



Village Council
Agenda for Regular Meeting of April 28, 2026
Assembly Hall
395 Magnolia Road, Pinehurst, NC 28374
Pinehurst, North Carolina
4:30 PM

1. Call to Order
2. Invocation and Pledge of Allegiance
 - A. Invocation by Reverend Trey Majure, Associate Pastor, The Village Chapel Pinehurst
3. Reports
 - A. Manager
 1. 2026 Public Service Recognition Week (May 3–9, 2026)
 - B. Council
4. Motion to Approve Consent Agenda

All items listed below are considered routine or have been discussed at length in previous meetings and will be enacted by one motion. No separate discussion will be held unless requested by a member of the Village Council.

 - A. Approval of Village Council Meeting Minutes
 1. April 14, 2026, Regular Meeting Minutes
 2. April 14, 2026, Work Session Minutes

End of Consent Agenda
5. Proclamations
 - A. 2026 National Fallen Firefighters Memorial Weekend (May 2–3, 2026) and Fallen Firefighters Memorial Day (May 3, 2026)
 - B. 2026 National Police Week (May 10-16, 2026) and Peace Officers Memorial Day (May 15, 2026)
 - C. 2026 World Facilities Management Day (May 13, 2026)
6. Public Comments
7. Resolutions
 - A. Consider Resolution 26-19 Approving the Lease for Barn 19 at the Harness Track

8. Ordinances
 - A. Consider Ordinance 26-10 Amending the FY 2026 General Fund Budget for the GIS Software Subscription
9. Regular Business
 - A. Discussion Regarding the Tufts Archives and Fundraising Naming Opportunities
 - B. Discussion of Real Estate Advisory Services Proposals
10. Other Business
11. Motion to Adjourn

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

Values: Service, Initiative, Teamwork, and Improvement.



**Invocation by Reverend Trey Majure, Associate Pastor, The Village Chapel
Pinehurst**

ADDITIONAL AGENDA DETAILS:

FROM: Shannon Bonecutter, Village Clerk
CC: Village Council;
DATE OF MEMO: 04/22/2026

MEMO DETAILS

ATTACHMENTS

None



**2026 Public Service Recognition Week (May 3–9, 2026)
ADDITIONAL AGENDA DETAILS:**

FROM: Shannon Bonecutter, Village Clerk
CC: Village Council;
DATE OF MEMO: 04/20/2026

MEMO DETAILS

Public Service Recognition Week is celebrated annually during the first full week of May to honor those who serve our nation as federal, state, county, and local government employees.

ATTACHMENTS

None



**April 14, 2026, Regular Meeting Minutes
ADDITIONAL AGENDA DETAILS:**

FROM: Shannon Bonecutter, Village Clerk
CC: Village Council;
DATE OF MEMO: 04/20/2026

MEMO DETAILS

ATTACHMENTS

1. 04.14.2026 DRAFT Regular Meeting Minutes



**Village Council
Minutes for the Regular Meeting of April 14, 2026
Assembly Hall
395 Magnolia Road
Pinehurst, North Carolina
4:30 p.m.**

The Village of Pinehurst Village Council held a Regular Meeting at 04:30 p.m., Tuesday, April 14, 2026, in the Assembly Hall of Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were present:

Mr. Patrick Pizzella, Mayor

Mr. John Taylor, Mayor Pro Tem

Ms. Barb Ficklin, Councilmember

Mr. Kevin Fitzpatrick, Councilmember

Mr. Jeremy Hooper, Councilmember

Mr. Doug Willardson, Village Manager

Mr. Carlton Cole, Assistant Village Manager

Ms. Shannon Bonecutter, Village Clerk

Mr. Josh Dockery, IT Systems Specialist

And approximately 30 members of the audience in attendance, in addition to 3 staff and 1 press. There were approximately 28 remote views.

1. Call to Order

Mayor Pizzella called the Village Council Regular Meeting to order at 04:29 p.m.

2. Invocation and Pledge of Allegiance

A. Invocation by Mr. Carlton Cole, Assistant Village Manager

B. Pledge of Allegiance by Village Council and Staff

3. Reports

A. Manager

Mr. Doug Willardson reported on the April 11, 2026, Matinee Races, the Sandhills Dog Fair, and Live After 5; the burn ban, which is still in effect; the Sandhills Farmer's Market beginning April 15, 2026, and running every Wednesday and Saturday from April through September; and the April 25, 2026, Annual Celebration of the Military Child.

B. Council

- Mayor Pizzella reported on the April 11, 2026, Matinee Races and the Sandhills Dog Fair; the recent "Fly Local" event; the recent First Tee of the Sandhills "First Look at the Community Hub" event; the April 14, 2026, Litter Sweep event; the recent Moore 100 Meetup; and using MYVOP to report any potholes within the Village (Mr. Willardson noted potholes with white paint outlines are on the list to be repaired).
- Mayor Pro Tem Taylor noted reporting issues within the Village via MYVOP helps with tracking and performance review; reported on the recent "Fly Local" event and the April 08, 2026, meeting with NCDOT regarding the proposed redesign of the Pinehurst Traffic Circle; and reminded everyone that tax returns are due on April 15, 2026.
- Councilmember Hooper reported on the March 28, 2026, Easter Egg Hunt; the April 08, 2026, meeting with NCDOT regarding the proposed redesign of the Pinehurst Traffic Circle; and the

- April 13, 2026, Bicycle & Pedestrian Advisory Committee meeting.
- Councilmember Ficklin reported on the April 11, 2026, Sandhills Dog Fair; the April 10, 2026, Demonstration Rain Garden installation; the April 13, 2026, Beautification Committee meeting; the April 14, 2026, Litter Sweep; and the May 05, 2026, Spring Garden Party fundraising event hosted by the Village Heritage Foundation.
- Councilmember Fitzpatrick reported on the upcoming appointment of the inaugural members of the Senior Advisory Committee (Item 6.B. of the meeting agenda).

4. Motion to Approve Consent Agenda

All items listed below are considered routine or have been discussed at length in previous meetings and will be enacted by one motion. No separate discussion will be held unless requested by a member of the Village Council.

- A. Approval of Village Council Meeting Minutes**
 - 1. March 24, 2026, Regular Meeting Minutes**
 - 2. March 24, 2026, Work Session Minutes**

End of Consent Agenda

Upon a motion by Councilmember Ficklin, seconded by Mayor Pro Tem Taylor, Council unanimously approved all items listed and considered routine on the Consent Agenda by a vote of 5-0.

5. Mayoral Proclamations

A. 2026 Arbor Day Proclamation (April 24, 2026)

Mayor Pizzella read aloud the 2026 Arbor Day Proclamation (April 24, 2026) and noted the Village is celebrating 20 years as a Tree City USA community.

Mayoral Proclamation
Village of Pinehurst

Whereas, in 1872 J. Sterling Morton proposed to the Nebraska Board of Agriculture that a special day be set aside for the planting of trees; and

Whereas, this holiday called Arbor Day was first observed with the planting of more than a million trees in Nebraska; and

Whereas, Arbor Day is now observed throughout the nation and the world; and

Whereas, trees can reduce the erosion of our precious topsoil by wind and water, cut heating and cooling costs, moderate the temperature, clean the air, produce oxygen and provide habitat for wildlife; and

Whereas, trees are a renewable resource; and

Whereas, trees in our village increase property values, enhance the economic vitality of business areas, and beautify our community; and

Whereas, trees are a source of joy and spiritual renewal; and

Whereas, Pinehurst strives to be recognized as a Tree City USA by the National Arbor Day Foundation.

Now Therefore, I, Patrick Pizzella, Mayor of the Village of Pinehurst, do hereby proclaim April 24, 2026, as “Arbor Day” in the Village of Pinehurst, and urge all citizens to support efforts to care for

our trees and woodlands and to support our Village’s community forestry program; and

Further, I urge all citizens to plant trees to promote the well-being of present and future generations.

B. 2026 National Volunteer Week Proclamation (April 19–25, 2026)

Mayor Pizzella read aloud the 2026 National Volunteer Week Proclamation (April 19–25, 2026).

Mayoral Proclamation

Village of Pinehurst

Whereas, National Volunteer Week is an annual celebration recognizing the countless individuals whose volunteer service strengthens communities across our nation; and

Whereas, the Village of Pinehurst proudly benefits from dedicated volunteers who give their time, energy, and talents to support local programs, community events, public safety initiatives, boards and commissions, and numerous nonprofit organizations; and

Whereas, these volunteers embody the spirit of service that defines Pinehurst, fostering a sense of unity, compassion, and civic pride; and

Whereas, their contributions enhance the quality of life for all who live, work, and visit our Village, proving that even small acts of kindness can make a meaningful and lasting difference; and

Whereas, it is fitting and proper that the Village of Pinehurst recognizes and expresses heartfelt gratitude to all volunteers for their remarkable commitment and generosity.

Now, therefore, I, Patrick Pizzella, Mayor of the Village of Pinehurst, do hereby proclaim April 19–25, 2026 as “National Volunteer Week” in the Village of Pinehurst and encourage all residents to join in celebrating and thanking the volunteers who enrich our community through their selfless service.

C. 2026 National Library Week Proclamation (April 19–25, 2026)

Mayor Pizzella read aloud the 2026 National Library Week Proclamation (April 19–25, 2026).

Mayoral Proclamation

Village of Pinehurst

Whereas, National Library Week is an annual celebration honoring the valuable role libraries, librarians, and library workers play in strengthening communities across the nation; and

Whereas, libraries are more than buildings that house books; they are dynamic centers for learning, exploration, and connection, serving people of all ages and backgrounds; and

Whereas, the Village of Pinehurst is proud to be home to the Given Memorial Library and Tufts Archives, a cherished community institution that enriches Village life by offering access to information, educational programs, cultural resources, and historical preservation; and

Whereas, the Given Memorial Library provides vital services, resources, and opportunities that support literacy, lifelong learning, and personal enrichment for residents, students, and visitors; and

Whereas, the Tufts Archives preserves and shares the unique history of Pinehurst—its founding, its growth, and the people and traditions that have shaped its identity—ensuring that future generations can understand and appreciate the village’s rich heritage; and

Whereas, libraries foster a spirit of curiosity, innovation, and community engagement, helping

individuals pursue knowledge, engage with one another, and build connections that strengthen the fabric of our village; and

Whereas, it is fitting and proper that the Village of Pinehurst join communities across the country in recognizing the essential contributions of libraries and those who support and maintain them.

Now, therefore, I, Patrick Pizzella, Mayor of the Village of Pinehurst, do hereby proclaim April 19–25, 2026, as “National Library Week” in the Village of Pinehurst and encourage all residents to celebrate our libraries, visit the Given Memorial Library and Tufts Archives, and express appreciation for the dedicated staff, volunteers, and supporters who help these invaluable institutions thrive.

D. 2026 Administrative Professionals Day Proclamation (April 22, 2026)

Mayor Pizzella read aloud the 2026 Administrative Professionals Day Proclamation (April 22, 2026).

Mayoral Proclamation
Village of Pinehurst

Whereas, Administrative Professionals Day recognizes and celebrates the dedicated individuals whose skills, professionalism, and commitment are essential to the efficient and successful operation of workplaces across the nation; and

Whereas, administrative professionals play a vital role in supporting organizational operations by managing communications, coordinating schedules, maintaining records, providing customer service, and ensuring that daily activities run smoothly; and

Whereas, the Village of Pinehurst is fortunate to have exceptional administrative professionals who demonstrate reliability, adaptability, and strong organizational abilities that significantly contribute to the effectiveness of village departments and services; and

Whereas, their work strengthens the village’s ability to serve residents, support staff, and uphold the high standards of excellence that the community expects; and

Whereas, administrative professionals embody dedication, discretion, and commitment to service, reflecting the values that help make the Village of Pinehurst a responsive, efficient, and welcoming community; and

Whereas, it is appropriate to acknowledge and express sincere appreciation for the contributions of administrative professionals and to recognize the important role they play within the Village of Pinehurst.

Now Therefore, I, Patrick Pizzella, Mayor of the Village of Pinehurst, do hereby proclaim April 22, 2026, as “Administrative Professionals Day” in the Village of Pinehurst.

6. Resolutions

A. Consideration of Resolution 26-18 Resolution Expressing Support for an Express Lane Trench Concept as an Alternative to the Current NCDOT Design

Mayor Pizzella introduced Resolution 26-18 up for consideration by Council, provided background on the Village Council’s efforts to develop an alternative redesign option by engaging and collaborating with NCDOT staff, and encouraged NCDOT to consider incremental improvements that can begin being done immediately. Mayor Pizzella asked Mayor Pro Tem Taylor and Councilmember Hooper to expand on their recent discussions with NCDOT.

Mayor Pro Tem Taylor and Councilmember Hooper reviewed and discussed an illustration of a two-lane trench (walled and traditional) and further discussed the request that NCDOT consider the new

traffic demand projection data, which shows a substantially lower projected demand, in any redesign proposals; the concern that the proposed NCDOT redesign is a style mostly seen in densely populated urban areas and not inline with the aesthetics of the Village; NCDOT asking the Village to submit a list of proposed incremental improvements for their consideration; the ability to have the timeline for the alternative redesign match the timeline for the proposed NCDOT redesign; and the importance of minimizing the impact on the property rights of adjacent property owners with any redesign proposal.

Council agreed to submit a list of proposed incremental improvements to NCDOT for consideration and to continue to work with NCDOT on redesign alternatives that will have less of an impact on aesthetics, environment, and property rights.

Upon a motion by Councilmember Ficklin, seconded by Councilmember Hooper, Council unanimously approved Resolution 26-18 expressing support for an express lane trench concept as an alternative to the current NCDOT design with the amended title as proposed by Mayor Pizzella by a vote of 5-0.

Resolution #26-18:

A Council Resolution Supporting an Adaptation of “Concept 14 – Flyover with Turbo Hybrid” and Pursuing Immediate Incremental Improvements to Improve the Efficiency, While Maintaining the Safety and Aesthetics of the 70-Year-Old Circle, and Opposing the NCDOT Proposal to Alter Significantly the Historic Pinehurst Traffic Circle (PTC)

Whereas, the Village of Pinehurst has long recognized the importance of the Pinehurst Traffic Circle as a defining feature of the community and a critical component of the regional transportation network; and

Whereas, the Pinehurst Village Council supports the idea of making changes to the Pinehurst Traffic Circle to improve its efficiency in both the near term and long term; and

Whereas, the Pinehurst Village Council recognizes that given the unique characteristics of the Pinehurst Traffic Circle, improving its efficiency may require a unique, non-traditional design; and

Whereas, the Village Council and the public have expressed substantial concern regarding the impacts of “Concept 19,” the current NCDOT proposed design, including effects on safety, aesthetics, property rights and the overall character of the area; and

Whereas, in 2024 the NC-DOT evaluated a design titled “Concept 14 Flyover with Turbo Hybrid Circle” (henceforth “Concept 14” or the “Express design”); and

Whereas, Concept 14 maintains the existing Circle and does not require traffic lights or left turn lanes, and therefore according to multiple reports written by NC-DOT and other state and Federal governmental agencies should be safer than the NC-DOT’s proposed design; and

Whereas, the Traffic Technical Memorandum dated March 30, 2026, using data and assumptions from 2023 projects Average Vehicular Delay and throughput during the morning and afternoon peak hours for Concept 14 in 2050 that are largely similar to Concept 19, with better safety benefits and better alignment with community values and NCDOT’s stated goals of safety, efficiency, and innovation; and

Whereas, Concept 14 requires the addition of many fewer traffic lanes, so may not require the condemnation via eminent domain of any residential property; and

Whereas, in January 2026 the NC State Demographer’s Office released revised population forecasts

which showed a significant decline in 2050 projected for both Moore County and the nine counties adjacent to it; and

Whereas, the Village Council believes that calculating the expected performance in 2050 of Concepts 14 and 19 using data from 2026, including but not restricted to these revised population forecasts, would further shrink the difference in expected performance between the two Concepts; and

Whereas, the primary objections raised by NC-DOT to Concept 14 relate to requirements driven by standard DOT policies or construction guidelines that determine the required width of the overall construction project; and

Whereas, senior representatives of the NC-DOT have stated publicly on several occasions that they would like to have public support for the changes they propose to make to the Circle; and

Whereas, the NC-DOT conducted a public hearing in Pinehurst in October 2025 and received 235 public comments, almost 60% of which were opposed to the proposed design; and

Whereas, senior representatives of the NC-DOT have expressed a desire to work with the Village on changes to the Circle; and

Whereas, the Village believes it may be possible to implement Concept 14, with the changes detailed below, in the same timeframe as Concept 19; and

Now, Therefore, Be It Resolved by the Village Council of the Village of Pinehurst, North Carolina in a regular meeting assembled this 14th day of April 2026 as follows:

Section 1. We, the Village Council, support the general design of Concept 14 incorporating express lanes connecting NC-211 and US15-501 South but replacing the flyover bridge with an express trench with retaining walls.

Section 2. We, the Village Council, request that NCDOT recalculate the performance of the Express design and Concept 19 to reflect a reduced number of total vehicles transiting the Circle in 2050, reflecting the reduction in regional population.

Section 3. We, the Village Council, believe that the public will generally be supportive of the Express design, due to both improved safety and aesthetics.

Section 4. We, the Village Council, believe NCDOT should make a good-faith effort to creatively reexamine ways in which Concept 14 as modified could be constructed, in parallel with the planning process.

Section 5. We, the Village Council, believe that the Express design can be completed on the same timeframe as Concept 19, and reaffirm our commitment to working collaboratively and expeditiously with NCDOT on finding ways to implement this design, which improves safety and traffic operations while preserving the unique character and integrity of the Pinehurst Traffic Circle.

Section 6. We, the Village Council, again additionally urge NCDOT to pursue more incremental changes such as changes to speed limits approaching the Circle, installation of speed limit signs in the Circle and further improvement to signage, as recommended by Pinehurst residents and contained in previous letters from the Village of Pinehurst to NC-DOT in January 2023, November 2024.

Section 7. This resolution shall be forward, by the Village Clerk, to all members of the General Assembly, Governor, Lt. Governor, Attorney General, Secretary of Transportation, all members of the Moore County Board of Commissioners and members of the Sandhills Metropolitan Planning

Organization Governing Board.

This Resolution passed and adopted this 14th day of April 2026.

B. Consideration of Resolution 26-17 Appointing Members to the Senior Advisory Committee

Councilmember Fitzpatrick read a prepared statement in support of Resolution 26-17 and the appointment of the nominees as the inaugural members of the Senior Advisory Committee.

Ms. Kathy Beeman, RN, provided a brief history of her background and explained her interest in serving the Village community on the Senior Advisory Committee.

Dr. Bill Grover provided a brief history of his background and explained his interest in serving the Village community on the Senior Advisory Committee.

Ms. Marti Harrigan provided a brief history of her background and explained her interest in serving the Village community on the Senior Advisory Committee.

Ms. Carolyn Horton provided a brief history of her background and explained her interest in serving the Village community on the Senior Advisory Committee.

Ms. Suzanne LaFollette-Black provided a brief history of her background and explained her interest in serving the Village community on the Senior Advisory Committee.

Mr. Mike Pearce provided a brief history of his background and explained his interest in serving the Village community on the Senior Advisory Committee.

Ms. Lisa Smith provided a brief history of her background and explained her interest in serving the Village community on the Senior Advisory Committee.

Ms. Patricia Smith, RN, provided a brief history of her background and explained her interest in serving the Village community on the Senior Advisory Committee.

Councilmember Fitzpatrick noted the Honorable Beth Walker was unable to attend and provided a brief history of her background and her interest in serving the Village community on the Senior Advisory Committee.

Council spoke in favor of the formation of the Senior Advisory Committee and commented on the high quality of applicants and nominees.

Upon a motion by Councilmember Fitzpatrick, seconded by Mayor Pro Tem Taylor, Council unanimously Resolution 26-17 Appointing Members to the Senior Advisory Committee by a vote of 5-0.

Resolution #26-17

A Resolution Appointing Members to the Senior Advisory Committee for the Village of Pinehurst

Whereas, the Village Council of the Village of Pinehurst established the Senior Advisory Committee (SAC) on February 24, 2026, as an advisory body to communicate and raise awareness of issues of importance to the senior community; and

Whereas, the SAC is intended to support the Village's goal of fostering an age-friendly community that enables residents to age well and enhances quality of life for all; and

Whereas, the SAC serves as a forum for communication between Village government and senior residents, identifies trends and needs affecting older adults, and provides input on policies, programs, and facilities to better support accessibility, engagement, and well-being; and

Whereas, the Village received a strong pool of highly qualified and well-credentialed applicants, making the selection process both competitive and challenging; and

Whereas, the Village Council, upon recommendation of the Village Manager, a member of the Village Council, and designated Village staff, has selected a group of appointees that reflects a thoughtful mix of backgrounds, experiences, and perspectives to effectively represent the senior community; and

Whereas, membership of the SAC shall consist of up to nine (9) members who are permanent residents of the Village of Pinehurst or its Extra-Territorial Jurisdiction and are at least 55 years of age at the time of appointment; and

Whereas, members shall serve three-year terms and may serve a maximum of two consecutive terms, in accordance with the established guidelines of the Senior Advisory Committee.

Now, Therefore, Be It Resolved by the Village Council of the Village of Pinehurst, North Carolina in a Regular Meeting assembled this 14th day of April that the following individuals are hereby appointed to serve on the Senior Advisory Committee effective April 14, 2026, with said term to expire June 30, 2029:

- Kathy Beeman, RN
- Bill Grover, MD
- Marti Harrigan
- Carolyn Horton
- Suzanne LaFollette-Black
- Mike Pearce
- Lisa Smith
- Patricia Smith, RN
- The Honorable Beth Walker

This Resolution passed and adopted this 14th day of April 2026.

7. **New Business**

A. **Dornoch & Pinehurst Partnership Update**

Mr. Willardson introduced Mr. John Strickland, Village of Pinehurst Dornoch & Pinehurst Partnership Coordinator. Mr. Strickland provided a brief history on the development of the partnership and reviewed and discussed a Schedule of Events 2026-2027 document.

Council spoke in favor of the continued efforts to maintain the partnership between Dornoch and Pinehurst.

B. **Recognition of Dornoch and the Donald Ross Legacy**

Mayor Pizzella read aloud the Mayoral Recognition of Dornoch and Donald Ross Legacy.

