



Brian P. Dolehide, CRE
Managing Partner
Revere Midwest Company

July 18, 2023

Mark Wagner
Director
Parks and Recreation
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC. 28374

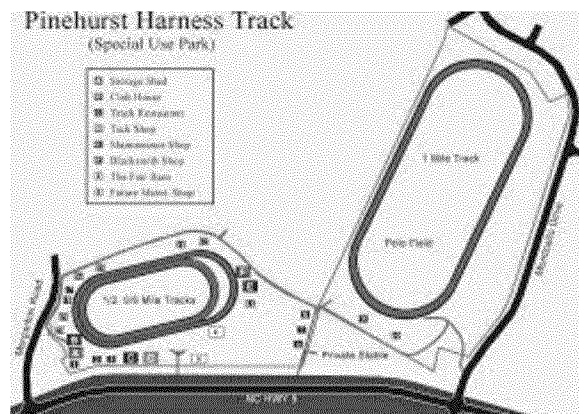
Re: Pinehurst Harness Track (PHT) – *Adaptive Re-Use Plan*

Dear Mark:

Thank you for meeting with me and Kathleen Rose and listening to my vision and interest in Harness Track. The intent of this *Adaptive Re-Use Plan* is to introduce a sustainable re-use model for five of the historic buildings along perimeter of the track, adjacent to NC Hwy 5. Buildings that upon completion through a collaborative effort will meet the goals of the Village of Pinehurst (VOP) and complement the extensive and successful re-use plan of the historic Fair Barn.

History & Precedence

This history of the Pinehurst Harness Track began in 1915 as a winter training center. The eventual sale of the property to the Village of Pinehurst in 1992 lead to having the Pinehurst Harness Tracks placed in the National Register of Historic Places on November 22, 1992. This secures its place in history and its legacy of the equine industry in Pinehurst, along with its famed golf.



This plan is not unusual. Like the success of the Fair Barn, this request preserves assets as the primary objective while meeting the long-term needs and existing uses, complements track operations, and provides for additional opportunities to further this historic location as a destination.

Existing uses include stables, a restaurant (Track Restaurant), mercantile (Country Saddler), blacksmith and housing for staff, trainers, and jockeys. The only new request will be for the sale of wine, beer, and spirits. Previously, alcohol had not been sold but has been provided on PHT over the years at the Fair Barn.



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Current Situation:

Stables – The current inventory of stables enjoys an approximate occupancy of 70% annually. One building is slated for relocation [Blacksmith B21], one total demolition [Barn 1] and another building partial demolition to make way for roadway improvements. This includes improvements off NC Highway 5 near Morganton Rd. to improve access and traffic safety. This change will result in two existing barns [Barns 2 & 3] adjacent to Highway 5 and next to Track Restaurant separate from stable services and operations.

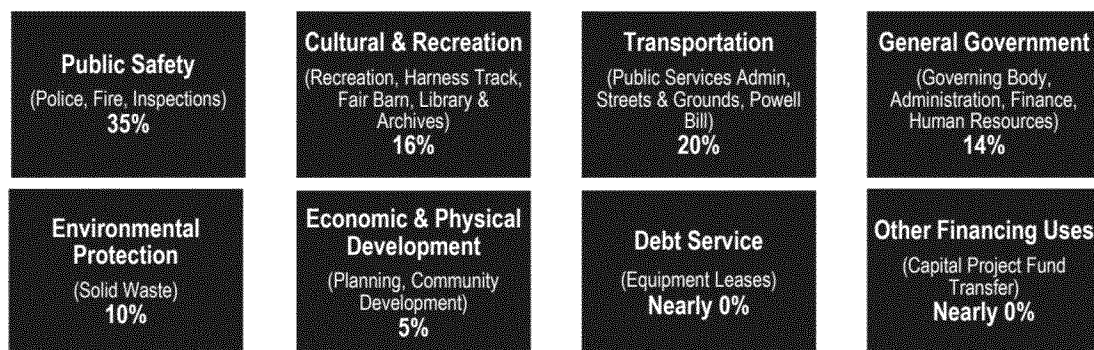
Fair Barn – The success of the Fair Barn includes frequent events, primarily on weekends for weddings and parties. The goal is to improve use during the week and during off-peak times to improve and expand financial performance.

Track Restaurant – The current owner is seeking to retire, and the restaurant needs renovations, updating and increased food services.

Country Saddler – The current owner is seeking preservation of saddler services and products while expanding the customer experience with wine and cheese venue overlooking Pinehurst Harness Equine 110-acre park.

