



**Village Council
Agenda for the Work Session of August 11, 2026
Assembly Hall
395 Magnolia Road
Pinehurst, North Carolina
4:30 PM**

1. Call to Order
2. General Business
 - A. Given Memorial Library Construction Update
 - B. Review and Discuss 2026 Business Survey Results
 - C. Update on Communication Initiatives
3. Closed Session
 - A. Closed Session Pursuant to NC General Statute § 143-318.11(a)(6)
4. 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.*



Given Memorial Library Construction Update ADDITIONAL AGENDA DETAILS:

FROM: J. Carlton Cole, Asst. Village Manager of Operations
CC: Village Council; Doug Willardson
DATE OF MEMO: 08/03/2026

MEMO DETAILS

Assistant Village Manager Carlton Cole will provide an update on the construction of the new Given Memorial Library.

Over the past 30 days, the contractor has:

- Completed the building pad backfill, stone, and vapor barrier installation.
- Completed the under-building electrical, sanitary sewer, and water lines.
- Completed installation of the building pad rebar and the concrete pour.
- Completed approximately 95% of the drainage piping installation.

During the next 30 days, work is expected to include:

- Constructing the concrete wall footings for the front and rear patios.
- Beginning metal framing.
- Beginning installation of the beams for the storefronts.

This item is for informational purposes, and no formal action is requested.

ATTACHMENTS

None



Review and Discuss 2026 Business Survey Results

ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 08/05/2026

MEMO DETAILS

The Village conducted its 2026 Business Survey to better understand current business conditions and obtain feedback on downtown parking, events, Village Place, municipal services, and communication. Thirty-five people opened the survey, 22 identified themselves as Village business owners or operators, and approximately 20 respondents completed most general questions. Most downtown questions received only 9 or 10 responses. Accordingly, the results should be viewed as a useful snapshot—not a statistically representative measure of the entire business community.

Councilmembers also visited businesses and received additional feedback. Some of that feedback was not submitted through the survey and is therefore anecdotal and not included in the survey results.

Overall business conditions. Fifteen of 20 respondents rated Pinehurst's business climate as excellent or good. However, business activity appears relatively flat: 11 reported that activity was about the same as last year, six reported weaker activity, and three reported stronger activity. Customer traffic and parking were the leading business challenges, each selected by 11 respondents, followed by marketing, deliveries, and staffing.

Downtown parking. Parking remains a significant concern, but the results do not indicate that the three-hour parking limit is the primary problem. Five of 10 respondents rated general parking availability as excellent or good, while five rated it fair or poor. Employee parking was rated less favorably, with four positive ratings and six fair or poor ratings. Six respondents identified parking as a five-year downtown priority, five requested additional parking, and five identified parking as an event-related concern.

At the same time, four respondents said the three-hour limit improved parking availability, five said it had no impact, and only one said it made parking more difficult. Satisfaction with the limit was evenly divided: three were satisfied, four were neutral, and three were dissatisfied. The results support continuing to monitor the program and improving employee-parking options, signage, maps, and communication. They do not provide a clear basis for eliminating the time limit.

Historical comparisons are limited because the survey has changed and earlier respondent counts are unavailable. Prior surveys showed positive parking ratings of 68% in 2020, 41% in 2023, and 59% in 2024, although those surveys combined customer and employee parking. Downtown appearance and cleanliness remain relative strengths, receiving nine positive ratings out of 10 in 2026.

Events and downtown vitality. Six of 10 respondents said downtown events benefit their business, three reported little impact, and one reported some negative impact. Farmers Markets and the Holly Arts & Crafts Festival received the strongest ratings, with seven positive responses each. Live After 5 received no positive responses: eight of nine reported no impact and one reported a negative impact.

Street closures and parking were the leading event concerns. Nevertheless, respondents generally supported additional programming, particularly arts and cultural events. This suggests that the type, location, timing, and operational impacts of events matter as much as the number of events.

Other findings. Views on Village Place redevelopment are not yet settled. Ten of 12 respondents had heard little or nothing about the project, six were neutral or unsure, four supported redevelopment, and two strongly opposed it. Parking and loss of historic character were the leading concerns. Village communication received positive marks, with nine of 12 respondents satisfied and eight describing the Village as very responsive. Email was the preferred communication method, selected by 10 respondents.

Overall, the survey reflects a generally positive business climate but identifies customer traffic, parking, marketing, and event operations as continuing concerns. Staff recommends treating the results as directional, continuing the three-hour parking program while collecting objective operating data, working with businesses on employee parking and wayfinding, and increasing direct communication regarding events and Village Place.

ATTACHMENTS

1. 2026_Pinehurst_Business_Survey_QUESTION_BY_QUESTION
2. 2026_Pinehurst_Business_Survey_Instrument
3. All Data 2026 from SurveyMonkey



2026 Business Survey

Question-by-question results, historical context, and verbatim comments

Village Council | August 11, 2026

Q1

Who responded—and where the sample narrows

35

opened the survey

22

said they own or operate a
Village business

20–21

answered most core
questions

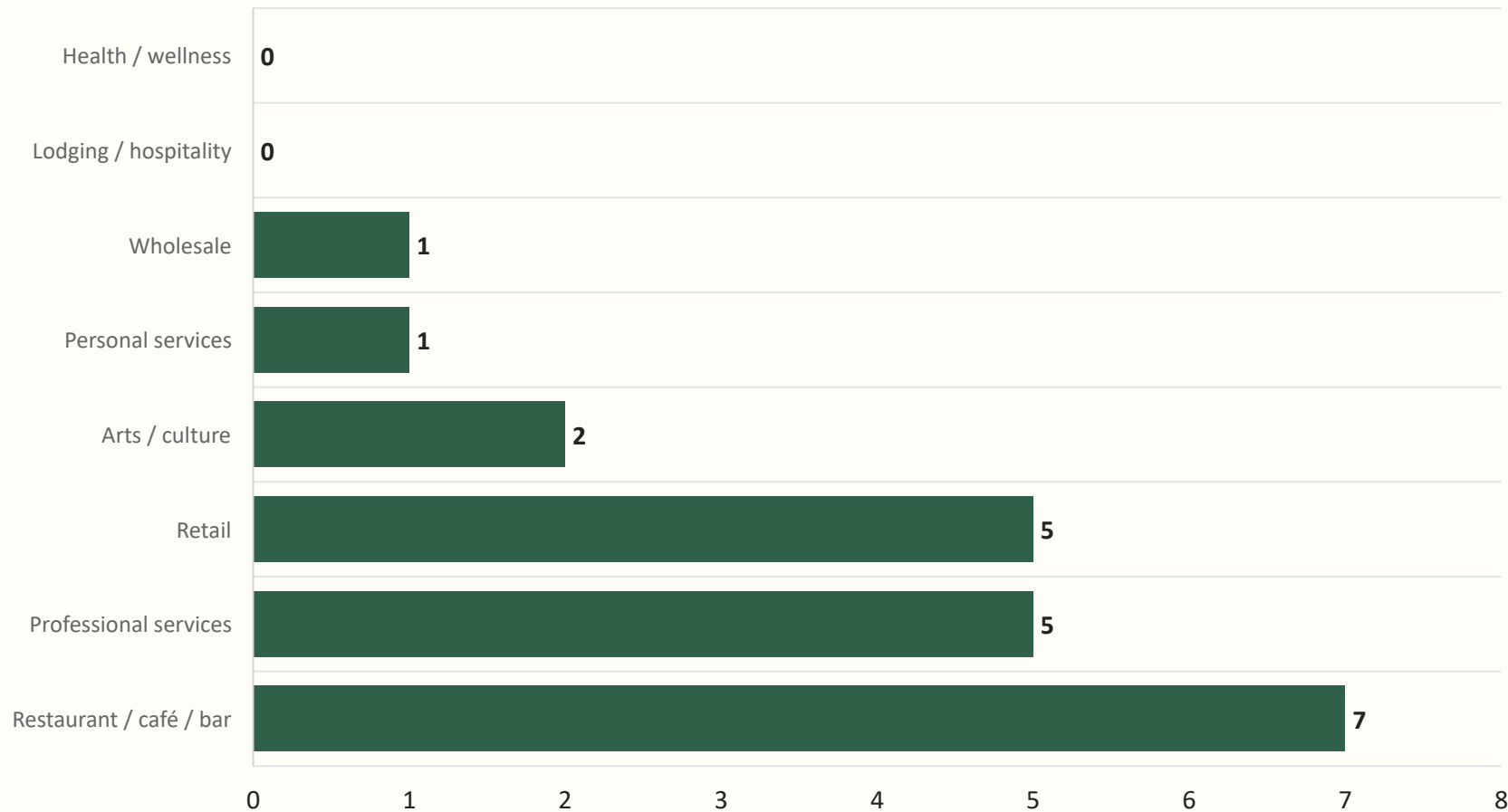
9–10

answered most downtown
questions

Council’s business-to-business outreach is useful qualitative context, but it is anecdotal and excluded from survey calculations.

Counts vary by question. Historical results provide percentages but generally not respondent totals, so comparisons are directional.

What types of businesses responded?

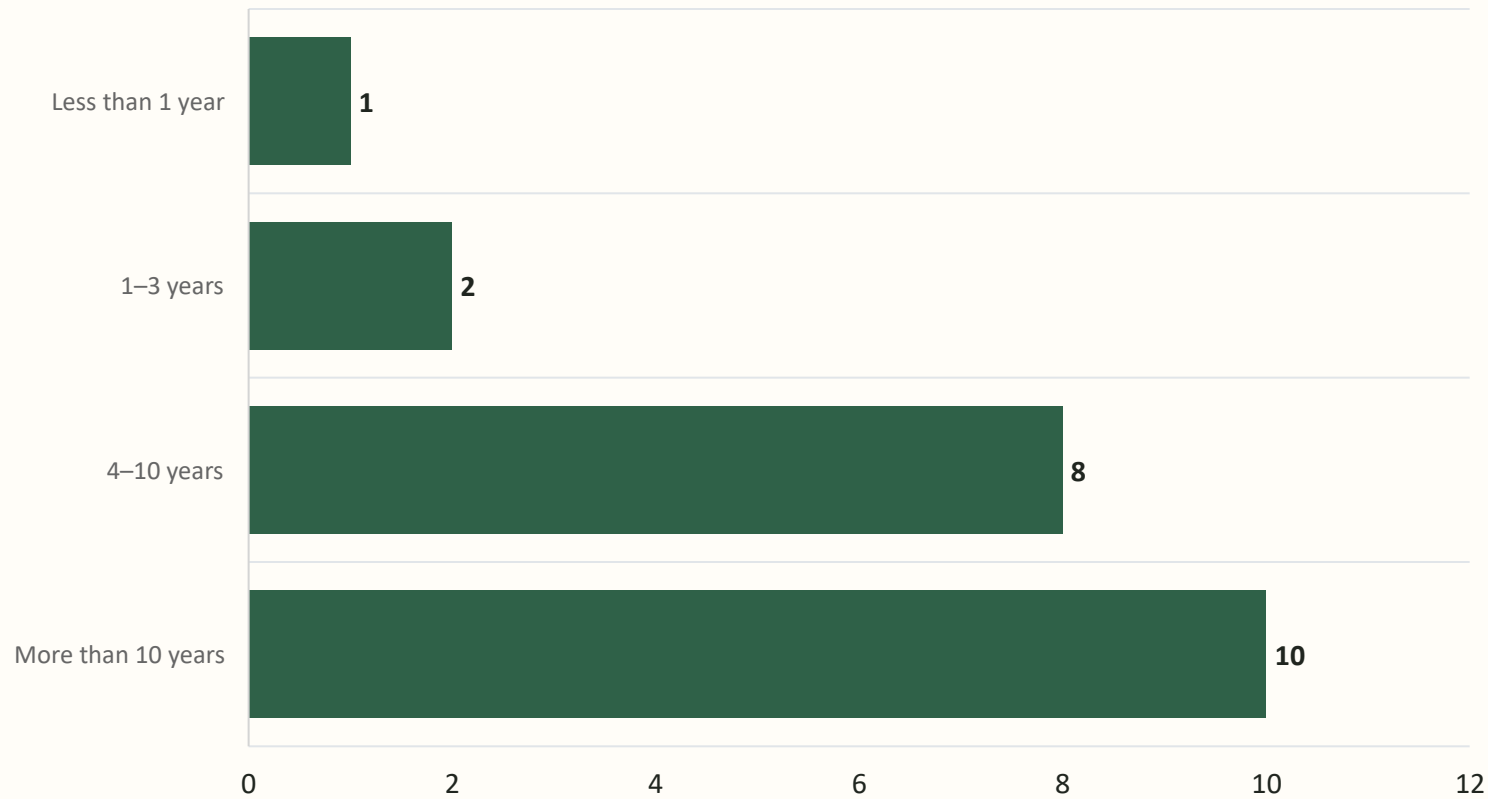


17 of 21

were restaurants,
professional services, or
retail

**The respondent mix is
weighted toward businesses
that depend on customer
access and downtown
activity.**

Most respondents are established businesses

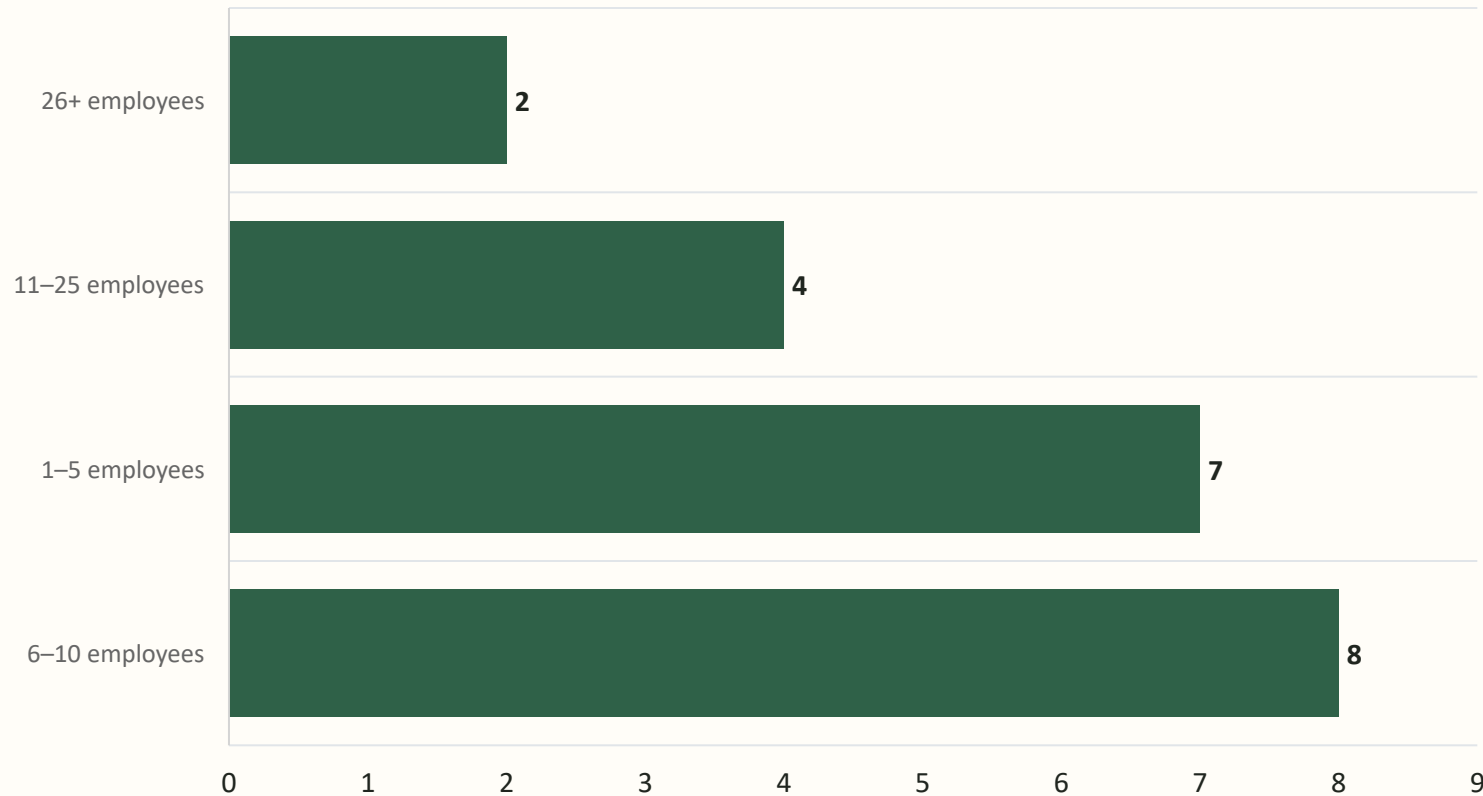


18 of 21

have operated in Pinehurst
for at least four years

These responses largely reflect
established operators rather than
start-ups still learning the
market.