Mayoral Recognition

Village of Pinehurst

Whereas, on April 19, 2026, the bronze statue of Donald Ross and John Sutherland—sculpted by David Annand MRSS and cast by Powderhall Bronze of Edinburgh—will be unveiled at the entrance

of the new Royal Dornoch clubhouse, greeting members and visitors as they arrive at the first tee of the Championship Course; and

Whereas, the statue commemorates a moment in March of 1899 when Donald Ross, the club's first professional, shook hands with longtime club secretary John Sutherland before departing for America—a departure that began Ross's extraordinary career and the design of more than 450 golf courses across North America; and

Whereas, following his journey from Dornoch to the United States, Donald Ross made an indelible and defining impact on the Village of Pinehurst, serving as the resort's golf professional, greenskeeper, and architect; establishing his longtime home here; and designing the storied Pinehurst No. 2 course, now recognized worldwide as one of the greatest achievements in golf architecture; and

Whereas, Ross's influence helped shape Pinehurst into the Cradle of American Golf, setting a standard for course design, agronomy, and championship culture that continues to define the Village's identity and its international reputation more than a century later; and

Whereas, the commission of this historic sculpture was made possible by the generosity of Greg Ebel, a Royal Dornoch member based in the United States, and through the support of the Royal Dornoch Foundation (Heritage), which channels donations from members on both sides of the Atlantic to preserve and share the club's remarkable history; and

Whereas, honoring the origins of Donald Ross's career strengthens the deep and historic connections between Dornoch and Pinehurst—two communities linked by a shared heritage and the legacy of a man whose craftsmanship shaped the future of the game.

Now, Therefore, I, Patrick Pizzella, Mayor of the Village of Pinehurst, do hereby recognize and commemorate the unveiling of the Donald Ross and John Sutherland Bronze Statue and extend gratitude to the Royal Dornoch Foundation (Heritage), its benefactors, and all who work to preserve the history that unites our communities.

8. Public Comments

Ms. Andrea Babich, Pinehurst resident, spoke in opposition to the proposed NCDOT redesign of the Pinehurst Traffic Circle and asked that Council support pursuit of incremental improvements in discussions with NCDOT.

9. Public Hearing

A. Public Hearing — Conditional Zoning Map Amendment (Village Walk on Murdocksville)

The purpose of the public hearing is to consider an Official Zoning Map Amendment for approximately 8.33 acres of land located at 4084 Murdocksville Rd. and further identified as Parcel ID #00018223. The proposed map amendment would rezone the property from R-10 (High Density Residential) to R-MF-CD (Residential Multi-family Conditional District) and allow for the construction of 37 single-family detached homes with associated roadways and amenities. The property owner is Moore HL Properties, Inc and the applicant is Travis Greene.

Upon a motion by Mayor Pro Tem Taylor, seconded by Councilmember Ficklin, Council unanimously approved to enter into the Public Hearing by a vote of 5-0 at 06:12 p.m.

Mr. Alex Cameron, Planning & Inspections Director, reviewed and discussed a Public Hearing— 4084 Murdocksville Rd. Conditional Rezoning Request PowerPoint presentation highlighting an Introduction, Conditional Zoning Map Amendment, Request, Adjacent Land Uses and Zoning, General Concept Plan, Architectural Distribution, conceptual renderings of housing options for each of the 3 different lot sizes, Sidewalk Along Murdocksville Rd., Potential Pinestraw Overflow Parking Areas, Requested Conditions, Planning & Zoning Board Recommendation, Staff Recommendation,

Village Council Action, and Conclusion.

Council and Mr. Cameron discussed the special intensity allocation being granted as part of the conditional zoning request and the impervious surface being limited to 60% of the property (individual lots are permitted 100% due to smaller size); the proposed 30% open space being double what is required for a standard R-10 subdivision; Option C being the recommended sidewalk condition due to it providing the most preservation of existing vegetation and requiring less grading; the sidewalks within the development being more of a meandering internal pathway than a streetside walkway; a potential revision to the condition listed in Section 5 Item 15 due to the proposed undisturbed buffer language being problematic and difficult to enforce; the proposed conditional rezoning being similar and consistent with the current zoning and adjacent property uses; the difference between a parent tract and subplot; how zoning progresses from R-MF to R-5, R-10, etc. instead of going from R-MF to R-SF; the applicant not being able to develop multi-family dwellings without coming back to Council for approval of a new General Concept Plan; what variations from the General Concept Plan can be approved by Village staff; the importance of setting quantifiable and objective conditions related to landscaping so they may be administered by Village staff; how stormwater may be treated before it is returned to the aquifer; how many minimum size lots are proposed for the development; the potential for the property to be voluntarily annexed prior to the individual sublots being sold; the streets not being built to Village standards / specifications, which would result in a recommendation from Village staff to deny any future street dedication proposal for this development; the current zoning allowing development, just not the type of development the applicant is proposing; and the proposed conditional rezoning not being considered a “down zoning”.

Mr. Bob Koontz, Koontz Jones Design and V3, and Mr. Travis Greene, applicant, reviewed and discussed a Village Walk On Murdocksville Rd. PowerPoint highlighting Existing Site Location; Existing Site (Existing Structures, Topography, and Views), Pocket Neighborhoods / Cottage Court Developments, Conditional Zoning District; General Concept Plan (Circulation and Open Space); Potential Overflow Parking Areas; Lot Typical; Single-Family Detached Cottages Architectural Character; High Character Community Open Space; Courtyard Spaces; renderings of potential homes and open spaces / walkways / courtyards; Walking Path; and Conditions.

Mr. Koontz stated the reason for seeking an R-MF conditional zoning is because this zoning appears to be the most appropriate zoning designation for the type of “pocket neighborhood” development Mr. Greene is proposing, which is a new type of development for the area.

Mr. Koontz clarified for Council that, while there are similarities between this proposal and the Trotter Hills development that was recently proposed, this proposed development does not fall under the Pinehurst South Small Area Plan like the Trotter Hills development does. However, this proposed development incorporates a lot of similar design and development standards found in the Pinehurst South Small Area Plans.

Mr. Koontz and Mr. Greene stated the specifics of the community spaces will be determined during the time of development and be based on community member feedback, but the amenities pavilions will certainly be incorporated into the development.

Mr. Koontz and Mr. Greene verified that some homes would have front entries that face the sides of other homes, however there will be a 15’ pedestrian corridor that is highly landscaped between the two homes and the design of the homes will have character, depth, and deviation so the sides will not be standard, straight, solid walls.

Mr. Koontz and Mr. Green confirmed the garages for units 23 & 24 are proposed to be completely detached and located across the street from the backs of the homes. This was done to allow for a greater amount of green space in front of the homes.

Council clarified with Mr. Koontz and Mr. Greene that the properties will have garages that are rear-loading and guest parking would be situated in such a way as to encourage guest movement throughout the neighborhood via the internal walkways to the front entries of homes.

Mr. Koontz stated there is a commitment to a minimum of 30% open space, which is double what is required and the meandering pathway along Murdocksville Rd. will be mostly on private property, not within the NCDOT right-of-way. Once constructed, the pathway will be dedicated to the Village through an easement, and all future maintenance of the pathway will then fall under the Village's jurisdiction. Council asked that some type of pathway lighting be considered for safety of the public using the pathway. Mr. Greene stated the intention was to install some type of landscape lighting along the pathway.

Mr. Koontz confirmed stormwater runoff will not be discharged onto the Royal Oak development but will naturally travel away from Royal Oak and towards the northwest corner of the property and proposed stormwater pond located there due to the topography.

Mr. Koontz stated the street on the northeast corner of the property and running along the stormwater pond there is an access road for fire safety. No garages or formal parking spaces will be installed along this street, only overflow parking areas in the pinestraw.

Council confirmed the property addresses will be based on the names of the streets running behind the garages.

Council asked for consideration of designating the pinestraw overflow parking areas with small, discrete signs like the way the golf cart parking areas are designated on golf courses. Mr. Greene stated that designation of the overflow parking areas in this way was a feasible consideration.

Mr. Koontz confirmed the sublots would not be "zero lot line" lots but have a 5' setback. This is to allow for larger community green spaces.

Mr. Greene stated the 6 design styles depicted in the renderings are not exclusive and may be modified based on the buyers' preferences. Also, each elevation will have different home styles (no one style will be exactly repeated in the same elevation), which will make the neighborhood feel more custom built like the way Old Town feels.

Mr. Koontz verified the space between homes would be 10' (5' setbacks for each home).

Mr. Greene stated the anticipated price point for the homes is \$650,000 – 825,000 and cutbacks in landscaping / curb appeal items would not be done should the market not return what is anticipated. Mr. Greene further stated the amenities buildings would be completed prior to any homes being built and all dues received from buyers will be put into a savings account that will then be turned over to the HOA once the last property is sold.

Council, Mr. Cameron, Mr. Koontz, and Mr. Greene deliberated on amending the "undisturbed buffer" language in the ordinance and on what number of trees should be required to be planted.

Mayor Pizzella asked if any member of the audience wished to speak. None came forward.

Council continued to deliberate on amending Section 5, Item 15 of the ordinance to read, "A minimum of 100 trees will be planted. Credit shall be given at the rate of 2 to 1 for every existing tree preserved at a minimum of 8" DBH." Council and the applicant agreed to the amendment.

Upon a motion by Mayor Pro Tem Taylor, seconded by Councilmember Ficklin, Council unanimously approved to adjourn the Public Hearing by a vote of 5-0 at 08:04 p.m.

Mr. Greene stated Village Walk is a 2027 project for his company with a goal of having engineering, etc. done this year so construction on the development may begin early next year. The anticipated buildout for all 37 units is 1.5 – 2 years.

10. Ordinance

A. Consider Ordinance 26-09 Conditional Zoning Map Amendment for Village Walk on Murdocksville

Council deliberated on the density and style of the proposed development compared to the adjacent properties that have already been developed, the potential development of surrounding vacant parcels, the novelty of the development's design and strong neighborhood characteristics, potentially deferring a decision so the applicant may provide a proposal with less density, how density is calculated based on gross land available, and specific calculations not being available at the conceptual stage of development.

Upon a motion by Mayor Pro Tem Taylor, seconded by Councilmember Ficklin, Council approved as amended Ordinance 26-09 Conditional Zoning Map Amendment for Village Walk on Murdocksville to rezone approximately 8.33 acres of land located at 4084 Murdocksville Rd., further identified as Parcel ID #00018223, from R-10 (High Density Residential) to R-MF-CD (Residential Multi-Family Conditional District); found the requested amendment consistent with the Village of Pinehurst 2019 Comprehensive Plan due to Guiding Principles #2 and #3; and further found that the amendment is considered reasonable and in the best interest of the public by a vote of 4-1 with Councilmember Hooper dissenting. Section 5, Item 15 of the ordinance was amended to read: A minimum of 100 trees will be planted. Credit shall be given at the rate of 2 to 1 for every existing tree preserved at a minimum of 8" DBH.

Ordinance #26-09:

An Ordinance Amending the Official Pinehurst Zoning Map as It Pertains to the Rezoning of Approximately 8.33 Acres Located at 4084 Murdocksville Rd. Consisting of Moore County PID # 00018223

That Whereas, the Village Council of the Village of Pinehurst adopted a new Pinehurst Development Ordinance and Map on the 5th day of January 2026 for the purpose of regulating planning and development in the Village of Pinehurst and the extraterritorial area over which it has jurisdiction; and

Whereas, said Ordinance and Map may be amended from time to time as circumstances and the best interests of the community have required; and

Whereas, the Planning & Zoning Board has recommended the zoning map amendment be approved due to consistency with the 2019 Comprehensive Plan; and

Whereas, a public hearing was held on April 14, 2026, in the Assembly Hall of the Pinehurst Village Hall, Pinehurst, North Carolina after due notice in the Pilot, a newspaper in Southern Pines, North Carolina, with general circulation in the Village of Pinehurst, and its extraterritorial jurisdiction. The purpose of this public hearing was to consider the rezoning of approximately 8.33 acres of land located at 4084 Murdocksville Rd. and further identified by Parcel ID #00018223 from R-10 (High Density Residential) to R-MF-CD (Residential-Multi-Family Conditional District), at which time all interested citizens, residents and property owners in the Village of Pinehurst and its extraterritorial jurisdiction were provided an opportunity to comment on the proposed rezoning; and

Whereas, the Village Council, after considering all the facts and circumstances surrounding the proposed rezoning, have determined that it is in the best interests of the Village of Pinehurst and the extraterritorial jurisdiction that the Zoning Map be amended.

Now, Therefore, Be It Ordained and Established by the Village Council of the Village of Pinehurst, North Carolina in a Regular Meeting assembled on this 14th day of April 2026 as follows:

Section 1. The proposed rezoning is consistent with the recommended land use for the subject area as identified on the Conservation and Growth Map on page 61 of the 2019 Comprehensive Plan which identifies the area as "Suburban Neighborhoods".

Section 2. The proposed rezoning is supported by Guiding Principle 2: Balancing Conservation & Growth (page 50), which states to "Balance the need to conserve land while allowing purposeful, quality development in strategic locations to meet the needs of residents, businesses, and visitors. Ensure high quality development that reflects the character of the community and maintain high quality gateways and corridors to ensure the built environment is in keeping with the character of Pinehurst."

Section 3. The proposed rezoning is supported by Guiding Principle 3: Places to Live says to "Seek opportunities to offer a variety of housing types that appeal to a wide range of households and enable residents to live in Pinehurst throughout all stages of life. Ensure neighborhoods are connected to walkable destinations such as parks, open spaces, recreational facilities, and other activity centers."

Section 4. Implementation Strategy 2.18 (page 115) indicates that the Village should explore ways to enhance the overall quality of new housing in the Village. On page 225, Implementation Strategy 3.6 states the Village should "create new open spaces and neighborhood amenities to continue to meet the community's needs for both active and passive recreation that are connected with sidewalks, paths or trails."

Section 5. That the Pinehurst Zoning Map of the Village of Pinehurst and its extraterritorial zoning jurisdiction hereby is amended by the rezoning of approximately 8.33 acres of land located at 4084 Murdocksville Rd. and further identified by Parcel ID #00018223 from R-10 (High Density Residential) to R-MF-CD (Residential – Multi-Family Conditional District) by the Village of Pinehurst effective April 14, 2026 with the following conditions:

1. Private street R/W width 30' min.
2. Min. lot size of 2,975 sf.
3. Min. lot depth of 85'.
4. Min. lot width of 35'.
5. Front setback of 10.'
6. Side setback of 5'.
7. Rear setback of 5'.
8. Max. density of 4.4 units per acre.
9. Sub lot may be developed up to 100% impervious surface (*Note: Due to the amount of permeable surface in open space and stormwater management areas, developing the lots to 100% impervious surface would result in an overall development with less than 60% impervious surface for the overall site. +/- 107,000 sf of the permeable surface is outside the individual lots. Refer to the Open Space Plan (Exhibit D; Sheet L-1.2).
10. Proposed open space of 30% (R-10 required open space is 15%).
11. No buffer yards required for individual lots.
12. Archway garden trellis structures shall be allowed to encroach within the front setback and be up to 8.5' max height.
13. Sidewalks shall not be required along private streets; pedestrian access shall instead be provided via sidewalks located within the community garden courtyards between dwelling units.
14. Due to steep slope and existing vegetation within the Murdocksville Rd right-of-way, a sidewalk meeting Village Standards shall be provided consistent with "Option C"-concrete.
15. A minimum of 100 trees will be planted. Credit shall be given at the rate of 2 to 1 for every

existing tree preserved at a minimum of 8” DBH.

Section 6. This Ordinance shall be and remain in full force and effect from and after April 14, 2026.

Adopted this 14th day of April 2026.

11. Other Business

Council and Mr. Cameron discussed work that is being done to update the Village’s Engineering Standards Manual and the anticipated presentation of a draft of the manual for Council’s consideration before the end of summer.

Council and Mr. Cameron further discussed density calculations for conditional zoning requests being dictated by General Statute and conditional zoning decisions not setting precedence for future decisions due to each application being considered independently from the others (they are legislative decisions not quasi-judicial decisions).

12. Motion to Adjourn

Upon a motion by Mayor Pro Tem Taylor, seconded by Councilmember Hooper, Council unanimously approved to adjourn the Regular Meeting by a vote of 5-0 at 08:30 p.m.

Respectfully Submitted,

Shannon Bonecutter
Village Clerk

*A recording of this meeting is located on the Village website: www.vopnc.org
Vision: The Village of Pinehurst is a charming, vibrant community, which reflects our rich history and traditions.
Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.
Values: Service, Initiative, Teamwork, and Improvement*



**April 14, 2026, Work Session Minutes
ADDITIONAL AGENDA DETAILS:**

FROM: Shannon Bonecutter, Village Clerk
CC: Village Council;
DATE OF MEMO: 04/20/2026

MEMO DETAILS

ATTACHMENTS

1. 04.14.2026 DRAFT Work Session Minutes



Village Council
Minutes for the Work Session of April 14, 2026
Assembly Hall
395 Magnolia Road
Pinehurst, North Carolina
04:30 p.m.

The Village of Pinehurst Village Council held a Work Session Meeting at 08:30 p.m., Tuesday, April 14, 2026, in the Assembly Hall of Village Hall, 395 Magnolia Road, Pinehurst, North Carolina.

The following were present:

Mr. Patrick Pizzella, Mayor
Mr. John Taylor, Mayor Pro Tem
Ms. Barb Ficklin, Councilmember
Mr. Kevin Fitzpatrick, Councilmember
Mr. Jeramy Hooper, Councilmember

Mr. Doug Willardson, Village Manager
Mr. Carlton Cole, Assistant Village Manager
Ms. Shannon Bonecutter, Village Clerk
Mr. Josh Dockery, IT Systems Specialist

And approximately 0 members of the audience in attendance, in addition to 1 staff and 1 press. There were approximately 10 remote views.

1. Call to Order.

Mayor Pizzella called the Village Council Work Session to order at 08:39 p.m.

Upon a motion by Mayor Pizzella, seconded by Councilmember Ficklin, Council unanimously approved moving Item D. Discussion of Permit Compliance and Unpermitted Work Enforcement Practices to the April 28, 2026, Work Session meeting by a vote of 5-0.

2. General Business.

A. Introduction and Overview of the Proposed FY2026–27 Budget

Mr. Willardson and Ms. Dana Van Nostrand, Financial Services Director, reviewed and discussed a FY 2027 Strategic Operating Plan PowerPoint highlighting:

- Council’s Strategic Direction
 - Strategic Map
- FY 2027 Budget
 - FY 2027 General Fund Budget Overview
 - FY 2027 General Fund Revenues
 - FY 2027 General Fund Expenditures
- Expenditures by Function
 - General Government
 - Public Safety
 - Transportation
 - Environmental Protection
 - Economic and Physical Development
 - Cultural & Recreation
 - Debt Service, Contingency, & Other Financing Uses
 - Significant Capital Projects [\$4.5 million in Total]
 - Tables of Project Priority by Neighborhood, Age Group, and Timeline
- FY 2027-2031 Five-Year Financial Forecast

- 5-Year Forecast Take Away
- Five-Year Financial Forecast
- What Is / Is Not Included in the Five-Year Financial Forecast
- Table of Expenditures FY2027 – FY2031
- Key Highlights of the Proposed FY 2027 – 2031 Forecast
- Revaluation Sensitivity Analysis
- Tax Rate Discussion
 - Recommended to Keep Tax Rate Flat
 - Two Options if Council Wants to Reduce the Rate by 0.5¢
- Next Steps
 - Key Upcoming Dates

Council deliberated reducing the tax rate by 0.5¢ and agreed to have Mr. Willardson and Ms. Van Nostrand prepare the FY 2027 Budget with a 0.5¢ tax rate reduction factored in by buying down the tax rate for 1-year with a fund balance appropriation in the amount approximately \$300,000.

B. Consideration of Funding Request from Sandhills Women's Exchange for Historical Preservation Purposes

Mr. Willardson reviewed and discussed a memo on the interest expressed by the Sandhills Women’s Exchange to receive financial assistance from the Village to elevate the historic log cabin at 15 Azalea Rd. in response to repeated flooding issues they are having at the property.

Council asked Mr. Willardson to provide a more formal request from the Sandhills Women’s Exchange once received and to pursue alternative funding options to help reduce the amount the Village would need to contribute.

C. Discussion on the Draft Community Survey

Mr. Willardson reviewed and discussed a 2026 Community Survey draft and asked Council to provide feedback on the survey content and structure within the next few weeks.

D. Discussion of Permit Compliance and Unpermitted Work Enforcement Practices

This item has been moved to the April 28, 2026, Work Session meeting.

Council and Mr. Willardson discussed potential items for upcoming meetings; which included an update on the new Given Memorial Library, an update on the Downtown parking time limits, and how the Village is able to help Downtown businesses more.

3. Motion to Adjourn.

Upon a motion by Mayor Pro Tem Taylor, seconded by Councilmember Ficklin, Council unanimously approved to adjourn the Work Session by a vote of 5-0 at 10:00 p.m.

Respectfully submitted,

Shannon Bonecutter
Village Clerk

A recording of this meeting is located on the Village website: www.vopnc.org

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**2026 National Fallen Firefighters Memorial Weekend (May 2–3, 2026) and Fallen Firefighters Memorial Day (May 3, 2026)
ADDITIONAL AGENDA DETAILS:**

FROM: Shannon Bonecutter, Village Clerk
CC: Village Council;
DATE OF MEMO: 04/20/2026

MEMO DETAILS

ATTACHMENTS

1. National Fallen Firefighters Memorial Weekend and Fallen Firefighters Memorial Day DRAFT Proclamation 2026

Mayoral Proclamation

Village of Pinehurst

Whereas, firefighters across our nation courageously serve their communities—risking their lives to protect people, property, and natural resources; and

Whereas, each year, firefighters make the ultimate sacrifice in the line of duty, demonstrating unparalleled dedication, bravery, and selflessness; and

Whereas, the National Fallen Firefighters Foundation honors these heroes by hosting the National Fallen Firefighters Memorial Weekend on May 2–3, 2026, a time when communities across the country pause to remember and pay tribute to fallen firefighters; and

Whereas, on Sunday, May 3, 2026, Fallen Firefighters Memorial Day offers a solemn opportunity to reflect on the sacrifices made by firefighters and their families, and to express our collective gratitude for their unwavering commitment to public safety; and

Whereas, it is fitting that the Village of Pinehurst joins the nation in honoring these courageous individuals, supporting their families and colleagues, and recognizing the essential service provided by firefighters every day; and

Whereas, our community is strengthened and safeguarded by the dedication of firefighters who stand ready at all hours to respond to emergencies, protect lives, and uphold the highest ideals of service.