The current owners are seeking Financial Status of the Harness Track – current operations and capital expenditures to maintain all facilities and grounds results in an operating loss each year to the Village that it must fund from its operating budget (Culture & Recreation), as outlined in its 2024 Strategic Operating Plan.

Expenditures by Function

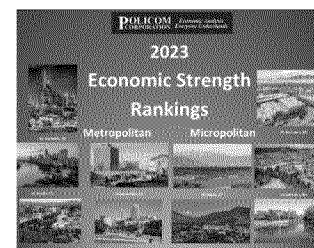


Village of Pinehurst Strategic Operating Plan

The Opportunity:

For the sixth year in a row, the Pinehurst-Southern Pines micropolitan tops POLICOM's 2023 Economic Strength Rankings as the #1 micropolitan area in North Carolina.

The Pinehurst-Southern Pines area is first out of 22 micropolitan statistical areas in North Carolina and 21st out of 543 micropolitan statistical areas across the United States. Pinehurst-Southern Pines moved up 18 places from its 2022 ranking, placing the area in the top 7 percent nationally of communities with a stable and consistently growing economy in 2023.





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While much of the economic impact, culture, focus and marketing of the village has been as the “Home of American Golf”, the Harness Track and equine operations have a comparable history and legacy. However, the impact and potential of this industry is very much understated within the Village of Pinehurst. According to the 2019 North Carolina Economic Impact Study for the NC Horse Council, the Horse Industry directly contributes over \$1.1 billion to the state’s economy, along with 25,072 jobs. From those direct effects, the horse industry’s contribution ripples out into other sectors of the economy. Adding these ripple effects results in an estimate of the total contribution of the horse industry to the North Carolina economy of \$2 billion.



This includes:

- The Racing Sector: • Adds \$120 million in value to the state economy • Supports 1,916 jobs • Total economic impact of \$190 million.
 - The Competition Sector: • Adds \$423 million in value to the state economy • Supports 7,976 jobs • Total economic impact of \$734 million.
 - The Recreation Sector: • Adds \$478 million in value to the state economy • Supports 9,076 jobs • Total economic impact of \$812 million.
 - The Equine Therapy: • Adds \$14.9 million in value to the state economy • Supports 346 jobs.
 - The Equine Rescues & Sanctuaries: • Adds \$2.3 million in value to the state economy • Supports 48 jobs
- There are 559,000 acres of land in North Carolina used.

Upon review of the dynamics of the tourism industry in Pinehurst, we believe that the Harness Track and its buildings are under-utilized assets, which has the potential to grow its economic impact, while reducing its burden on the operating budget. Our proposal will outline the vision and how we plan to achieve it is enclosed for your consideration.





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Proposal

Vision:

The *Adaptive Re-Use Plan* is to provide a template for the PHT where we will lease and adaptively re-use five (5) buildings (3A, 3B, 3, 2, & 21) through PHT with new or updated uses of retail, restaurant, and food & beverages, together with expanded outdoor space for track viewing, music, and other events on a more regular programmed basis. This is further outlined below and on the attached Exhibit Site Plan.

Each building will be enhanced with sustainable initiatives, life safety measurements along with adaptive reuse strategies to preserve the legacy and tradition of these buildings for the next 50+years. Highest and best use practices for this plan will be proposed by myself, and Kathleen Rose, CRE employing thoughtful planning, finance, design, and implementation procedures. As the plan unfolds over the next period of months the vision will come to life that will beautify, enhance, and preserves assets while meeting the goals of the community. Upon completion, the results will become the blueprint for other PHT buildings. As PHT infrastructure ages plans will be needed and this sustainable preservation plan offers new uses to learn from as examples to preserve and protect.

Improvements by Revere Midwest Company:

Phase I – 2023/2024

1. Building 3 A – Pinehurst Track Restaurant (1,700 s.f.) – lease transfer, extension, and renovation
2. Building and landscape improvements, together with a patio addition between buildings 3A & 3B

Phase II – 2024/2025

3. Building 3 B – Country Saddler (2,000 s.f.) – lease transfer, extension, and renovation
4. Building 21 – Blacksmith Shop – new lease request
5. Building 3 – Barn (4,600 s.f.) – new lease request

Phase III – 2025/2026

6. Building 2 – Barn (3,000 s.f.) – new lease request

Proposed uses:

Building 3A:-- Harness Track Restaurant – lease transfer – Restaurant/Expanded Menu

The Harness Track Restaurant will be renovated on the interior and exterior. It will be slightly expanded in the rear (small room for freezer/food prep) and the main dining room and kitchen will be reconfigured. The addition of a front and side porch and large outdoor patio/viewing area will add additional outdoor casual dining and entertainment. The menu and hours will include lunch and early dinner. The historic blueberry pancakes will remain as a signature breakfast dish, also added will be signature dishes in the afternoon and evening. Fire safety, environmental and handicapped accessibility along with historical preservation will be added. I have an agreement in writing with Tracy Cormier to purchase the Pinehurst Track Restaurant, assuming VOP approval, and keep her on as a part time consultant during the renovation/opening.