Respondents are mostly small employers



15 of 21

employ ten or fewer people

Operational changes—parking, closures, staffing, and access—can have an outsized effect on small teams.

Nearly every respondent leases business space

20 of 21

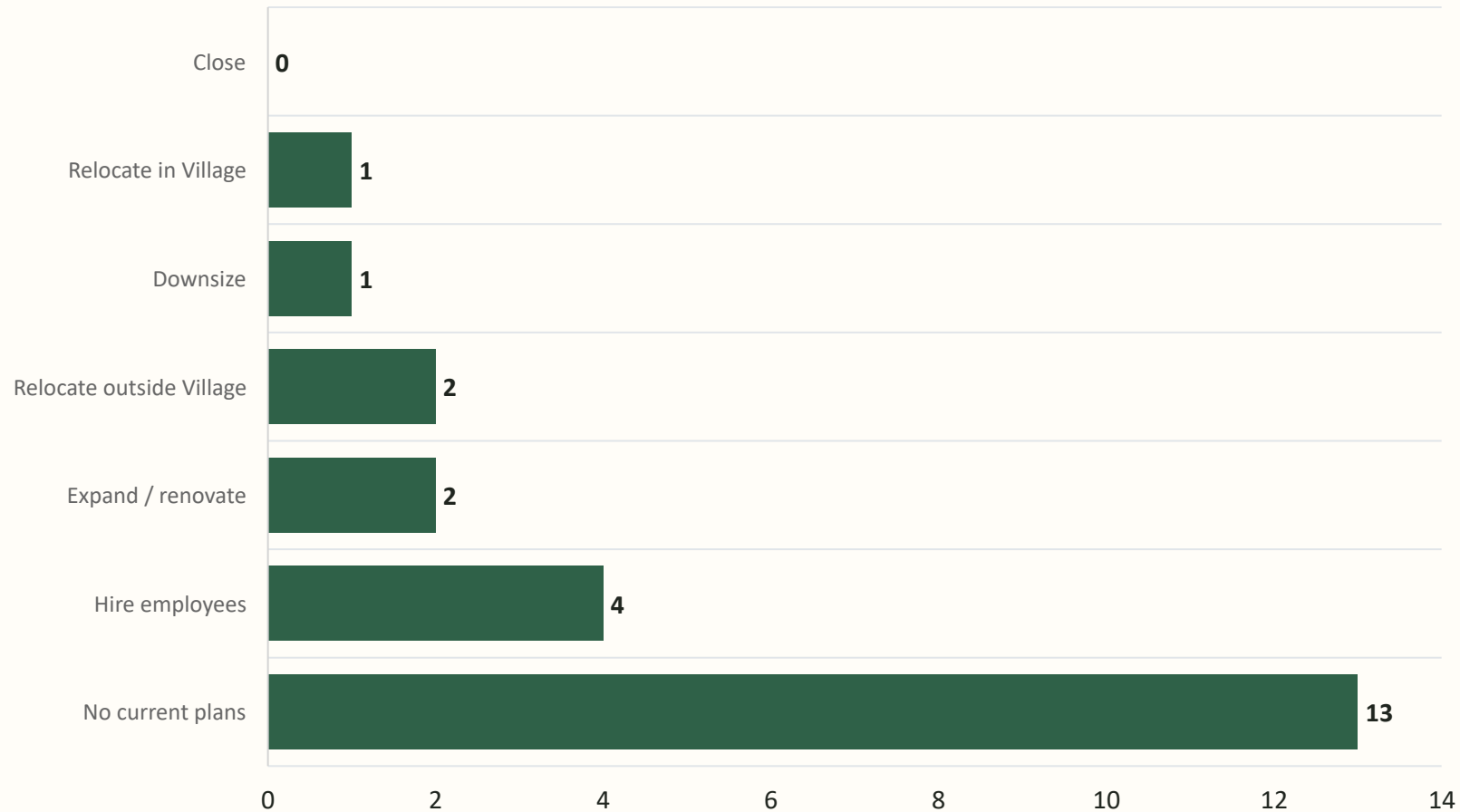
lease their space

1 of 21

owns the building

Rent, lease terms, and property-owner decisions may shape business conditions even when the Village has limited control over them.

Most have no three-year change planned



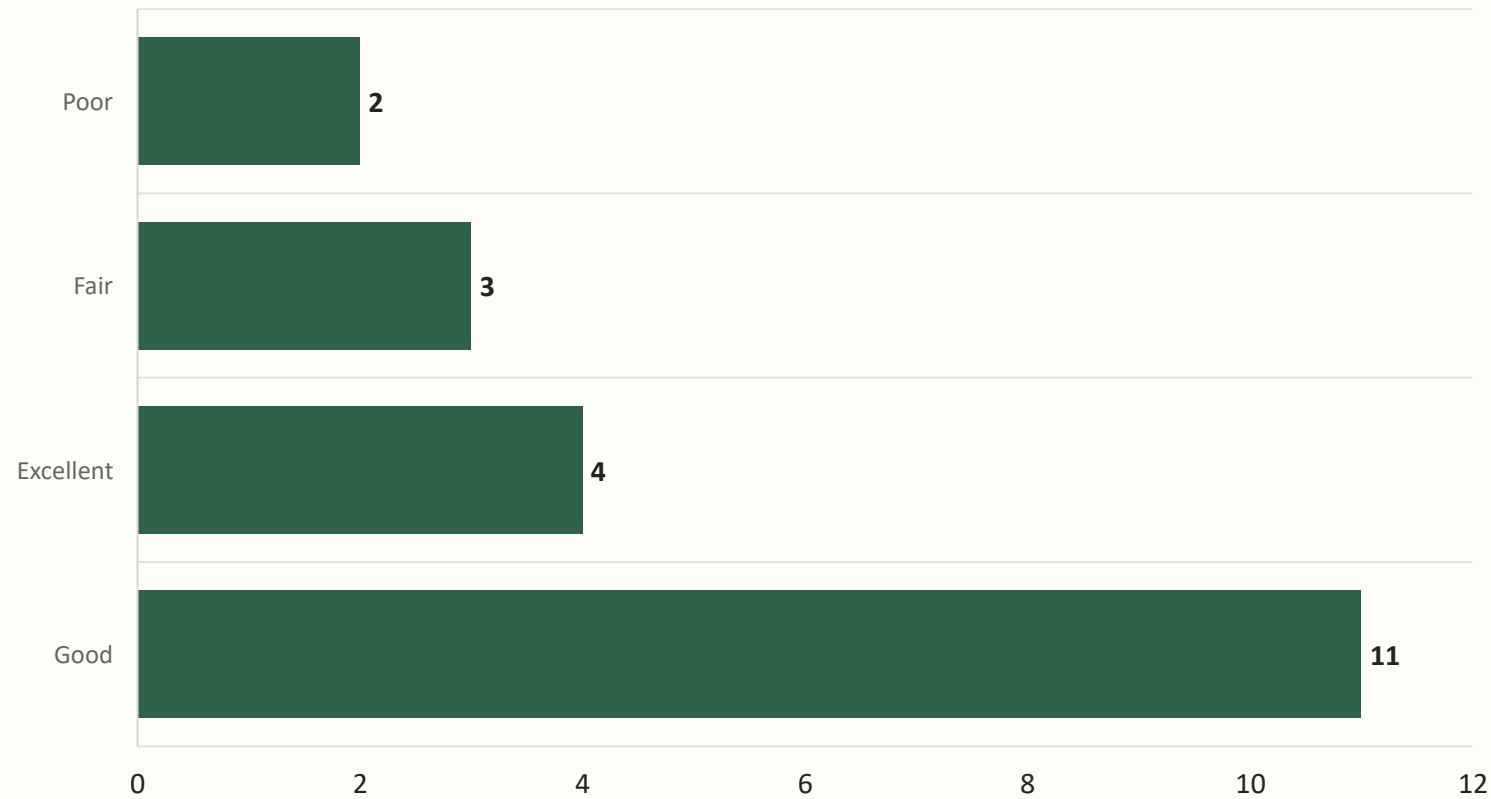
13 of 21

reported no current plans

4 plan to hire; 2 plan to expand or renovate; 2 may relocate outside the Village.

Multiple selections were allowed; 23 choices were recorded.

The current Village business climate is rated positively

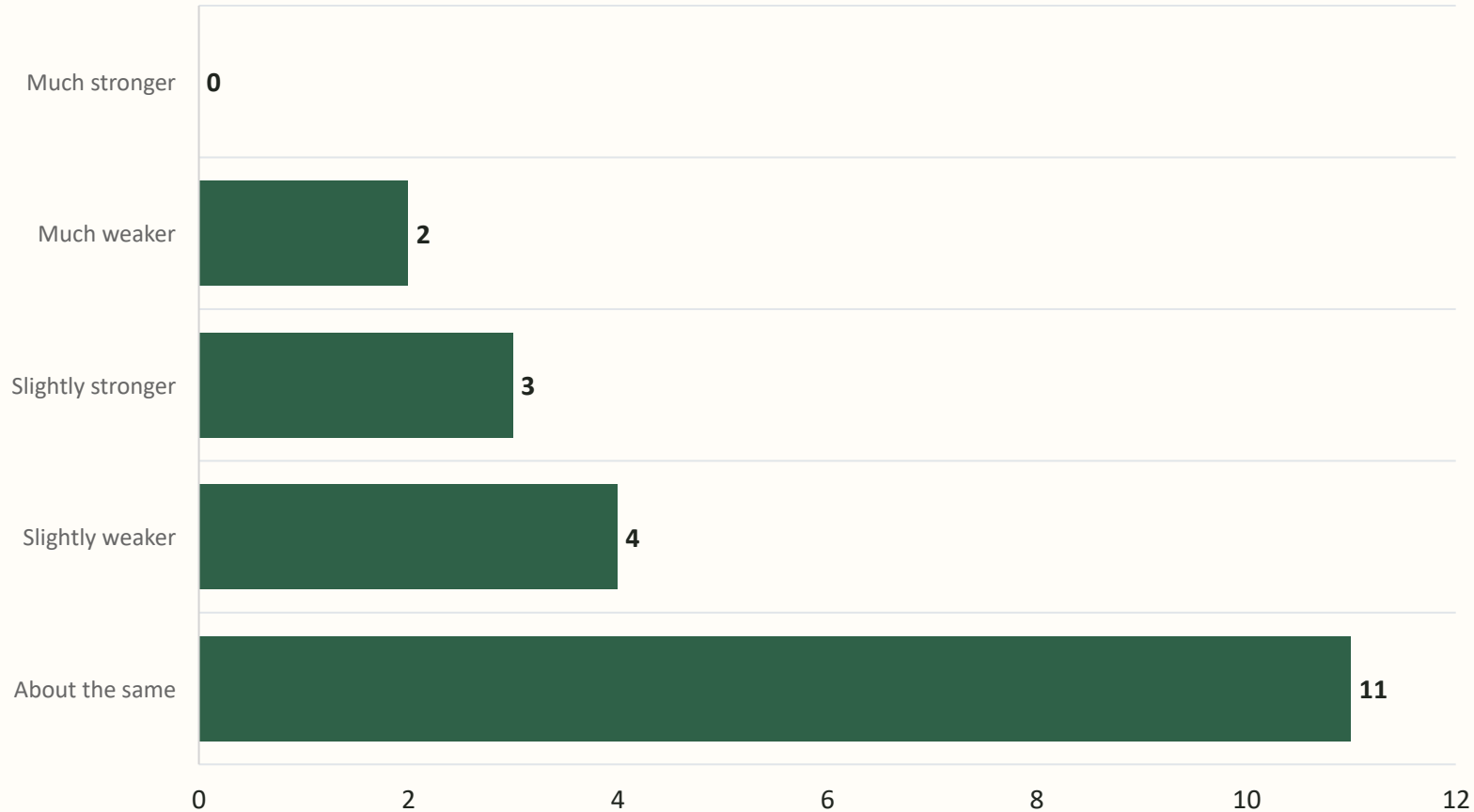


15 of 20

rated the climate excellent
or good

**Five respondents rated it
fair or poor.**

Business activity is mostly flat, with more weakening than growth



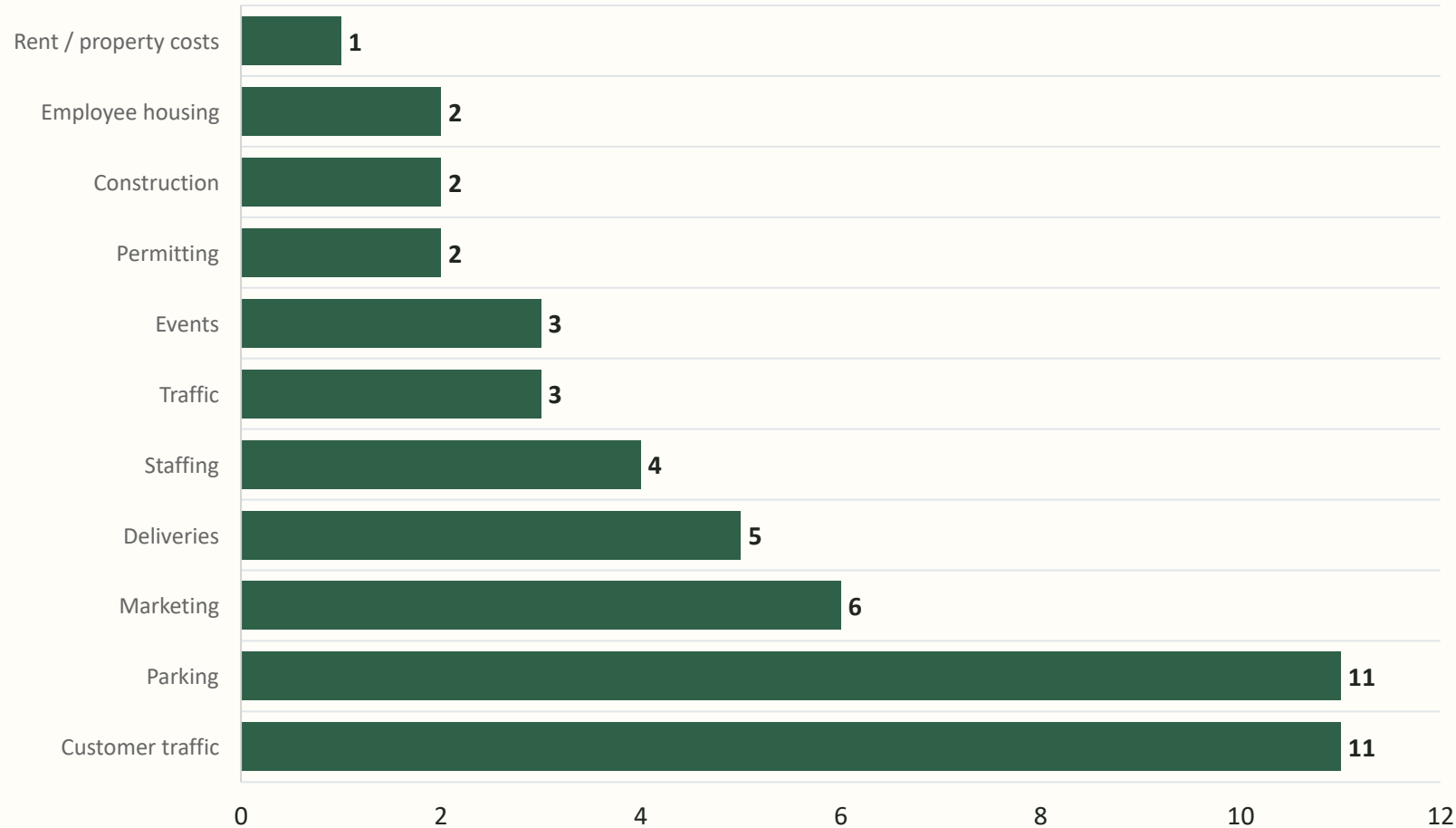
6 of 20

reported weaker activity

3 of 20

reported stronger activity

Customer traffic and parking lead the business challenges



Respondents could select up to three choices; 50 selections were recorded.