Now, therefore, I, Patrick Pizzella, Mayor of the Village of Pinehurst, do hereby proclaim May 2–3, 2026, as National Fallen Firefighters Memorial Weekend, and May 3, 2026, as Fallen Firefighters Memorial Day in the Village of Pinehurst, and encourage all residents, businesses, and community organizations to join in honoring the memory of our fallen firefighters and expressing appreciation for all who continue to serve.

In Testimony Whereof, I have hereto set my hand and caused to be affixed the official seal of the Village of Pinehurst in the State of North Carolina this, the 28th day of April 2026.

Patrick Pizzella, Mayor



**2026 National Police Week (May 10-16, 2026) and Peace Officers Memorial Day
(May 15, 2026)**

ADDITIONAL AGENDA DETAILS:

FROM: Shannon Bonecutter, Village Clerk
CC: Village Council;
DATE OF MEMO: 04/20/2026

MEMO DETAILS

ATTACHMENTS

1. National Police Week & Peace Officers' Memorial Day DRAFT Proclamation 2026

Mayoral Proclamation

Village of Pinehurst

That Whereas, in 1962 the United States Congress and the President of the United States designated May 15th as “Peace Officers’ Memorial Day” and the week in which May 15th falls as “National Police Week”; and

Whereas, the members of the Police Department of the Village of Pinehurst, North Carolina play an essential role in safeguarding the rights and freedoms of Pinehurst; and

Whereas, it is important that all citizens know and understand the duties, hazards, responsibilities, and sacrifices of their Police Department; and

Whereas, members of our Police Department recognize their duty to serve the people by safeguarding life and property, by protecting them against violence and disorder, and by protecting the innocent against deception and the weak against oppression; and

Whereas, the men and women of the Police Department of the Village of Pinehurst unceasingly provide a vital public service.

Now, Therefore, I, Patrick Pizzella, Mayor of the Village of Pinehurst, North Carolina call upon all our citizens, and upon all patriotic civic and educational organizations to observe the week of May 10th through May 16th, 2026, as “Police Week” in the Village of Pinehurst; and with appropriate ceremonies and observances in which all of our citizens may join in commemorating law enforcement officers past and present who by their faithful and loyal devotion to their responsibilities have rendered a dedicated service to their communities, and in so doing, have established for themselves an enviable and enduring reputation for preserving the rights and security of all citizens.

Further, I call upon all citizens of the Village of Pinehurst to observe, May 15th, 2026, as “Peace Officers’ Memorial Day” in honor of those Law Enforcement Officers who, through their courageous deeds, have made the ultimate sacrifice in service to their community or have become disabled in the performance of duty; and let us recognize and pay respect to the survivors of our fallen heroes.

In Testimony Whereof, I have hereto set my hand and caused to be affixed the official seal of the Village of Pinehurst in the State of North Carolina this, the 28th day of April 2026.

Patrick Pizzella, Mayor



**2026 World Facilities Management Day (May 13, 2026)
ADDITIONAL AGENDA DETAILS:**

FROM: Shannon Bonecutter, Village Clerk
CC: Village Council;
DATE OF MEMO: 04/20/2026

MEMO DETAILS

ATTACHMENTS

1. World Facilities Management Day DRAFT Proclamation 2026

Mayoral Proclamation

Village of Pinehurst

Whereas, World Facilities Management Day is observed annually to recognize the essential work of the dedicated professionals who ensure that public buildings, grounds, and facilities remain safe, functional, sustainable, and welcoming for all; and

Whereas, the Village of Pinehurst benefits daily from the expertise, commitment, and professionalism of its facilities management team, whose work directly supports our community's quality of life and the smooth operation of municipal services; and

Whereas, the Village's Buildings & Grounds Department provides exceptional stewardship of our public facilities, parks, and landscaped areas, maintaining environments that reflect Pinehurst's character, beauty, and high standards of excellence; and

Whereas, the Harness Track Department contributes uniquely to Pinehurst's heritage by maintaining and operating one of the community's most iconic and historic assets, ensuring it remains safe, well-cared-for, and accessible for trainers, horses, residents, and visitors; and

Whereas, facilities management professionals often work behind the scenes yet play a vital role in delivering reliable infrastructure, promoting safety and sustainability, and supporting community events, recreational amenities, and essential municipal operations; and

Whereas, it is fitting and proper to recognize and honor the individuals whose hard work, technical skill, and dedication strengthen our village every day.

Now, Therefore, I, Patrick Pizzella, Mayor of the Village of Pinehurst, do hereby proclaim May 13, 2026, as World Facilities Management Day in the Village of Pinehurst and encourage all residents to join me in expressing appreciation to our Buildings & Grounds Department, the Harness Track Department, and all facilities management professionals for their outstanding service to our community.

In Testimony Whereof, I have hereto set my hand and caused to be affixed the official seal of the Village of Pinehurst in the State of North Carolina this, the 28th day of April 2026.

Patrick Pizzella, Mayor



Consider Resolution 26-19 Approving the Lease for Barn 19 at the Harness Track ADDITIONAL AGENDA DETAILS:

FROM: Shannon Bonecutter, Village Clerk
CC: Village Council; Doug Willardson; Carlton Cole; Angie Whisnant; Dana Van Nostrand
DATE OF MEMO: 03/10/2026

MEMO DETAILS

Staff is requesting Council consideration of a lease agreement for Barn No. 19 located at the Pinehurst Harness Track (200 Beulah Hill Road South).

The proposed lease is with Scott Norris, doing business as Scott Norris Horse Transportation, for use of the facility in connection with a horse transportation business.

Key Terms of the Lease:

The agreement is for a five-year term beginning July 1, 2026 and ending June 30, 2031.

The annual rent for the first year is \$13,572, paid in equal monthly installments of \$1,131. The lease includes an annual adjustment based on the Consumer Price Index, ensuring the rate keeps pace with inflation over the term.

Either party may terminate the lease with a minimum of 60 days written notice.

The tenant will be responsible for utilities, routine maintenance of the interior, and maintaining required insurance coverage. The Village will remain responsible for major structural components such as the roof and exterior walls.

The lease restricts use of the property to the approved business purpose and requires Village approval for any alterations or changes.

A provision is included to allow for operational adjustments during the 2029 U.S. Open, with a prorated rent adjustment if needed during that period.

Background and Considerations:

The Pinehurst Harness Track barns have historically been leased to support equestrian-related uses consistent with the character and legacy of the facility. This lease continues that practice while ensuring the Village receives revenue from an otherwise underutilized asset.

The lease terms are consistent with prior agreements for similar facilities and provide a reasonable balance between revenue generation and maintaining active use of the property.

The proposed lease is consistent with N.C. General Statute §160A-272, which authorizes municipalities to lease property for terms of up to 10 years upon approval by resolution of the governing board. The lease opportunity has also been advertised for more than 30 days in

accordance with statutory requirements.

Recommendation:

Adopt Resolution 26-19 authorizing the lease of Barn No. 19 at the Pinehurst Harness Track to Scott Norris and authorizing the Village Manager to execute the lease agreement.

The lease restricts use of the property to the approved business purpose and requires Village approval for any alterations or changes.

A provision is included to allow for operational adjustments during the 2029 U.S. Open, with a prorated rent adjustment if needed during that period.

Background and Considerations:

The Pinehurst Harness Track barns have historically been leased to support equestrian-related uses consistent with the character and legacy of the facility. This lease continues that practice while ensuring the Village receives revenue from an otherwise underutilized asset.

The lease terms are consistent with prior agreements for similar facilities and provide a reasonable balance between revenue generation and maintaining active use of the property.

Pursuant to North Carolina General Statute §160A-272, the Village may lease property for terms up to 10 years upon approval by resolution of the Village Council.

Recommendation:

Adopt Resolution 26-19 authorizing the lease of Barn No. 19 at the Pinehurst Harness Track to Scott Norris and authorizing the Village Manager to execute the lease agreement.

ATTACHMENTS

1. DRAFT Resolution 26-19 Authorizing Lease of Property (HT Barn 19)
2. Scott Norris Barn 19 Rental_July 1, 2026-June 30, 2031

Resolution 26-19:

A Resolution Authorizing the Lease of Property for the Village of Pinehurst

Whereas, the Village of Pinehurst, herein after referred to as the Landlord, owns property at 200 Beulah Hill Road South, Pinehurst, NC 28374 (Pinehurst Harness Track); and

Whereas, Scott Norris, doing business as Scott Norris Horse Transportation and herein after referred to as the Tenant, has requested to lease Barn No. 19; and

Whereas, the Landlord and the Tenant have agreed to a 5-year lease, beginning on July 1, 2026, and expiring June 30, 2031. The Tenant will pay the Landlord \$13,572 (in equal monthly installments) for first year of the lease; and

Whereas, the amount will be adjusted annually as identified in the lease agreement; and

Whereas, North Carolina General Statute § 160A-272 authorizes the Village to enter into leases of up to 10 years upon resolution of the Village Council.

Now, therefore, be it resolved by the Village Council of the Village of Pinehurst, North Carolina in a Regular Meeting assembled this 28th day of April 2026 as follows:

The Village of Pinehurst Village Council hereby approves the lease of the Village property described above to Scott Norris and authorizes the Village Manager to execute any instruments necessary for the lease.

This Resolution passed and adopted this 28th day of April 2026.

(Municipal Seal)

Village of Pinehurst
Village Council

By: _____
Patrick Pizzella, Mayor

Attest:

Shannon Bonecutter, Village Clerk

STATE OF NORTH CAROLINA COUNTY OF

MOORE

LEASE AGREEMENT

THIS LEASE AGREEMENT, made as of this 1st day of July 2026, between the Village of Pinhurst a Body Corporate and Politic in Moore County, North Carolina (hereinafter referred to as "Landlord") and Scott Norris doing business as "Scott Norris Horse Transportation" (hereinafter referred to as "Tenant");

WITNESSETH

That, subject to the terms and conditions hereinafter set forth, the Landlord does hereby demise and let, and the Tenant does hereby rent and hire from the Landlord, Barn 19 (hereinafter referred to as the "Premises").

TO HAVE AND TO HOLD the said Premises, together with all privileges and appurtenances belonging thereunto, unto the said Tenant, upon the terms and conditions hereinafter set forth:

1. TERM: The initial term of this Lease shall be for a period of sixty (60) months, commencing on **July 1st, 2026, and ending on June 30th, 2031**, at midnight. Should either party have reason to terminate the lease agreement prior to the terms contained herein, a minimum of sixty (60) days' written notice should be provided to the other party of their intention to terminate early.

2. RENTAL:

(a). **Basic Rent.** The Tenant covenants and agrees to pay the Landlord during the initial term of this lease an annual basic rent of **\$13,572.00** payable in 12 monthly installments of **\$1,131.00** per month. Rental fees are due from the Tenant to the Landlord by the 5th day of each month. A late fee of 10% of the basic rent will be charged for payments received after the fifth of each month. The amount paid by Tenant shall be adjusted each year on the anniversary date of the Agreement with an increase based upon the U.S. Bureau of Labor Statistics, Consumer Price Index (CPI) for the U.S. South Urban Area. The CPI adjustment shall be calculated as the annual percentage increase as of April 30th over the previous year. Should the Consumer Price Index have a decrease over this period, there will be no decrease in the Agreement amount.

(b). **Other Normal Items.** Taxes, assessments, charges, costs and expenses that Tenant assumes or agrees to pay hereunder, together with all interest and penalties that may accrue thereon in the event of the failure of the Tenant to pay those items and all other damages, costs, expenses, and sums that Landlord may suffer or incur or that may become due by reason of any default of Tenant or failure by Tenant to comply with the terms and conditions of this Lease, including reasonable fees incurred by Landlord based upon prevailing hourly charges in connection with the enforcement of this Lease, shall be deemed to be a proper charge and, in writing, Landlord shall have all the rights and remedies as herein provided under default.

(c). Tenant agrees to modify business operations during the 2029 United States Open for the week of the Championship beginning on June 7, 2029, through June 17, 2029, or the completion of the Championship. Landlord will reduce the monthly rental amount on a prorated basis accordingly for the month of June 2029 if necessary.

3. COVENANT OF TITLE AND QUIET POSSESSION: Subject to the terms, provisions and conditions herein set forth, the Landlord covenants, represents, warrants and agrees that Tenant, its permitted successors and assigns, shall have and enjoy the Premises during the term hereof free from adverse claims of any-and-all other persons whomsoever.

4. USE OF PREIHISES: The Premises shall be used for the sole purpose of operating a horse transportation business together with purposes incidental or related thereto. All other usages by Tenant of any part of the Premises must first be approved in writing by Landlord. Tenant will make no unlawful or offensive use of the Premises and will comply with all laws, ordinances and regulations of duly constituted governmental authorities.

5. ACCEPTANCE OF PREMISES: Tenant accepts the Premises in an "as is" condition and Landlord makes no representations or warranties regarding the condition of the Premises.

6. ALTERATION AND IMPROVEMENTS: The Tenant shall have the right and privilege any time during the term of this Lease to make, at its own expense, such minor interior changes, improvements and alterations to the Premises as the Tenant may desire; provided, however, the Tenant shall not make any material or structural changes to the Premises without the prior written consent of the Landlord, and such alterations so made shall be made at the sole cost and expense of the Tenant. Any exterior improvements and alterations desired must be submitted to Landlord for written approval. Any-and-all interior and exterior improvements and alterations are also subject to approval by the Village Planning and Inspections Department and/or Pinehurst Historic Preservation Commission. Any improvements and alterations made without seeking all required approval could be grounds for eviction. Upon the termination or expiration of this Lease, all the said improvements shall remain in the Premises and become the sole property of the Landlord, and the Tenant will take any-and-all action and sign any-and-all documents reasonably required by the Landlord to effect or confirm the Landlord's ownership of said improvements.

7. FIXTURES: The Tenant may, during the term of this Lease, remove from the Premises all trade fixtures which the Tenant may have installed at its own expense in the said Premises, or otherwise acquires, provided that Tenant is not in default under any of the terms and conditions of this Lease and provided further that the same can be removed without injury to the Premises. Tenant shall repair any damages to the Premises caused by the removal of such trade fixtures. No trade fixture shall be removed unless the Landlord has previously given its written consent prior to its installation confirming that such item is a trade fixture. In the event no such written confirmation is obtained from the Landlord by the Tenant prior to installation, then such improvement shall be conclusively deemed an alteration or improvement under Paragraph 6 above.

8. UTILITIES/MISCELLANEOUSSERVICES. All applications and connections for necessary utility services, including, but not limited to gas, water, fuel, electricity, telephone service and other utilities used by it in connection with the said Premises, shall be made in the name of the Tenant only and Tenant shall be solely responsible and liable for such utility charges as they become due.

9. DAMAGE OR DESTRUCTION BY FIRE OR OTHER CASUALTY: In the event of damage to the Premises by fire or other casualty or act of God, the Tenant shall give immediate notice thereof to Landlord who shall, except as provided below, have the damage to the Premises repaired with reasonable speed at the Landlord's expense, due allowance being made for reasonable delay which may arise by reason of adjustment of losses under insurance policies on the part of the Landlord and/or Tenant or any other cause beyond the Landlord's control, and to the extent that the Premises are rendered untenable, the rent shall proportionately abate; provided, however, that if the damage to the Premises shall be so extensive that the Landlord shall in its sole discretion decide not to repair or rebuild, this Lease, at the option of the Landlord, shall be terminated upon written request to the Tenant, and the rent, in such cases, shall be paid to or adjusted as of the date of such damages and in such case the Tenant shall thereupon vacate the Premises and surrender the same to the Landlord.

10. INDEMNIFICATION AND LIABILITY INSURANCE. The Landlord shall not be liable for any damage to property or person by reason of the Tenant's use or occupancy of the Premises, and the Tenant agrees to save the Landlord harmless from and against all claims, suits, actions, and the cost and expense

thereof, including attorney's fees, arising out of any property damage or personal injury whatsoever occurring in or on the Premises. The Tenant further specifically agrees that it will procure and keep in force at its expense commercial liability insurance in an amount of not less than \$1,000,000 per occurrence. Tenant will cause a certification of insurance to be furnished to Landlord evidencing such coverage and said policy shall provide that said insurance may not be canceled without written notice to Landlord at least thirty (30) days prior to cancellation.

11. PROPERTY INSURANCE AND TAXES: Landlord shall keep the building of which the Premises are a part insured against loss or damage by fire or other casualty to the extent of the full insurable value thereof: excluding fixtures, improvements, alterations and changes made by Tenant. All insurance proceeds collected shall be used toward the full compliance with the obligations of Landlord set forth herein relating to the duty of Landlord to maintain the Premises in good repair. Tenant, at its sole cost and expense, shall keep all property and interests in property owned by Tenant located on or in the Premises insured for the benefit of Tenant in such amount and to such extent as Tenant determines desirable against loss or damage by fire and against other risks of a similar or dissimilar nature as are or shall customarily covered with respect to said property.

12. TAXES AND FEES: Landlord shall pay all ad valorem taxes which may be assessed, levied or charges against the Premises by governmental authorities, and the Tenant shall pay all operating license fees for the conduct of its business, and all ad valorem taxes, assessments and other governmental or public charges assessed, levied or charged against its personal property, trade fixtures, inventory, stock, or merchandise and other property owned by Tenant.

13. MAINTENANCE AND REPAIR: During the term of this Lease, the Landlord shall maintain, keep and repair at its own expense, the roof and exterior walls of the building, but Tenant shall give Landlord seven (7) days written notice of needed repairs and Landlord shall have a reasonable time thereafter to make them. Except for the roof and exterior walls, the Tenant shall keep and maintain the Premises, in as good order and condition and state of repair as the same is or may be put by Landlord, ordinary wear and tear excepted, and Tenant shall repair, restore and replace the same when necessary to so keep and maintain the Premises, all at Tenant's sole expense. Tenant further agrees that it is satisfied with the physical condition of the Premises and that its taking possession of same is conclusive evidence of the same in good order and repair, and Tenant agrees that no representation as to the condition of repair has been made. It is understood and agreed, however, that any repairs estimated to cost more than \$1,000.00 shall be considered a major repair, and the cost of same shall be borne by Landlord as funds are available.

14. SURRENDER OF POSSESSION: Upon the termination or expiration of this Lease the Tenant shall surrender the Premises to Landlord in good order and condition and state of repair, ordinary wear and tear excepted.

15. WAIVER OF SUBROGATION: Landlord and Tenant, each for itself and its personal representatives, successors and assigns, covenants and agrees with the other that no claim shall be made, and that no suit or action, either at law or in equity, shall be brought by either party, or by any person, firm or corporation claiming by, through or under Landlord or Tenant, their heirs, personal representatives, successors, subleases or assigns, against the other, or their officers, agents, employees, successors, subleases, or assigns for any loss cost or damage to the Premises, or the building in which the Premises are situated or any improvements or other property located thereon, caused by or resulting from fire, explosion or other casualty of whatsoever nature maintained on the Premises or the contents thereof. All policies of insurance earned and maintained pursuant to this Lease shall contain or be endorsed to contain a provision whereby the insured there under waives or is permitted to waive prior to loss, all rights of subrogation against either Landlord or Tenant.

16. SIGNS: Tenant shall not erect, affix or display any awnings, signs or advertisements on the windows or exterior of the Premises without Landlord's written consent and the consent of any necessary governmental authorities.

17. SUBORDINATION: This Lease is subject and subordinate to all deeds of trust which may now or hereafter affect such Lease or the real property on which the Premises are located and form a part, and to all renewals, modifications, consolidations, replacements or extensions thereof. This clause shall be self-operative, and no further instrument of subordination shall be required by any mortgage or holder of any deed of trust, and in confirmation of such subordination, Tenant shall execute promptly any certificate that Landlord may request. Tenant hereby constitutes and appoints Landlord the Tenant's Attorney-in-Fact to execute any such certificate on behalf of Tenant.

18. HOLDING OVER: In the event Tenant remains in possession after the expiration date of this Lease without the execution of a new Lease, the Tenant shall not acquire any right, title or interest in or to the Premises, and in such event, the Tenant shall occupy the Premises as a tenant month – to – month at the last effective rent rate, but both Landlord and Tenant shall otherwise be subject to all the conditions, provisions and obligations of this Lease insofar as the same shall be applicable.

19. INSOLVENCY OF TENANT: In the event a receiver is appointed to take possession of the assets of the Tenant, or a general assignment for the benefit of creditors of Tenant is made, or any action is taken against or allowed to be taken by Tenant under any bankruptcy act or Tenant becomes insolvent, then upon election of the Landlord, this Lease shall cease and terminate upon ten (10) days written notice by Landlord to Tenant.

20. DEFAULT: This Lease is made upon the condition that the Tenant shall punctually and faithfully perform all the covenants and agreements by it to be performed as herein set forth, and if any of the following events shall occur, to wit:

(a) Any installation of rent above referred to, or any other sums required to be paid by the Tenant hereunder, or any part thereof shall at any time be in arrears and unpaid by the specified due date and time;

(b) There may be default on the part of the Tenant in the observance or performance of any of the other covenants, agreements or conditions of this Lease, on the part of the Tenant to be kept or performed;

Then and in such event it shall be lawful for the Landlord, at its option, to declare the said term ended and to enter into the Premises or any part thereof: either with or without process of law, and expel the said Tenant, or any person or persons occupying the Premises, using such force as may be necessary to do so and so to repossess and enjoy the Premises as in Landlord's former estate all without prejudice to any other legal remedy Landlord may have on account of such default. Should the said term at any time be ended by the election of the Landlord, under the terms and conditions hereof, or in any other manner, the Tenant covenants and agrees to surrender and deliver up the said Premises and property peaceably to the Landlord immediately upon the termination of the said term. In the event Landlord determines Tenant is in Default of this agreement, written notice will be provided giving Tenant ten (10) days to vacate the facility.