Building 3B: Since 1981 - The Country Saddler - Retail/Wine – lease extension

The Country Saddler will become a beautiful, quant retail winery selling Country Saddler equestrian items, which it has been quietly doing since 1981 as “Dedicated Makers and Purveyors of Quality Proprietary Goods and Accessories for Friends of the Horse”. The façade and interior will be updated, accounting for sustainable -life safety-historical preservation with a new retail design reminiscent of the French or Italian countryside, offering casual wine and charcuterie sales and consumption.



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Building 2: Barn – new lease request

Horse Barn # 2 will begin the final phase and take advantage of the momentum created from the redevelopment of the existing structures. The equestrian interior will be renovated consistent with Building #3 with wood beams and horse gate doors preserving the existing structure. This building will offer commercial uses that take advantage of the unique 110-acre equine park with new and exciting uses.

Building 3: Barn – new lease request

Horse Barn # 3 will round out the site changes in the second phase with an equestrian themed interior, wood beams and horse gate doors preserving existing structures while creating an equestrian vibe. The plan is to create a new and inviting experience while paying close attention to life safety, historic preservation, and collaboration with Fair Barn. The new look will be equestrian themed with architectural barn features that complement the historic PHT buildings and Fair Barn.

Requested Improvements by the Village of Pinehurst:

To make the investments to the existing restaurant, buildings and barns we would request that the Village consider the following improvements:

Land Area, Roadway Alignment - Morganton Rd & Pedestrian Bike Golf Cart Pathway

1. Relocation of Blacksmith Shop (building 21 – 700 s.f.) and addition of parking area between building 3B and the current main entrance.
2. Paving extension of interior track road from Fair Barn to Morganton Rd.
3. Morganton Rd. Alignment – Golf Cart, Bike, Pedestrian Pathway-Roadway connection.
4. Relocation of Barn (4,657 s.f.) to other areas of PHT as part of road alignment.

Visitors and customers will enjoy all the all the new and existing PHT activities and historic parks with walking, biking, or gold cart access through proposed Morganton Road. With the planning of the Morganton Rd alignment this is the perfect time to plan pedestrian traffic through Morganton from the PHT.

With or without the roadway alignment there are a few items that can make the redevelopment enjoyable for all with enhanced streetscape parking and lighting. A safe, walking, bike, or golf cart pathway with landscaping and parking consideration.

Terms:

A few important items need to be provided and approved by the VOP, long-term leases will be needed for financing purposes and consideration of interior pathway/roadway for visitors (pedestrian's, bicyclists, golf cart) with lighting.

- ✓ Long term building leases (20-year terms with two additional 10-year options to renew)
- ✓ Morganton Rd pedestrian walking, bicycle, golf cart connecting through Morganton Road
- ✓ Landscaping and parking comparable to Fair Barn



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Community Benefits:

- ✦ Enhanced venue for Equestrian & Park visitors, residents, and village employees.
- ✦ Upgraded facilities reduce maintenance and operating costs.
- ✦ Extended building life expectancy over 50+ years of life with upgrades to each building.
- ✦ Fair Barn users and track visitors will have added venues to enjoy.
- ✦ New uses will provide a template for future buildings.
- ✦ Long-term leases provide long-term stability.
- ✦ Increased number of visitors using open space.
- ✦ Upgrades for pedestrian traffic will provide enhanced community enjoyment of the open space with convenient and safe travel.
- ✦ Three enhanced venues will extend the usage and life of the historic PHT.
- ✦ Expanded businesses with new uses will provide heightened experience at PHT and expand cultural opportunities in Pinehurst, while lowering its budgeted operating costs.

Collaborating with Local Stakeholders:

During the planning process we will be collaborating with local stakeholders such as preservation committee of the Fair Barn, Sandhills College Culinary and any local community leaders as directed by the VOP. This is an exciting visioning opportunity to protect and enhance the legacy of the Pinehurst Harness Track and its historic buildings.