Other written responses

- Need for employee parking when restaurants are busy
- Concern about Village/Resort support for downtown
- Social district, Resort competition, STR policy
- Visibility

Eighteen respondents identified as downtown businesses

18 of 20

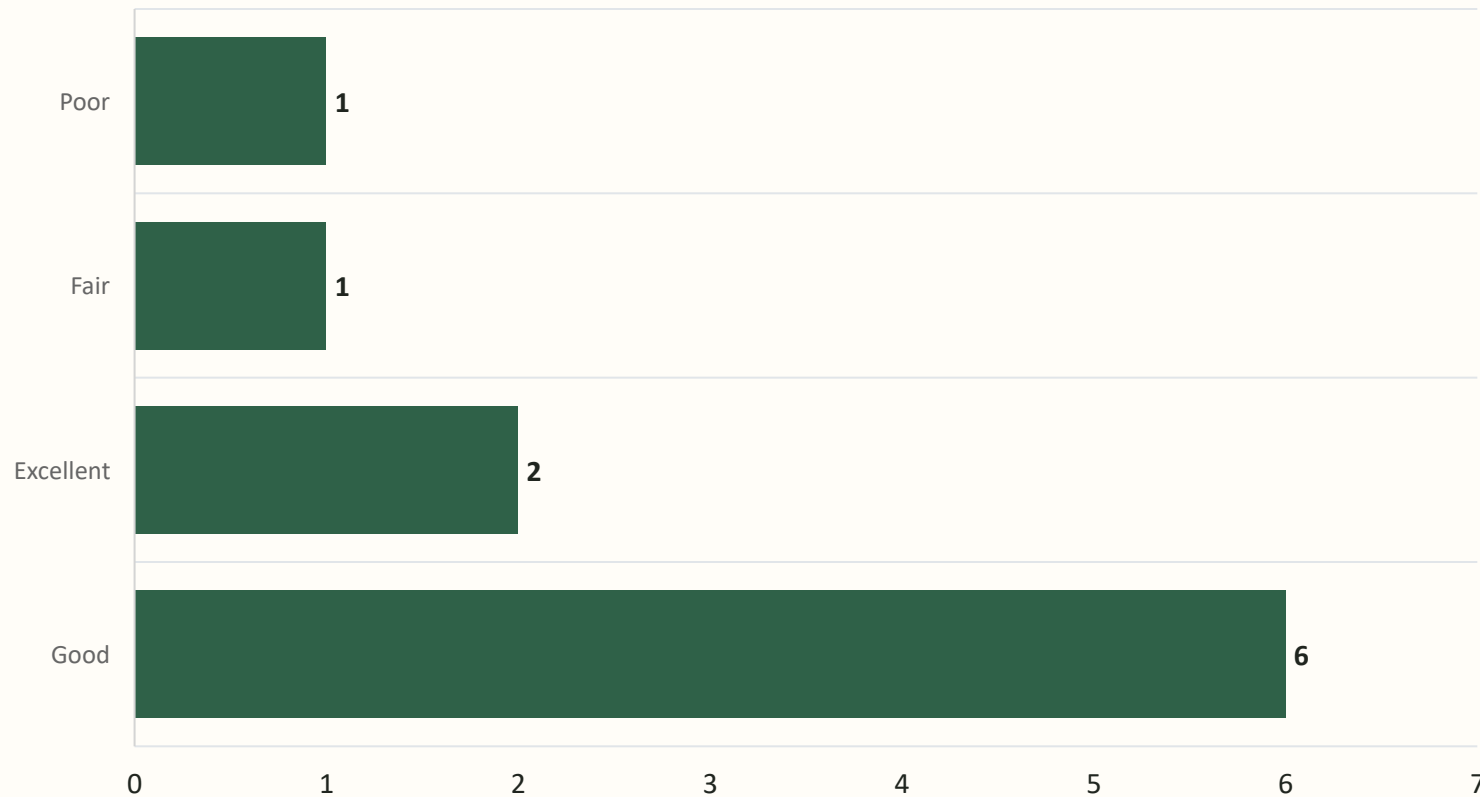
said their business is downtown

2 of 20

said it is not downtown

Only 9–10 people answered most subsequent downtown questions. The downtown section therefore reflects roughly half of the businesses that identified as downtown.

Downtown's business climate also receives positive ratings

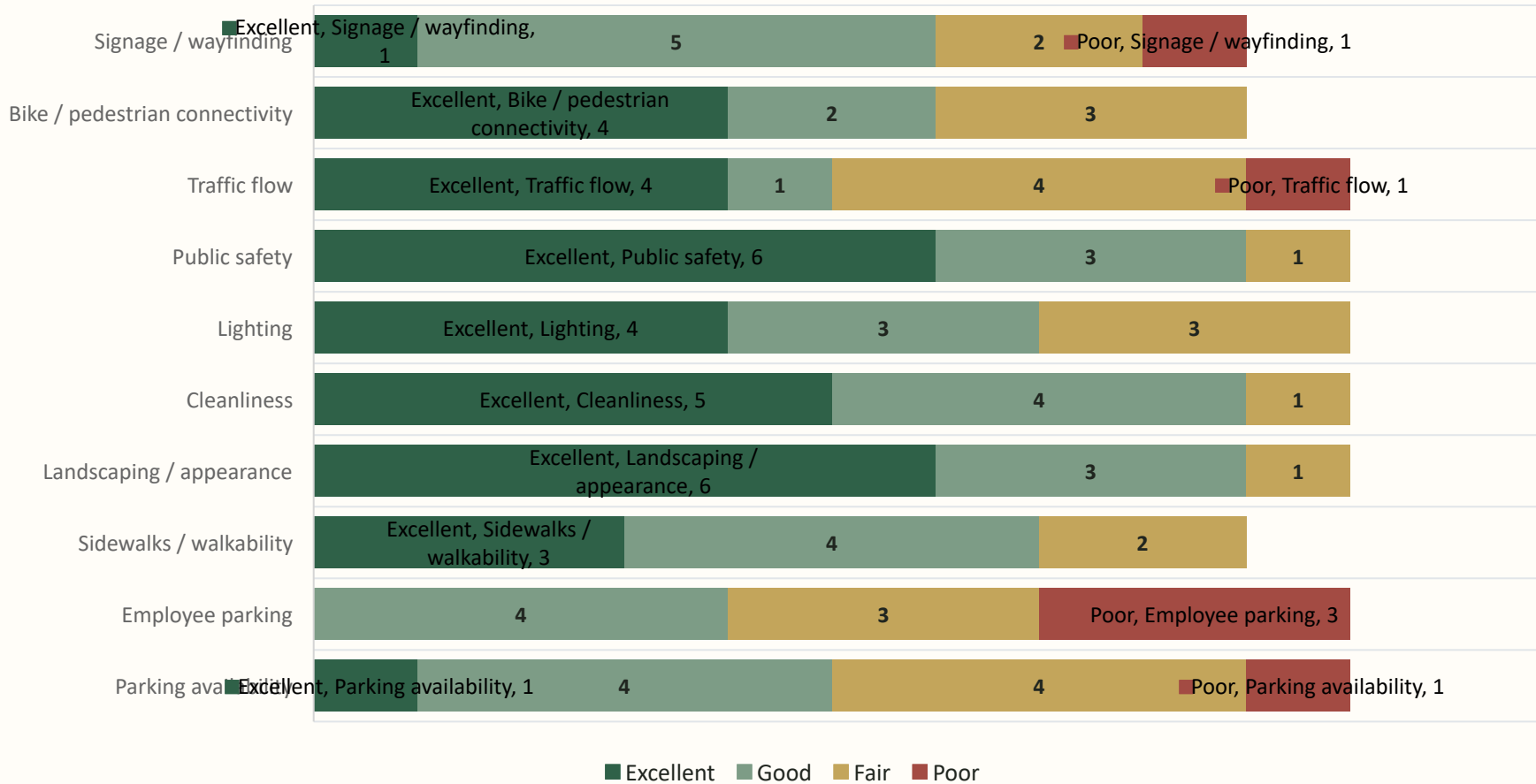


8 of 10

rated downtown excellent
or good

**One rated it fair and one
rated it poor.**

Downtown conditions vary significantly by issue



Strongest: appearance, cleanliness, and public safety.

Weakest: employee parking, general parking, and traffic flow.

Sidewalks, bicycle/pedestrian connectivity, and wayfinding received 9 responses; all other rows received 10.

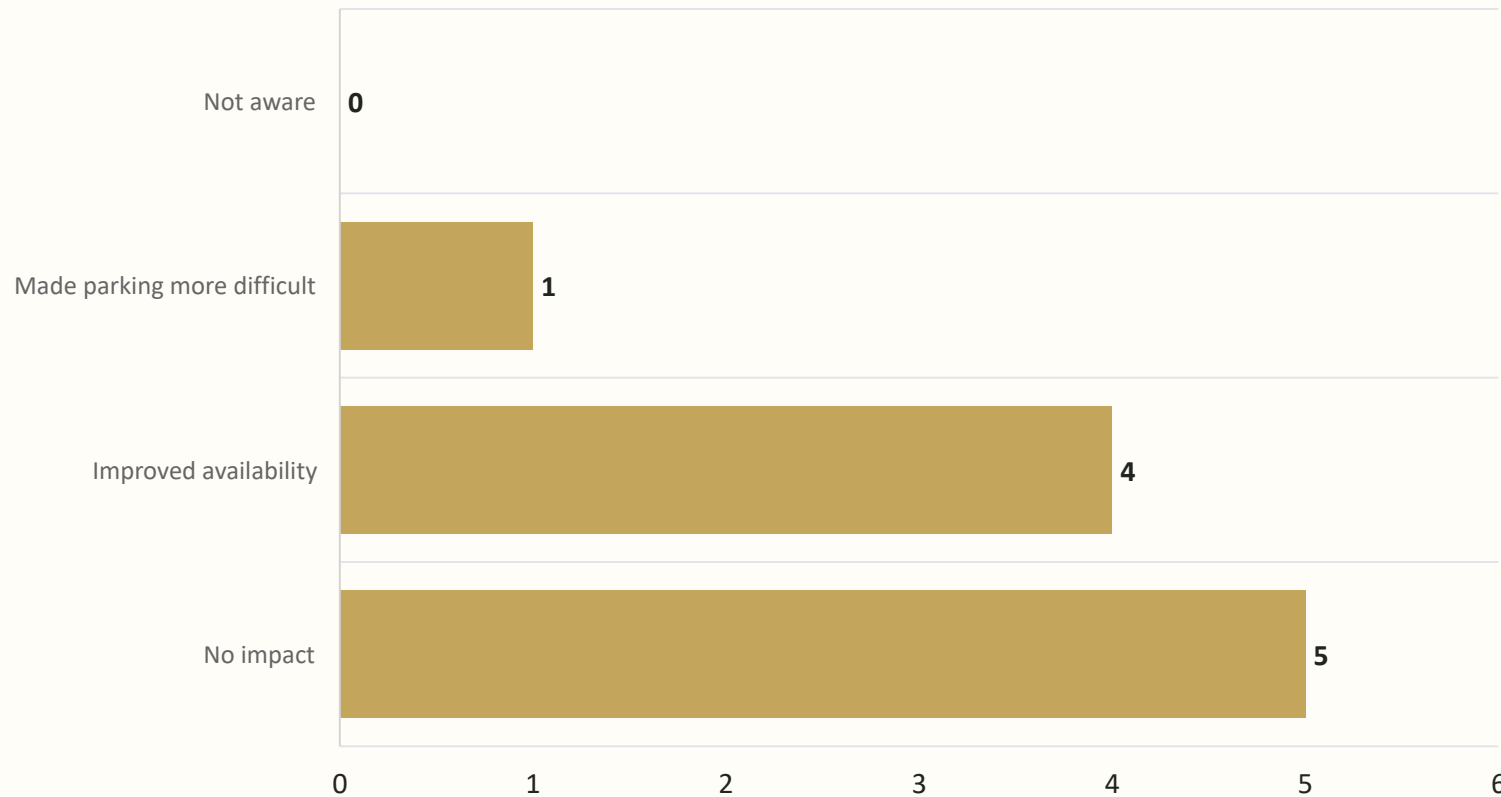
Comparable downtown conditions are stable or improved

HISTORICAL RESULTS ARE PERCENTAGES • 2026 IS SHOWN AS RAW COUNTS

Measure	2020	2023	2024	2026
Landscaping / appearance	90%	80%	79%	9 of 10
Cleanliness	90%	78%	78%	9 of 10
Sidewalk condition / walkability	73%	66%	60%	7 of 9
Parking availability*	68%	41%	59%	5 of 10 general; 4 of 10 employee

*Prior surveys combined employee and customer parking; 2026 separated general and employee parking. Historical respondent counts are unavailable.