21. RIGHT OF ENTRY: Landlord's representative shall have the right to enter the Premises at all reasonable hours to examine same and make such alterations and repairs as may be desired and may during the last ninety (90) day period of the term of the Lease, or any extension or renewal thereof, show same to prospective tenants at all reasonable hours and shall permit the usual notices of "For Rent" or "For Sale" to be placed on the Premises and to remain thereon without hindrance or molestation.

22. ASSIGNMENT AND SUBLETTING: Tenant may not assign or transfer this lease or any estate, interest or benefit thereof or sublet the Premises or any part or parts thereof. Landlord shall have the absolute right to assign this Lease without receiving the consent of Tenant, and Tenant shall be obligated to any such assignee of Landlord under the terms and provisions of this Lease as if Tenant had initially entered into this Lease Agreement with such assignee.

23. NOTICES: Any notice provided herein shall be deemed to have been served sufficiently if the same shall be in writing and either hand delivered to the addressee designated below or marked via registered or certified mail, return receipt requested, addressed as follows:

AS TO LANDLORD: 395 Magnolia Road.
Pinehurst, NC 28374

AS TO TENANT: 300 Quail Run
Pinehurst, NC 28374

Either of the parties hereto may change the address to which notices are to be sent by giving notice to the other party of such change of address as provided in this Paragraph.

24. PARAGRAPH HEADINGS, ETC: The paragraph headings throughout this instrument are for convenience and reference only, and words contained therein shall in no way be held to explain, modify, simplify or aid in the interpretation, construction or meaning of the provisions of this Lease. Whenever used herein, a pronoun in the neutral gender shall include the masculine and feminine gender and the singular, the plural unless the context clearly indicates otherwise.

25. LEASE BINDING ON HEIRS, ETC: It is further hereby expressly agreed and understood that all covenants and agreements herein made shall extend to and be binding upon the parties hereto and their respective heirs, personal representatives, successors and permitted assigns, and that no modification of this Lease shall be binding unless evidenced by an agreement in writing signed by both the Landlord and the Tenant.

26. ENTIRE AGREEMENT: This Agreement contains the entire agreement among the parties hereto with respect to the subject matter hereof and sets forth all the representations and warranties of the parties hereto with respect to the subject matter hereof and supersedes any and all prior or contemporaneous oral or written agreements, representations, warranties or understanding with respect to the subject matter hereof.

27. IDENTITY OF INTEREST: The execution of this Lease or the performance of any act pursuant to the provisions hereof shall not be deemed or construed to have the effect of creating between the Landlord and Tenant the relationship of principal and agent or of a partnership or joint venture and the relationship between them shall be only that of Landlord and Tenant.

28. CONTROLLING LAW: This agreement shall be governed by and construed in accordance with the laws of the State of North Carolina.

IN WITNESS WHEREOF, each party hereunto set its hand and seal or if corporate, has caused this instrument to be signed in its corporate name by its duly authorized officers and its seal hereunto affixed by authority of its Governing Board, in duplicate originals, as of the day and year first written above.

LANDLORD:

Village of Pinehurst

Date

TENANT:

Scott Norris

Date



**Consider Ordinance 26-10 Amending the FY 2026 General Fund Budget for the
GIS Software Subscription
ADDITIONAL AGENDA DETAILS:**

FROM: Dana Van Nostrand, Financial Services Director
CC: Village Council;
DATE OF MEMO: 04/16/2026

MEMO DETAILS

The Village signed a new three-year contract for its geographic information system (GIS) software. The software subscription needs to be recorded as a capital outlay and subscription liability in accordance with GASB Statement No. 96 and the Village's Capital Assets policy. The debt service for FY 2026 was already factored into the budget from the agreement that ended, so no amendment is needed to increase the debt service budget. The debt service for the new agreement is included in the FY 2027 proposed budget. The Other Financing Source revenue and the capital outlay expenditures allocated to the departments offset each other, so there is no net impact on the FY 2026 budget.

ATTACHMENTS

1. DRAFT Ordinance 26-10 GIS SBITA Amendment

Ordinance #26-10:

An Ordinance Amending the Ordinance Appropriating Funds for Operations of the Village of Pinehurst for Fiscal Year 2026, Regarding Revenues and Expenditures of the General Fund (Subscription-Based Information Technology Arrangements Reporting Requirements under GASB Statement No. 96)

That whereas, the Governmental Accounting Standards Board (GASB) released Statement No. 96 entitled *Subscription-Based Information Technology Arrangements* which was adopted in the fiscal year beginning July 1, 2022 (FY 2023); and

Whereas, Ordinance 25-09, adopted on June 9, 2025, appropriated funds for the FY 2026 General Fund budget based on the subscription-based information technology arrangements (SBITAs) known at the time; and

Whereas, an amendment is needed to increase expenditure appropriations and amend anticipated revenues in the General Fund for a SBITA that was not included in Ordinance 25-09 for the Village’s geographic information system (GIS) software subscription.

Now, therefore, be it ordained and established by the Village Council of the Village of Pinehurst, North Carolina, in the regular meeting assembled this 28th day of April 2026, as follows:

Section 1. To amend the FY 2026 General Fund budgeted expenditures, the following amounts are to be added to the expenditure appropriations:

General Fund Expenditures:

Administration	\$	5,430
Financial Services		1,810
Human Resources		5,430
Police		13,880
Fire		12,070
Inspections		1,810
Public Services Administration		3,020
Streets & Grounds		2,410
Solid Waste		1,810
Planning		4,830
Recreation		3,620
Library & Archives		2,410
Harness Track		600
Fair Barn		<u>1,210</u>

Total Expenditures Amendment \$ 60,340

Section 2. To amend the General Fund budgeted revenues, the following amount should be added to the estimated revenues for FY 2026:

General Fund Revenues:

Other Financing Sources

\$ 60,340

Section 3. Copies of this budget amendment shall be furnished to the Village Clerk, Village Manager, and Financial Services Director for their direction and implementation.

This Ordinance passed and adopted this 28th day of April 2026.

Village of Pinehurst
Village Council

(Municipal Seal)

By: _____
Patrick Pizzella, Mayor

Attest:

Shannon Bonecutter, Village Clerk



Discussion Regarding the Tufts Archives and Fundraising Naming Opportunities ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 04/22/2026

MEMO DETAILS

Staff wanted to provide an update on two key components of the Archives Renovation Project: (1) building design direction and (2) fundraising and naming opportunities.

1. Renovation Design – Building Envelope vs. Expansion

As part of the design process, staff asked Oakley Collier Architects to evaluate a cost-benefit analysis of maintaining the renovation within the existing building footprint versus a modest expansion.

At a high level, the question is straightforward. If we can gain meaningful, functional space at a reasonable cost, an expansion would be worthwhile. However, there is some concern that expanding the building could result in relatively high costs for a limited amount of additional square footage.

The architects are currently taking a deeper dive into this analysis, including layout efficiency, program needs, and construction implications. One of the primary variables is whether an expansion would trigger the need to fully sprinkler the building, which could significantly increase project costs. The design team is coordinating with Moore County Utilities to evaluate available fire flow and determine whether a sprinkler system would be required.

Staff will bring back a recommendation once that analysis is complete, but at this point it remains an open question whether expansion provides sufficient value relative to the added cost.

2. Fundraising and Naming Opportunities

We need to begin fundraising efforts in parallel with the project.

The Given Tufts Organization has agreed to lead fundraising for the Library and Archives. At this point, the Village's role is to clearly define what naming opportunities are available so they can effectively engage potential donors.

A draft naming and fundraising framework has been prepared (attached).

The approach is fairly straightforward:

- Offer naming opportunities tied to specific spaces within the Archives and Library
- Provide a range of giving levels so both major donors and the broader community can participate
- Ensure all recognition is consistent with the Village's character and policies

For the Archives specifically, key naming opportunities include spaces such as the Research and

Multi-Purpose Room (approximately \$100,000), exhibit/gallery areas (generally \$75,000), and the visitor entry space (approximately \$25,000). Smaller opportunities, such as office spaces, are also included at lower giving levels.

In addition to spaces, we are proposing naming opportunities for collections (e.g., local history, genealogy, digital collections), which provide flexibility for donors who may be more interested in supporting the mission than a physical room.

We are also including community-level giving opportunities such as engraved bricks, benches, and tree dedications. These allow broader participation and help build community ownership in the project.

All naming will follow the Village's Recognition and Public Facility Naming Policy, which requires Council approval and ties recognition to meaningful contributions to the community.

If Council is comfortable with this general approach to naming spaces and collections, staff will coordinate with the Given Tufts Organization to begin fundraising efforts based on this framework.

Please let me know if there are any concerns with the proposed direction.

ATTACHMENTS

1. Naming Opportunities Brochure



Village of Pinehurst Library & Archives Project

COMMUNITY FUNDRAISING & NAMING OPPORTUNITIES

Building for the Future. Preserving Our Past.



Building for the Future. Preserving Our Past.

The Village of Pinehurst is investing in two cornerstone community assets:

- A new public library designed to serve residents of all ages with modern spaces for reading, learning, and gathering
- A renovated archives building dedicated to preserving and sharing the rich history of Pinehurst

Together, these projects will create spaces that support education, strengthen community connections, and ensure that Pinehurst's story is preserved for generations to come.

While the Village is funding the construction, we are inviting the community to take part in a meaningful way—through philanthropic support and naming opportunities within both facilities.



Why Give



Children's literacy
and lifelong learning



Community gathering
and educational
programming



Preservation of
Pinehurst's unique
history



Creation of welcoming,
high-quality public
spaces

NAMING OPPORTUNITIES

LIBRARY (9,250 SF)

Space	Approx Size	Visibility/Use	Naming Level
Children's Area	~1,084 SF	High traffic, emotional draw	\$75,000
Living Room / Main Reading	~1,501 SF	Central gathering space	\$75,000
Program Room	~429 SF	Events, programming	\$50,000
Teen / YA Area	~799 SF	Youth engagement	\$50,000
Courtyard/Patio Areas	~2,800 SF	Outdoor anchor space	\$35,000
Circulation Desk Area	~938 SF	Every visitor passes through	\$25,000
Meeting Room	~398 SF	Regular use	\$25,000
Front Porch	~400 SF	Outdoor seating	\$20,000
Work Room	~427 SF	Staff function	\$20,000
Study Rooms (x4-5)	~50-75 SF	Quiet rooms	\$7,500 each
Office Spaces/Break Room	—	Admin	\$5,000 each



ARCHIVES (8,150 SF)

Space	Approx Size	Visibility/Use	Naming Level
Research & Multi-Purpose Room	~1,480 SF	Scholars, legacy use	\$100,000
Pinehurst History Museum (Current Adult Collection)	~600 SF	Pinehurst History Museum	\$75,000
Pinehurst's Place in Golf (Current Children's Room)	~600 SF	Pinehurst's Place in Golf Exhibit	\$75,000
Central Display Hall	~900 SF	Public-facing, storytelling	\$75,000
Visitor Center / Entry	~600 SF	First impression	\$25,000
Offices (x2)	—	Staff/admin	\$5,000 each

COMMUNITY GIVING OPPORTUNITIES



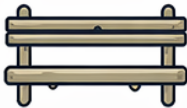
Engraved Brick (4x8)

\$100



Tree Dedication

\$1,000



Bench Dedication

\$2,500



Family Legacy Package
(Bench + Tree)

\$3,000



Your gift helps create spaces that support education, strengthen community connections, and ensure that Pinehurst’s story is preserved for generations to come.
All gifts—large and small—make a lasting impact.



HOW TO PARTICIPATE

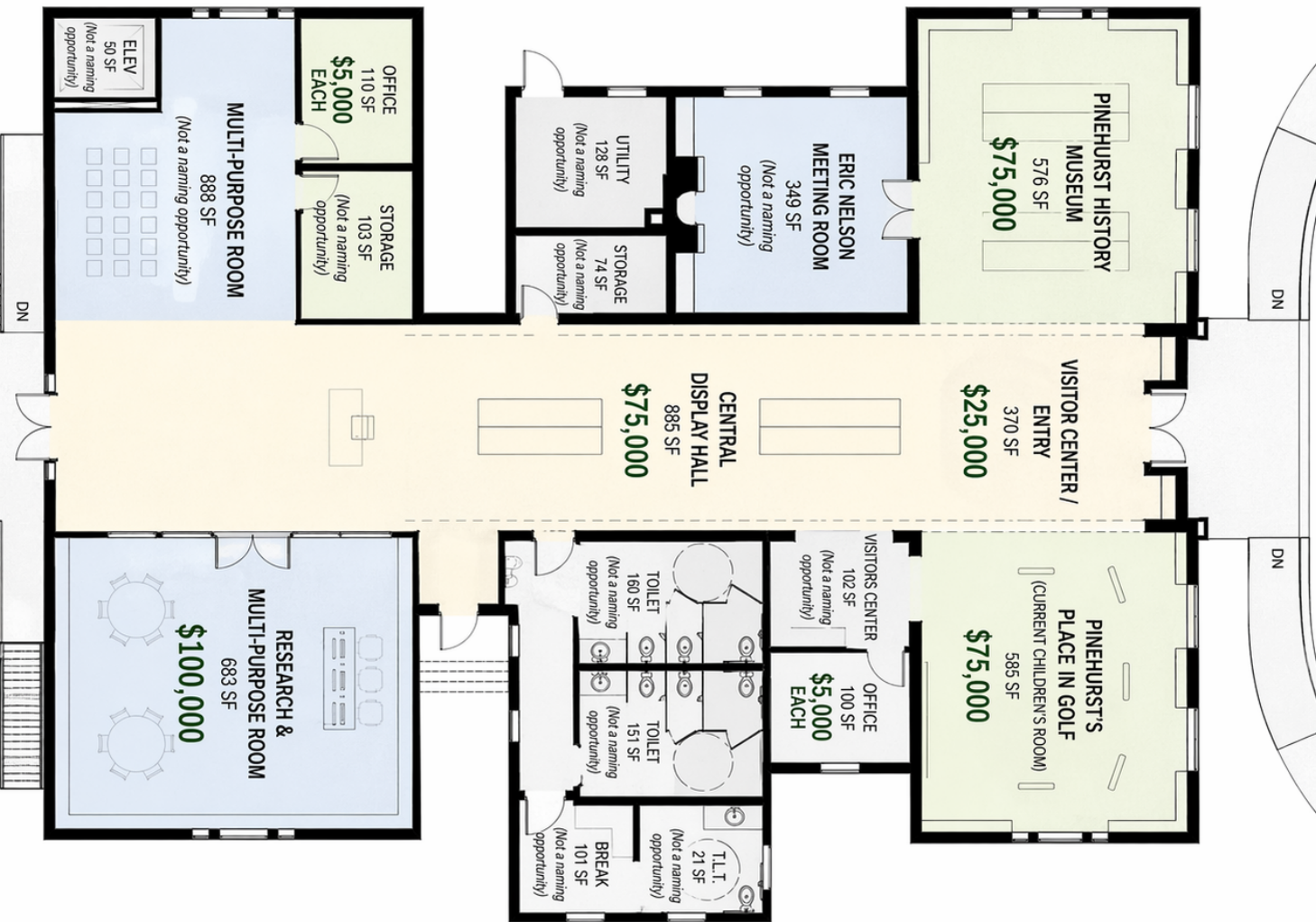
If you are interested in a naming opportunity or would like to learn more:

Contact: Given Tufts Organization

Email: _____ | Phone: _____



ARCHIVES NAMING OPPORTUNITIES



All naming levels are as listed in the Naming Opportunities Matrix.

NAMING OPPORTUNITIES (Green box)

NOT A NAMING OPPORTUNITY (Blue box)



NEW LIBRARY – NAMING OPPORTUNITIES (9,250 GSF)

- MAJOR SPACES
\$50,000 – \$75,000
- PROGRAM / GATHERING SPACES
\$15,000 – \$35,000
- CIRCULATION SPACE
\$25,000
- SUPPORT / ADMIN SPACES
\$5,000 EACH (OFFICES/BREAK ROOM)
\$7,500 EACH (STUDY ROOMS)
- OUTDOOR SPACES
\$20,000 – \$35,000

Not every room is a naming opportunity.

THANK YOU!
Your support helps build a place for learning, connection and community for generations to come.



Discussion of Real Estate Advisory Services Proposals ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 04/23/2026

MEMO DETAILS

Staff issued a Request for Qualifications (RFQ) for Real Estate and Financial Advisory Services to support the Village Place Core Redevelopment project. The purpose of this effort is to secure an independent advisor to assist the Village in evaluating land value, reviewing development assumptions, and ensuring that any eventual agreement is fair, defensible, and aligned with the Village's adopted plans.

The Village received two responses from well-qualified, nationally recognized firms. Both firms demonstrated strong experience advising municipalities on public-private redevelopment projects and provided thoughtful, professional proposals.

A review team consisting of Assistant Village Manager Carlton Cole, Planning and Inspections Director Alex Cameron, and myself evaluated the proposals and conducted interviews with both firms. Based on that review, staff recommends selection of HR&A Advisors.

HR&A distinguished itself through its depth of experience with similar public-private partnerships, its understanding of North Carolina communities, and the strength of its Raleigh-based team. Their proposal emphasizes working alongside staff throughout the negotiation process, including review of appraisals, infrastructure costs, and development agreement terms, while ensuring alignment with the Village Place Small Area Plan and broader community goals.

While both firms were highly qualified, the cost proposals were higher than staff believes is necessary for this engagement. One proposal was approximately \$150,000 and the other approximately \$200,000 based on estimated hours and scope assumptions.

Staff does not believe the full scope as proposed is needed. Much of the underlying work—data gathering, coordination, and initial analysis—can be performed in-house. The Village's primary need is for an experienced advisor to review assumptions, validate conclusions, and provide strategic guidance at key decision points.

With that in mind, staff has had discussions with HR&A and proposes to structure the contract on a time-and-materials basis, with a budget target of approximately \$50,000. This approach allows the Village to:

- Utilize the advisor where it adds the most value
- Maintain flexibility as the project evolves
- Avoid paying for unnecessary or duplicative work
- Scale services up or down depending on need

In short, we are not looking to outsource the entire process—we are looking for a high-level check on

our work to make sure the deal makes sense before we bring it to Council.

Recommendation:

Authorize the Village Manager to negotiate and execute a time-and-materials agreement with HR&A Advisors, with a not-to-exceed amount of approximately \$50,000, subject to final contract terms.

ATTACHMENTS

1. RCLCO Qualifications (1)
2. Pinehurst Village Place Core Redevelopment- HR&A Statement of Qualification (1)
3. RCLCO Fee Proposal
4. Real Estate Advisor RFQ

RCLCO

RFQ RESPONSE

REAL ESTATE AND FINANCIAL ADVISORY SERVICES — VILLAGE PLACE CORE REDEVELOPMENT



Contact:

Alex Shaia
Principal

4800 Hampden Lane
Suite 710

Bethesda, MD 20814

E: ashaia@rclco.com

P: (240) 644-1295

April 14 2026
Doug Willardson
Village Manager
dwillardson@vopnc.org

Dear Doug,

On behalf of RCLCO, we are pleased to present this proposal to the Village of Pinehurst for real estate and financial advisory services in support of the Village Place Core Redevelopment. We are excited for the opportunity to lend our expertise to the Village to ensure the best possible outcome in your negotiations, and we believe our firm's experience and key personnel qualifications presented herein demonstrate our ability to carry out this work.

RCLCO has diligently served as a trusted development advisor for countless mixed-use projects across the country, ensuring the resulting development agreement is backed by sound market fundamentals and positions the municipality and development partner for success. We work with cities, counties, metropolitan planning organizations, large landowners, investors, state land trusts, sports teams, and others to help our clients make strategic decisions about real estate. We believe this broad range of clients provides unique insights into the realities of the development process and an understanding of the key motivations that ultimately drive public-sector decision-making.

Within this proposal package, we have included content that is critical to your understanding of our firm's breadth of experience in the real estate industry, subject matter expertise, and relevant experience with respect to the services you seek for real estate and financial advisory services.

We sincerely appreciate the invitation to submit this proposal and look forward to the opportunity to work with you on this exciting project. Thank you again for your consideration of our firm. Please do not hesitate to contact us for additional information.

Very truly yours,



Erin Talkington
Managing Director



Alex Shaia
Principal



RCLCO

~60

Years in
Business

400+

Annual
Projects

>100

Employees
Globally

7

Office
Locations

RCLCO is
organized into three
service areas

In 1967, Bob Lesser, then an architect and developer, was asked to business plan the center of the new town of Thousand Oaks, California. In carrying out this assignment, he found that the creativity and financial imagination required for the study were extremely stimulating—so much so that he started RCLCO.

Today, our team of experienced professionals still share that original enthusiasm and eagerness to solve challenging real estate questions and find investment opportunities. We are proud to be the “first call” for real estate developers, investors, the public sector, and non-real estate organizations seeking strategic and tactical advice regarding property investment, planning, and development.

RCLCO leverages quantitative analytics and a strategic planning framework to provide end-to-end business planning and implementation solutions at an entity, portfolio, or project level. With the insights and experience gained over nearly 60 years and thousands of projects, RCLCO is a trusted partner to the best minds in real estate across the United States and around the world.



RCLCO | REAL ESTATE ECONOMICS

Economics and market research services backed by nearly 60 years analyzing trends and consultation to the best minds in real estate.



RCLCO | MANAGEMENT CONSULTING

Collaborative and actionable strategy planning, and operational, portfolio, and capital consulting to real estate enterprises.



RFA | RCLCO FUND ADVISORS

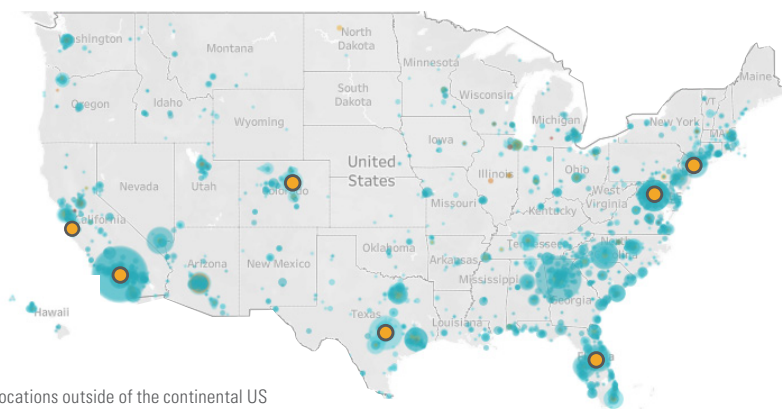
Customized advisory to institutional investors through RFA, an SEC Registered Investment Advisor, built on a legacy of thought leadership and analytical rigor.



