ‘shared community vision’ among the many stakeholders for the Village Center. The shared vision will become the overriding guide for all efforts of the organization and by extension help every stakeholder, including the Village council, make better investment decisions.

Leadership

Finally, no matter how good your organization and manager are, long-term success is contingent on leadership – consistent, effective and committed leadership. Leadership comes in many forms and leaders can arise at any time. But to achieve consistency among leadership, leaders need to be nurtured and supported. We urge you to continue to invest in building leadership not only for your downtown, but also for your entire community.

Funding Strategies

At this point the greatest emphasis needs to be on establishing management and better defining an organization structure. Yet all programs need to accept the reality that money will be needed for operations and activities. Budgets will be totally contingent on the amount of both that the organization believes is needed. As for sources of funds to underwrite downtown efforts, we strongly advocate both public and private sector participation. Initially the public sector may need to provide seed money or a greater percentage of up-front support. Over time, it is important for the private sector to also be investors as that group stands to reap direct returns from an enhanced Village Center. Your organizational model may dictate how you are able to raise or access funds.

One model that has been used with a high degree of success in over fifty NC towns is the Municipal Service District (MSD), also referred to in some places as a Business Improvement District (BID). An MSD/BID involves a self-imposed property tax with the additional generated tax revenue going toward specific downtown projects that are above and beyond what the city/county provides to a specific, targeted area. These

funds may only be used within the geographic area of the MSD. These services include, but are not limited to:

- Economic & Business Development
- Safety & Maintenance
- Marketing & Downtown Promotions
- Administration & oversight of Services & Projects

Money generated through an MSD/BID is not unlike a ‘common area assessment’ found in shopping centers, by which each property pays a proportionate fee to support the activities of the center that bring collective value. While voluntary contributions will generate some funds, inevitably there will not be 100% participation and a few will carry the burden for the rest. The greatest value of enacting an MSD/BID is that every property owner participates in a proportionate manner even as each will benefit from a more viable business center. There are other funding models for downtown development, but this is one that due to its flexibility and very specific targeting of assets is very popular.

Summary

To summarize, we have five specific recommendations under Organization:

- Create a Village Center (downtown) manager position and hire a manager as soon as practical
- Continue utilizing the Enhancement Committee as the downtown organization but begin investigating a possible new organization structure as the program needs evolve.
- Once you have your manager in place, organize the downtown merchants so that they can begin to work together in their collective interests.
- Once you have your manager in place, organize an event to create a shared community vision for the Village Center. There are several models for this kind of event and information can be obtained from the NC Main Street Center.
- Utilize leadership development programs that may exist, or consider creating a community leadership development program to build citizen leaders for the many tasks and roles that need to be filled across the Village of Pinehurst, and specifically for the downtown.

Village of Pinehurst-Promotions

Pinehurst's Village Center stands alone among downtowns in North Carolina due to the international recognition of Pinehurst as one of the world's premier golf resorts. Therefore, promotion of the Village Center requires recognition of unique qualities in the context of its significant position as part of what may be termed "The Pinehurst Experience". Visitors comprise about fifty percent of the shoppers and diners and need a high quality of goods and experience while, at the same time, local citizens need the Village Center to come to life with a vital atmosphere including events, festivals, entertainment plus more diverse shopping. Finding a balance between both markets is a challenge that can be addressed partially through a focused promotional campaign.

A comprehensive promotional effort is needed to develop a Pinehurst village enter brand, raise awareness among citizens and potential visitors, and to improve sales for downtown businesses, a critical component of making downtown an attractive business location for new development. Management, leadership and good plans are the keys to successful promotion focusing on additional events and activities to re-invent the vitality once present in the Village Center

Opportunities

The historic Village Center of Pinehurst has a distinctive, unique character of tree-lined, curvilinear streets designed and landscaped by two of America's greatest landscape architects.

The Village of Pinehurst, as a National Historic Landmark ("NHL"), holds enormous significance in the history of landscape design. As the only NHL in America, whose landscape significance is derived from the contributions of Frederick Law Olmsted, Sr. and then Warren H. Manning, Pinehurst represents an iconic example of resort and community planning. (The Cultural Landscape Foundation)

The Landmark status bestowed by the National Park Service is recognition of that significance. Beyond being a source of pride for the Village, it presents a special opportunity for marketing to an increasingly important segment of the tourism market, cultural and heritage tourists. Studies have shown that, compared to traditional tourists, heritage tourists spend more money, stay longer, are more likely to return and will likely bring family or friends when they do. Capitalizing on the National Landmark status is an appropriate promotional strategy.