Most said the three-hour limit did not make parking harder

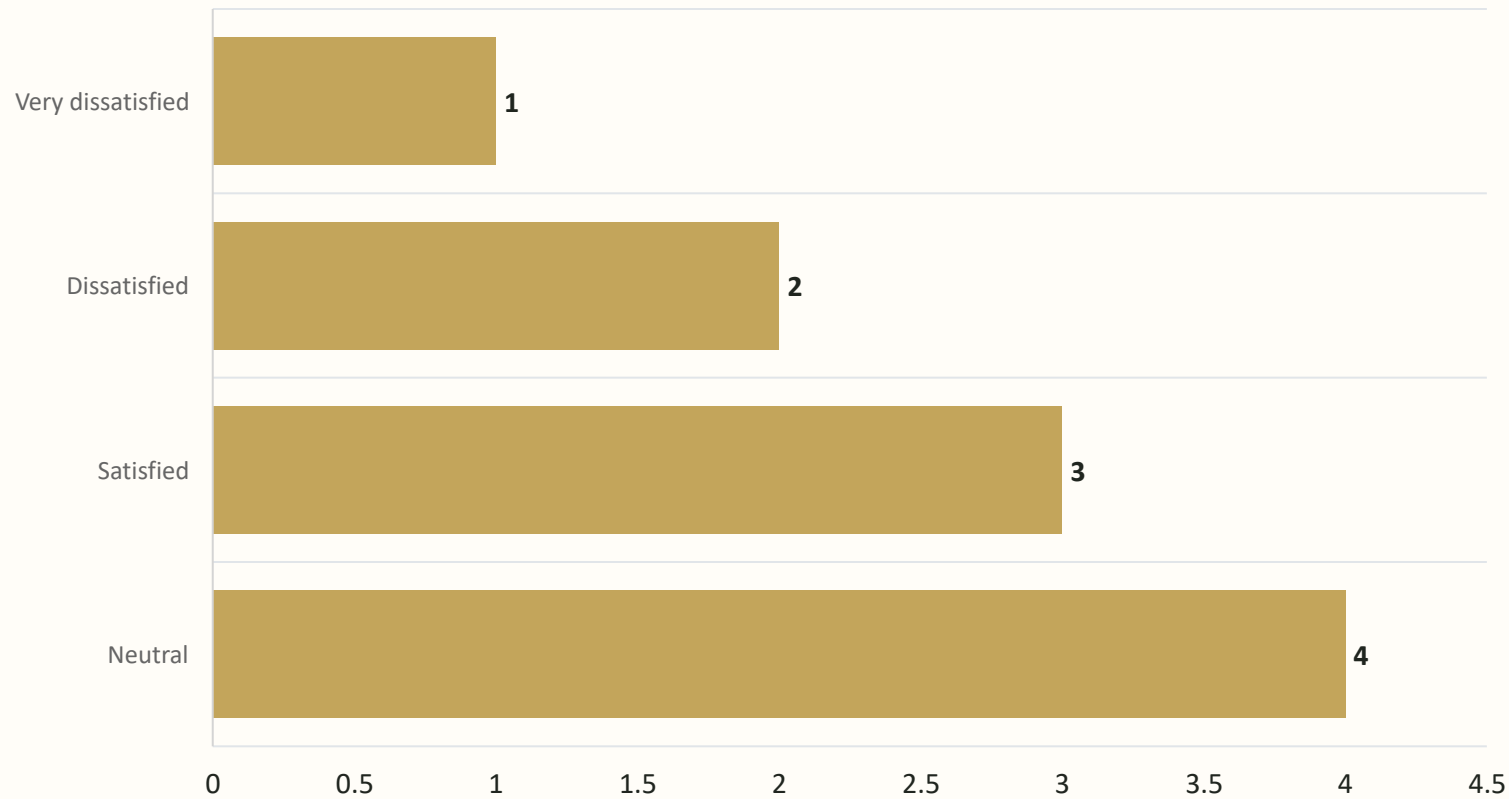


9 of 10

reported improved
availability or no impact

**This question measures
perceived effect on parking—
not satisfaction with the
policy.**

Satisfaction with the three-hour limit is mixed



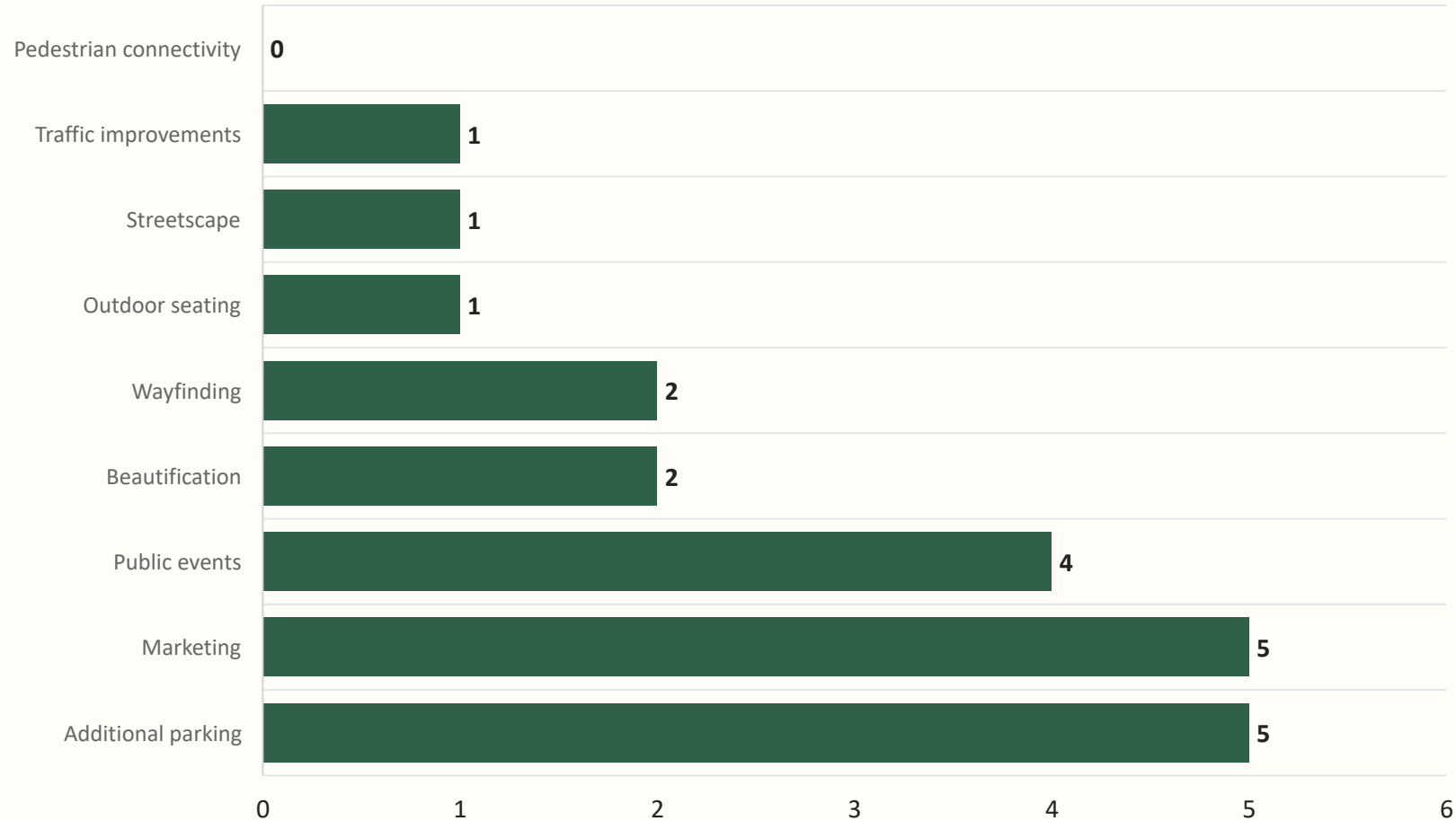
3 of 10

satisfied

3 of 10

dissatisfied or very
dissatisfied

Parking and marketing top the requested downtown improvements

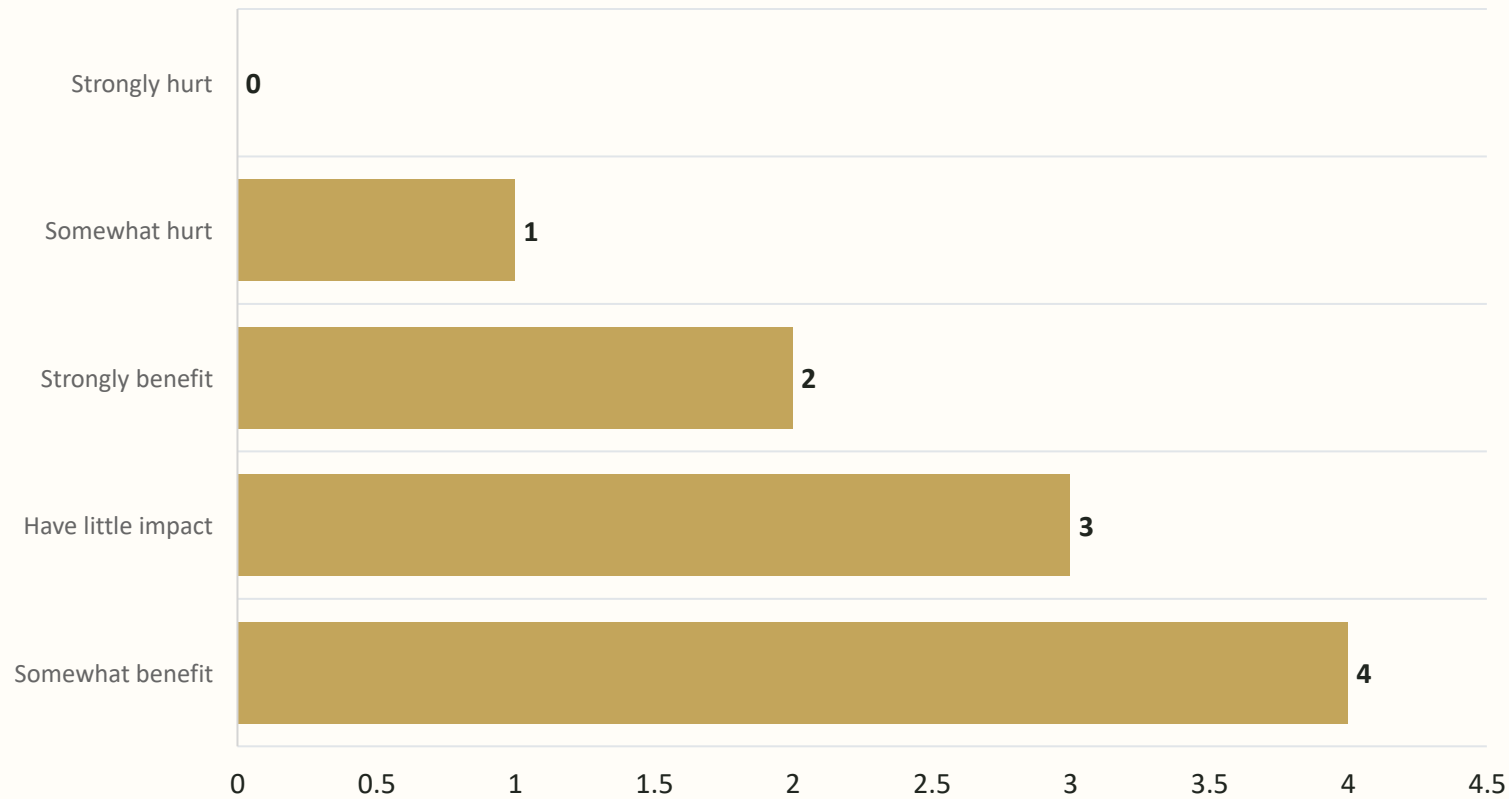


Two write-in responses

Both requested a “You Are Here” map showing Village retail and restaurants.

Respondents could select up to three choices; 21 selections were recorded.

Six of ten said downtown events benefit their business overall

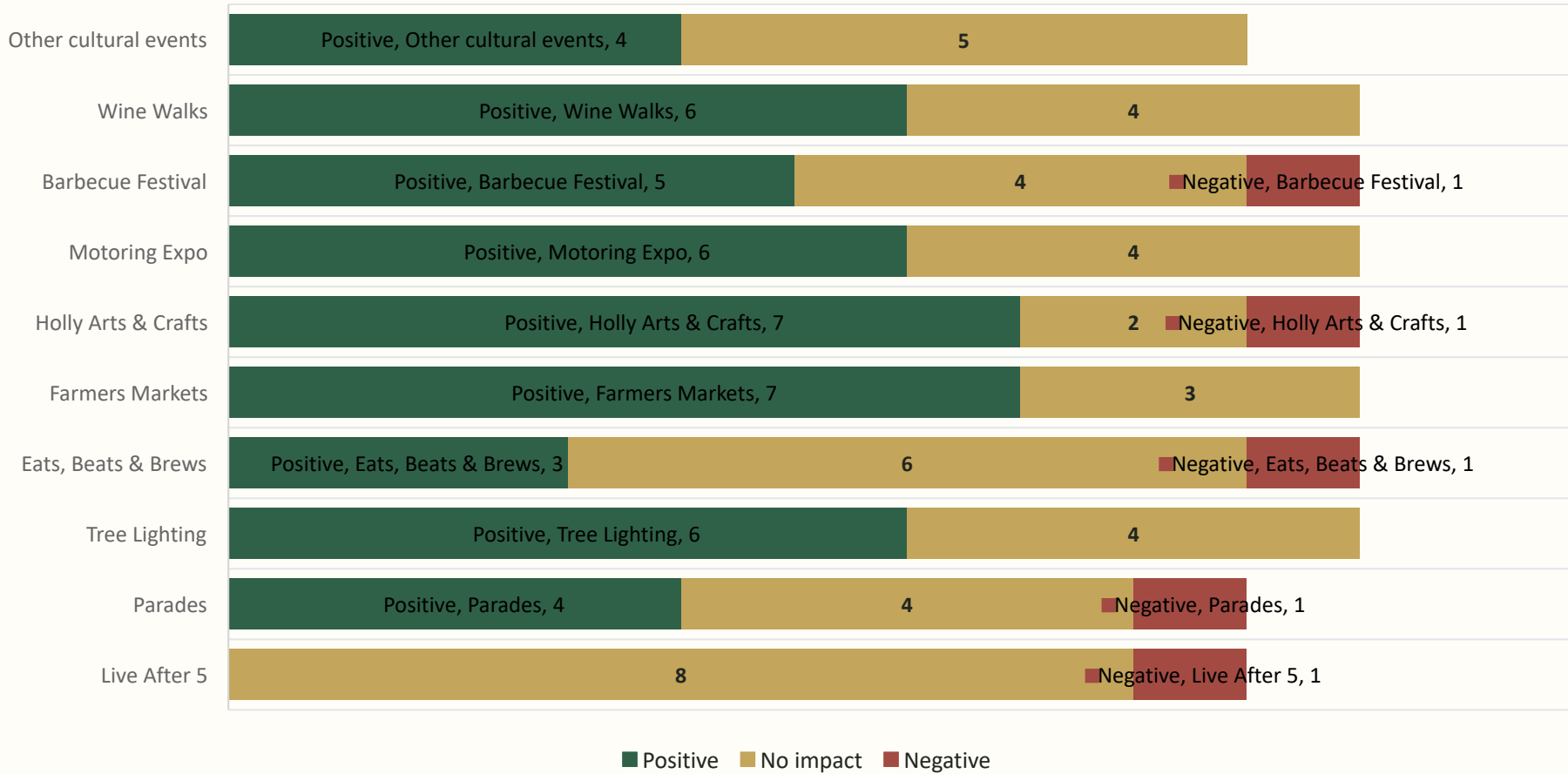


6 of 10

said events benefit their business

Three reported little impact; one reported some harm.

Individual events have very different business impacts



Farmers Markets and Holly Arts & Crafts received the most positive ratings.

Live After 5 received 0 positive, 8 no-impact, and 1 negative rating.

Live After 5, Parades, and Other Cultural Events received 9 responses; the other events received 10.

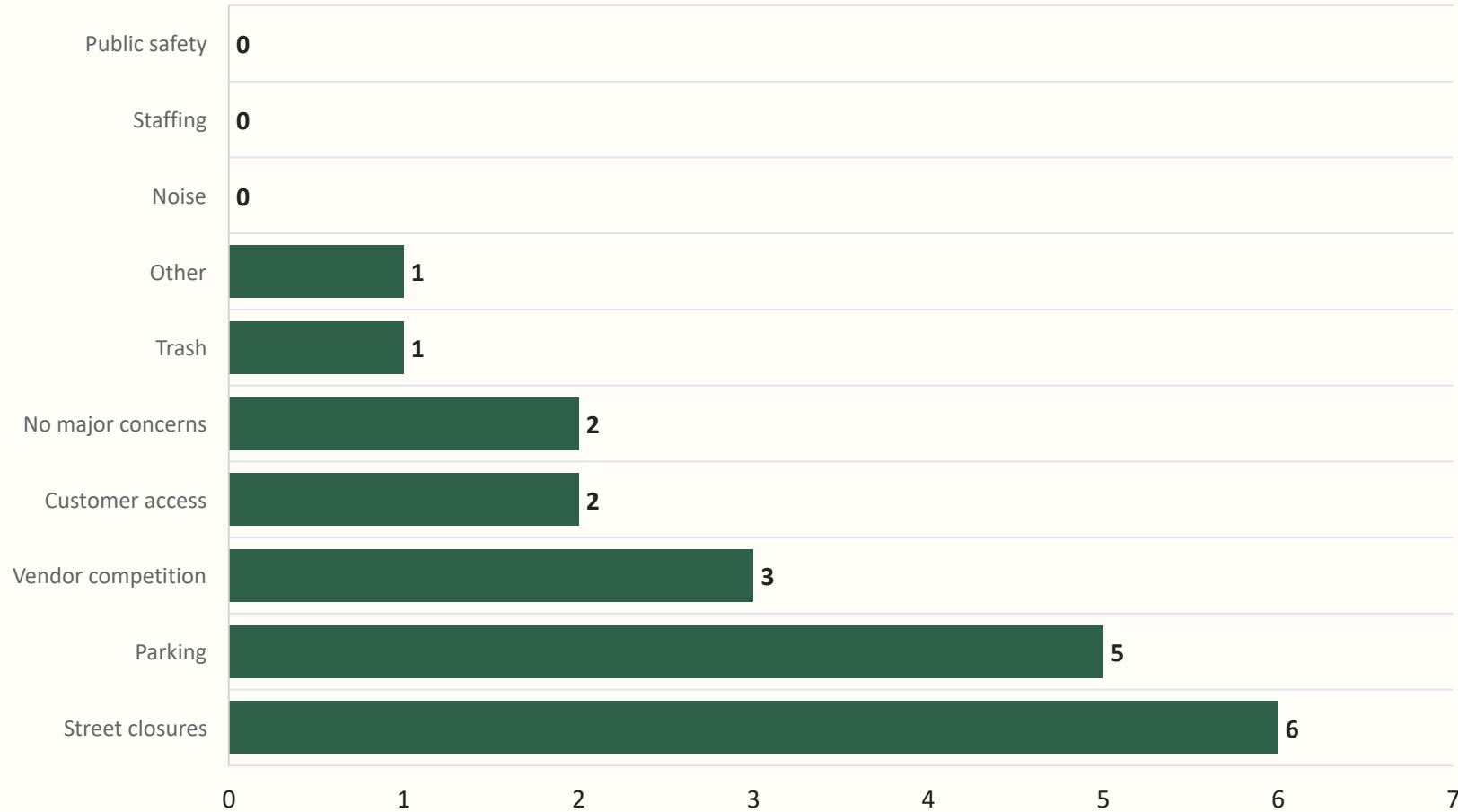
Event trends are mixed; Live After 5 is the clear decline

POSITIVE IMPACT • HISTORICAL PERCENTAGES COMPARED WITH 2026 RAW COUNTS

Event	2020	2023	2024	2026
Holly Arts & Crafts	65%	56%	64%	7 of 10
Tree Lighting	54%	54%	60%	6 of 10
Farmers Markets	55%	55%	52%	7 of 10
Motoring Festival	54%	53%	52%	6 of 10
Parades	55%	50%	49%	4 of 9
Other cultural events	59%	47%	47%	4 of 9
Live After 5	51%	26%	44%	0 of 9

Historical respondent counts are unavailable. Barbecue Festival and Wine Walks were not asked in prior years.