Full Spectrum Offerings

Make **strategic, effective, & enduring** decisions about your **real estate**

We Partner with Clients to Look Around the Corner



Where We Work*

Larger dot = more engagements

RCLCO Office Locations

● RCLCO Office Location

Los Angeles, CA | San Francisco, CA
 Denver, CO | Austin, TX | Washington, DC
 Orlando, FL | New York, NY

*Locations outside of the continental US are not represented in this graphic

Our Clients

- » Institutional Investors
- » Developers
- » Financial Institutions
- » Operators
- » Asset Managers
- » Commercial Lenders
- » Associations & Nonprofits
- » Planning & Architecture Firms
- » Law Firms
- » Trusts & Estates
- » Corporations
- » Family Offices
- » Home Builders
- » Anchor Institutions
- » REITs
- » Towns, Cities, Counties, Regions, & States

Affiliations

- » Urban Land Institute
- » Pension Real Estate Association
- » NAREIT
- » National Multifamily Housing Council
- » International Council of Shopping Centers
- » National Council of Real Estate Investment Fiduciaries
- » National Rental Home Council
- » NAIOP
- » And many more!



RCLCO | REAL ESTATE ECONOMICS

RCLCO's real estate economics and market analysis services are backed by nearly 60 years of experience mining demographic, economic, lifestyle, and real estate market trends. Turn to us for trusted, unbiased third party recommendations regarding highest-and-best-use, or investment underwriting, product definition, market positioning/pricing, and absorption potential for any proposed acquisition development.

Each day our team gains a deeper understanding of demand conditions for real estate, supplying clients with crafted investment strategies or development solutions to capitalize on that knowledge base. RCLCO created the industry's best kit of analytical tools to model where value growth will occur, which markets are undersupplied, what product niches are emerging, and how real estate assets can be enhanced and de-risked at every point in the economic cycle.

Turn to our **trusted** market knowledge, **extensive** industry experience, and **client-focused** service.

We Know What Questions to Ask & What Strategies to Employ

Services

- » Development Feasibility
- » Financial Modeling & Optimization Analyses
- » Value-Add & Repositioning
- » Acquisition Underwriting
- » Consumer Research
- » Portfolio Analysis/Optimization
- » Partner Selection
- » Litigation Support & Expert Testimony

Focus Areas

- » Office to Residential Conversion
- » Public Sector Support
- » Master Planned Communities
- » Anchor Institution Support
- » Multifamily
- » Public-Private Partnership Formation
- » Retail Redevelopment
- » Mixed-Use Development
- » Single-Family Rental
- » Sports District Development
- » Vacation & Investment Homes



We collaborate with clients on a wide range of engagements—from **targeted site-specific** studies to addressing **broad, strategic questions** across national and international markets

Site or Asset Level

We provide analysis at the individual site or asset level, whether for single-use, complex mixed-use development, or value-add strategies, offering insights that inform design, positioning, and implementation.

City and County Scale

At the municipal and regional level, we support both public agencies and private sector clients in understanding broader market dynamics, policy impacts, and opportunities for economic development.



District & Neighborhood Scale

We bring national expertise to the local level, helping clients navigate the nuances of districts and neighborhoods—addressing questions related to land use mix, development phasing, financing, and market positioning.

Strategic & National Scope

We also advise clients on high-level strategic questions that span multiple geographies— including market selection and portfolio analysis, delivering insight that supports long-term growth and investment decisions.

Representative Clients





RCLCO Select Developer Experience

CONFIDENTIAL CLIENT

Multifamily Market Analysis near the Friendly Center in Greensboro, NC

DALIAN DEVELOPMENT

Strategic Market Analysis for Rental Apartments at 500 Hillsborough; Raleigh, NC

DEWITT CAROLINAS, INC

Market Analysis And Recommendations for Mixed-Use Development; Raleigh, NC

HINES

Strategic Market Analysis for Mixed-Use Development at Site in Research Triangle Park; Raleigh, NC

HOMES URBAN

Demand Analysis for Phase II Rental Apartments at Hunters Run; Pembroke, NC

HUGHES DEVELOPMENT

Market Analysis for Rental Apartments at BullStreet; Columbia SC

KANE REALTY CORPORATION

Strategic Market Analysis for Mixed-Use Development at Downtown South; Raleigh, NC

KIMCO REALTY

Market Study for Multifamily at Existing Shopping Center, Pleasant Valley Promenade; Raleigh, NC

LEOTERRA DEVELOPMENT

Market Analysis and Strategic Development Recommendations for Old Mill Apartments; High Point, NC

LIFESTYLE COMMUNITIES

Strategic Market Analysis for LC Brier Creek; Raleigh, NC

MILL CREEK RESIDENTIAL TRUST

Strategic Submarket Analysis; Raleigh; Durham, NC

Strategic Market Analysis for Beckett Briar Creek, Raleigh, NC

PORTMAN RESIDENTIAL

Rental Apartment Market Analysis Savona Mill; Charlotte, NC

Recommendations for the Planned Rental Apartment Community; Southend Charlotte, NC

THE RMR GROUP

Comprehensive Market Analysis for Apartments in LoSo, Charlotte, NC

ROERS CAPITAL LLC

Phased Rental Apartment Market Analysis and Strategic Development Recommendations, Raleigh, NC

SNAKE RIVER DEVELOPMENT

Town Center Mixed-Use Development at Caleb's Creek in Kernersville, NC

TERWILLIGER PAPPAS

Active Adult Rental Development Feasibility Analysis for a Site on Six Forks Road in Raleigh, NC

TURNBRIDGE EQUITIES

Market Support for High-Rise Luxury Development in Downtown Raleigh; Raleigh, NC

VERDAE DEVELOPMENT

Build For Rent Analysis for Verdae East; Greenville, SC

Laurens Road Market and Segmentation Analysis; Greenville, SC



The Challenge

Utah has a once-in-a-lifetime opportunity to redevelop the 600 acres of state-owned property called "The Point", currently used as the state prison, in a way that is economically robust and environmentally sustainable. Located in the Point of the Mountain area, The Point is well-served by vital infrastructure, centrally located at the heart of Utah's fast-growing technology industry, and surrounded by high-value housing and established communities. Widely recognized as one of the most important economic development opportunities in state history, the Point of the Mountain State Land Authority ("the Land Authority") was created by the Utah Legislature to lead redevelopment efforts and ensure that the site achieves its dual mandate of economic and social impact for the broader state and generating value from the underlying real estate.

The Point offers unprecedented potential to create an innovation hub that fosters technological advancement, facilitates mixed-use urban areas and preserves parks and open space. In addition, The Point's natural assets provide an opportunity for the site to develop in an environmentally friendly way that enhances Utahns' quality of life.

Project Type:

Financial Feasibility Analysis
Implementation Strategy
Market Analysis
Growth Strategy
Economic Development
Developer Solicitation

Client:

State of Utah/POMSLA

Reference:

Michael Ambre
Executive Director, The Point
E: michaelambre@utah.gov
P: 801-209-9104

Setting:

Mountain

Solution

The Land Authority began planning for redevelopment in 2019, and engaged RCLCO as its real estate advisor in 2020. RCLCO began its work focused on the Point's two greatest challenges: how to achieve the state's economic development goals with development on site, and what role the Land Authority ought to play in future real estate development. RCLCO conducted market, financial, and fiscal analysis to inform the framework plan and to help the Land Authority evaluate the trade-offs inherent in achieving its social and economic goals while also creating an economically feasible development that can attract one or more development partners. RCLCO created a public finance and implementation strategy for how the State could deliver infrastructure to open up the site for development prior to transacting with future master developers. RCLCO also designed and implemented a developer selection process working with the State's procurement arm and negotiated the development agreement with the Phase 1 developer.

Impact

Our work has provided critical direction to the board on the Land Authority's role in redevelopment going forward, and the opportunities for an innovation district at the site to drive economic growth throughout the region and state. Demolition is complete and backbone infrastructure work is underway. The phase 1 developer, The Point Partners is close to starting vertical construction.



The Challenge

The Tennessee Titans ownership group and associated project development entity were in discussions with the Metropolitan Government of Nashville and Davidson County (“Metro”) regarding the development of the approximately 100-acre campus that includes Nissan Stadium. In tandem with the development team and football organization, Metro was planning for the future redevelopment of East Bank, an industrial area across from downtown Nashville that they wanted to position as Nashville’s next great neighborhood. The involved parties were driving the opportunity to develop the complementary mixed-use real estate district with the goal of creating a true sense of place and a destination for the Nashville market, while also ensuring Metro is participating and protected as the area grows. RCLCO was originally engaged to support negotiations between the Titans and Metro, but has since evolved into a full collaborative, ongoing advisory role to support the redevelopment of city-owned land in East Bank adjacent to the Titans stadium.

Solution

Given that the master planning for the site was already completed by Metro, RCLCO’s first step was to provide high-level financial modeling for the proposed development program to help establish an understanding of the land value and feasibility for development at the site. RCLCO also led discussions about transaction strategies to illustrate how and when Metro would make back its investment into the development, and assisted with establishing a feasible timeline to help with public financing underwriting. RCLCO’s advisory role then evolved into leading the developer solicitation process, which has involved drafting an RFQ/RFP, assisting Metro in defining their requirements and project vision, and negotiating the development agreement with the selected developer.

Impact

RCLCO’s involvement has helped Metro understand the trajectory and feasibility of their proposed development, and has helped establish an understanding of how to attract the right developers through the RFP process to engage a development partner that will ultimately add even more value to their overall vision and direction for the sports and entertainment destination. Metro selected The Fallon Company as their master developer and formed The East Bank Development Authority to oversee infrastructure development. The Titans stadium is under construction and the real estate is in pre-development.

Project Type:

Financial Analysis
Transaction Strategy
Public Finance/Value Capture
Developer Solicitation

Setting:

Urban
Downtown
Sports Adjacent

Product Type:

Mixed-Use
Sports & Entertainment
Public Strategies

Client:

Metropolitan Government
of Nashville and Davidson
County

References:

Tom Cross,
Deputy Director of Legal
Metropolitan Government
of Nashville and Davidson
County
P: (615) 862-8123
E: tom.cross@nashville.gov



The Challenge

The City of Myrtle Beach (“the City”) had developed a master plan to encourage infill and redevelopment in a number of areas in the City’s downtown, including the nascent Arts & Innovation District, which connects the Oceanfront, Kings Corridor, and Historic Main Street areas. Recent advanced planning outlined a sophisticated urban design framework and programming direction to include a broad range of cultural, civic, and arts uses including a children’s museum, City offices, civic space, a library, public art, and more. The advanced plan represented a strong vision but lacked an understanding of how the market would respond and when.

Solution

RCLCO was engaged by the City to analyze the future market opportunity in Myrtle Beach, conduct a feasibility analysis of proposed development typologies, and project the City’s return from recent and ongoing investments into revitalization, which included land acquisition. RCLCO helped write the RFQ for the first set of development sites to be marketed later this year and will continue to serve in an advisory role throughout the process.

Impact

RCLCO’s market guidance and ongoing support have helped the City of Myrtle Beach to hone their master plan with a more residential focus, to target ground floor retail in only the most active locations, and to limit expectations on corporate office. Our work prepared the city to engage in a public-private partnership. RCLCO is actively serving in an advisory role throughout the RFQ/

Project Type:

Market Analysis
Fiscal & Economic Impact Analysis
Developer Selection
Case Studies
Financial Analysis

Setting:

Downtown
Beach/Lake/Riverfront
Innovation District

Product Type:

Public Strategies
Mixed-Use

Joint Venture/Public-Private Partnership

Client:

City of Myrtle Beach

Project Reference:

Brian Tucker, Assistant City Manager
City of Myrtle Beach
P.O. Drawer 2468
Myrtle Beach, SC 29578
P: (843) 918-1126
E: btucker@cityofmyrtlebeach.com



ALEX SHAIA

PRINCIPAL

P: (240) 644-1295 | **E:** ASHAIA@RCLCO.COM | **W:** RCLCO.COM/ALEX-SHAIA



Education

University of Virginia

Affiliations

Urban Land Institute

Alex Shaia is a Principal based in Washington, DC. With a focus in Real Estate Economics, Alex works with clients across the globe in the public and private sectors to answer difficult and unique real estate questions. He has worked extensively at the intersection of the public and private sectors, providing strategic guidance to both non-real estate clients and businesses actively involved in real estate investment and development. Specifically, Alex has experience measuring the impact on real estate from sports-anchored developments, innovation districts, and other mixed-use development, focusing on financial modeling and market analysis. Alex also spends a lot of his time working in the luxury residential space in urban and resort locations, both in the United States and internationally, strategically providing landowners, developers, and investors with assistance in the planning and development of luxury real estate, with a specialization in the hotel branded residential space.

Alex serves as part of the firm-wide training team, helping to onboard new hires at RCLCO, planning and implementing training programs that educate new and experienced real estate consultants. He also serves as an advisor to the Technology Team, helping to drive technological innovation at RCLCO.

Prior to joining RCLCO in 2018, Alex graduated from the University of Virginia with majors in economics and Spanish. His coursework focused on the impact of policy on both macro and microeconomic fundamentals. Additionally, he learned various coding languages including R, Python, and Stata throughout his coursework.

SAMPLE PROJECT EXPERIENCE

- CHAPEL HILL FOUNDATION REAL ESTATE HOLDINGS
 - » Carolina North Development Advisory Services; Chapel Hill, NC
 - » Market, Workforce, and Graduate Student Housing Market & Financial Analysis for Carolina North; Chapel Hill, NC
 - » Off-Campus Graduate Student Housing Supply-Demand Balance & Implementation Options; Chapel Hill, NC
- METROPOLITAN GOVERNMENTS OF NASHVILLE AND DAVIDSON COUNTY; Market and Financial Analysis for the Strategic Development Direction of Nissan Stadium; Nashville, TN
- CITY OF MYRTLE BEACH; Market and Financial Analysis and Public-Private Partnership Formation Support for a Mixed-Use Development in the Arts and Innovation District; Downtown Myrtle Beach, South Carolina
- CONFIDENTIAL PROPERTY OWNER; Strategic Market Analysis for Mixed-Use Development at Site in Research Triangle Park
- TAMPA BAY RAYS; Ongoing Real Estate Advisory Services including Market/Financial Analysis, Fiscal Impact Analysis, Public Finance Input, and Developer Partner Selection for Ballpark Development; St. Petersburg, FL
- SPURS SPORTS & ENTERTAINMENT; Venue-Anchored Mixed-Use District Real Estate Strategy Services for the San Antonio Spurs San Antonio, TX
- FC CINCINNATI; Strategic Market Analysis for Ancillary Land Adjacent to FC Cincinnati's West End Stadium; Cincinnati, OH

ERIN TALKINGTON



MANAGING DIRECTOR

P: (240) 396-2353 | **E:** ETALKINGTON@RCLCO.COM | **W:** RCLCO.COM/ERIN-TALKINGTON

Erin Talkington is a Managing Director based in RCLCO’s Washington, DC office and leads RCLCO’s sports and entertainment and large-scale mixed-use practice, including the majority of the firm’s public sector work. She provides real estate consulting services including market and financial analysis, fiscal and economic impact work, implementation strategy, and development partner selection for private and institutional landowners, such as universities, sports teams, public entities, and real estate developers. Her clients span locations across the country, focused on urban reinvestment and suburban infill.

Since joining the firm in 2010, Erin has engaged with a wide variety of clients in both the public and private sectors to provide market and economic analysis that guides development and planning decisions. Applicable to projects of all types and scales, Erin’s strength is her ability to quickly synthesize the key market opportunities and strategic positioning for a particular site and communicate that vision to project team members, clients, and community stakeholders. Previously, she led the Real Estate Economics’ human capital initiatives as Director of Consulting in addition to directing project work for clients.

Erin draws upon a broad background in planning and development. Prior to RCLCO, she gained project management experience for The Reinvestment Fund Development Partners and exposure to transportation planning at Kittelson & Associates. She holds a Bachelor of Arts in Architecture from the University of Pennsylvania. Erin is a member of the Urban Land Institute (ULI), a co-chair of the ULI Washington district council’s Advisory Board, and on the Urban Development and Mixed-Use (UDMUC Blue) national product council.

Education

University of Pennsylvania

Affiliations

Urban Land Institute

Recent Speaking Engagements

ULI Washington:
More Than The Score – DC’s Sports Venues and Their Role in the City’s Growth

SAMPLE PROJECT EXPERIENCE

- CHAPEL HILL FOUNDATION REAL ESTATE HOLDINGS
 - » Carolina North Development Advisory Services; Chapel Hill, NC
 - » Market, Workforce, and Graduate Student Housing Market & Financial Analysis for Carolina North; Chapel Hill, NC
 - » Off-Campus Graduate Student Housing Supply-Demand Balance & Implementation Options; Chapel Hill, NC
- POINT OF THE MOUNTAIN STATE LAND AUTHORITY; Market, Financial, Implementation Strategy, and Developer Selection for 600-acre Redevelopment of The Point; Draper, UT
- METROPOLITAN GOVERNMENTS OF NASHVILLE AND DAVIDSON COUNTY; Market and Financial Analysis for Mixed-Income Housing on City-Owned Sites; Antioch, TN
- UNION PRINTERS HOME PARTNERS; Market, Financial, and Implementation Strategy for 40-Acre Redevelopment Site; Colorado Springs, CO
- TAMPA BAY RAYS; Ongoing Real Estate Advisory Services including Market/Financial Analysis, Fiscal Impact Analysis, Public Finance Input, and Developer Partner Selection for Ballpark Development; St. Petersburg, FL
- SPURS SPORTS & ENTERTAINMENT; Venue-Anchored Mixed-Use District Real Estate Strategy Services for the San Antonio Spurs San Antonio, TX
- FC CINCINNATI; Strategic Market Analysis for Ancillary Land Adjacent to FC Cincinnati’s West End Stadium; Cincinnati, OH

ANDREA GEARHART



VICE PRESIDENT

P: (720) 316-2957 | **E:** AGEARHART@RCLCO.COM | **W:** RCLCO.COM/ANDREA-GEARHART

Andrea Gearhart is a Vice President at RCLCO and a member of the firm’s Sports and Mixed-Use Practice, located in the Denver, CO office. Andrea brings more than ten years of experience across real estate development, investment, and advisory roles, and at RCLCO she advises municipalities, institutions, and private clients on the planning and delivery of complex mixed-use and sports-anchored developments.

Prior to joining RCLCO, she was a Director of Development & Investments at Hoffman & Associates in Washington, DC, where she played key roles in large-scale public-private mixed-use projects from early planning through delivery and operations. Earlier in her career, Andrea worked at ASB Real Estate Investments and Vornado/Charles E. Smith, gaining experience across institutional investment, asset management, and urban development. She holds a BBA in Finance from the University of Texas at Austin.

Education

University of Texas at Austin

Affiliations

Urban Land Institute

SAMPLE PROJECT EXPERIENCE

- CHAPEL HILL FOUNDATION REAL ESTATE HOLDINGS: Carolina North Development Advisory Services; Chapel Hill, NC
- TAMPA BAY RAYS; Real Estate Advisory Services including Market/Financial Analysis, Fiscal Impact Analysis, Public Finance Input, and Developer Partner Selection; St. Petersburg, FL
- CONFIDENTIAL CLIENT; Real Estate, Fiscal, and Financial Analysis for Venue-Anchored Development; Colorado
- CONFIDENTIAL CLIENT; Economic Impact for New Ballpark Site; Midwest
- CONFIDENTIAL CLIENT: Strategic Real Estate Advisory Services for Development at Training Facility and Headquarters; Nevada
- WEST FALLS: 10-acre, 1.5 million Square Foot Mixed Use, Site Plan Development; Falls Church, VA*
- 4600 FAIRFAX DRIVE: 500,000 Square Foot, Three-Building, Multifamily Site Plan Development; Arlington, VA.*

**Work completed at previous employer*

Village Place Core Redevelopment

VILLAGE OF PINEHURST

Statement of Qualification | April 14, 2026

Stan Wall, Partner-in-Charge

Imran Aukhil, Principal



Doug Willardson

Village Manager, Village of Pinehurst

April 14, 2026

Dear Doug,

On behalf of HR&A Advisors, Inc., we are excited to submit this proposal to support the Village of Pinehurst in building a professional and meaningful public-private redevelopment partnership for the Village Place Core.

As one of the premier PGA tournament sites and one of only two National Historic Landmark Districts in the state, Pinehurst carries a special legacy that must continue to be celebrated and built upon. Places with that kind of history don't stay exceptional by standing still, they endure because each generation makes deliberate choices about how to grow. The Village Place Core offers a rare chance to write the next chapter of that legacy: deepening Pinehurst's economic vitality, expanding housing options, and strengthening the connective tissue of the community, all while remaining true to the character that has defined this place for generations. That kind of growth doesn't happen by accident. It happens when a community has the right partner walking alongside it. That is the work we are here to do with you.

The HR&A Team brings three strengths that make us the right partner for this moment:

1. We will be in the trenches with you, from day one through final agreement.

You deserve a partner who has done this before and will show up fully for every stage of the work. HR&A has supported towns and growing communities across the country through the entire arc of the public-private development process, from early developer conversations and deal structuring, through pro forma negotiation, infrastructure cost review, and Development Agreement execution. We won't just analyze and report back to you. We will sit at the table with you, work through the hard questions together, and build your team's capacity so that you and your staff fully understand what is being proposed and why at every turn. The goal is that when the Village enters this partnership, you do so knowing you have advocated for

Pinehurst's best interests because we will have done that work together, step by step. HR&A's Raleigh-based office gives you a local team who understands your context. We are your neighbors, and we will be engaged and available at every stage of this process, from the earliest developer negotiations through the execution of a Development Agreement.

2. We have deep experience helping North Carolina communities navigate development partnerships that are right-sized for their needs.

Our work spans cities and towns across the state, from Fayetteville to Durham to Wilson to Asheville, and in each case we have helped public clients work through land conveyance, pro forma review, infrastructure cost analysis, and Development Agreement negotiation. We understand that what you need as a community like Pinehurst is different from what a large urban city needs. You need a partner who listens first, who understands the political and community dynamics you are navigating, and who can structure a transaction that supports meaningful growth and genuine placemaking, not just financial optimization. That is the orientation we bring to every engagement, and it is the orientation we will bring to this one.