The Resort is already including the Village's recognition as a national historic landmark as they promote to national and international potential visitors. More local recognition will enhance the marketability of the Village. Central Village was the commercial portion of the originally-envisioned planned community and developing a separate identity is key to re-establishing its viability as a vibrant retail center. Promoting to cultural heritage tourists and enthusiasts should become part of a regional experience in history and potential new shoppers and investors to the Central Village of Pinehurst. The Village Center needs to make such a wonderful lasting impression that visitors will return often and tell their friends (a very important part of marketing).

Promotion of the Village of Pinehurst should focus on the Village's positive assets and market those unique characteristics to local residents as well as regional and resort visitors. Assets include the following:

- Unique qualities of the Village:
- General character (New England style)
- Period architecture
- Special charm
- Unique design (streets, landscaping)
- Village Green
- Given Memorial Library
- National Historic Landmark District

The Village Center is the heart of the community and special activities will draw people to come and experience what treasure they really have and, if done well, will encourage return trips. There is a real need for more activities and events to create excitement; people will be more apt to come if there are more things to do for all, including families.

Existing events should be built upon, creating additional reasons for people to come enjoy the Village Center. The events will become activities that people will look forward to each year. Events should be planned and structured around:

- When people are in town to visit
- When people are most likely to shop

- Specific consumer markets
- When the market is traditionally slow and needs stimulus

Current special events include:

- St. Patrick's Day parade
- July 4th parade
- Holly Arts Festival in October
- Christmas Tree Lighting in December
- Given Memorial Library activities
- Alive After Five
- Friday farmer's market (summer months)

Potential new events might include:

- Sidewalk sales in slow months
- "Frequent Shopper" cards to encourage repeat business
- Participation with the Resort in events and group visits
- Additional seasonal events

A Village Center promotions committee should be formed under the guidance of the Enhancement Committee to develop an annual promotions strategy addressing special events, retail events and marketing. Village Center merchants must be included, either through their own merchants' association or as direct members of the promotions committee. Note the distinction between 'special events' and 'retail events'. Special events are intended to bring general audiences to the Village Center to create positive feelings about the community and to celebrate the place. These may or may not have a retail component to them. But the long term goal is to create awareness of the Village Center and to build good will and pride.

Retail events, on the other hand, are intended to attract customers and enhance sales. Such events as "Back To School Days" or "Christmas

in July” will draw customers to the Village Center and if done well, will help merchants turn inventory. For maximum effect these need to be merchant driven and really focus on ways to attract shoppers and buyers. And they still need overall coordination to ensure quality and timeliness relative to an annual calendar.

In planning an annual calendar of special and retail events, it will be important to plan events that target specific segments of the consumer market, with the consumer’s overall shopping and buying habits in mind. It has been well-documented that the demographic profile for the Village is changing, becoming slightly younger with more young families. Retailers will do well to assess these changes and make adjustments as needed in their goods and services, along with their hours of operation. And events will need to also reflect these new markets.

Understand that not every event will or should target EVERYONE; rather, it will be better to plan events that are aimed at specific consumers at specific times. This means that not every merchant will necessarily participate in every event. But over time, every merchant should see the benefit of a regular series of special and retail events.

Another aspect of promotions is branding. Just as the region is branded as The Home of American Golf™, and The Resort has a clear brand (Pinehurst), the Village Center would benefit from some market recognition. This will take some careful thought to be sure that what is done is consistent with and complementary to its setting. One simple step towards creating a distinct market identity would be to capitalize on the National Historic Landmark status with some distinctive entryway signs that might read: “Historic Village of Pinehurst – A National Historic Landmark”.

Even as the Village Center creates its own market identity, it is important to note that the Village is part of a larger region (the Sandhills) that, much like the Research Triangle, is more powerful as a collective entity than as individual parts. While there is competition between and among the area towns, do not overlook the value that comes when each part is healthy and mutually supportive. Competition is good, but cooperation has value too.

Even as a brand is being developed, the Village Center can and should upgrade its advertising. Collective advertising done through the promotions committee can create value and also reinforce the common message that the Village Center wants to project. Consider:

- Developing a website specifically for the Village Center
- Developing frequent (monthly) press releases to all media within a 50-80 miles radius highlighting local events
- Producing an e-newsletter for distribution (include Facebook and possibly Twitter). Include a calendar and celebrate each event, no matter how small (i.e. – menu changes for a restaurant). Regional visitors from Raleigh, Chapel Hill, Cary, Greensboro, Winston-Salem, Charlotte, Fayetteville, Florence are a significant potential market to reach by press releases and the Internet. A website and electronic newsletter can reach those places for minimal cost and great potential benefit. Social media and on-line news outlets are increasingly important as a vehicle for people to gather information. Facebook has proven to be an invaluable tool to promote downtown. Social media is subject to new applications, so the community leaders should be aware of the newest, most popular venues in which to promote the community.
- Developing a brochure specifically for the Village Center.