Street closures and parking are the leading event concerns



6 of 10

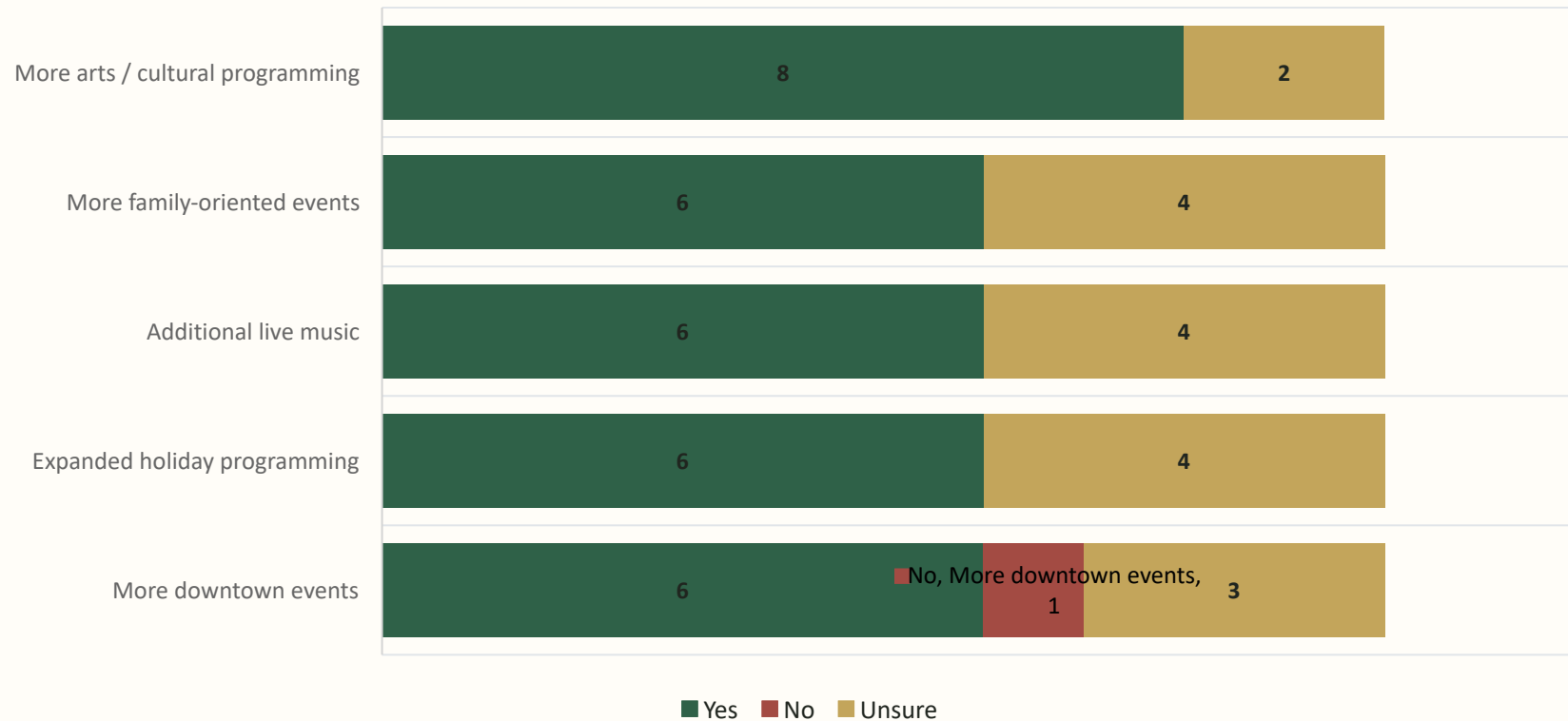
selected street closures

5 of 10

selected parking

Multiple selections were allowed; 20 selections were recorded.

Businesses support additional downtown programming

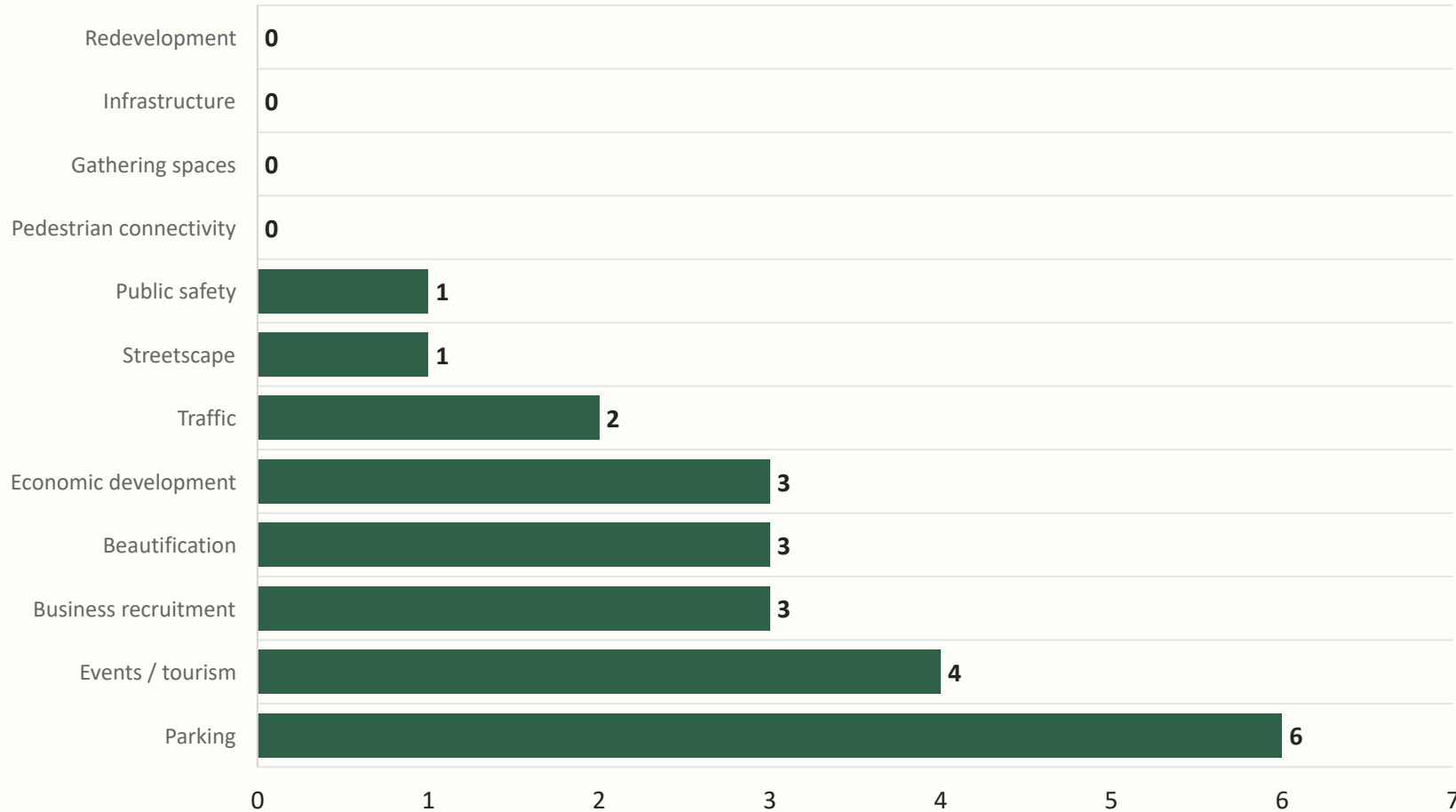


8 of 10

support more arts/cultural programming

Every option received majority support, but uncertainty remained substantial.

Parking is the leading five-year downtown priority

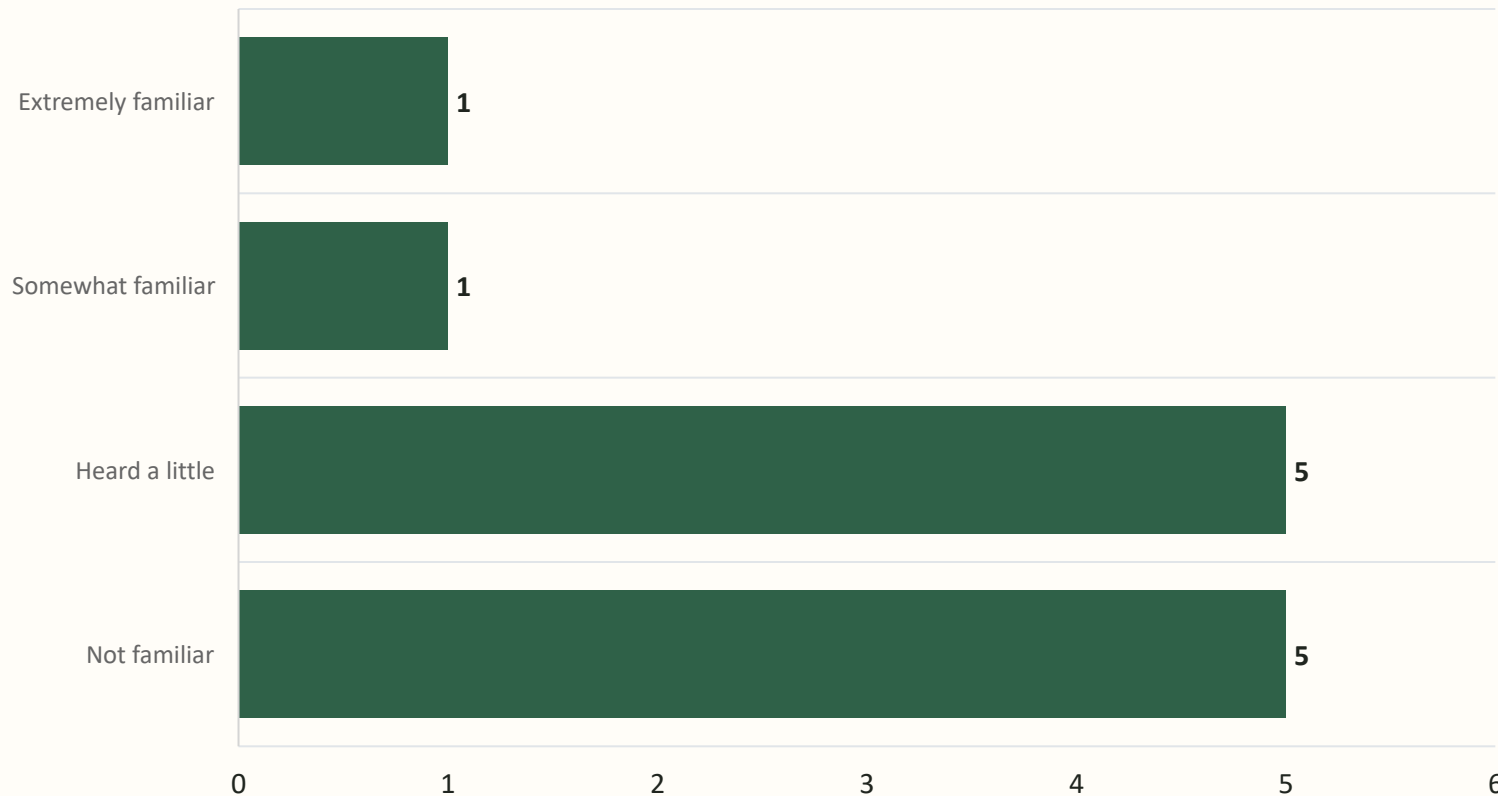


Three write-in priorities

- Public restroom
- Public restroom
- Listen to merchants and involve them in decisions affecting their businesses

Respondents could select up to three choices; 23 selections were recorded.