3. We know how to build great places by building off the character and history that defines them.

Your team will benefit from our hands-on experience planning and realizing exceptional mixed-use communities across the Southeast, working closely with municipalities to shape developments that are financially viable, authentically rooted in their context, and built to last. We also bring relevant expertise in historic preservation planning, understanding what makes a place like Pinehurst irreplaceable, and how new development can reinforce rather than erode that quality. We do not come to this work assuming that growth and preservation are forces you have to choose between. In our experience, the most enduring and economically successful places are the ones that grow thoughtfully, where new development draws its character from what already exists, and where the integrity of the historic fabric makes every new investment more valuable. That is the framework we will bring to every recommendation we make on your behalf.

We are honored by the opportunity to serve as your partner in this work and look forward to the conversation ahead.

Sincerely,



Stan Wall, P.E.

Partner-in-Charge

HR&A Advisors, 1700 K St NW Suite 720, Washington, DC 20006

swall@hraadvisors.com

(202) 210-4190

Imran Aukhil

Principal

HR&A Advisors, 1 Glenwood Ave 5th floor, Raleigh, NC 27603

iaukhil@hraadvisors.com

(919) 931-7106



Firm Profile

HR&A Advisors, Inc. (HR&A) is an employee-owned company advising public, private, non-profit, and philanthropic clients on how to increase opportunity and advance quality of life in cities. We are a real estate, economic development, policy firm with a range of practice areas, disciplines and expertise that speak to our ability to support the creation of vital places, building more equitable and resilient communities, and improving people's lives.

HR&A Advisors, Inc. (HR&A) helps create more equitable, resilient, and dynamic communities. Our work turns vision into action through rigorous analysis, strategy development, and implementation planning. We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over forty years.

With 200 professional staff and offices in Raleigh, Washington DC, New York, Los Angeles, Boston, Atlanta, and Dallas, we have a presence that allows us to serve clients worldwide. From Southern California to Brooklyn, and London to Medellín, we have guided hundreds of clients in transforming real estate and economic development concepts, and public infrastructure, first into actionable plans then into job-producing community-strengthening assets. We have served a range of clients – real estate owners and investors, hospitals and universities, cultural institutions, community development organizations and governments – since 1976.

Project Understanding

Pinehurst has earned its place as one of the most distinctive communities in the American South. Its designation as a National Historic Landmark District, its standing as home to one of the most celebrated courses on the PGA Tour, and its deeply rooted sense of place are not accidents. They are the product of generations of intentional stewardship. The Village Place Core redevelopment is the next chapter in that stewardship. This work deserves to be approached with the same care and deliberateness that has defined Pinehurst's history.

The opportunity before the Village is genuinely exciting. Approximately 13 acres adjacent to the Village Center can become a walkable, mixed-use extension of the Village core, one that adds housing diversity, economic vitality, and improved connectivity. This is not a small undertaking. Navigating a complex transaction, balancing competing interests, and making decisions that will shape Pinehurst for decades requires getting every step right. Getting every step right starts with having the right partner at your side.

Why HR&A

The Village has done the foundational planning work. The 2019 Comprehensive Plan and the Village Place Small Area Plan provide a clear vision and a strong framework. The Village has also moved meaningfully toward identifying a preferred development partner in Rhetson Development. The task now is to ensure that the transaction that follows is fair, defensible, and fully consistent with that vision.

That requires more than a reviewer or a technical analyst. The Village needs a partner with the expertise to stress-test every assumption, the presence to work through hard decisions alongside you, and the judgment to know when to push back and when to move forward. We have supported municipalities across North Carolina and the country through exactly this kind of work. Our value was not just in the analysis we produced. It was in the trust we built with our clients along the way. We will meet with your team regularly, keep you ahead of every decision point, and make sure that when the Village sits across the table from a developer, you do so with full clarity about what the Village owns, what that land is worth, and what you should expect in return.

We also bring something that is harder to quantify but just as important: a genuine understanding of what Pinehurst is trying to accomplish. The Village is not simply trying to complete a real estate transaction. Pinehurst is trying to grow in a way that

honors the past and strengthens the future. We have helped small towns across North Carolina do exactly that. We know how to navigate development partnerships that serve the full range of community needs, not just financial return, but meaningful placemaking, community character, and long-term stewardship. That goal will shape every deliverable, every meeting, and every recommendation we make.

Our Commitments to the Village

Rigorous, Independent Financial Analysis We will review all appraisal materials, demolition and infrastructure cost estimates, and developer pro formas with a critical and experienced eye. We will not simply accept conclusions. We will test assumptions, identify risks, and give you a clear picture of where the proposed deal is strong and where further negotiation is needed. The Village will never be in a position of having to take a developer's word for anything.

Plain-Language Communication for Public Decision-Making Complex financial and real estate analysis is only useful if the people who need to act on that analysis can understand what is being said. We will translate our findings into clear, accessible language. Executive summaries, Council presentations, and talking points will ensure that your staff, your elected officials, and your community can engage with confidence in every public forum.

Alignment Between Financial Terms and Plan Vision The Small Area Plan is not background context for us. The Plan is a standard we will hold the transaction to. We will ensure that every financial and real estate term in the Development Agreement actively reinforces the Village's adopted plans, covering building scale, phasing, public realm improvements, and long-term stewardship. A deal that pencils out financially but undermines the Village's vision is not a good deal. We will not treat that kind of outcome as acceptable.

A Trusted Partner for the Long Term What distinguishes us is not just what we know. How we work is equally important. We build genuine partnerships with our clients. We are transparent about what we are seeing, direct about what we recommend, and committed to being present for as long as the work requires. Our goal is not to hand you a report and move on. Our goal is to walk with you through every stage of this process, from the first developer negotiation to the final Council vote, so that when this chapter closes, the Village has not just a signed agreement, but the confidence that every decision was made thoughtfully, transparently, and in Pinehurst's best interest.

Scope of Work

The following scope of work reflects our approach to this engagement and provides detail on how we will structure our work with the Village through each stage of the transaction process.

Task 1: Kickoff & Project Setup

We will begin with an in-person kickoff meeting with the Village Manager and key Village staff. This meeting will serve as the foundation for our engagement. We will affirm project objectives, confirm roles and responsibilities, and establish the communication protocols that will keep our work moving efficiently throughout the engagement.

Prior to the kickoff, we will conduct up to two virtual meetings with Village staff to gather relevant background materials and prepare a focused agenda. At the kickoff itself, we will discuss our understanding of existing materials, including the Village Place Small Area Plan, any prior appraisals, developer correspondence to date, and parcel-level data for the Village Place Core area. We will conclude the meeting with a site walk to ground our team in the physical context.

Task 2: Ongoing Project Management & Partnership

This engagement will require sustained, active management across multiple concurrent workstreams. The HR&A Team will maintain a consistent and predictable presence with Village staff throughout the life of the project while accommodating the variability that typically comes with that public-private transactions.

On a weekly basis, we will hold brief virtual check-ins with Village staff to review project status, surface emerging issues, confirm outstanding needs, and ensure our team has everything required to keep work moving. These sessions are designed to be efficient and focused, typically lasting 30 to 45 minutes.

On a monthly basis, we will meet in person with Village staff to review major milestones, work through key decision points, discuss strategic direction, and prepare for any upcoming Council touchpoints. These sessions will be more substantive and will serve as the primary forum for workshopping findings before they are finalized.

Task 3: Appraisal Review & Real Estate Advisory

The foundation of any fair and defensible transaction is a rigorous, independent assessment of land value. HR&A will conduct a thorough review of all third-party

appraisal materials prepared for Village-owned parcels within the Village Place Core, providing the Village with an independent perspective on whether the conclusions are reasonable, well-supported, and aligned with the Village's interests.

Our review will assess fair market value conclusions for each parcel anticipated for conveyance, evaluate the assumptions underlying those conclusions, and identify any extraordinary assumptions or hypothetical conditions that may affect the reliability of the findings. We will pay particular attention to how a development scenario appraisal assesses demolition obligations, phasing scenarios, and subdivision requirements and whether those treatments are appropriate given the Village's specific circumstances.

Where we identify risks, limitations, or areas requiring clarification, we will flag them clearly and provide our professional judgment on how they should be addressed before the Village proceeds with the transaction.

Deliverables. HR&A will provide:

- Executive memorandum capturing our appraisal review and real estate insights, including independent findings, identified risks, and recommendations for Village decision-makers.

Task 4: Demolition & Infrastructure Cost Review

Before the Village can evaluate the fairness of any proposed transaction, it needs confidence in the cost side of the equation. HR&A will independently review the estimated costs associated with demolishing Village-owned buildings and constructing the public infrastructure improvements that the developer proposes to deliver, including roads and utilities.

Our review will assess whether the cost estimates are reasonable given current market conditions, whether contingencies and risk allocations are appropriate, and whether the proposed treatment of these costs as value offsets, in-kind consideration, or separate reimbursement mechanisms is consistent with market norms for comparable public-private transactions. We will also test them against our portfolio of recent cost data. We will integrate our findings into the broader financial analysis in Task 5. We will share these findings in our weekly meetings with Village staff.

Task 5: Financial & Transaction Analysis

The core of our engagement is ensuring that the Village fully understands the financial dimensions of the proposed transaction and that any agreement reflects a

fair and equitable exchange of value. HR&A will conduct a comprehensive financial and transaction analysis that builds on our appraisal and cost review findings.

We will review and critically evaluate the developer's pro forma, identifying the key assumptions that drive project feasibility and testing whether those assumptions are grounded in current market realities. We will conduct a full value exchange analysis that traces the flow of value across all components of the transaction, including land conveyance, infrastructure construction, demolition obligations, and other value drivers. Where the pro forma contains assumptions about construction costs, absorption rates, or market conditions that carry significant uncertainty, we will run sensitivity analyses to help the Village understand the range of outcomes and associated risks.

We will also provide a net public benefit assessment that evaluates whether the proposed transaction, taken as a whole, delivers fair and reasonable value to the Village and its taxpayers. This assessment will consider not only the direct financial terms of the deal but also the long-term fiscal and community benefits that the redevelopment is expected to generate.

Deliverables. HR&A will produce:

- Financial advisory memorandum summarizing key assumptions, cost allocations, sensitivity analysis findings, and net consideration to the Village.
- Executive-level summary – in either a memorandum or briefing book format – suitable for inclusion in a Village Council agenda packet, translating complex financial findings into clear, accessible language for elected officials and the public.

Task 6: Development Agreement & Transaction Support

A strong financial analysis is only as valuable as its ability to shape the terms of the actual agreement. HR&A will work closely with Village staff to translate our financial findings into clear, defensible transaction terms for inclusion in the Development Agreement, ensuring that the analytical work we have done is reflected accurately in the legal and contractual framework.

We will provide written comments on the proposed Development Agreement, addressing financial terms, land conveyance provisions, infrastructure obligations, phasing requirements, and risk allocation. Our comments will be specific and actionable, designed to help Village staff and legal counsel refine the agreement rather than simply identify concerns.

We will support Village Council presentations and public Q&A, preparing materials that communicate complex financial and transactional findings in plain, accessible language. Our scope includes up to four formal meetings or work sessions, virtual or in person, with additional touchpoints available as the negotiation requires.

Deliverables. HR&A will provide:

- Written comments on the proposed Development Agreement addressing financial terms, land conveyance provisions, infrastructure obligations, phasing, conditions, and risk allocation.
- Presentation materials for Village Council consideration, designed to support confident, informed decision-making by elected officials and Village leadership.

Task 7: Plan Consistency & Regulatory Advisory

The Village has invested significantly in the Village Place Small Area Plan, and the redevelopment of the Core must reinforce that vision, not work around it. HR&A will provide advisory services throughout the engagement to help ensure that the proposed development concepts and the terms of the Development Agreement remain fully consistent with the Village's adopted plans and policy direction.

We will review proposed development concepts against the Small Area Plan and propose potential adjustments that may be needed to maintain consistency with the Village's expectations for building scale, placement, pedestrian connectivity, public realm quality, and phasing. We will advise Village staff on the appropriate conditions, performance standards, and requirements to be incorporated into the Development Agreement, and we will assist in drafting clear, enforceable plan-consistency provisions that give the Village meaningful tools to hold the developer accountable over time.

Critically, we will ensure that the financial and real estate terms of the transaction actively support the Village's planning objectives rather than creating pressure to compromise on them.

A Note on Timeline

Public-private development transactions of this nature do not move on a fixed schedule. In our experience, engagements like this typically span 6 to 12 months, though they can extend further depending on negotiation complexity, Council deliberation, and the pace at which agreement is reached on key terms. We build

our engagements to flex with the process. We are development project managers on behalf of our clients, and we will be here for as long as the Village needs us.

Qualifications

Municipal and Institutional Redevelopment in North Carolina



Client: City of Fayetteville

Location: Fayetteville, NC

Completion: Ongoing

Fayetteville P3 Real Estate Advisory

On behalf of the City of Fayetteville, HR&A Advisors in partnership with MKSK is creating a redevelopment strategy for a 9.33-acre City-owned parcel at the corner of Blount and Gillespie Streets, with catalytic potential just south of Downtown Fayetteville. HR&A is guiding a visioning process grounded in community priorities and market feasibility to define a preferred development concept that advances goals around mixed-income housing, public space, and broad economic growth. The team reviewed existing market conditions and is engaging community stakeholders, City officials, and local partners through public workshops and one-on-one conversations to shape a concept that reflects both opportunity and local context. Following refinement of the preferred concept, HR&A will identify a preferred development strategy that will inform future implementation steps for the City. This may include advancing the project to a solicitation to identify a development partner, implementing interim infrastructure improvements, or creating an activation strategy to bring energy to the site while market conditions improve.



Client: Wake Forest Innovation Quarter

Location: Winston-Salem, NC

Completion: Ongoing

Winston-Salem iQ2 Real Estate Advisory

HR&A supported the Winston-Salem Innovation Quarter by providing analysis to inform planning for iQ Phase 2. HR&A conducted a market analysis evaluating the performance and demand outlook for retail, multifamily, hotel, and office uses and assessed the feasibility and timing of the program identified in the master plan. To evaluate the growth potential of the region's life sciences ecosystem, HR&A held discussions with faculty and researchers in regenerative medicine and related fields to document current and anticipated space needs and to understand factors influencing future expansion.

HR&A also prepared an economic and fiscal impact study estimating the effects of constructing and operating iQ2 and developed models of existing and potential Tax Increment Financing (TIF) scenarios to assess their capacity to support required infrastructure. HR&A has prepared RFQ and RFP

documents and is currently initiating the developer solicitation process to deliver 2.5 million SF of space in IQ2.



Client: Gateway Research Park
Location: Greensboro, NC
Completion: Ongoing

Gateway Research Park Visioning and Planning

HR&A spearheaded a visioning strategy to revamp Gateway Research Park's innovation ecosystem and governance structure in Greensboro, NC. HR&A conducted a comprehensive analysis of the region's industry dynamics to identify current opportunities and emerging sectors. As part of this process, HR&A performed an in-depth assessment of the region's socioeconomic conditions to ensure the park's mission aligns with community needs. HR&A also developed a governance strategy to enhance the park's ability to meet market demand and advance the mission of its primary anchor institution, North Carolina Agricultural and Technical State University (NC A&T), the largest HBCU in the country. To inform governance strategy, HR&A conducted stakeholder interviews with Gateway board members, local leaders, and key individuals at NC A&T. As a final deliverable, HR&A prepared a development strategy that would align governance, financial and business planning, and innovation ecosystem needs to strengthen the research park and deliver institutional goals for NC A&T.



Client: City of Wilson
Location: Wilson, NC
Completion: Ongoing

Wilson Mall Redevelopment Strategy

HR&A is partnering with HDR to support the City of Wilson in advancing the redevelopment of the Wilson Mall. The redevelopment is contemplated to yield a walkable mixed-use development that can support investments in dynamic open space and new stormwater management infrastructure that will help address persistent flooding challenges across the city. The Wilson Mall has roots as a successful retail development and civic gathering space dating back to its opening in the 1960s. However, in recent years the mall faced declining visitation and increasing vacancies, prompting the property owner to close the mall in 2013 and allowing the City to acquire the property in 2023. HR&A and HDR are supporting the City in assessing the potential for mixed use development to revitalize the property and serve as a tool for offsetting the costs of investment in significant stormwater management infrastructure. HR&A conducted a market scan to understand the current demographic and real estate landscape followed by a high-level residual land value analysis to outline the initial feasibility of different development uses on site. This study will position the City to identify preliminary development feasibility to inform early-stage redevelopment scenario decisions.



Client: Greenville Arena District
Location: Greenville, NC
Completion: 2025

Greenville Arena District Master Plan and Impact Study

On behalf of the Greenville Arena District and as part of a team led by LS3P, HR&A is supporting the development of a strategy to transform the Bon Secours Wellness Arena and its surrounding neighborhood into a lively, mixed-use entertainment district, serving as the gateway to downtown Greenville. The strategy will consider the feasibility and economic impacts of improvements to the arena and the construction of complementary uses such as flexible event and meeting venues, restaurants, retail and open space.

HR&A initiated the process by conducting a market analysis to assess the potential for mixed-use development around the arena. This involved researching market trends for multifamily housing, retail, hotel, and office uses, and engaging with local developers and brokers to identify development barriers and opportunities. The analysis will help shape potential development concepts for the entertainment district. The findings will also inform key inputs for a future financial feasibility analysis and an economic impact study of the arena's renovation and new ancillary development.



Client: H. Lee Moffitt Cancer Center & Research Institute
Location: Tampa, FL
Completion: 2025

South Hills Mall Redevelopment Strategy

On behalf of Loden Development, HR&A supported redevelopment planning for the South Hills Mall in Cary, NC. Cary has experienced a population boom in recent years, attracting talent desiring proximity to Research Triangle Park, key anchor universities, and the state capital. This has led Cary to be identified as one of the ten fastest growing cities in the country. As this momentum continues, key commercial corridors are becoming ripe for redevelopment opportunities to better serve existing and new residents, such as South Hills Mall. To facilitate redevelopment efforts, Loden Properties has pursued rezoning of South Hills Mall to create a new mixed-use district including over 2,500 multifamily units, 600,000 square feet of commercial uses, and various public recreational and open space amenities.

To support project feasibility, HR&A conducted an analysis of a range of infrastructure funding tools, including tax increment financing and a business improvement district, and quantified the potential funding that could result from the creation of various iterations of funding districts. HR&A compared the financing capacity associated with new development to eligible costs associated with infrastructure, open space, parking, and other uses.



Client: GoTriangle
Location: Raleigh, NC
Completion: 2022

Joint Development Advisory for Union Station Bus Facility, Raleigh NC

On behalf of GoTriangle, HR&A evaluated the feasibility of joint development of the Raleigh Union Station Bus Facility in Downtown Raleigh. HR&A began its work by leading a visioning session with GoTriangle to identify its programmatic and policy priorities for development that leverages the air rights over the bus facility. HR&A then conducted a market scan to identify the market and financial feasibility of potential uses, including residential, office, retail, and hotel. Working with Gensler and Balfour Beatty, HR&A articulated three conceptual joint development programs and undertook a detailed financial feasibility analysis of each program to assess the alignment of each program with private sector return expectations and GoTriangle's financial goals. HR&A presented the preferred programs to GoTriangle's Board of Directors to confirm the parameters of GoTriangle's joint development strategy going forward. HR&A provided GoTriangle with an implementation roadmap to advance the joint development process, including recommendations regarding an appropriate financial structure and a critical path for GoTriangle to address key development issues.

HR&A managed a solicitation process to secure a qualified joint development partner for the project, consisting of a Request for Qualifications (RFQ) stage and Request for Proposals (RFP) stage. HR&A then drafted the RFQ and RFP documents and supported GoTriangle's evaluation committee in reviewing proposals, with a focus on evaluating proposed financial and business terms. Finally, HR&A supported GoTriangle in negotiating a ground lease term sheet with its preferred development partner, Hoffman Associates.

Development Implementation Support



Client: Office of the Deputy Mayor for Planning and Economic Development
Location: Poplar Point, DC
Completion: Ongoing

Poplar Point Redevelopment Owners Representative, Washington, DC

HR&A is currently serving as owners representative to the District's Office of the Deputy Mayor for Planning and Economic Development (DMPED) to advance redevelopment of Poplar Point, a 110-acre brownfield site along the Anacostia River in Washington, DC. The site is owned by the National Park Service (NPS), and HR&A is working closely with both the District and NPS to facilitate transfer of the property to the City for future mixed-use development. As a first step toward transfer, the team is actively engaged with NPS to coordinate relocation and construction of several large facilities. In partnership with AECOM, the project team has developed a conceptual layout for new NPS facilities and is advancing cost estimating and financial analysis to determine the overall feasibility of relocation at various sites.

Simultaneously, HR&A is working with NPS, DMPED, the Office of Planning, and the Department of Energy and Environment (DOEE) on an environmental assessment and master planning process for Poplar Point. HR&A is leading extensive public and agency stakeholder engagement that will culminate in a development framework and rezoning recommendation for the site. Following both property transfer and master plan creation, HR&A will continue to assist the District in the planning and design required to support future private development.



Client: Rowen Foundation, Inc.
Location: Atlanta, GA
Completion: Ongoing

Rowen Strategic Lead and Embedded Management, Atlanta, GA

Since 2020, HR&A has been retained as management and staff of the Rowen Foundation, a newly formed not-for-profit foundation responsible for the development, marketing and operations of [Rowen](#), a 2,000-acre innovation district in Metro Atlanta. HR&A, operating as the [Rowen Foundation](#), serves as manager and steward of Rowen's mission to be a center for jobs, opportunity and innovation at the convergence of medicine, agriculture, and environmental science.

HR&A serves as the executive leadership and staff leading all facets of Rowen, reporting to the Rowen Foundation [board of](#)

[directors](#) and to Rowen’s funding partner, Gwinnett County, GA.

HR&A has been closely involved in Rowen since its infancy, providing all real estate and economic impact feasibility analyses that have guided the project’s launch. HR&A led the formation of Rowen’s governance and operational structure and budget, as well as its partnership and marketing strategy built on the experience and expertise of HR&A partners Bob Geolas and Mason Ailstock. Serving as staff of the Rowen Foundation, and acting as owner, HR&A leads all real estate and infrastructure development, governance and board management, partnership and marketing activities, as well as day-to-day operations of the Rowen Foundation and Rowen project.