Summary

To summarize we have five recommendation under Promotions:

- Create a Promotions Committee under the Enhancement Committee, including merchant representation.
- The Promotions Committee should develop an annual calendar of events for the Village Center, both special and retail, that target local and out of town markets.
- Develop a brand or market identity specific to the Village Center to help with promotions and marketing.
- Create an advertising plan that incorporates contemporary and traditional media to spread the Village Center brand and attract consumers and potential businesses.
- Capitalize on the National Historic Landmark status, especially to attract cultural and heritage tourists.

Village of Pinehurst-Economic Restructuring

Economic Restructuring involves, at its most basic level, making the Village Center and the building and business owners within its boundaries sustainably profitable. In order to do this you must work to understand the role of the Village Center in the local, regional, and national marketplace. Pinehurst retailers and potential retailers must be aware of many factors which include, but are not limited to, local and regional demographic information, consumer preferences, tourism, retail leakage and surplus, and competing retailers and commercial markets. The retail observations provided within this report are intended to provide a basic picture of those factors as they relate to Pinehurst.

The team used the ESRI Business Analyst Online to provide a trade area report. This report provides raw, detailed information about the demographic makeup of the targeted populations (in our case, those within a one and five mile radius of downtown) and their lifestyles and buying behavior as well as information about existing business in that market area. (Please see the appendix for a map detailing the radii referenced.)

The characteristics and trends of a marketplace are constantly shifting, so it is important to recognize that the raw data provided by the Business Analyst and NCCDA's observations and recommendations based on this data, are also subject to change. Regularly conducting market assessments of the Village Center's trade area will be valuable for Pinehurst.

General Demographic Data

At its heart the Village Center is a destination retail district. The importance of this distinction is that it is part of initial market differentiation. That is to say retail and restaurant use typically falls into one of two categories, convenience or destination. Convenience shopping is based exclusively on ease of access and includes things such as gas, groceries, etc., whereas destination shopping is based on selection, quality, style, and price and includes clothing, general merchandise, etc. Because of the proximity of Pinehurst to Southern Pines, Aberdeen, and the shopping strung along NC Route 1 and NC Route 15, identifying Pinehurst's unique niche is important. While there may be a desire for certain types of convenience items within downtown, building on your existing market strengths will deliver more sustainable results in the long term.

To begin to understand this niche more clearly let's take a look at some general demographic data about total business numbers and residential population within a five mile radius and how it relates to the Village Center.

The 2011 ESRI data report indicates that within the Village Center district (0.225 mile radius) there are:

- 131 Total Business (20 retail or 15%)
- 1,693 employees (51% are in Accommodations)
- 172 residents

At the one mile radius there are:

- 356 total businesses (53 retail or 15%)
- 4,308 employees
- 2,198 residents

At the five mile radius there are:

- 2,234 total businesses (379 retail businesses or 17%)
- 22,734 employees
- 31,737 residents

Household Information as provided by ESRI:

- Median household income within five miles of the Village Center is estimated at \$57,845 for 2010, with average household income at \$73,389. Both of these are higher for those living within the Village Center and within one mile of the center;
- Average per capita income at five miles is \$32,607;
- Average family size is hovering around 2 in each of the three radii;
- The median age is 60, 62 and 51 at the center, one and five mile radii respectively;
- Based on the 2000 Census data there are a total of 1,266 housing units within the one mile radii, 62% are owner occupied while nearly 14% are for seasonal use.

ESRI looks for general trends in the demographic data they collect to create “Tapestry” segments for specific zip codes and communities, classifying U.S. neighborhoods into 65 different segments based on various socioeconomic and demographic trends of a place. What follows are the top three segments associated with Pinehurst’s zip code according to ESRI and their explanations. For more information on the “Tapestry Segmentations,” please see the associated web site at:

http://www.esri.com/data/esri_data/tapestry.html

Segment 15-Silver and Gold

Demographic

With a median age of 60.1 years, Silver and Gold residents are the second oldest of the Tapestry segments. More than 70 percent are aged 55 years or older. Most residents have retired from professional occupations. Half of the households are composed of married couples without children. This segment is small, less than 1 percent of all US households; however, annual household growth is 2.35 percent since 2000. Residents of these neighborhoods are not ethnically diverse; 93 percent of them are white.

Socioeconomic

These are wealthy, educated seniors. Their median household income is \$67,806, and their median net worth is \$331,108. Fifty-six percent of the households still earn wages or salaries, half collect Social Security benefits, 63 percent receive investment income, and 35 percent collect retirement income. Labor force participation is 44 percent, well below the US level. The percentage of those who work from home is higher than the US worker percentage; nearly one-fourth of employed residents are self-employed, also higher than the US level.

Residential

Their affluence enables them to relocate to sunnier climates. More than 60 percent of these households are in the South, mainly in Florida. One-fourth are located in the West, mainly in California and Arizona. Neighborhoods are exclusive, with a median home value of \$274,320 and a home ownership rate of 83 percent. Silver and Gold ranks second of the Tapestry segments for the percentage of seasonal housing. Because these seniors have moved to newer single-family homes, they are not living in the homes where they raised their children.