Most respondents know little about Village Place discussions

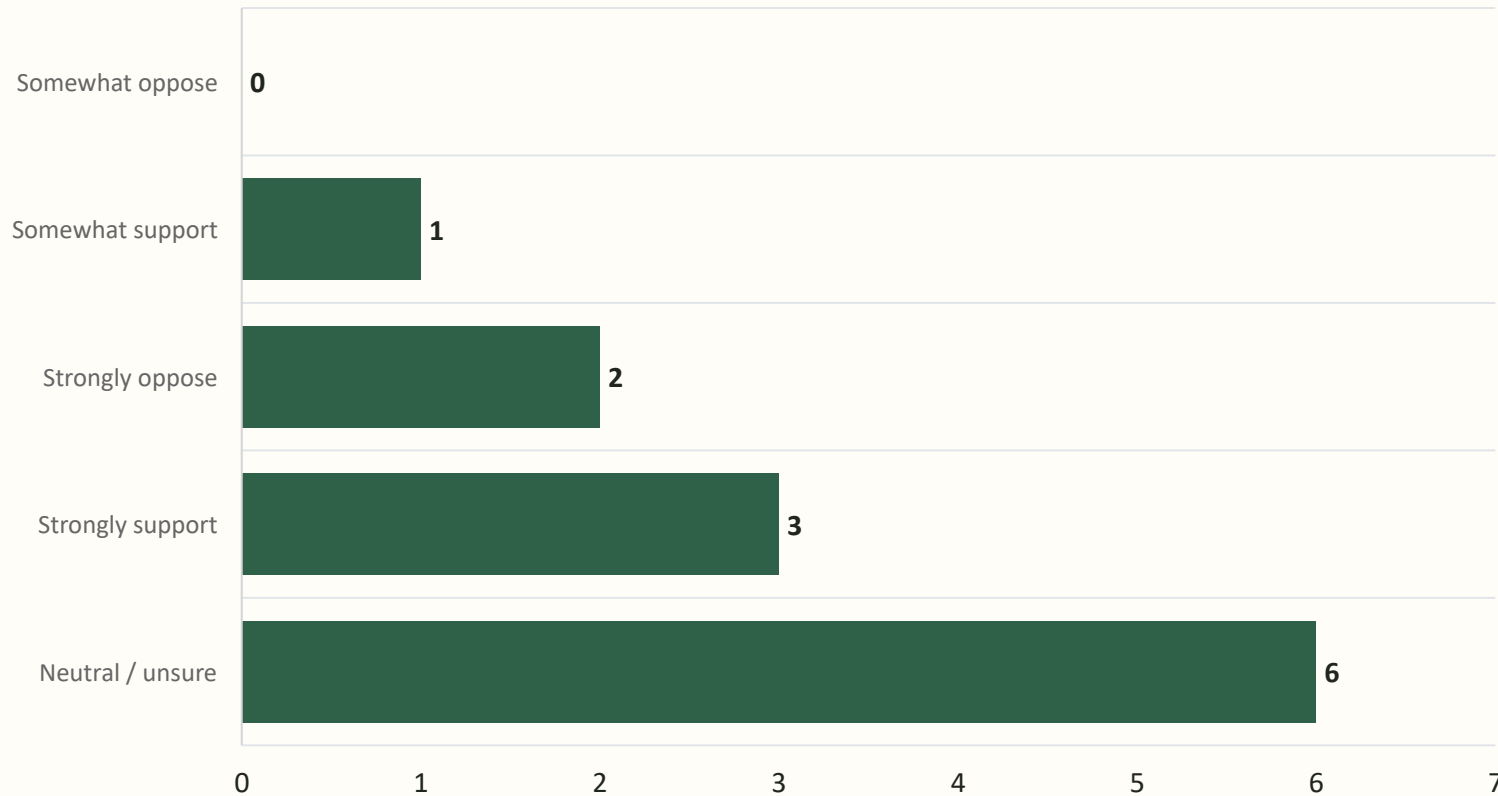


10 of 12

had heard only a little or
were not familiar

**Awareness should be
considered before
interpreting opinions on
redevelopment.**

Village Place support is unsettled

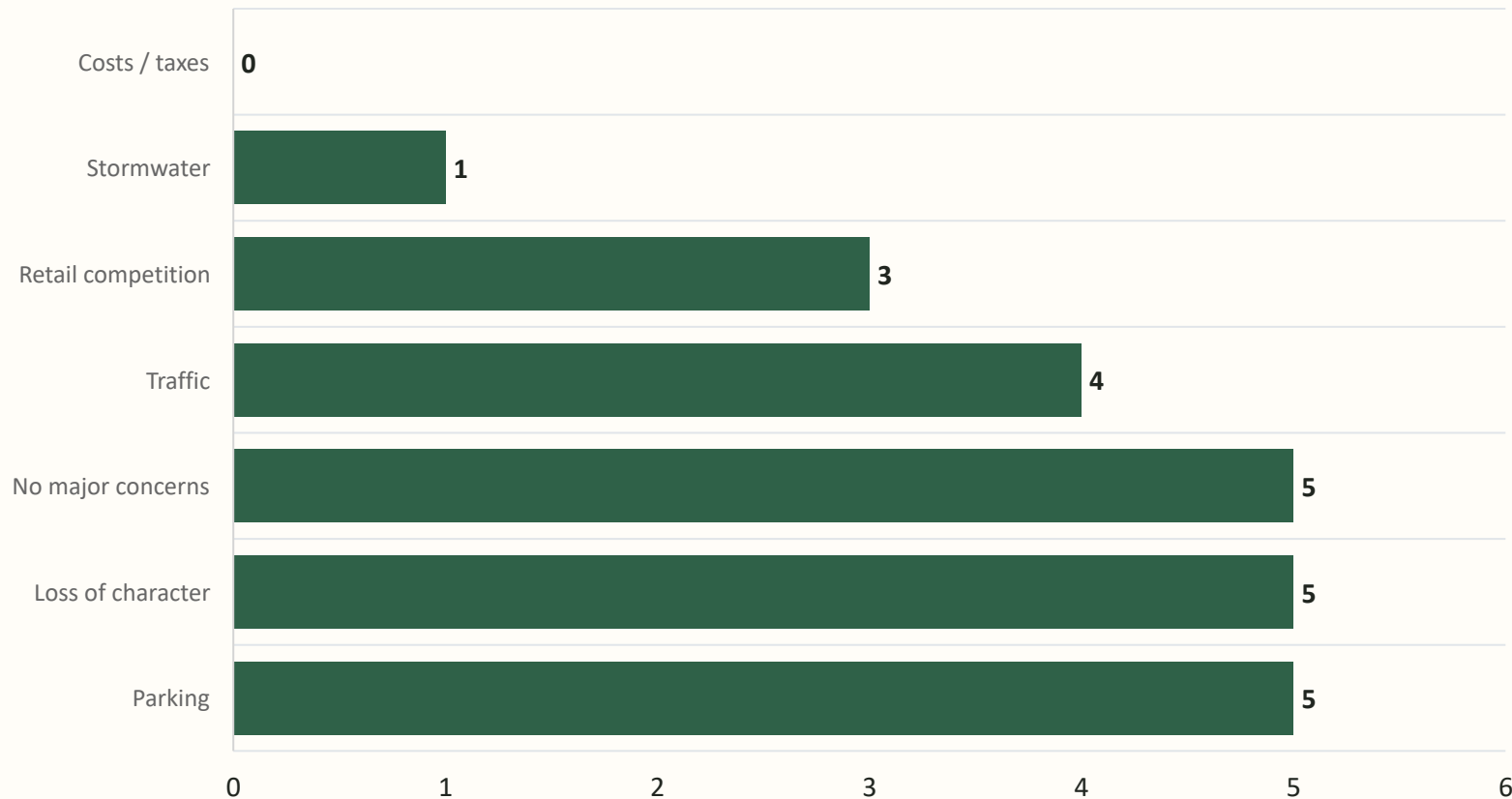


6 of 12

were neutral or unsure

**Four supported
redevelopment; two
strongly opposed it.**

Village Place concerns coexist with “no major concerns”

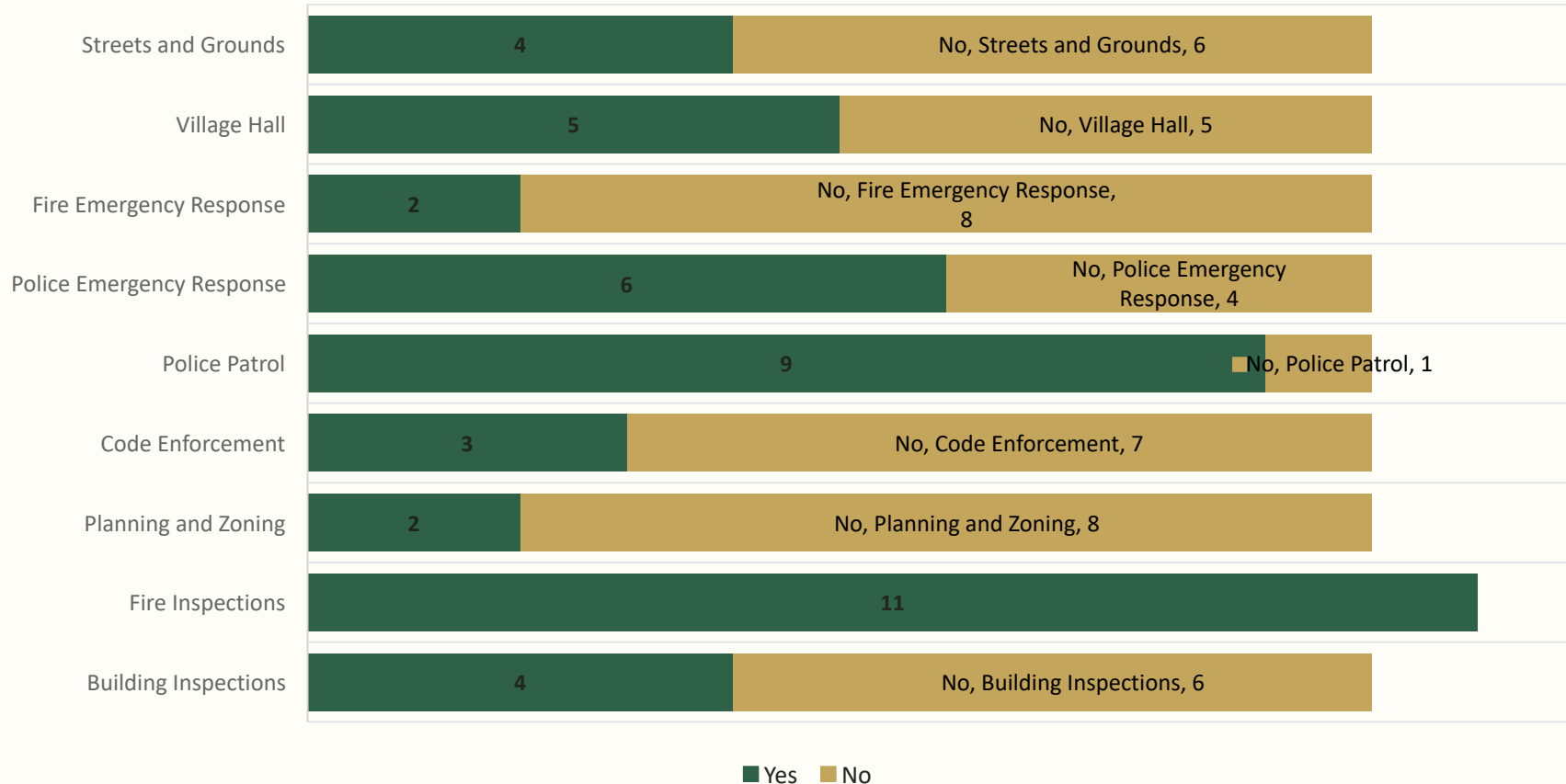


Other responses

- Infrastructure
- Concern that attention and investment could shift away from the Historic Village

Multiple selections were allowed; 23 selections were recorded.

Use of Village services varies widely

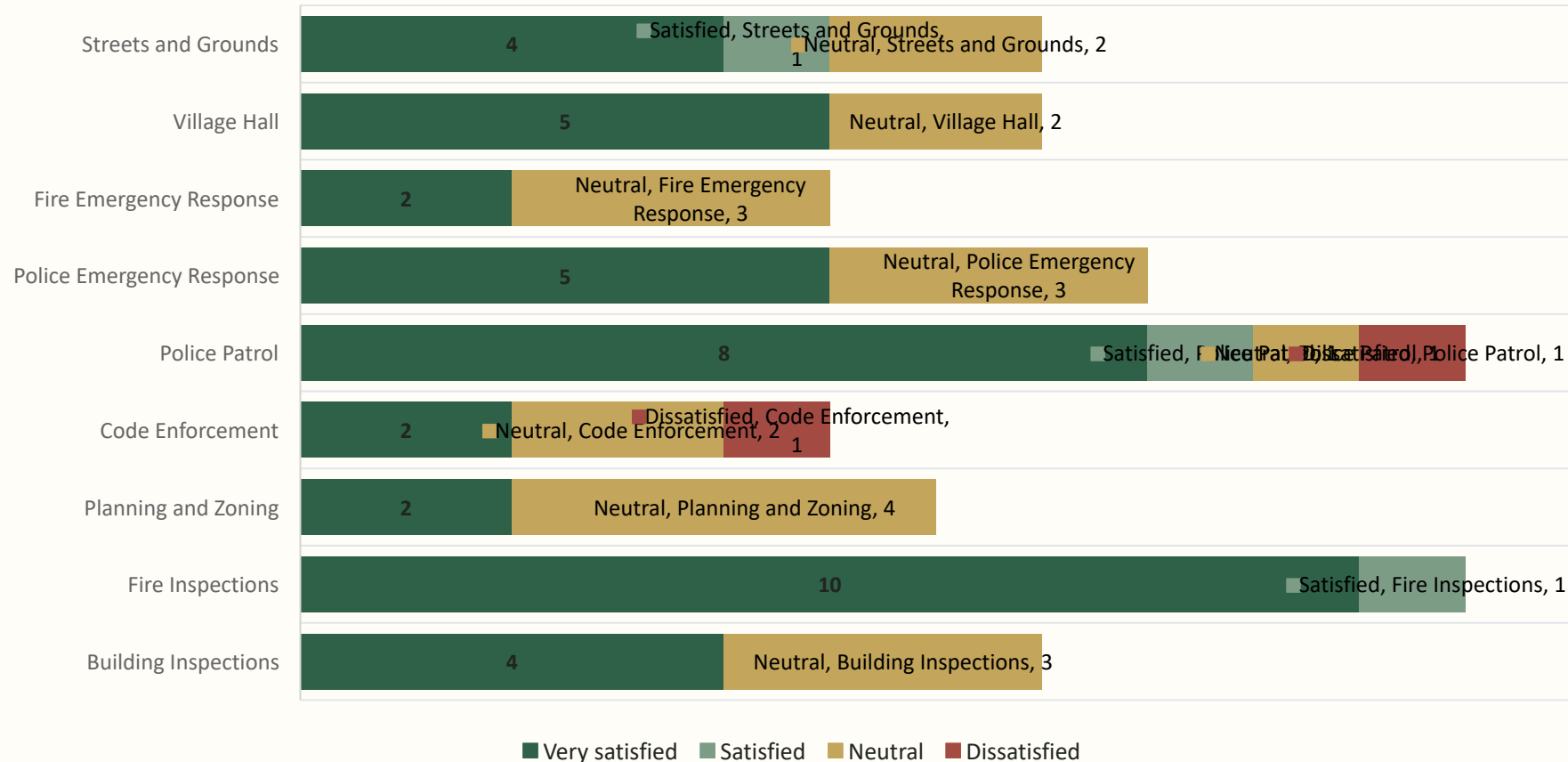


Most-used among respondents:

- Fire Inspections: 11
- Police Patrol: 9
- Police Emergency Response: 6
- Village Hall: 5

Not every respondent selected Yes or No for every service.

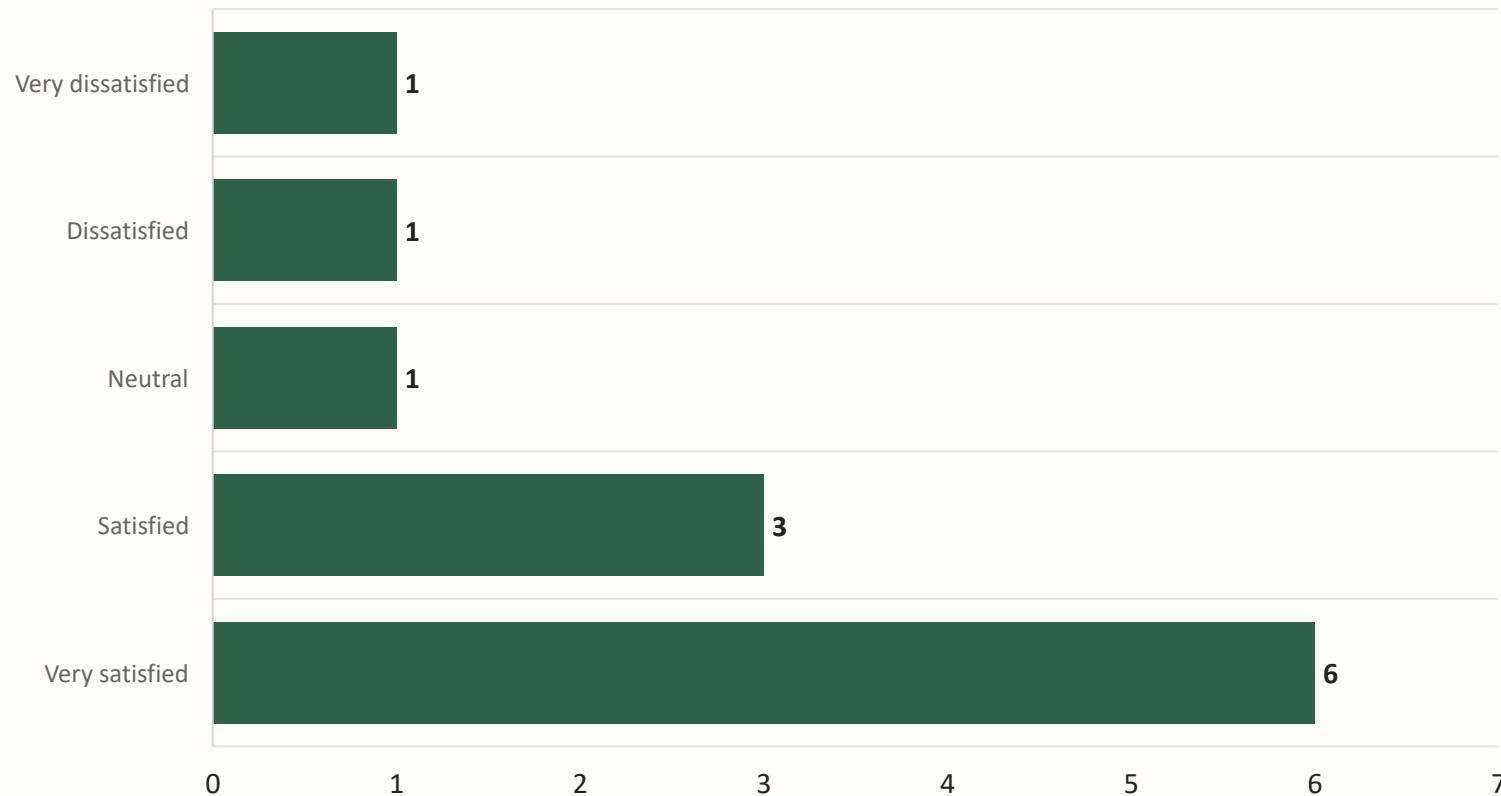
Service ratings are positive, but the bases are very small



The number of submitted ratings does not always equal the number reporting service use. Treat the rating selections as a separate, small response set.