Rowen’s first phase of development was completed in 2024, delivering two miles of roadway, multiuse trails, utilities, telecommunications infrastructure, and public greenspace for future users. This first phase of infrastructure unlocks nearly 800 acres of land for development, which the foundation is actively marketing prospective tenants aligned with Rowen’s target industries.

In March 2026, the Rowen Foundation secured its first tenant: a global biopharmaceutical manufacturer committing \$2 billion in capital investment and creating more than 300 jobs on site. This milestone sets the stage for the Rowen Convergence Center, the project’s first vertical building, slated to break ground in July 2027. HR&A’s role in staffing the Rowen Foundation and leading implementation of the project is expected to continue through future phases of development.



Client: H. Lee Moffitt Cancer Center & Research Institute
Location: Tampa, FL
Completion: 2025

Moffitt Cancer Center Innovation District | Speros FL

HR&A is supporting the planning and development of Moffitt Cancer Center’s innovation district, ‘Speros FL,’ outside of Tampa, Florida. In 2018, Moffitt purchased 775 acres 30 miles north of its headquarters in Tampa for the purpose of establishing a world-class clinical, life science research, and digital innovation district. Entitled for up to 24 million square feet of development, Speros FL will be built out over many decades, leveraging tremendous regional growth from Moffitt’s continued expansion.

In a first phase of work, HR&A supported internal visioning and strategy development to identify Moffitt’s core research and clinical strengths and distill a core set of goals and strategies for

the district. Next, HR&A worked closely with design team HOK and civil engineer Ardurra to ensure that market constraints, and Moffitt's mission, clinical, and revenue goals were reflected in the site's master plan. HR&A then led the development strategy for the first phase of research, clinical and dry lab space at SPEROS FL. HR&A led the solicitation and selection process to engage a developer to lead the first phase of dry lab facilities at SPEROS FL. HR&A continues to provide strategy support to Moffitt in advancing SPEROS FL.

Iconic and Cultural District Support



Client: Maryland-National Capital Park and Planning Commission (MNCPPC)
Location: Silver Spring, MD
Completion: 2025

Jesup Blair House Relocation Study

On behalf of Montgomery Parks, a division of Maryland-National Capital Parks and Planning Commission (M-NCP), HR&A evaluated opportunities to reuse Jesup Blair House, a historic structure located inside Jesup Blair Park in Silver Spring, MD. As Montgomery Parks embarked upon a master planning exercise to re-envision the surrounding park's usage and design, the agency determined that a focused analysis of reuse opportunities for the House was required. HR&A analyzed several typologies of potential uses, including food and beverage establishment, community recreation center, arts and culture facility, and commercial office space. For each typology, HR&A identified the use's competitiveness in the surrounding market, operating and capital cost considerations, design and locational considerations, and implementation considerations. Ultimately, HR&A narrowed down reuse opportunities to identify two potential re-use scenarios for further study.



Client: Maryland-National Capital Park and Planning Commission (MNCPPC)
Location: Clarksburg, MD
Completion: 2024

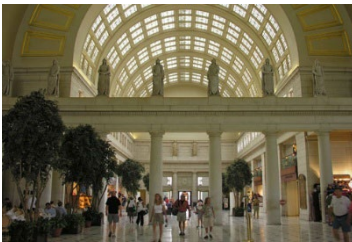
Clarksburg Gateway Sector Plan

On behalf of the Maryland National Capital Parks and Planning Commission (MNCPPC), HR&A evaluated the financial feasibility of adaptive reuse for a large R&D facility outside Washington, DC. The nearly 500,000-square-foot building was designed by world-renowned architect Cesar Pelli and occupied by COMSAT until 1997. Despite its distinctive architectural design and prominent location along I-270, the facility has remained largely vacant for over a decade.

HR&A was engaged to assess the feasibility of adaptive reuse and inform a recommendation to the Historic Preservation Commission regarding historic designation. First, HR&A developed several detailed case studies demonstrating how adaptive reuse had been used at large-scale suburban sites to reposition outdated real estate and create vibrant mixed-use centers. Next, HR&A developed a financial model to evaluate

development scenarios created by a third-party design team. Development scenarios considered not only adaptive reuse of the historic structure, but also ancillary mixed-use development at a range of densities across the 200-acre site. Financial analysis incorporated funding mechanisms to enhance feasibility, such as tax abatements, historic tax credits, parking reductions, subsidies, and improved market conditions, and was grounded in local market conditions.

HR&A's analysis determined that adaptive reuse was not feasible at the site without significant funding support or sufficient low-density ancillary development to cross-subsidize the reuse. HR&A presented findings to the Montgomery County Planning Board in November 2024. As a result, planning staff chose not to recommend historic designation, determining that resources could be allocated elsewhere to more effectively support housing and economic development goals.



Client: Union Station Redevelopment Corporation

Location: Washington, DC

Completion: 2018

Union Station 2nd Century Master Development Plan, Washington, DC

On behalf of the Union Station Redevelopment Corporation and its partners Amtrak and Akridge, HR&A supported the creation of the Washington Union Station 2nd Century Master Development Plan. This plan furthers the vision of the Amtrak Washington Union Station Terminal Master Plan and the goals of expanding the functionality of the historic facility in a manner that respects the existing historic structure while expanding station capacity, enhancing the customer experience, and improve existing operations.

Union Station is one of the busiest stations on the Northeast Corridor and sited at the intersection of three unique and thriving DC neighborhoods; NoMa, the H Street Corridor, and Capitol Hill. Situated at the nexus of these neighborhoods, Union Station is positioned to become the retail anchor for a significant section of the District.

HR&A estimated the visitation and retail capacity of the development plan, which included a retail market and financial analysis to inform a retail configuration and mix that will generate the greatest revenue potential. This analysis incorporated the expected future residential, office, and hospitality market growth in adjacent areas, including Burnham Place, a 3 million square foot mixed-use air rights development above the existing tracks behind the historic station building. HR&A also advised on urban design and open space analysis to

ensure that the retail programming is an integrated component of the development plan and respects existing building assets.

Conflicts of Interest Disclosure

HR&A Advisors, Inc. and all members of our project team have no past or current relationships with Rhetson Development, any property owners within the Village Place Core, or the Village of Pinehurst. No member of our team is currently under contract with, or proposing work for, the preferred developer on the Village Place Core project or any related engagement. We have reviewed this requirement carefully and can confirm that our team has no conflicts of interest that would affect our ability to serve as an independent advisor to the Village. Our sole obligation in this engagement would be to the Village of Pinehurst and its interests.

Schedule

Task	Estimated Timeframe
Kickoff + Project Management	Month 1
Task 1: Appraisal Review & Real Estate Advisory	Month 2
Task 2: Demolition & Infrastructure Cost Review	Month 2-3
Task 3: Financial & Transaction Analysis	Months 3-5
Task 4: Development Agreement & Transaction Support	Months 5-7
Task 5: Plan Consistency & Regulatory Advisory	Months 7-8

Our Team



Pronouns: He/Him/His

Education

University of Pennsylvania, Master of Business Administration, Real Estate and Finance, 1999

Pennsylvania State University, Bachelor of Science, Architectural Engineering, 1995

Work Experience

HR&A Advisors, Inc., 2015 – Present
Washington Metropolitan Area Transit Authority, Director of Real Estate and Station Planning, 2012 – 2015

Wall Development Group, Founder & President, 2006 – Present

Jones Lang LaSalle, Vice President, Public Institutions, 2002 – 2006

Washington Metropolitan Area Transit Authority, Capital Program Manager, 2001 – 2002

Deloitte Consulting, Manager, 1997 – 2001

Bovis Lend Lease, Project Engineer, 1995 – 1997

Affiliations

Urban Land Institute, Transit Oriented Development Council, Member, 2016 – Present

Stan Wall, P.E. | Partner

Stan Wall brings over 20 years of public-private real estate experience in the Washington Metro Area market. Stan counsels public and private clients on complex real estate projects by advising on strategy, planning, finance, development, and construction. Prior to joining HR&A, Stan was the Director of Real Estate and Station Planning at the Washington Metropolitan Area Transit Authority, where he led the organization's transit-oriented development program and advanced the development of the organizations land holdings around the Washington Metropolitan region. Stan is also the founder of Wall Development Group, an organization that pursues opportunities focused on sustainable development, urban infill, and public-private partnerships.

Public Private Partnership Advisory for the City of Fayetteville, NC

Led and HR&A team supporting the City of St. Petersburg in evaluating four shortlisted developer proposals for development of the 86-acre Tropicana Field Site, home to the Tampa Bay Rays ballpark. A former urban renewal site that displaced one of St. Pete's historic Black communities, the City's RFP redevelopment plan seeks to drive an equitable development framework that creates significant community benefits and recognizes the site's legacy through mixed-use development on the site (and the redevelopment of the ballpark). Derek supported the City team's preparation for interviews with the development teams, oversaw preparation of a summary of the proposals' key elements and strengths and weaknesses, and oversaw evaluation of the economic, fiscal, and community impacts associated with each proposal. Continuing to support the City's preparations to further narrow to a preferred development partner for negotiation of key business terms leading to an initial term sheet on which the parties can base negotiations toward a development agreement.

South Hills Mall Redevelopment Strategy

On behalf of Loden Development, HR&A supported redevelopment planning for the South Hills Mall in Cary, NC. Cary has experienced a population boom in recent years, attracting talent desiring proximity to Research Triangle Park, key anchor universities, and the state capital. This has led Cary to be identified as one of the ten fastest growing cities in the country. As this momentum continues, key commercial corridors are becoming ripe for redevelopment opportunities to better serve existing and new residents, such as South Hills Mall. To facilitate redevelopment efforts, Loden Properties has pursued rezoning of South Hills Mall to create a new mixed-use district including over 2,500 multifamily units, 600,000 square feet of commercial uses, and various public recreational and open space amenities. To support project feasibility, HR&A conducted an analysis of a range of infrastructure funding tools, including tax increment financing and a business improvement district, and quantified the potential funding that could result from the creation of various iterations of funding districts. HR&A

ULI Washington-Baltimore, Regional
TOD Council, Member, 2013 –
Present

Landscape Architecture Foundation,
Board Member, 2016 – Present

Maryland Sustainable Growth
Commission, Commission Member,
2014 – 2015

compared the financing capacity associated with new development to eligible costs associated with infrastructure, open space, parking, and other uses.

Clarksburg Gateway Sector Plan

Evaluated the financial feasibility of adaptive reuse for a large R&D facility outside Washington, DC. Developed several detailed case studies demonstrating how adaptive reuse had been used at large-scale suburban sites to reposition outdated real estate and create vibrant mixed-use centers. Created a financial model to evaluate development scenarios created by a third-party design team. Considered both adaptive reuse of the historic structure, and ancillary mixed-use development at a range of densities for the development scenarios. Conducted financial analysis that incorporated funding mechanisms to enhance feasibility, such as tax abatements, historic tax credits, parking reductions, subsidies, and improved market conditions, and was grounded in local market conditions.

Poplar Point Redevelopment Owners Representative

Serves as owners representative to the District's Office of the Deputy Mayor for Planning and Economic Development to advance redevelopment of Poplar Point, a 110-acre brownfield site along the Anacostia River in Washington, DC. Coordinates relocation and construction of several large facilities. Develops a conceptual layout for new facilities and advancing cost estimating and financial analysis to determine the overall feasibility of relocation at various sites. Leads extensive public and agency stakeholder engagement that will culminate in a development framework and rezoning recommendation for the site. Assist the District in the planning and design required to support future private development.

Greenville Arena District Master Plan and Impact Study

Conducted a market analysis to assess the potential for mixed-use development around the arena. Researched market trends for multifamily housing, retail, hotel, and office uses, and engaging with local developers and brokers to identify development barriers and opportunities.

Joint Development Advisory for Union Station Bus Facility

Evaluated the feasibility of joint development of the Raleigh Union Station Bus Facility in Downtown Raleigh. Led a visioning session with GoTriangle to identify its programmatic and policy priorities for development that leverages the air rights over the bus facility. Conducted a market scan to identify the market and financial feasibility of potential uses, including residential, office, retail, and hotel. Working with Gensler and Balfour Beatty, articulated three conceptual joint development programs and undertook a detailed financial feasibility analysis of each program to assess the alignment of each program with private sector return expectations and GoTriangle's financial goals. Presented the preferred programs to GoTriangle's Board of Directors to confirm the parameters of GoTriangle's joint development strategy going forward. Provided GoTriangle with an implementation roadmap to advance the joint development process.



Pronouns: He/Him/His

Imran Aukhil | Principal

Imran Aukhil combines a diverse background of finance, planning and architectural design, and institutional leadership to advise clients on complex, programmatically rich and economically viable development. With over a decade of experience working on private and public sector projects, Imran has extensive experience crafting executable strategies that drive results. Prior to rejoining HR&A in 2021, Imran worked at his alma mater, North Carolina State University, where he helped guide the planning of a 30-acre mixed-use innovation district. Leveraging his design and business training, Imran was a member of a team of executive leaders tasked with shaping and executing this complex development. Imran also previously worked at the Dilweg Companies, a real estate investment firm, where he participated in evaluating and underwriting nearly \$750 million in value-add transactions across the Southeast. Prior to receiving his MBA, Imran worked as an architectural design in various capacities in the Raleigh/Durham region of North Carolina. In addition to his role at HR&A, Imran also teaches a course in real estate development at North Carolina State University.

Education

The University of North Carolina,
Master of Business Administration,
2014

North Carolina State University,
Master of Architecture, 2011

North Carolina State University,
Bachelor of Environmental Design in
Architecture, 2009

Work Experience

HR&A Advisors, Inc., 2014 – 2015,
2021 – Present

North Carolina State University,
Assistant Director, Real Estate &
Development, 2017 – 2021

The Dilweg Companies, Analyst, 2015
– 2017

Gateway Research Park Visioning Strategy

HR&A is spearheading a visioning strategy to revamp Gateway Research Park's innovation ecosystem and governance structure in Greensboro, NC. HR&A is conducting a comprehensive analysis of the region's industry dynamics to identify current opportunities and emerging sectors. As part of this process, HR&A performed an in-depth assessment of the region's socioeconomic conditions to ensure the park's mission aligns with community needs. This work will also involve developing a governance strategy to enhance the park's ability to meet market demand and advance the mission of its primary anchor institution, North Carolina Agricultural and Technical State University (NC A&T), the largest HBCU in the country. As part of this process, HR&A is developing a governance strategy to enhance its ability to meet market demand and advance the mission of its primary anchor institution, North Carolina Agricultural and Technical University (NC A&T), the largest HBCU in the country. To inform the governance strategy, HR&A is conducting stakeholder interviews with Gateway board members, local leaders, and key individuals at NC A&T.

Winston Salem iQ2 Real Estate Advisory

Conducted a market analysis evaluating the performance and demand outlook for retail, multifamily, hotel, and office uses and assessed the feasibility and timing of the program identified in the master plan. Led discussions with faculty and researchers in regenerative medicine and related fields to document current and anticipated space needs and to understand factors influencing future expansion. Prepared an economic and fiscal impact study estimating the effects of constructing and operating iQ2 and developed models of existing and potential Tax Increment Financing (TIF) scenarios to assess their capacity to support required infrastructure.

Master Plan Support for the University of North Carolina at Chapel Hill

Advised on the real estate and economic development elements of a new campus master plan for the University of North Carolina at Chapel Hill. Engaged stakeholders to identify key space needs and real estate-driven opportunities for growth. Determined the market potential for multifamily, office, retail, and hotel development to advise the university on engagement with the private sector. HR&A also assessed off-campus University real estate holdings for potential future University development or public-private partnership opportunities, with a focus on innovation uses.

Wilson Mall Redevelopment Strategy

Assessed the potential for mixed use development to revitalize the property and serve as a tool for offsetting the costs of investment in significant stormwater management infrastructure. Conducted a market scan to understand the current demographic and real estate landscape followed by a high-level residual land value analysis to outline the initial feasibility of different development uses on site.



Ejiro Ojeni | Senior Analyst

Ejiro leads analytical and research support for projects at the intersection of community development, economic opportunity, and creative placemaking. She support cities and communities in designing and deploying strategic investments to ensure that every resident can sustain dignified livelihoods in their neighborhoods. In all of my work, she strive to center residents most vulnerable, ensuring solutions reflect their lived experience and priorities.

Pronouns: She/her/hers

Education

University of Pennsylvania, Master of City & Regional Planning, Urban Resilience Certificate, 2021

University of Pennsylvania, Bachelor of Science, Earth Sciences 2019

Work Experience

HR&A Advisors Inc., Senior Analyst, 2021 – present

Penn Institute of Urban Research, Research Assistant, 2020

Community Food Advocates, Volunteer Researcher, 2020

Affiliations

Urban Land Institute's Young Professionals Group, Member, 2021 – Present

United Nations and Millennium Campus Network's Millennium, Research Fellow, 2018-2019

Bronx Concourse Plaza Redevelopment Strategy

Leading development strategy for a large-scale site in the commercial and civic center of the Bronx, including visioning and financial analysis to support a first-phase commercial development of more than 300,000 square foot. Conducted a market analysis to advise on the most viable program for redevelopment and assessed the financial feasibility of potential programs. Managed the private developer's response to a New York City request for proposals to provide 100,000 square feet of City agency office space within the development. Drafted the proposal narrative to articulate the site's unique value, supported selection of the design team, conducted financial modeling to inform lease terms, and analyzed project impacts.

Town of Chapel Hill Affordable Housing Plan and Investment Strategy

Worked on behalf of the Town of Chapel Hill to develop an affordable housing plan and investment strategy to guide the Town's affordable housing programming over the next five years. Reviewed existing affordable housing plans, studies, programs, and policies, as well as conducted interviews with Town leadership, local service providers, and affordable housing advocates to understand current affordable housing challenges, performance of existing housing programs and remaining gaps, and confirm affordable housing priorities through 2028. Developed strategies to address the Town's affordable housing needs with input from Town staff, Town Council, and stakeholders. Drafted an affordable housing plan comprising of a public-facing executive summary that communicates the strategic framework and recommendations of the plan and a technical implementation guide that outlines key partners, resources, action steps, and milestones to ensure capacity exists for successful implementation.

DeKalb Creative District Vision and Implementation Plan

Facilitating the development of a vision and implementation plan that is focused on placemaking, creating equitable economic opportunities, mitigates displacement, and leverages the cultural and creative assets of Southwest DeKalb.

Indy Cultural Equity Plan

Partnered with the Indianapolis Department of Metropolitan Development to scope and explore the City's first Cultural Equity Plan. Conducted early-stage community outreach, research, and ideation to assess public perceptions of cultural identity, document current cultural conditions, and frame policy, partnership, and communications strategies intended for integration with the Comprehensive Plan. Established a foundational equity framework to inform future City and County approaches to cultural investment and programming, despite the plan not advancing to completion.

EXHIBIT A—Fee Proposal Template
Village Place Core Redevelopment – Real Estate and Financial Advisory Services

Respondents shall complete this template (or substantially similar format) and submit it under separate cover as their Fee Proposal. Fee information will be reviewed only after the most qualified firm has been identified.

Firm Name: HR&A Advisors

Primary Contact: Imran Aukhil

Phone: (919) 931-7106

Email: iaukhil@hraadvisors.com

1. Hourly Billing Rates

Provide the hourly billing rates for personnel expected to work on this engagement.

Personnel	Title/Role	Hourly Rate
Stan Wall, P.E	Partner	\$ 500
Imran Aukhil	Project Manager	\$ 455
Ejiro Ojeni	Senior Analyst	\$ 310
	Analyst/Research Analyst	\$ 250/195

2. Estimated Level of Effort by Task

Provide an estimated level of effort and estimated cost for each task described in Section IV of this RFQ. These estimates are intended to assist the Village in understanding anticipated scope and cost but will not constitute a fixed fee.

Task	Description	Estimated Hours	Estimated Cost
Task 1	Appraisal Review and Real Estate Advisory Services	37	\$ 12,490
Task 2	Demolition and Infrastructure Cost Review	37	\$ 12,490
Task 3	Financial and Transaction Advisory Analysis	130	\$ 41,500
Task 4	Development Agreement and Transaction Support	200	\$ 66,800
Task 5	Development Agreement and Regulatory Consistency Advisory	55	\$ 18,250
Total Estimated Cost			\$ 209,680 *

* Incorporates Project Kick-Off, Ongoing Project Management, data, and travel expenses. See cost breakdown sheet for more detail. \$209,680 is the total cost for the outlined services however we're willing to negotiate the final cost and establish a cap of \$200k.

3. Assumptions

Briefly describe the assumptions underlying the estimated level of effort.

Anticipated duration of engagement: 6 to 12 months from kickoff to final agreement

Estimated number of meetings or work sessions included: Weekly virtual check-ins
monthly in-person meetings(6-12 monthly meetings)

Key deliverables included in the estimates:

Written appraisal review memorandum, financial advisory memorandum,

Development Agreement comments, executive summary, and Council presentation materials

4. Optional Not-to-Exceed Estimate

Respondents may provide an optional not-to-exceed estimate for the services described in this RFQ.

Not-to-Exceed Amount (Optional): \$ 200,000

5. Reimbursable Expenses

No reimbursable expenses anticipated

Reimbursable expenses anticipated (describe below)

Certification

The undersigned certifies that the information provided above represents a good-faith estimate of the level of effort and fees associated with the services described in this RFQ.

Authorized Signature: 

Name and Title: Stan Wall, P.E

Date: 4/14/26

VILLAGE PLACE CORE REDEVELOPMENT — Fee Proposal

Real Estate and Financial Advisory Services | Village of Pinehurst, NC

Firm Name: HR&A Advisors, Inc.