Preferences

Silver and Gold residents have the free time and resources to pursue their interests. They travel domestically and abroad including cruise vacations. They are also interested in home improvement and remodeling projects. Although they own the tools and are interested in home improvement and remodeling projects, they are more likely to contract for remodeling and housecleaning services. Active in their

communities, they join civic clubs, participate in local civic issues, and write to newspaper or magazine editors. They prefer to shop by phone from catalogs such as L.L. Bean and Lands' End.

Golf is more a way of life than just a leisure pursuit. They play golf, attend tournaments, and watch The Golf Channel. They also go to horse races, bird watching, saltwater fishing, and power boating. They eat out, attend classical music performances, and relax with a glass of wine. Favorite restaurants include Outback Steakhouse, Cracker Barrel, and Applebee's. Silver and Gold residents are avid readers of biography and mystery books and watch numerous news programs and news channels such as Fox News and CNN. Favorite non-news programs include detective dramas.

Segment 14-Prosperous Empty Nesters

Demographic

Approximately 6 in 10 householders in Prosperous Empty Nesters neighborhoods are aged 55 years or older. Forty percent of the households are composed of married couples with no children living at home. Residents are enjoying the move from child rearing to retirement. The median age is 48.9 years. Population in this segment is increasing slowly, at 0.53 percent annually; however, the pace will probably accelerate as the Baby Boomers mature. Prosperous Empty Nesters residents are not ethnically diverse; approximately 90 percent are white.

Socioeconomic

With a median net worth of \$261,595, Prosperous Empty Nesters invest prudently for the future. The median household income is \$67,295. Although 71 percent of the households earn income from wages and salaries, 59 percent receive investment income, 30 percent collect Social Security benefits, and 28 percent receive retirement income. Forty-one percent of residents aged 25 years and older hold bachelor's or graduate degrees; nearly 70 percent have attended college. Many residents who are still working have solid professional and management careers, especially in the education and health care industry sectors.

Residential

These residents live in established neighborhoods located throughout the United States; approximately one-third of these households are found on the East Coast. These neighborhoods experience little turnover from year to year. Seventy-seven percent of the housing was built before 1980. Most of the housing is single-family, with a median home value of \$193,784.

Preferences

Prosperous Empty Nesters residents value their health and financial well-being. Their investments include annuities, certificates of deposit held longer than six months, mutual funds, money market funds, tax-exempt funds, and common stock. They hold universal life insurance policies. Residents exercise regularly and take a multitude of vitamins. They refinish furniture and play golf. They also attend golf tournaments and sports events, particularly baseball games and college football games. They order by phone from catalogs and use coupons. Households are likely to own or lease a luxury car.

Prosperous Empty Nesters residents take pride in their homes and communities, so home remodeling, improvements, and lawn care are priorities. Residents will join a civic club or charitable organization, help with fund-raising, write to a radio station or newspaper editor, and volunteer. They travel extensively in the United States and abroad. They read biographies, mysteries, and history books; two or more daily newspapers; and business or fitness magazines. They watch golf, news, and talk programs on TV.

Segment 30-Retirement Communities

Demographic

Most of the households in Retirement Communities neighborhoods are single seniors who live alone; a fourth is married couples with no children living at home. This older market has a median age of 52.6 years. One-third of the residents and 44 percent of householders are aged 65 years or older. Twenty-three percent of the population and 31 percent of householders are aged 75 years or older. Most of the residents are white.

Socioeconomic

The median household income for Retirement Communities is \$49,174, slightly below the US median, but the median net worth of \$99,494 is much higher than the US value. Nearly half of the households earn income from interest, dividends, and rental properties; 45 percent receive Social Security benefits; and 26 percent receive retirement income. Most of those still working are employed in white-collar occupations. Retirement Communities residents are an educated group: 14 percent of the residents aged 25 years and older hold a graduate degree, 35 percent have a bachelor's degree, and more than 60 percent have attended college.

Residential

Retirement Communities neighborhoods are found mostly in cities scattered across the United States. Most housing was built after 1959. Congregate housing with meals and other services included in the rent is a feature of these neighborhoods. Fifty-seven percent of the

households live in multiunit buildings; however, 34 percent of the housing is single-family structures, and 8 percent is townhouses. The home ownership rate is 54 percent; the median home value is \$183,328.

Preferences

With more time to spend on leisure activities and hobbies, residents play musical instruments, paint or draw, work crosswords, play bingo, or attend adult education classes. They also visit museums, attend the theater, go dancing, practice yoga, go canoeing, and play golf. They will travel to gamble in Atlantic City or to visit Disney World. They attend sports events such as golf tournaments, tennis matches, and baseball games. They spend time with their grandchildren and spoil them with toys. Politically active, these residents are “joiners” and belong to civic clubs and charitable organizations. They own stocks and bank online. They prefer to own or lease a domestic vehicle.