Historical percentages exist, but respondent counts are unavailable; they are omitted here to avoid overstating precision.

Nine of twelve are satisfied with Village communication

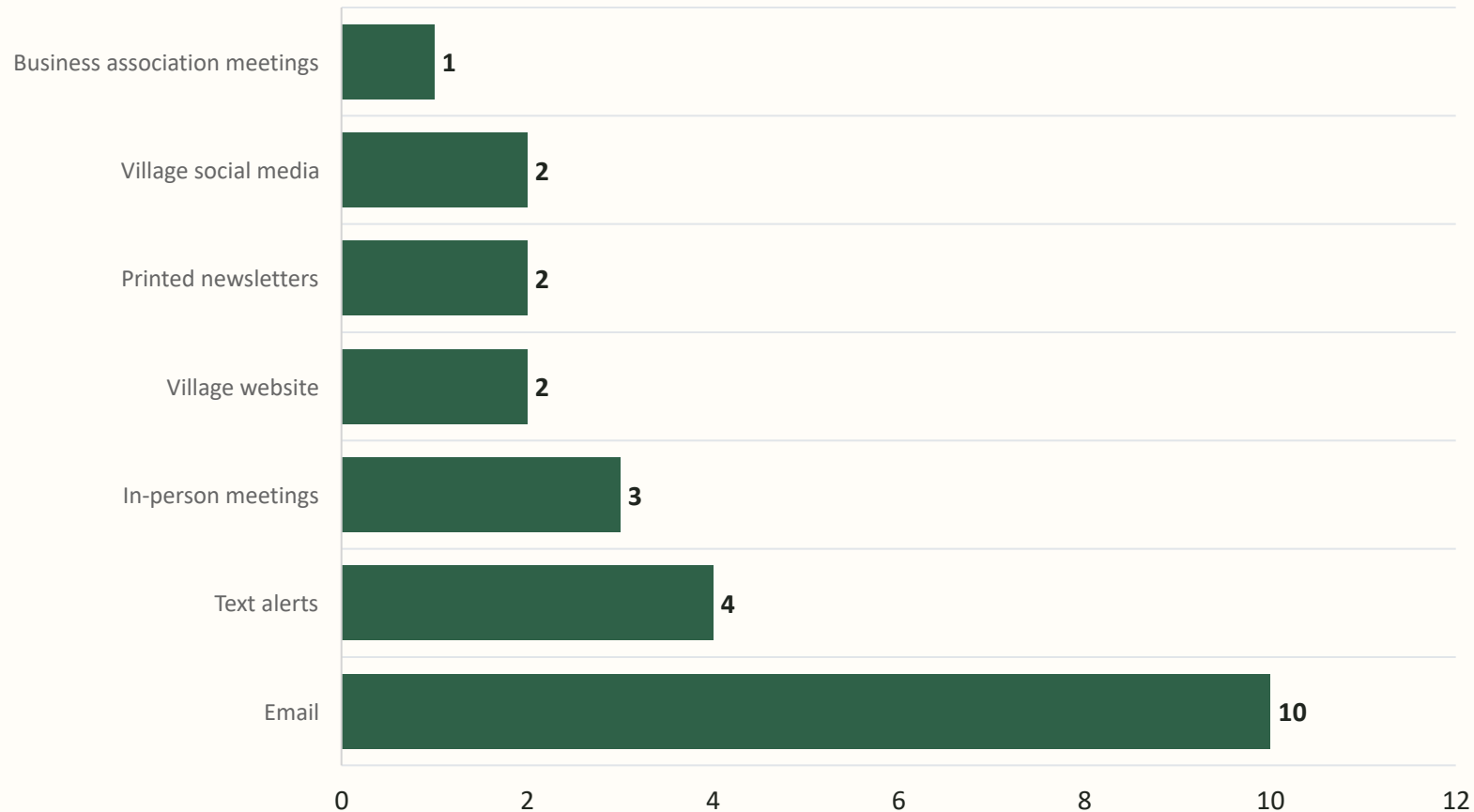


9 of 12

were satisfied or very
satisfied

**Three respondents were
neutral or dissatisfied.**

Email remains the preferred communication channel



Email preference historically:

2020: 72%

2023: 65%

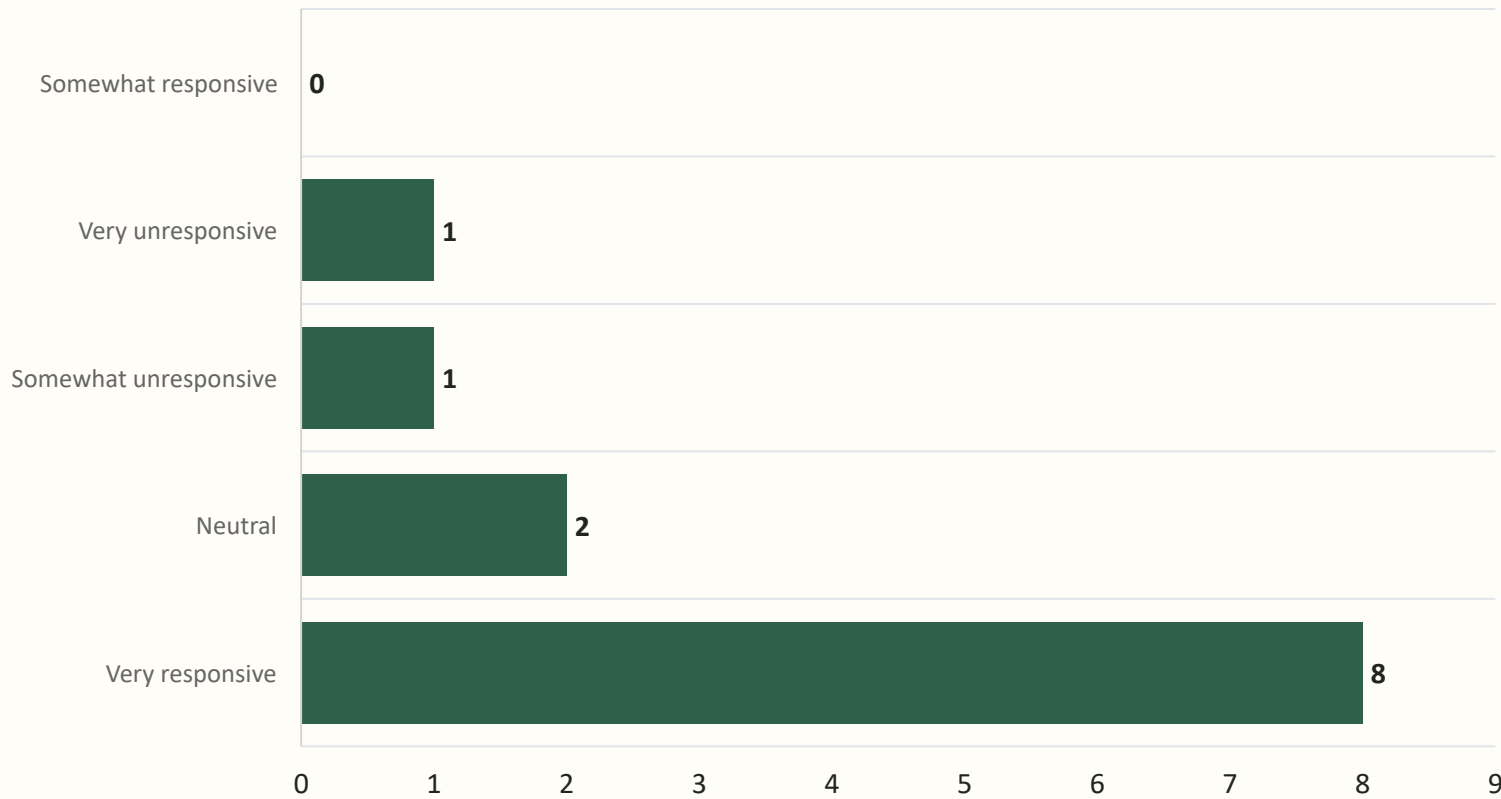
2024: 61%

2026: 10 of 12

Write-in: one respondent questioned whether Pinehurst Business Partners represents small businesses.

Multiple selections were allowed; 24 selections were recorded. Historical respondent counts are unavailable.

Most respondents view the Village as very responsive



8 of 12

said the Village is very responsive

Two were neutral; two were unresponsive.

What the question-by-question results support

- | | | |
|---|----------------------|---|
| 1 | Parking | Keep evaluating availability and employee parking separately from satisfaction with the three-hour limit. |
| 2 | Events | Distinguish overall benefit, individual event performance, operational concerns, and demand for more programming. |
| 3 | Village Place | Increase awareness before treating neutral or unsure responses as support or opposition. |
| 4 | Communication | Continue email as the primary channel while maintaining direct outreach. |
| 5 | Evidence | Use the survey as a directional snapshot and pair it with objective parking, event, and economic data. |

Downtown challenges and opportunities — responses 1–4

Responses reproduced verbatim; spelling and grammar are unchanged.

1 Advertising. Promotion. Parking.

2 Should pay to park. Need to raise taxes, not lower them to have appropriate infrastructure. Use center village streets for walking not parking. Close Market Sq & Cherokee Rd at night; use movable steel poles to open/close roads. Holly Arts & Crafts Festival could be more days. Construct a permanent stage/amphitheater on Village green - rent to cultural events. Need public restrooms. Improve public safety - moving masses/crowds.

3 Store hours should be consistent. Adding more retail/restaurants to keep potential customers in the area instead of heading over to Southern Pines.

4 Awareness of retail, library/archive site/city map. Public restrooms for event/green space access. Increasing cost of rent/lease for commercial retail space.

Downtown challenges and opportunities — responses 5–9

Responses reproduced verbatim; spelling and grammar are unchanged.

- | | |
|--|--|
| <p>5 Many downtown businesses are in a death spiral as business has declined for many in each of the last 4-years. The look, feel and function of downtown is sub-par for what it should be. VCB does not spend their dollars well and make the impact they should make in downtown Pinehurst. VOP Council & Admin need to take a real interest in making the Historic Village a welcoming destination and supporting the efforts of the merchants who have very significant investments that are becoming worthless!</p> <p>6 I would say outside vendors affects local businesses and restaurants when events are happening. It takes away from the local business to fully participate when there is outside vendors attending.</p> <p>7 govenrment talk to the business's and listen to them. We are the business not government.</p> | <p>8 The parking seems to deter people from coming to the Village due to the time limit based on the feedback we've gotten from our customers. The businesses need the traffic, but the parking enforcement has limited this. Also, the employees of the business should have parking passes. Due to appointments and schedules, it is not productive to park in the lot and at moments there are no spots in the lots, so then we park in a space and are then penalized for doing our jobs.</p> <p>9 No comment.</p> |
|--|--|

Village Place priorities — responses 1–5

Responses reproduced verbatim; spelling and grammar are unchanged.

- 1 More parking & infrastructure for inevitable growth to come.

- 2 Make the area Village Place a business area to help take realtors & businesses from the Village to make more room for retail/restaurants.

- 3 Professional office space - enable turnover for additional retail/tourism in downtown.

- 4 Don't make it something that takes the place of the Historic Downtown Village and adds competition to an already bleak situation.

- 5 Support local businesses in the Village.

Village Place priorities — responses 6–8

Responses reproduced verbatim; spelling and grammar are unchanged.

- 6 Stormwater management and drainage improvements are very much needed in the Village, especially as we continue to evaluate opportunities that support long-term economic vitality, walkability, public gathering spaces, and mixed-use spaces. In addition, I would like to see more attention given to protecting existing businesses and their landscaping during large Village events. When evening and weekend events take place, our business repeatedly experiences property damage from vehicles parking over sprinkler heads, landscape lighting, and maintained green areas. Roping off or otherwise protecting these areas during major events would help prevent unnecessary damage and reduce the burden on business owners. The Village has a great opportunity to plan for future growth while also protecting the businesses that are already investing in and contributing to the community. Better drainage, thoughtful event planning, and simple protective measures would go a long way in supporting both residents and local businesses.
- 7 The Old Village is all you have. It's what people love. Anything new will be just that, new. Be careful what you wish for. Go look at Morganton Rd and Target. It looks like any other city in America and that is not a compliment.
- 8 Please move forward carefully.

Additional comments and suggestions — all responses

Responses reproduced verbatim; spelling and grammar are unchanged.

1 Downtown street layout is confusing. Need public restrooms.

2 The Admin and Council has heard plenty from me over the years - it all falls on deaf ears. This is why businesses don't show up for Village Manager/Businesses mtgs...they know its all for show and nothing of substance is ever going to change. The fact of this is profound by the lack of appropriate action. VOP Admin, Major and Council just do not care about making the Village all that it could and should be, nor do they care about their decisions and indecision's that literately destroy small business owners and their substance and values.

3 come and see us. we are at our businesses.

4 Thank you!



2026 Village of Pinehurst Business Survey

The Village of Pinehurst is conducting this survey to better understand the needs, concerns, and priorities of businesses. Your feedback will help guide future decisions related to vitality, events, parking, mobility, redevelopment, communications, and economic development.

This survey should take approximately 5–8 minutes to complete.

Business Information

1. What type of business do you operate in the Village of Pinehurst?

- ☐ Arts/Culture ☐ Lodging/Hospitality ☐ Restaurant/Café/Bar ☐ Health/Wellness
☐ Professional Services ☐ Personal Services ☐ Retail ☐ Other: _____

2. How many years have you been in operation in the Village of Pinehurst?

- ☐ Less than 1 year ☐ 1–3 years ☐ 4–10 years ☐ More than 10 years

3. Approximately how many employees does your business employ in the Village of Pinehurst?

- ☐ 1–5 ☐ 6–10 ☐ 11–25 ☐ 26+

4. Do you:

- ☐ Own your building ☐ Lease your space

5. In the next THREE years, is your business planning any of the following? (Check all that apply)

- ☐ Expand/Renovate ☐ Hire Employees ☐ Relocate in Village ☐ Relocate Outside Village
☐ Downsize ☐ Close ☐ No Current Plans

Business Climate & Economic Conditions

6. How would you rate the current overall business climate in the Village of Pinehurst?

- ☐ Excellent ☐ Good ☐ Fair ☐ Poor

7. Compared to one year ago, your business activity is:

- ☐ Much stronger ☐ Slightly stronger ☐ About the same ☐ Slightly weaker ☐ Much weaker

8. What are the biggest challenges facing your business today? (Select up to 3)

- ☐ Customer Traffic ☐ Staffing ☐ Rent/Property Costs
☐ Traffic ☐ Parking ☐ Deliveries
☐ Permitting ☐ Construction ☐ Marketing
☐ Events ☐ Employee Housing ☐ Other: _____

Downtown Experience & Infrastructure

9. Is your business located within the Village Center/downtown area?

- ☐ Yes ☐ No

IF NO, SKIP TO QUESTION 21.