Planning & Implementation Team:

Managing Partner - Brian P Dolehide, CRE - **Revere Midwest Company**. 401 N Michigan Ave., Ste 1200. Chicago, IL 60611 . 630.606.9000. BDolehide@RevereMidwest.com . **Real Estate Lessor/Business Ownership. Highest & Best Use Analysis/Adaptive Reuse**

Advisor - Kathleen Rose, CCIM, CRE - **Rose Associates**. Rose & Associates Southeast, Inc. P.O. Box 910. Davidson, NC 28036. Phone: 704-896-0094. www.roseassociates.com . **Market Analysis/Portfolio & Land Use Strategy/Economic Development**

Very Truly yours,
Revere Midwest Company,

Brian P. Dolehide, CRE
Managing Partner

References:

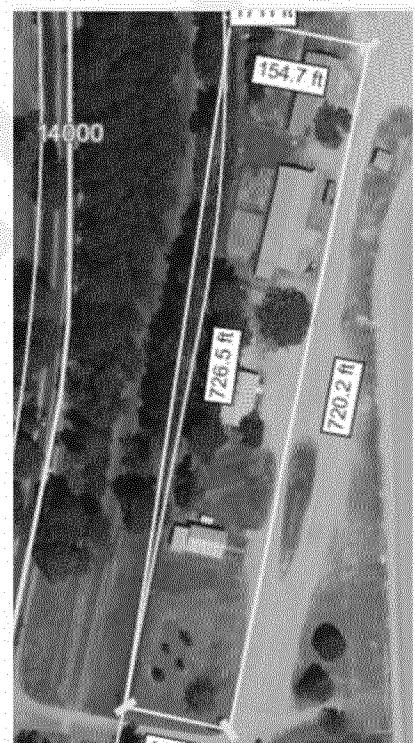
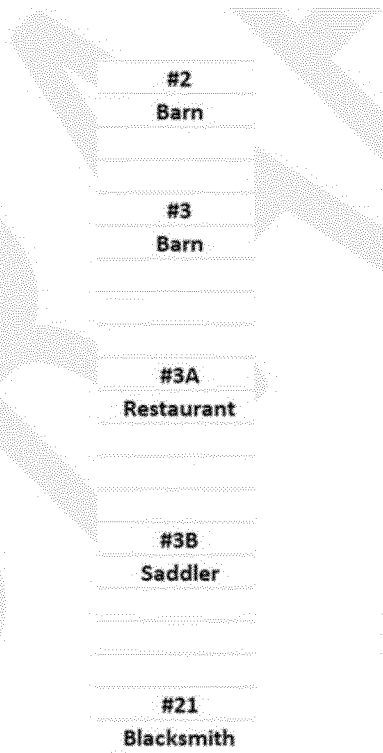
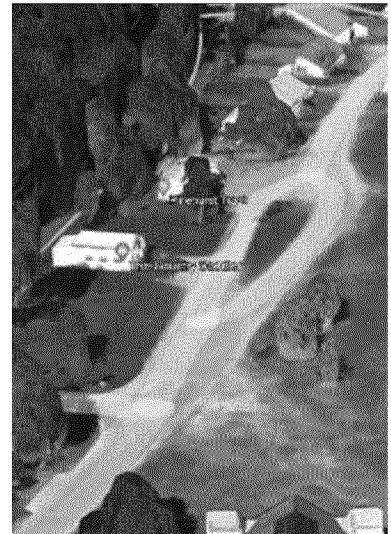
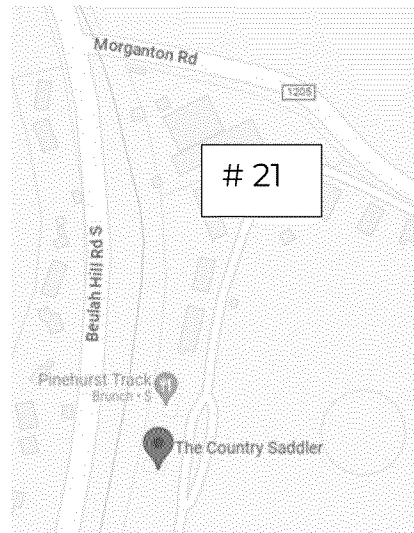
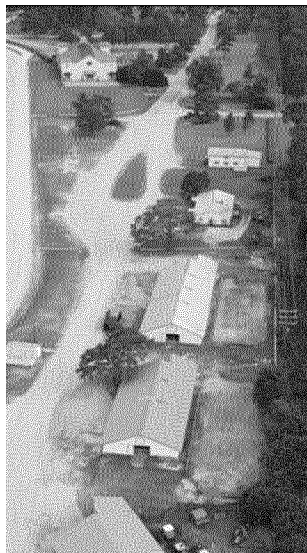
- Wine Industry in NC: [agri16753.pdf\(ncleg.gov\)](#)
- Equine Industry in NC: [Home - North Carolina Horse Council \(nchorsecouncil.com\)](#)



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EXHIBIT SITE PLAN

[Note: Bldg. #21 below is Blacksmith relocating next to #3B Saddler entrance]





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Building #3 A – Pinehurst Track Restaurant



The Pinehurst Track Restaurant has been operated and managed by “Coco” and Tracy Cormier for over 27 years. Coco the famed harness racer with over 1000 wins passed away in 2020 and Tracy has decided to sell the business.