These residents describe themselves as moderate or frequent viewers of daytime and primetime TV. They watch news programs and baseball games, tennis matches, and golf tournaments. Cable channel favorites are Bravo, truTV, ESPN news, and Travel Channel. They listen to classical and public radio. Avid readers, they regularly read daily newspapers.

The Retail Marketplace

In addition to understanding the population that shops the Pinehurst Village Center, it is important to look closely at the retail mix within the district. Just as you must have shoppers to have retail, you must have healthy, varied retail to have shoppers. The Village Center (those businesses within .225 miles of 25 Chinquapin Ave.) currently generates nearly 30 million dollars in retail sales annually, with over 7 million coming from the food and drink category. While not insignificant, at the five-mile radius total retail sales are hovering around 547 million dollars. This means that of all the retail sales occurring within a five-mile radius of the Village Center, the center captures only around 5.5% of total sales. This is a clear indication of the significance of the larger area as a shopping destination, but also highlights the relative size of the Village Center’s role in that larger marketplace.

The upside of this situation is that even a small increase in the role, as measured by percentage of retail sales captured, of the Village Center translates to significant sales. For instance, moving from 5.5% of total sales to 7.5% of total sales occurring within the region would mean an increase of approximately 11 million dollars in sales for downtown. An increase of this relatively modest size within the larger market would mean a 33% increase in total sales at the Village Center level. Clearly there is significant opportunity for the Village Center just within the population that is already shopping in the area. The challenge is in creating the awareness and brand identity for the Village Center that will draw people to

it. Identifying what the market identity is and what unique shopping experience and variety of products you offer will be important in enhancing the role the Village Center plays at the regional level.

As noted earlier, the 2011 ESRI report indicates that within the .225-mile radius of the Village Center there are a total of 131 businesses. Of this number, 20 are in the retail trade category, with an additional 12 in the food services and accommodations category. Retail is broken down into twelve categories; of those twelve, the Village Center's greatest concentration is in clothing and clothing accessories and the miscellaneous store retailers' categories, with five in each.

Not surprisingly accommodations and food services are a significant component of the Village Center area with a total of twelve, but employing more than sixty percent of the Village Center's workforce. This compares to retail trade, which employs approximately 4% of downtown's workforce. Of course this comes as no surprise in Pinehurst, which is well aware of the unique nature and impact of the resort as it relates to the Village Center. Anecdotally, this was also revealed in discussions with downtown retailers who indicated that approximately fifty percent of their customers were local with the other fifty percent coming from resort visitors. While the ESRI data gives essentially no insight into the purchasing power and demand generated by the resort visitor population it does reflect that sales impact.

Overall retail trade, accommodations and food services account for approximately 65% the village's jobs and approximately 25% of the village's businesses.

At the one mile radius retail, accommodations and food services:

- total 84 businesses
- account for 23% (+) of businesses
- account for 58% of workforce

At the five mile radius retail, accommodations and food services:

- total 555 businesses
- account for 18% (+) of businesses
- account for 35% of workforce

Sales to Rent Ratio

A major component of sustaining and growing your core Village Center businesses is having an understanding of the sales to rent ratio. This ratio represents the percentage of a retailer's sales that go towards covering their building rental costs. These ratios can vary across business type but, for the health of the business, should vary only within a reasonable range, usually between 2% and 8.5%, though not always.

While we were not able in our time in Pinehurst to collect data specific to the Village Center individual retailers can use the equation shown below to determine their own sales to rent ratios.

$$\text{\$25,000 (rent per year)/\$350,000 (gross sales per year)=0.07 or 7\% of sales to rent}$$

The equation has two inputs and therefore two pieces that can be vary and cause imbalances. If sales are too low and don't reflect what the Village Center averages then the ratio will be just as out of whack as it would be if the rent is too high. There are a variety of factors that contribute to rental rates and Pinehurst is a unique retail marketplace for a variety of reasons. For comparison, let's consider rental rates in some other North Carolina communities that rely on visitors and residents. Downtown Asheville's resurgence has in no small part been a result of some of these factors. By comparison current retail rental rates range from \$8-\$16 per square foot with the \$16 rate being associated with the highest pedestrian traffic areas. More comparably sized, Blowing Rock might also offer some insight. According to their January 2011 analysis of downtown, which represented rental rates on 83 properties, rental rates came in at \$12 per square foot. Blowing Rock also noted that rental rates have been reduced within their downtown district during the last three years. To obtain your per square foot rental rate, simple divide the total yearly rental paid by the total square footage of your space.