1. Hourly Billing Rates

Personnel	Title / Role	Hourly Rate
Stan Wall, P.E.	Partner	\$500
Imran Aukhil	Principal	\$455
Ejro Ojeni	Senior Analyst	\$310
	Analyst	\$250
	Research Analyst	\$195

2. Estimated Level of Effort by Task

Task	Description	Stan Wall (Partner)	Imran Aukhil (Principal)	Ejro Ojeni (Sr. Analyst)	Analyst / RA	Estimated Cost	
		Hours	Hours	Hours	Hours	Low	High
Task 1	Project Kickoff and Setup	2	4	8	12	\$7,640	\$8,300
Task 2	Ongoing Project Management and Partnership	20	30	20	20	\$33,750	\$34,850
Task 3	Appraisal Review and Real Estate Advisory Services	4	8	10	15	\$11,665	\$12,490
Task 4	Demolition and Infrastructure Cost Review	4	8	10	15	\$11,665	\$12,490
Task 5	Financial and Transaction Advisory Analysis	10	20	40	60	\$38,200	\$41,500
Task 6	Development Agreement and Transaction Support	20	40	60	80	\$62,400	\$66,800
Task 7	Development Agreement and Regulatory Consistency Advisory	5	10	20	20	\$17,150	\$18,250
Expenses	Travel, Data, etc.					\$5,000	\$15,000
Total Estimated Cost		43	86	140	190	\$187,470	\$209,680

The low estimate uses the Research Analyst rate; the high estimate uses the Analyst rate.

EXHIBIT A—Fee Proposal Template
Village Place Core Redevelopment – Real Estate and Financial Advisory Services

Respondents shall complete this template (or substantially similar format) and submit it under separate cover as their Fee Proposal. Fee information will be reviewed only after the most qualified firm has been identified.

Firm Name: RCLCO

Primary Contact: Alex Shaia

Phone: (240) 644-1295

Email: ashaia@rclco.com

1. Hourly Billing Rates

Provide the hourly billing rates for personnel expected to work on this engagement.

Personnel	Title/Role	Hourly Rate
Erin Talkington	Managing Director	\$ 550
Alex Shaia	Principal	\$ 350
Andrea Gearhart	Vice President	\$ 300
TBD	Senior Associate	\$ 240

2. Estimated Level of Effort by Task

Provide an estimated level of effort and estimated cost for each task described in Section IV of this RFQ. These estimates are intended to assist the Village in understanding anticipated scope and cost but will not constitute a fixed fee.

Task	Description	Estimated Hours	Estimated Cost
Task 1	Appraisal Review and Real Estate Advisory Services	105	\$ 34,094
Task 2	Demolition and Infrastructure Cost Review	76	\$ 26,344
Task 3	Financial and Transaction Advisory Analysis	111	\$ 34,794
Task 4	Development Agreement and Transaction Support	102	\$ 35,744
Task 5	Development Agreement and Regulatory Consistency Advisory	54	\$ 20,944
Total Estimated Cost			\$ 151,920

3. Assumptions

Briefly describe the assumptions underlying the estimated level of effort.

Anticipated duration of engagement, estimated number of meetings or work sessions included, key deliverables included in the estimates:

RCLCO has scoped Phases 1 and 2 to be completed in the first 2 months of the engagement. Our experience is that the initial framework for a development agreement might come together within another 6-8 weeks, but RCLCO expects the final Tasks (3-5) to occur over about 3-4 months following the initial due diligence analysis. In total, RCLCO expects the work will be completed over the course of about 6 months; however, this timeline is entirely subject to progress made by the Development Partner and the Village as both parties advance a development agreement. Tasks 3-4 could be completed much quicker if the Village and Development Partner are moving expeditiously.

Our proposed fee and schedule assumptions include participation in two in-person meetings and several virtual meetings over the course of the assignment. Within each task, we expect at least one meeting either virtually or in person, at your discretion, to kick off the work and update the team on next steps. We expect that much of the time spent on Tasks 4 & 5 in particular will be meeting time – either virtual or in-person. Given the uncertainty around meeting dates and schedules, we are flexible and expect the meeting assumptions to change based on actual project requirements.

RCLCO believes the deliverable strategy outlined in the RFQ is appropriate. These deliverables include: Appraisal Review and Real Estate Advisory Memorandum, a Financial Advisory Memorandum, written comments on the proposed Development Agreement, an Executive-Level Summary Memo, and Village Council Presentation materials.

4. Optional Not-to-Exceed Estimate

Respondents may provide an optional not-to-exceed estimate for the services described in this RFQ.

Not-to-Exceed Amount (Optional): \$ NA


5. Reimbursable Expenses

- No reimbursable expenses anticipated
- Reimbursable expenses anticipated (describe below)

The professional fees exclude out-of-pocket travel, at this time, for two in-person meetings, RCLCO expects travel reimbursables to be no more than \$2,000 per person per trip, or \$8,000 total from two different trips outlined in this proposal.

Certification

The undersigned certifies that the information provided above represents a good-faith estimate of the level of effort and fees associated with the services described in this RFQ.

Authorized Signature: 

Name and Title: Alex Shaia, Principal

Date: 04/14/2026

VILLAGE OF PINEHURST

REQUEST FOR QUALIFICATIONS (RFQ)

Real Estate and Financial Advisory Services

Village Place Core Redevelopment

I. INTRODUCTION AND BACKGROUND

The Village of Pinehurst is a historic and vibrant community located in Moore County, North Carolina, renowned for its distinctive character, strong sense of place, and legacy as a premier golf destination. The Village is one of only two National Historic Landmark Districts in the State of North Carolina and is deeply rooted in its natural Sandhills setting and storied history.

Village Place is an area just north of the Village Center encompassing approximately 100 acres and containing a mix of community-supportive amenities, underutilized parcels, and legacy industrial uses that no longer reflect the character or long-term vision of Pinehurst. As identified in the Village's 2019 Comprehensive Plan and further refined through the Village Place Small Area Plan, this district is envisioned as a mixed-use, walkable extension of the Village Center. Redevelopment of Village Place presents a unique opportunity to expand Pinehurst's historic footprint while adding economic vitality, housing diversity, and improved connectivity.

To guide future public and private investment in Village Place, the Village engaged Design Collective to prepare the Village Place Small Area Plan. The plan provides detailed recommendations related to land use, urban design, zoning, market feasibility, transportation improvements, and development standards. It builds upon the founding planning principles of Tufts, Olmsted, and Manning—emphasizing walkability, character, and quality of life—and establishes a long-term framework for creating a more complete and vibrant district.

The Village is now focused on the Village Place Core, an approximately 13-acre redevelopment area located south of McCaskill Road that includes the Pinehurst Brewery and is adjacent to The Manor Inn. The Village of Pinehurst currently owns and controls approximately 8 of the 13 acres within this core area. A map illustrating the Village Place Core and proposed phasing is included in Appendix B.

The Village anticipates initially pursuing redevelopment of Phase 1A within the Village Place Core. Phase 1B may follow if adjacent property owners elect to participate, recognizing that this portion of the Core includes less land under Village ownership. Phase 2 is not included within the scope of this RFQ, as redevelopment of that area would require the prior relocation of the Village's Public Services Complex.

II. PURPOSE

The Village of Pinehurst is soliciting Statements of Qualifications from independent, experienced real estate and financial advisory firms to serve as the Village's advisor in evaluating and structuring a proposed public-private redevelopment partnership for the Village Place Core area.

Following adoption of the Village Place Small Area Plan, the Village issued a request for statements of interest and conducted targeted outreach to a range of development firms, including national firms, to assess interest, qualifications, and alignment with the Village's long-term vision. Through that process, the Village received limited responses and identified Rhetson Development as a preferred development partner moving forward, subject to final negotiations, Village Council approval, and execution of a Development Agreement. Identification of a preferred development partner does not obligate the Village to proceed with any transaction absent final terms acceptable to the Village and formal Council approval.

Rhetson Development has an established working relationship with Pinehurst Resort, LLC, which is anticipated to serve as the ultimate lessee and/or property owner for portions of the redevelopment. The Village views this relationship as an important factor in supporting long-term stewardship and consistency with the character and standards of the historic Village core.

The Village anticipates entering into a Development Agreement pursuant to N.C.G.S. §160D-1001 through §160D-1012 for a multi-phase, mixed-use redevelopment project. The selected development partner is expected to construct private development consistent with adopted plans and zoning, demolish certain existing Village-owned buildings, and construct public infrastructure, including roads and utilities, which will ultimately be owned by the Village.

The purpose of this engagement is to provide the Village with independent, objective real estate and financial advice to ensure that:

- The Village receives fair and reasonable value for any land conveyed
- Proposed cost offsets and in-kind contributions are appropriate and defensible
- The overall transaction structure is equitable, transparent, and consistent with market norms
- The resulting agreement is understandable and defensible for Village Council and the public
- The redevelopment is consistent with the character, scale, and intent of the historic Village core and adopted Small Area Plans

The Village anticipates that the selected advisor will function as the Village's independent transaction advisor throughout negotiations with the selected development partner. In

addition to reviewing appraisal, cost, and financial materials, the advisor is expected to assist the Village in evaluating overall deal structure, identifying potential risks, and helping ensure that the resulting Development Agreement reflects a fair and defensible value exchange for the Village and its taxpayers.

III. STATUTORY AUTHORITY AND PROCUREMENT METHOD

This solicitation is issued pursuant to N.C.G.S. §143-64.31, which authorizes local governments to procure professional services through a qualifications-based selection process.

Selection shall be based on demonstrated competence and qualifications. Fee and contract terms shall be negotiated with the most qualified firm as determined by the Village.

IV. SCOPE OF SERVICES

Respondents may propose to provide all services or may submit as a coordinated team.

Task 1: Appraisal Review and Real Estate Advisory Services

Review and evaluate third-party appraisal materials prepared for Village-owned parcels within the Village Place Core, including:

- Review of fair market value conclusions for land conveyed as-is
- Evaluation of valuation assumptions related to demolition of existing improvements
- Assessment of extraordinary assumptions and hypothetical conditions, including demolition obligations, subdivision or reconfiguration, and timing and phasing of conveyance
- Review of the impact of required lot splits or re-plats on value
- Evaluation of how demolition costs, site preparation, and infrastructure obligations are reflected in value conclusions
- Identification of risks, limitations, or areas requiring clarification for Village decision-makers

The advisor shall not prepare original appraisals, but shall provide professional judgment regarding reasonableness, defensibility, and alignment with Village interests of appraisal conclusions.

Parcels anticipated for review include, but may not be limited to:

Parcels to be conveyed in whole:

00026002

20120217

Parcels to be conveyed in portion:
20120216
00024680

Parcels to be conveyed in Phase 1B:
20100145
00024967

Task 2: Demolition and Infrastructure Cost Review

Independently review and evaluate:

- Estimated demolition costs for Village-owned buildings
- Estimated costs for public infrastructure improvements proposed to be constructed by the developer, including roads and utilities
- Reasonableness of assumptions, contingencies, and allocation of risk
- Whether such costs are appropriately treated as value offsets, in-kind consideration, or separate reimbursement or credit mechanisms

Task 3: Financial and Transaction Advisory Analysis

Provide financial and transaction advisory services, including:

- Review and evaluation of developer-provided development pro forma(s), including identification of key assumptions affecting project feasibility and public-private value exchange.
- Analysis of value exchange among land conveyance, infrastructure construction, demolition activities, and any cash consideration
- Sensitivity analysis of key assumptions such as construction costs, absorption rates, and market conditions
- Assessment of whether the proposed transaction structure aligns with market norms for comparable public-private redevelopment projects
- Evaluation of whether the proposed transaction results in a net public benefit to the Village when considering land value, infrastructure obligations, and long-term economic impact

This analysis is intended to assess fairness and reasonableness to the Village and is not intended to guarantee developer profitability.

Task 4: Development Agreement and Transaction Support

Assist Village staff with:

- Translating valuation and financial findings into clear, defensible transaction terms

- Advising how valuation conclusions and cost allocations should be reflected within a Development Agreement
- Reviewing and providing written comments on a proposed Development Agreement
- Responding to Village Council questions and public inquiries
- Participation in up to four meetings or work sessions, virtual or in-person

Task 5: Development Agreement and Regulatory Consistency Advisory

Provide advisory services to help protect the Village’s long-term interests and ensure that the proposed redevelopment is consistent with the character, scale, and intent of the historic Village core and the Village Place Small Area Plan, including:

- Review of proposed development concepts for consistency with adopted Village plans and policy direction
- Advising Village staff on appropriate conditions, standards, and performance requirements to be incorporated into the Development Agreement and/or associated zoning or development ordinance
- Assisting in the drafting or refinement of development conditions intended to maintain consistency with the established feel and character of the Village core, including building scale, placement, orientation, pedestrian connectivity, public realm considerations, and phasing
- Advising how plan-consistency objectives can be implemented in a manner that is clear, enforceable, and defensible, while preserving appropriate flexibility over time
- Ensuring that financial and real estate terms support, rather than undermine, the Village’s adopted Small Area Plans

These services are advisory in nature and are not architectural or design services.

V. DELIVERABLES

At a minimum, the selected firm or team shall provide:

- Written appraisal review and real estate advisory memorandum
- Financial advisory memorandum summarizing key assumptions, cost allocations, and net consideration to the Village
- Written comments on a proposed Development Agreement addressing financial terms, land conveyance provisions, infrastructure obligations, phasing, conditions, and risk allocation
- Executive-level summary suitable for inclusion in a Village Council agenda packet
- Presentation materials for Village Council consideration

VI. QUALIFICATIONS

Respondents should demonstrate:

- Experience advising municipalities on redevelopment projects
- Experience reviewing appraisal and valuation materials
- Experience structuring public-private transactions
- Familiarity with North Carolina land use law and Development Agreements
- Independence from the developer

VII. CONFLICTS OF INTEREST

Respondents must disclose any past or current relationships with:

- The preferred developer
- Property owners within the Village Place Core
- The Village of Pinehurst

Firms currently under contract with, or proposing work for, the preferred developer on the Village Place Core project may be deemed ineligible.

VIII. EVALUATION AND SELECTION PROCESS

Statements of Qualifications will be evaluated using the following weighted criteria:

- 1. Relevant experience and professional qualifications (25%)**
Experience serving as a real estate and/or financial advisor on complex municipal redevelopment projects and public-private partnerships of similar scale and complexity.
- 2. Demonstrated understanding of public-sector redevelopment and Development Agreements (20%)**
Understanding of the legal, financial, operational, and political considerations associated with Development Agreements, land conveyances, public infrastructure obligations, and Council decision-making.
- 3. Experience reviewing appraisals, cost estimates, and financial analyses (20%)**
Demonstrated ability to evaluate appraisals, demolition and infrastructure cost estimates, and development pro formas, particularly in phased redevelopment and mixed public-private value exchanges.
- 4. Approach to protecting public interests and ensuring plan consistency (20%)**
Quality of the respondent's proposed approach to real estate, financial, and policy-consistency advisory services, including alignment with adopted plans, fairness of value exchange, and long-term protection of Village interests.
- 5. Ability to clearly communicate complex financial and transactional information (10%)**
Demonstrated ability to explain complex analyses and recommendations to elected officials, senior staff, and the public in a clear and understandable manner.

6. Independence and absence of conflicts of interest (5%)

Demonstrated independence from the preferred developer and other parties with a financial interest in the Village Place Core redevelopment.

Total: 100%

Fee proposals shall not be used as a selection criterion. Following selection of the most qualified firm, the Village will negotiate scope and compensation in accordance with applicable law.

IX. FEE INFORMATION

Fee information shall be submitted under separate cover and will be reviewed only after the most qualified firm is identified, consistent with N.C.G.S. §143-64.31.

Given the advisory nature of this engagement and the potential variability in the level of effort required as negotiations progress, respondents may propose a time-and-materials fee structure.

Respondents should provide:

- A proposed hourly billing rate schedule for key personnel expected to work on the project.
- Estimated level of effort and estimated cost by task corresponding to Tasks 1 through 5 described in this RFQ. These estimates are intended to assist the Village in understanding the anticipated scope and cost of services but will not constitute a fixed fee.
- A brief description of the assumptions used to develop the estimates, including anticipated duration of engagement and number of meetings or work sessions.
- Identification of any not-to-exceed ranges, if the respondent wishes to provide them.
- A description of any reimbursable expenses, if applicable.

Fee information should be presented in a clear and transparent manner and should reflect the advisory nature of the services described in this RFQ. The Village reserves the right to negotiate scope, staffing, and fee structure with the most qualified firm to arrive at a fair and reasonable contract.

X. SCHEDULE

The anticipated procurement schedule is outlined below. The Village reserves the right to modify these dates as necessary.

Milestone	Date
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RFQ Issued	March 10, 2026
Deadline for Questions	March 31, 2026
Responses to Questions Posted	April 3, 2026
Statements of Qualifications Due	April 14, 2026 at 4:00 PM EST
Interviews (if conducted)	Week of April 27, 2026
Selection and Council Authorization	May 2026

Questions

All questions regarding this RFQ shall be submitted by email to:

Doug Willardson
Village Manager
dwillardson@vopnc.org

Questions must be received no later than March 31, 2026. Questions received after the deadline may not receive a response.

Responses to questions that materially affect the RFQ will be provided to all known respondents and may be posted on the Village website to ensure equal access to information.

Submission of Statements of Qualifications

Statements of Qualifications must be received by the Village no later than:

- **April 14, 2026 at 4:00 PM EST**

Submissions should be sent electronically in PDF format to:

- **dwillardson@vopnc.org**

Late submissions may not be considered.

XI. RFQ CLARIFICATIONS

To assist respondents in preparing Statements of Qualifications, the Village provides the following clarifications regarding this solicitation.

Qualifications-Based Selection

This RFQ is being conducted pursuant to N.C.G.S. §143-64.31. Selection will be based on qualifications and experience. Fee proposals will be reviewed only after the most qualified firm has been identified.

Existing Development Discussions

The Village has had preliminary discussions with a potential development partner regarding redevelopment of the Village Place Core. No development agreement has been executed, and the Village retains full discretion to modify, restructure, or decline any proposed transaction if acceptable terms cannot be achieved.

Scope Flexibility

The scope of services described in this RFQ is intended to outline the anticipated advisory needs of the Village. The final scope of services may be refined during contract negotiations with the selected firm.

Village Staff Coordination

The selected advisor will work primarily with Village administrative staff, including the Village Manager and other designated staff members, and may be asked to present findings to the Village Council.

XII. GENERAL TERMS

Final contract award is subject to Village Council approval. The Village reserves the right to reject any or all submissions, waive informalities, negotiate scope and fee, or cancel this solicitation at any time.

EXHIBIT A—Fee Proposal Template

Village Place Core Redevelopment – Real Estate and Financial Advisory Services

Respondents shall complete this template (or substantially similar format) and submit it under separate cover as their Fee Proposal. Fee information will be reviewed only after the most qualified firm has been identified.

Firm Name: _____

Primary Contact: _____

Phone: _____

Email: _____

1. Hourly Billing Rates

Provide the hourly billing rates for personnel expected to work on this engagement.

Personnel	Title/Role	Hourly Rate
		\$
		\$
		\$
		\$

2. Estimated Level of Effort by Task

Provide an estimated level of effort and estimated cost for each task described in Section IV of this RFQ. These estimates are intended to assist the Village in understanding anticipated scope and cost but will not constitute a fixed fee.

Task	Description	Estimated Hours	Estimated Cost
Task 1	Appraisal Review and Real Estate Advisory Services		\$
Task 2	Demolition and Infrastructure Cost Review		\$
Task 3	Financial and Transaction Advisory Analysis		\$
Task 4	Development Agreement and Transaction Support		\$
Task 5	Development Agreement and Regulatory Consistency Advisory		\$
Total Estimated Cost			\$

3. Assumptions

Briefly describe the assumptions underlying the estimated level of effort.

Anticipated duration of engagement: _____

Estimated number of meetings or work sessions included: _____

Key deliverables included in the estimates:

4. Optional Not-to-Exceed Estimate

Respondents may provide an optional not-to-exceed estimate for the services described in this RFQ.

Not-to-Exceed Amount (Optional): \$ _____

5. Reimbursable Expenses

- No reimbursable expenses anticipated
- Reimbursable expenses anticipated (describe below)

Certification

The undersigned certifies that the information provided above represents a good-faith estimate of the level of effort and fees associated with the services described in this RFQ.

Authorized Signature: _____

Name and Title: _____

Date: _____

EXHIBIT B—Location Map



- Magenta—Village-owned properties
- Yellow—Probable roadway location
- Dotted Red—Probable roadway location, Phase 2

EXHIBIT C—Parcels Anticipated for Evaluation

Parcel ID	Description	Acres	Ownership	Phase	Assessed Value
00026002	Old Water Tanks	1.58	Village of Pinehurst	Phase 1A	\$423,920
20120217	Tract 3-Power Plant Road	0.11	Village of Pinehurst	Phase 1A	\$55,500
20120216	Tract 5-Public Services	0.11	Village of Pinehurst	Phase 1A	\$55,500
00024680	V.O.P. Public Services	2.87	Village of Pinehurst	Phase 1A	\$828,210
20100145	EMS Tract 2	.32	Village of Pinehurst	Phase 1B	\$228,690
00024967	EMS Building	.32	Village of Pinehurst	Phase 1B	\$290,740

Note: Parcel information is provided for general reference only. Portions of certain parcels may be involved in the redevelopment area and final boundaries will be determined through future surveying and subdivision processes.

Other Parcels of Interest

Parcel ID	Description	Acres	Ownership	Phase	Assessed Value
20160018	Vacant. Open to redevelopment	.60	Francis Turner Maser	Phase 1A	\$29,890
00024847	Manor Inn. To remain as is.	.93	Resorts of Pinehurst, Inc.	Phase 1A	\$5,300,420
10001345	Manor Inn parking	.35	Resorts of Pinehurst, Inc.	Phase 1A	\$68,610
00029545	Bright Speed utility. To remain as is.	.44	United Telephone Company	Phase 1A	\$374,760
00025797	Pinehurst Brewery. To remain as is.	1.32	Resorts of Pinehurst, Inc.	Phase 1A	\$2,862,820
00020218	Vacant. Open to redevelopment.	2.23	KJBB Properties, LLC	Phase 1B	\$640,920
00022556	Office Building. Four units. Potentially open to redevelopment.	.34	James & Lynne Thompson Jr.	Phase 1B	\$469,690
00030253	Office Building. Two units. Open to redevelopment.	.25	Silversprings Holdings, LLC	Phase 1B	\$354,310

EXHIBIT D—Small Area Plan Link and Illustrations

Village Place Small Area Plan Link



VILLAGE PLACE - EYE LEVEL RENDERING

This rendering is illustrative only and subject to change. Source: Design Collective, Inc. & Zanetta Illustration