Current Use:

- ✓ Breakfast restaurant, opened 6 days week breakfast until 12:00 noon.

Proposed Use:

- ✓ Breakfast, lunch and dinner with outdoor seating connecting the Saddler Winery via landscape and flooring with pergola. The rear will be slightly expanded to include; walk in cooler, freezer and handicap restrooms.



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Building #3 B – Country Saddler



The current Country Saddler is owned by Janet and Wayne Rassmusen – there is a collaborative effort to enhance and rejuvenate the building and use.

Current Use:

- ✓ 1st & 2nd floor - equestrian goods – soft goods plus, leather bridles, saddle repair, and custom tack shop.

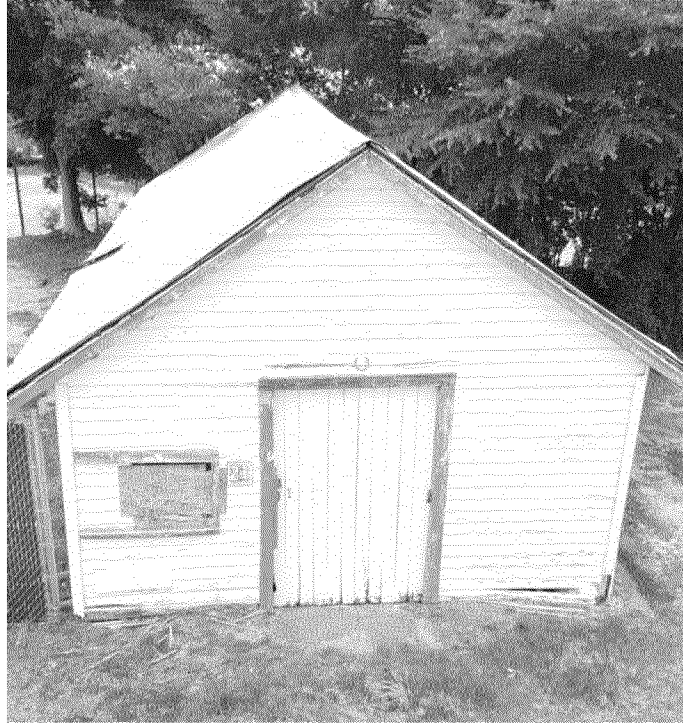
Proposed Use:

- ✓ 1st & 2nd floor – 75% 1st floor 100% 2nd floor - equestrian wine bar and sales with food service and along with juliet balcony.
- ✓ 1st floor – 25% 1st floor show room for custom tack shop with leather briddles, belts, and saddle repair custom tack shop.



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Building 21 – Blacksmith Shop



The Blacksmith Farrier Building built after The Pinehurst Harness Track officially opened in 1915.

Current Use:

- ✓ The building has not been used for a number of years and needs to be preserved historically for the next 100 years.

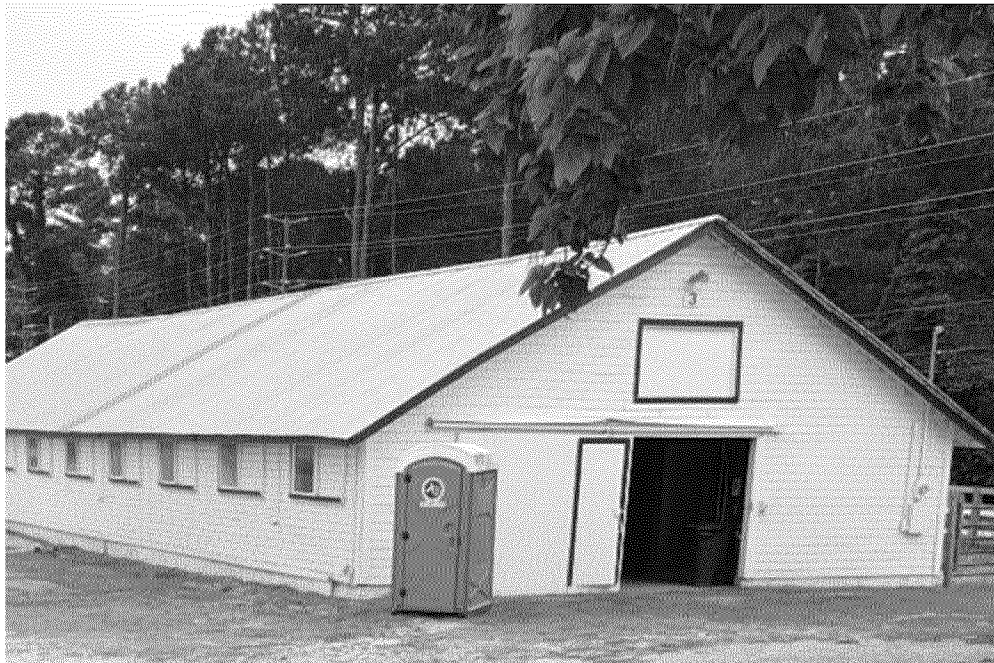
Proposed Use:

- ✓ It is planned this building will be relocated to the main entrance equestrian wine bar and sales with food service and along with juliet balcony.
- ✓ 1st floor – 25% 1st floor show room for custom tack shop with leather briddles, belts, and saddle repair custom tack shop.



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Building #3 – Barn



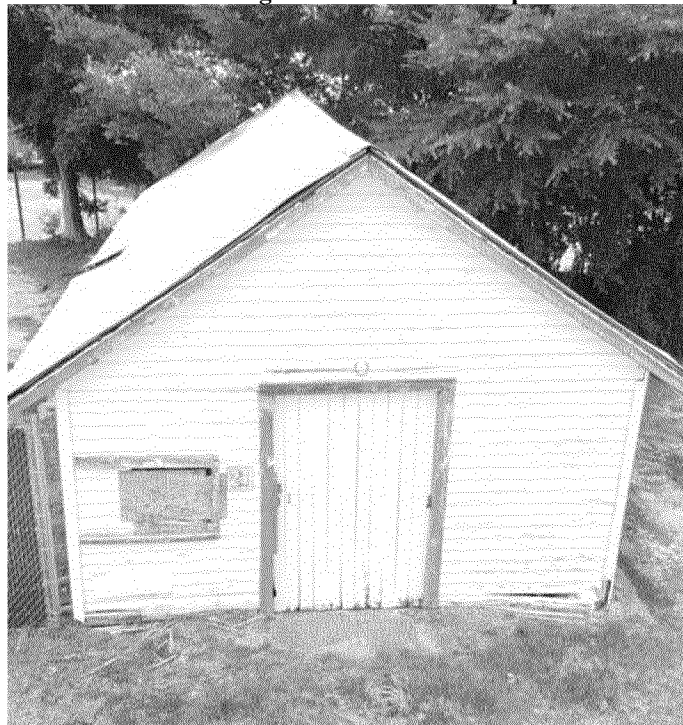


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Building #2 – Barn



Building 21 – Blacksmith Shop

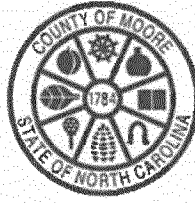




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Morganton Rd. Alignment – Golf Cart, Bike, Pedestrian Pathway-Roadway – connection – request





RESOLUTION REQUESTING THE LEGISLATURE TO PASS LEGISLATION INCREASING INTERBASIN AND SUBBASIN ALLOWABLE TRANSFERS

WHEREAS, being a desirable place to work, live, and raise a family, Moore County continues to experience population growth; and

WHEREAS, to support and sustain continued growth, Moore County is looking to the future in identifying and securing additional water; and

WHEREAS, Moore County's current Maximum Day supply is approximately 6.838 Million Gallons per Day (MGD); and

WHEREAS, current projections, allowing for an industrial reserve, indicate that Maximum Day demand will surpass Maximum Day supply as early as 2026; and

WHEREAS, Moore County water sources currently include well water provided by Moore County owned sources; and well and surface water from the Town of Aberdeen, Town of Southern Pines, and Harnett County; and

WHEREAS, Moore County continues to look for potential well sites; however, this source will not meet future needs; and

WHEREAS, in identifying future sources, Deep River could be a viable option; however, this option is severely restricted by the current Interbasin and Subbasin regulations; and

WHEREAS, language originally included in proposed in Senate Bill 673 (S673) would have increased the allowable, average Interbasin transfer from 2.0 MGD to 5.0 MGD; and increased the allowable max single day transfer from 3.0 MGD to 7.5 MGD; and

WHEREAS, although S673 has passed the Senate and House, through various iterations, the Interbasin and Subbasin language was removed; and

WHEREAS, the Deep River option provides opportunities of "regionalizing" the system by incorporating the Town of Robbins, which owns an existing 100,000,000+ reservoir and other system assets, and potentially allowing Moore County to partner with other local municipalities that have indicated a need for additional water; and

WHEREAS, Moore County recognizes an increase from 2.0 MGD to 5.0 MGD average transfer and from 3.0 MGD to 7.5 MGD max single day transfer are large increases; and

WHEREAS, increases of lesser amounts to the Interbasin and Subbasin transfers could be beneficial to Moore County allowing Deep River to continue being considered as a viable future water source.