In addition to having a sense of the average rents in the Pinehurst Village Center it will be valuable to work toward a clear understanding of how those compare to the other shopping areas in the region. Based on this data and the conversations we've had with various community stakeholders we've identified two primary challenges for the downtown retail marketplace. On one hand is identifying the role of the Village Center within the larger retail marketplace represented by the various opportunities within the five-mile radius. This is a unique situation and requires not just competing with the other retail districts, but also understanding your and their relative strengths and weaknesses and how you can further capitalize on your strengths in building your market role. The second challenge is how that role relates to and works with the resort

and the customers that travel to the area to enjoy the hospitality.

Summary

To summarize we have four specific recommendations under Economic Restructuring.

- Establish a Village Center brand identity. Market strength is derived, in part, by a consistent and cohesive image. Pinehurst’s village center has a variety of established brand qualities, but does not have a brand image used to market the offerings of the village as a whole. This effort can help the community strengthen its role regionally and as a partner with the resort in continuing to sustain the village’s a special qualities.
- Encourage Retail Self-Assessment. We recommend existing retailers take this opportunity to engage in a self-assessment exercise. A successful downtown is built on the entrepreneurs that call Main Street home. It is therefore essential that these retailers have the support of their communities, but it is even more essential that retailers pursue professional excellence.
- Strive for “Excellent Customer Service.” In a community that depends on visitors and seasonal residents in addition to local customers retailers and the marketplace will benefit from pursuing exceptional customer service. This may include the development of a “Hospitality Training” program provided to employees and new employees. Consider special appreciation programs for unique customer groups. For example a health care professionals appreciation program can generate additional retail traffic at what would otherwise be off-peak times if properly planed.
- Establish a Business Assistance Program. Designed to provide a resource of information on market conditions and trends in Pinehurst, this program would be tasked with providing a minimum level of coordination for the various efforts to the Downtown committees as they relate to Village businesses. Provide a flow chart of local and regional business assistance programs for existing and start-up businesses. Strive to provide a continuously updated market overview. This may also involve identifying needed survey information and conducting these processes as required.

Village of Pinehurst-Design

There is no one element of Pinehurst's Village Center that more clearly distinguishes it from other retail marketplaces than the physical environment: the buildings, streets, sidewalks, parks and open spaces. Designed before the widespread use of cars, this marketplace is scaled for people. It is walkable and offers a variety of architecturally significant buildings. This is particularly true in Pinehurst, a community whose physical environment has been recognized as a National Landmark, a unique designation given to places which are intertwined with significant people, events and landscapes in the history of the country.

Building Rehabilitation

One of the real benefits to the National Register District, which the town has for the Village Center in addition to the Landmark status, is the ability to take advantage of historic rehabilitation tax credits on qualified rehab. The credits, 20% from the state and 20% from the federal government, allow building owners a built in return that can help moderate the additional costs incurred during the rehabilitation of historic buildings. The graph below is an example of a theoretical project and the potential return available using the historic tax credits.

Example Tax credit project-The numbers may not be comparable in Pinehurst, but the pro forma offers some insight into the impact of the tax credits. Adjust this pro forma to on-site conditions to determine the impact locally.

Acquisition	\$175 per sq.ft.
Renovation	\$85 per sq.ft.
Total Investment	\$260 per sq.ft.
Gross Income (Rent)	\$15 per sq.ft.
Operating Costs (Less)	\$4.50 per sq.ft.
Net Income	\$10.50 per sq.ft.
Investment Return	4.0%
Historic Tax Credits	\$3.00 (10 yrs)
Adjusted Net Income	\$13.50 per sq. ft.
Adjusted Investment Return	5.2% (10 yrs)

There are many variables in the pro forma, specifically the cost of acquisition, rehabilitation, and rental rates, which are all subject to change and will have an impact on the bottom line. For instance, the rehabilitation costs quoted are associated with preparing a space for traditional retail or office space. Should the property owner wish to up-fit for a restaurant or engage in a more substantial rehabilitation this cost can climb

to \$125-\$150 per square foot. Investors in the market to purchase a downtown commercial building should be weighing these market trends when determining value.

Commercial Development

While new commercial development can often be controversial, it is instructive to consider how it can play a role in contributing to a sustainable downtown community marketplace. Allowing or forcing commercial development to occur exclusively on the edge of town, a trend that is relatively common across North Carolina, will have the impact of reducing the total percentage of the local marketplace, in terms of space and market share, that the Village Center represents. This is a particularly acute potential problem in Pinehurst because of the nature of its role in the regional marketplace as discussed earlier. Just as our heart grows as we do, so must the heart of our community. Future commercial growth should be focused in and immediately adjacent to Pinehurst's Village Center, so that the synergistic effect of additional commercial development adds to rather than detracts from the Village Center.

The elements of new commercial development that will make it most successful for the Village Center have a great deal to do with the way it is designed. Transparency, definition, qualities that engage the eye, quality of construction and design, complementarity, and regular maintenance will all play a role in successful new commercial development in the Village Center. Overall, the major keys are that the buildings relate well in terms of size, location, and lot position to the existing architecture of the Village Center and that all new construction be designed to complement the existing pedestrian experience in the Village of Pinehurst.

Downtown Parking

Parking would certainly be a component of any retail space added to the Village Center. However, in Pinehurst we must also consider ways to improve the efficiency of the existing parking. When talking about parking there are three things to consider: Perception, Management and Expansion. Perception relates to the common complaint that there is not enough parking downtown. We often feel that if we can't see the front door of our destination then we have been unable to find a good parking space. However, on a purely distance oriented basis, the parking spaces in downtown do not require us to walk any further than big box stores or malls.

According to the recent Pinehurst Comprehensive Plan, there are 276 public parking spaces downtown and according to a market study from

2005 there is approximately 118,000 square feet of retail space downtown. Recent construction may have increased that, so let's say the total retail square footage is 130,000 square feet. Based on a rule of thumb for retail and parking which suggests 2-3 spaces for every 1,000 square feet of retail, the Village Center requires between 260-390 spaces. This would indicate that although the Village Center's parking is adequate, it sits on the lower end of the range.

This brings us to the second consideration for parking - management and maintenance. In discussing management it is important to recognize the value of parking spaces and how that value differs depending on location. That is to say that a space directly in front of your favorite clothing shop has greater value than a space in a lot on the edge of town. And yet we often treat these spaces, in terms of management, in exactly the same way. They are all free. Not applying the appropriate value to the spaces often means that we use them in under valued ways, i.e. parking in a prime spot all day while working, etc. If the space is valued appropriately, whether through metering, time limits or in another fashion, there is some incentive to identify the best fit for a specific use. While we don't intend to suggest a particular outcome, we do recommend that the committee consider and identify the high value parking in the Village Center and seek to identify strategies that will maximize the use and efficiency of your existing parking.

In Pinehurst we must also address the maintenance of spaces. A poorly maintained lot with the potential to offer a great deal of public parking but not performing up to snuff is always a lost opportunity. This is something that all of the Village Center's stakeholders have recognized as it relates to the village green parking lot that is directly adjacent to the Village Center. Upgrading this lot should be a key element of the committee's work moving forward. We suggest that the village and committee investigate professional consultants who may be able to help navigate the National Landmark status issues that were noted during our time on site.

The third element mentioned was expansion. We feel that, currently, priority should be given to management and maintenance. However, in the future, additional retail space will necessitate additional parking. Elements to keep in mind include continuing to maintain some sort of on street parking as a component of any new retail space and seeking opportunities for larger shared parking areas to be integrated into new developments, whether in the form of surface lots or structures. All that said it is important not to establish rigid parking requirements on new development within downtown, but instead include standards that are flexible enough to encourage creative solutions. This is particularly true if a larger development vision is phased in over time. Stringent parking requirements promote retail design that will not fit the traditional aesthetic

of the Village Center.

Getting To and Around the Village Center

One of the most attractive features of a functioning historic downtown marketplace is the ability to get out of your car and walk everywhere. Your streets, sidewalks and public spaces play a key role in downtown's success; they represent the connective tissue in the Village Center, holding together the discrete retailers. Historic downtowns, as compared to newer marketplaces (malls, etc.), are unique because of their human scale. Although the development world is beginning to recognize the importance of this scale, the past 50 plus years have markedly favored the automobile.

It is therefore our job to enhance and improve the infrastructure that leads into the Village Center so that it is capable of supporting the variety of transportation options that community members might want to use. On a national level this concept of transportation equity is known as Complete Streets and essentially states that transportation infrastructure should be designed to safely convey not only automobiles, but pedestrians and cyclists too. While many of the neighborhoods around the Village Center may have residents who would like to bike or walk downtown, not all are provided the kind of infrastructure that allows this to be a safe and enjoyable experience.