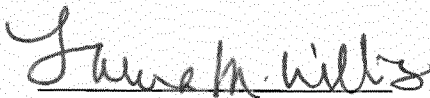
NOW THEREFORE BE IT RESOLVED that Moore County encourages and supports our local representatives, as well as the entire North Carolina General Assembly, to increase Interbasin and Subbasin allowable transfers.

BE IT FURTHER RESOLVED that Moore County requests that any and all options of increasing the allowable transfers be explored during the current session; and if not successful, to be a top priority in the next session.

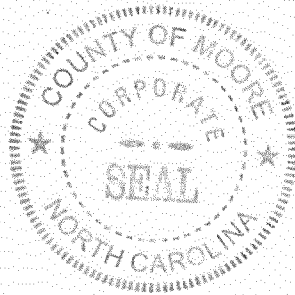
Adopted this 20th day of June, 2023.



Nick Picerno, Chairman
Moore County Board of Commissioners



Laura M. Williams
Clerk to the Board



RESOLUTION #19-19:

**A RESOLUTION ADOPTING A COUNCIL VACANCY APPOINTMENT POLICY FOR
THE VILLAGE OF PINEHURST.**

WHEREAS, the Village Council of Pinehurst, North Carolina, is desirous of creating a process for Village Council to appoint a replacement, in the event of a vacancy, for those eligible citizens interested in serving their time and talents on the Village of Pinehurst Council; and

WHEREAS, the Council Vacancy Appointment Policy is in accordance with North Carolina General Statute 160A-63;

NOW, THEREFORE, BE IT RESOLVED by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 24th day of September, 2019 as follows:

SECTION 1. That the Council Vacancy Appointment Policy is hereby adopted; said policy attached hereto as Attachment A and made a part hereof; the same as if included verbatim.

THIS RESOLUTION passed and adopted this 24th day of September, 2019.



Attest:

Beth Dunn
Beth Dunn, Village Clerk

VILLAGE OF PINEHURST
VILLAGE COUNCIL

By: Nancy Roy Fidirillo
Nancy Roy Fidirillo, Mayor

Approved as to Form:

Michael J. Newman
Michael J. Newman, Village Attorney



VILLAGE OF PINEHURST

STANDARD PROCEDURE

SUBJECT:	Council Vacancy Appointment Policy	Effective Date: 9/24/2019
Department:	Administration	Policy No.: 44
Prepared by:	Jeff Sanborn & Beth Dunn	Revised:
Approved by:	Village Council	# of Pages: 2

PURPOSE: The purpose of this policy is to:

1. Create a process for Village Council to appoint a replacement, in the event of a vacancy, for those citizens interested in serving their time and talents on the Village of Pinehurst Council.

POLICY: It is the policy of the Village of Pinehurst Council to appoint an eligible person, in accordance with North Carolina General Statute 160A-63, in the event a vacancy should occur on the Village of Pinehurst Council.

ELIGIBILITY: Only persons who are registered to vote in the Village of Pinehurst shall be eligible for appointment to Village Council. The Moore County Board of Elections will inspect the applicant list and provide a list of any candidates who are not registered voters in the Village of Pinehurst.

PROCEDURE:

Recruitment Process and Appointment

The Village of Pinehurst will inform citizens of a vacancy on Village Council via Village media resources (Village website, social media, e-blasts, and Village newsletter) and other public outlets. All eligible citizens interested in filling a vacancy for the Village of Pinehurst Council are required to complete an application, which can be obtained at Village Hall or online.

The Village Clerk shall maintain all applications and forward copies to the Village Manager and Village Council for review. In accordance with North Carolina General Statute Chapter 132 all applications for appointment to Village Council are public records and are subject to public access. The Village Clerk will contact the Moore County Board of Elections and verify that each applicant is a registered voter in the Village of Pinehurst.