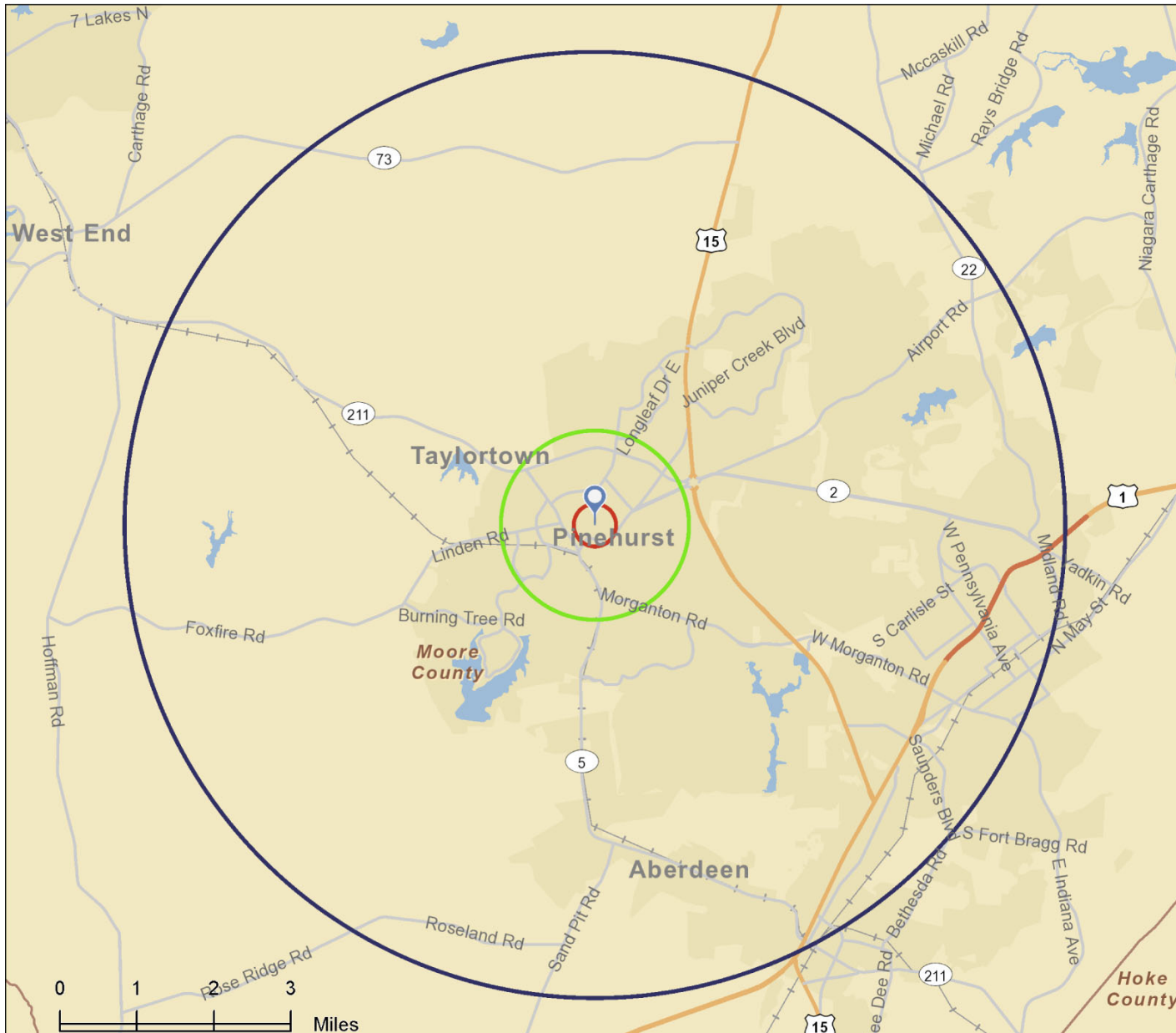
It is also important that, in and around the Village Center, the users who travel by car and those who travel by foot, bike or other form of transportation are given the information they need to get to their destination. The unique curvilinear nature of Pinehurst's Village Center and the entrances to that center make directing people all the more important. A comprehensive wayfinding signage system that begins at the community's gateways and communicates initially with drivers and eventually with pedestrians during their entrance experience about what the community offers can help overcome some of the challenges created by the unique layout of the community.

Summary

To summarize, we have seven specific recommendations under design.

- Continue efforts to develop a working relationship with the National Park Service as it relates to design activities in the downtown district. This may involve identifying and retaining an experienced consultant to provide additional insight and assistance to the Village of Pinehurst.
- Prioritize the rehabilitation or redevelopment of the Village Green parking lot. Though this offers in terms of space a significant number of parking spaces, the current condition and layout prevent it from working as efficiently as it could.
- Pursue increased pedestrian and bike connectivity between downtown and the surrounding neighborhoods. The North Carolina DOT has a pedestrian and bike division which offers planning grants for communities to pursue the initial steps in identifying high priority needs. Investigate this and other opportunities for enhanced pedestrian and bike infrastructure.
- Institute a study of parking management strategies. In addition to investing in the rehabilitation and redesign of existing lots, it will be beneficial to consider additional strategies to enhance the effectiveness of downtown parking.
- Develop a comprehensive wayfinding signage system to guide visitors and residents to the village's attributes.
- Adopt a "Complete Street" policy.
- Develop Design Standards or other forms of more detailed guidance for additional retail development within the Village Center.

Village of Pinehurst-Appendix



Site Details Map

25 Chinquapin Rd, Pinehurst, NC, 28374
Ring: 0.22, 1, 5 Miles

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