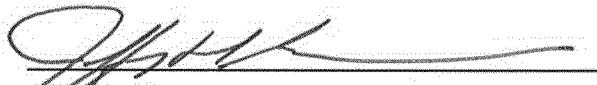
Once applicants are verified each applicant will be interviewed, in an open public meeting (G.S. 143-318.11(a)(6)) by the current Village Council and Village Manager. The Village Manager will schedule interviews for each candidate, based on availability of all sitting Councilmembers. If a candidate cannot be available during the interview times allotted, the Village Council may agree not to interview the candidate.

After interviews are completed, Council will use individual scoring sheets to indicate their top three (3) candidates. The Village Clerk will tally the scores from the individual scoring sheets to reveal favored candidates among Council. After results are revealed and discussed, any member of the Village Council may make a motion to appoint a new Village of Pinehurst Councilmember.

Updating Policy

This policy shall be reviewed during the organizational meeting of current Village Council every year and updated as Village Council deems necessary.

Approved by:



Jeff Sanborn, Village Manager

09/24/2019
Date

Resolution #19-19
Village Council, Resolution

09/24/2019
Date

§ 160A-63. Vacancies.

A vacancy that occurs in an elective office of a city shall be filled by appointment of the city council. If the term of the office expires immediately following the next regular city election, or if the next regular city election will be held within 90 days after the vacancy occurs, the person appointed to fill the vacancy shall serve the remainder of the unexpired term. Otherwise, a successor shall be elected at the next regularly scheduled city election that is held more than 90 days after the vacancy occurs, and the person appointed to fill the vacancy shall serve only until the elected successor takes office. The elected successor shall then serve the remainder of the unexpired term. If the number of vacancies on the council is such that a quorum of the council cannot be obtained, the mayor shall appoint enough members to make up a quorum, and the council shall then proceed to fill the remaining vacancies. If the number of vacancies on the council is such that a quorum of the council cannot be obtained and the office of mayor is vacant, the Governor may fill the vacancies upon the request of any remaining member of the council, or upon the petition of any five registered voters of the city. Vacancies in appointive offices shall be filled by the same authority that makes the initial appointment. This section shall not apply to vacancies in cities that have not held a city election, levied any taxes, or engaged in any municipal functions for a period of five years or more.

In cities whose elections are conducted on a partisan basis, a person appointed to fill a vacancy in an elective office shall be a member of the same political party as the person whom he replaces if that person was elected as the nominee of a political party. (R.C., c. 111, ss. 9, 10; Code, ss. 3793, 3794; Rev., ss. 2921, 2931; C.S., ss. 2629, 2631; 1971, c. 698, s. 1; 1973, c. 426, s. 11; c. 827, s. 1; 1983, c. 827, s. 1.)



VILLAGE OF PINEHURST
STANDARD PROCEDURE

SUBJECT: Advisory Board Appointment Process		Effective Date: 07/2023
Department:	Administration	Policy No.: 54
Prepared by:	Jeff Sanborn	Revised:
Approved by:	Village Council	# of Pages: 2

PURPOSE: The purpose of this policy is to: Define the process for nominating and appointing members to the Historic Preservation Committee, the Planning and Zoning Board and the Zoning Board of Adjustment.

POLICY: It is the policy of the Village of Pinehurst have a committee made up of the Village Manager, the Planning and Inspections Director and the appropriate board chair nominate, after conducting interviews, a candidate to fill current or projected vacancies on each advisory board or committee. It is also the policy of the Village of Pinehurst for Council Members to have the opportunity to meet with nominees before their nominations are added to a Council Meeting agenda for appointment.

PROCESS:

- The Village Clerk will normally advertise for applications far enough in advance to allow for the full nomination/appointment process to be completed prior to known vacancies. In situations where the vacancy is unexpected, this may not be possible. Use of a standing list of applicants is acceptable to speed the selection process along, as necessary.
- A committee made up of the Village Manager, the Planning and Inspections Director and the applicable board chair (HPC or P&Z) will interview applicants as they deem appropriate and select a nominee.
- The Village Manager will notify all Council Members once a nominee has been selected and attempt to schedule two meetings with the nominee, each involving two Council Members. If, either due to nominee or Council Member unavailability, this meeting provision cannot be fully completed after a period of two weeks, the Village Manager may proceed with the nomination.
- If after all scheduled meetings are completed, two or more Council Members object to the nomination, the nominating committee will rescind the nomination and select a new nominee.
- Once a nomination has completed these steps without two or more Council Members objecting to it, the Village Manager will schedule consideration of appointment on the next available Council Meeting agenda, pending availability of the nominee.

POLICY UPDATE

This policy shall be reviewed in accordance with the Village's overall policy update schedule and framework as determined by the Village Manager or directed by Village Council.

Approved by:

Jeff Sanborn, Village Manager

Date

Resolution # XX-XX
Village Council, Resolution

Date