10. How would you rate the current overall business climate in downtown Pinehurst?

- ☐ Excellent ☐ Good ☐ Fair ☐ Poor

11. Please rate the following conditions in downtown Pinehurst:

Item	Excellent	Good	Fair	Poor
Parking availability	☐	☐	☐	☐
Employee parking availability	☐	☐	☐	☐
Sidewalks/walkability	☐	☐	☐	☐

Landscaping/appearance	☐	☐	☐	☐
Cleanliness	☐	☐	☐	☐
Lighting	☐	☐	☐	☐
Public safety	☐	☐	☐	☐
Traffic flow	☐	☐	☐	☐
Bicycle/pedestrian connectivity	☐	☐	☐	☐
Signage/wayfinding	☐	☐	☐	☐

12. How do you feel the recently implemented 3-hour on-street parking limit in downtown areas has affected parking?

☐ Improved Availability ☐ No Impact ☐ Made Parking More Difficult ☐ Not Aware

13. Please rate your satisfaction with the current 3-hour on-street parking limit in downtown areas.

☐ Very Satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very Dissatisfied

14. Which improvements would most benefit downtown businesses? (Select up to 3)

☐ Additional Parking ☐ Pedestrian Connectivity ☐ Traffic Improvements ☐ Marketing
☐ Beautification ☐ Outdoor Seating ☐ Wayfinding ☐ Public Events
☐ Streetscape ☐ Other: _____

Events & Tourism

15. Overall, downtown events:

☐ Strongly benefit my business ☐ Somewhat benefit my business ☐ Have little Impact ☐ Somewhat hurt my business ☐ Strongly hurt my business

16. Please indicate the impact the following events have on your downtown business:

Event	Positive Impact	No Impact	Negative Impact
Live After 5 Concerts	☐	☐	☐
Parades	☐	☐	☐
Holly Arts & Crafts Festival	☐	☐	☐
Tree Lighting	☐	☐	☐
Eats, Beats, and Brews	☐	☐	☐
Farmer's Markets	☐	☐	☐
Wine Walks	☐	☐	☐
Sandhills Motoring Expo	☐	☐	☐
Barbecue Festival	☐	☐	☐
Other Cultural Events	☐	☐	☐

17. What concerns, if any, do you have regarding downtown events? (Select all that apply)

☐ Parking ☐ Street Closures ☐ Trash
☐ Noise ☐ Staffing ☐ Customer Access
☐ Vendor Competition ☐ Public Safety ☐ No Major Concerns
☐ Other _____

18. Would you support any of the following downtown programming options?

Item	Yes	No	Unsure
More downtown events	☐	☐	☐
Expanded holiday programming	☐	☐	☐
Additional live music	☐	☐	☐
More family-oriented events	☐	☐	☐
More arts/cultural programming	☐	☐	☐

Future of Downtown Pinehurst

19. What should be the Village’s top priorities for downtown over the next FIVE years? (Select up to 3)

- ☐ Parking
 ☐ Streetscape
 ☐ Business Recruitment
- ☐ Events/Tourism
 ☐ Traffic
 ☐ Pedestrian Connectivity
- ☐ Beautification
 ☐ Economic Development
 ☐ Public Safety
- ☐ Gathering Spaces
 ☐ Infrastructure
 ☐ Redevelopment
- ☐ Other_____

20. From your perspective, what are the biggest challenges and opportunities affecting downtown Pinehurst today, and what changes or improvements would most help downtown businesses succeed in the future?

Village Place Redevelopment

The Village of Pinehurst is actively exploring redevelopment opportunities for portions of the Village Place area, including the former water tank properties south of McCaskill Road. The goal is to evaluate opportunities that could support long-term economic vitality, walkability, public gathering spaces, parking, and complementary mixed-use commercial/residential development while preserving the character of Pinehurst.

21. How familiar are you with the Village Place redevelopment discussions?

- ☐ Very Familiar
 ☐ Somewhat Familiar
 ☐ Heard a Little
 ☐ Not Familiar

22. Overall, do you support thoughtful redevelopment of the Village Place area?

- ☐ Strongly Support
 ☐ Somewhat Support
 ☐ Neutral/Unsure
 ☐ Somewhat Oppose
 ☐ Strongly Oppose

23. What concerns do you have regarding redevelopment of the Village Place area? (Select all that apply)

- ☐ Traffic
 ☐ Parking
 ☐ Loss of Character
- ☐ Retail Competition
 ☐ Building Scale
 ☐ Infrastructure
- ☐ Construction
 ☐ Stormwater
 ☐ Costs/Taxes
- ☐ No Major Concerns
 ☐ Other_____

24. In your opinion, what should be the Village’s top priority as Village Place redevelopment moves forward?

Village Services & Communication

25. Please indicate if your business has used each of the services or departments listed below in the past year. If "Yes," please rate the service and/or department.

	Has your business used this service or department in the past year?		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Building Inspections	Yes	No	☐	☐	☐	☐	☐
Fire Inspections	Yes	No	☐	☐	☐	☐	☐
Planning and Zoning	Yes	No	☐	☐	☐	☐	☐
Code Enforcement	Yes	No	☐	☐	☐	☐	☐
Police Patrol	Yes	No	☐	☐	☐	☐	☐
Police Emergency Response	Yes	No	☐	☐	☐	☐	☐
Fire Emergency Response	Yes	No	☐	☐	☐	☐	☐
Village Hall	Yes	No	☐	☐	☐	☐	☐
Streets and Grounds	Yes	No	☐	☐	☐	☐	☐

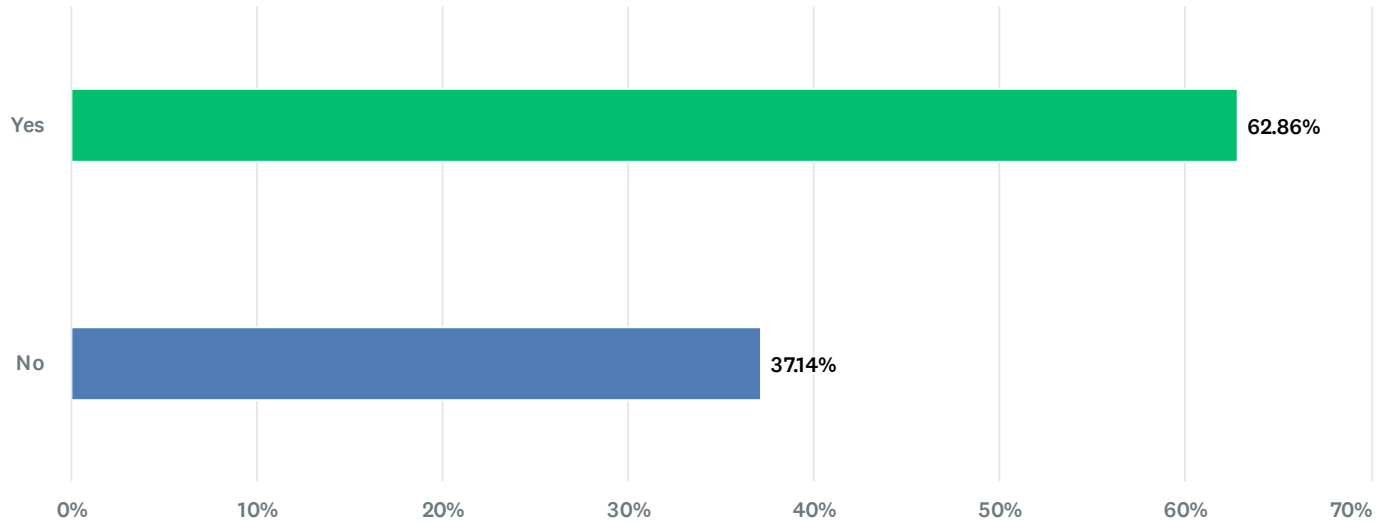
26. Overall, how satisfied are you with communication from the Village to businesses?
☐ Very Satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very Dissatisfied

27. What communication methods do you prefer? (Check all that apply)
☐ Email ☐ Text Alerts ☐ Village Social Media
☐ Village Website ☐ In-person Meetings ☐ Business Association Meetings
☐ Printed Newsletters ☐ Other_____

28. How responsive is the Village when issues arise?
☐ Very Responsive ☐ Somewhat Responsive ☐ Neutral ☐ Somewhat Unresponsive ☐ Very Unresponsive

29. Any additional comments or suggestions?

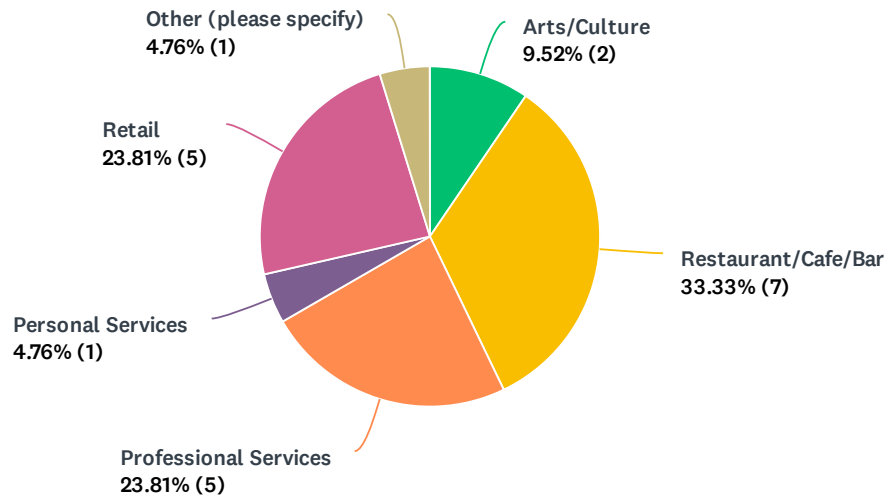
Q1 35 responses

Do you own or operate a business in the Village of Pinehurst

Answer Choices	Percentage	Responses
● Yes	62.86%	22
● No	37.14%	13
Total		35

Q2 21 responses

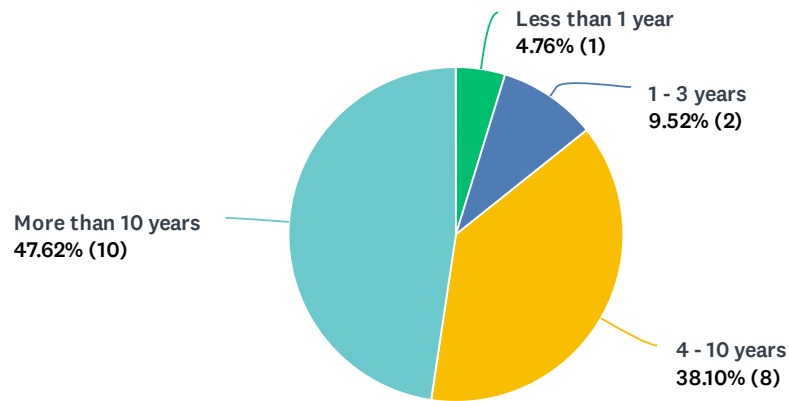
What type of business do you operate in the Village of Pinehurst?



Answer Choices	Percentage	Responses
Arts/Culture	9.52%	2
Lodging/Hospitality	0%	0
Restaurant/Cafe/Bar	33.33%	7
Health/Wellness	0%	0
Professional Services	23.81%	5
Personal Services	4.76%	1
Retail	23.81%	5
Other (please specify)	4.76%	1
Total		21

#	OTHER (PLEASE SPECIFY)	DATE
1	Wholesale	6/10/2026 5:41 PM

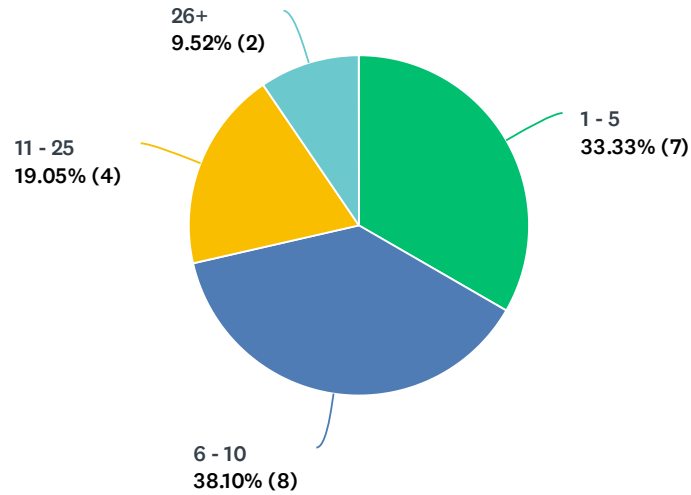
Q3 21 responses

How many years have you been in operation in the Village of Pinehurst?

Answer Choices	Percentage	Responses
Less than 1 year	4.76%	1
1 - 3 years	9.52%	2
4 - 10 years	38.10%	8
More than 10 years	47.62%	10
Total		21

Q4 21 responses

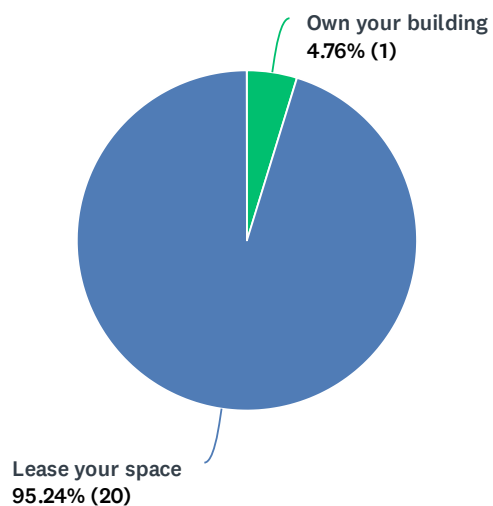
Approximately how many employees does your business employ in the Village of Pinehurst?



Answer Choices	Percentage	Responses
1 - 5	33.33%	7
6 - 10	38.10%	8
11 - 25	19.05%	4
26+	9.52%	2
Total		21

Q5 21 responses

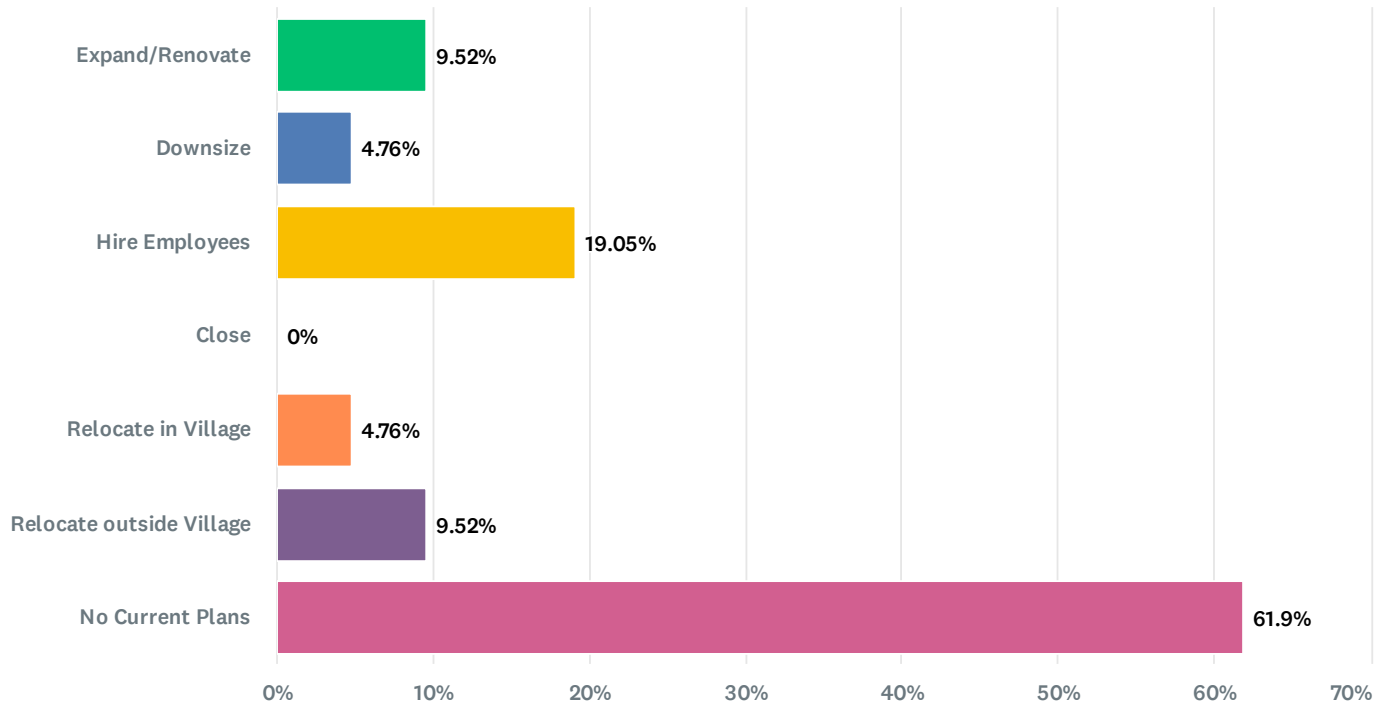
Do you:



Answer Choices	Percentage	Responses
Own your building	4.76%	1
Lease your space	95.24%	20
Total		21

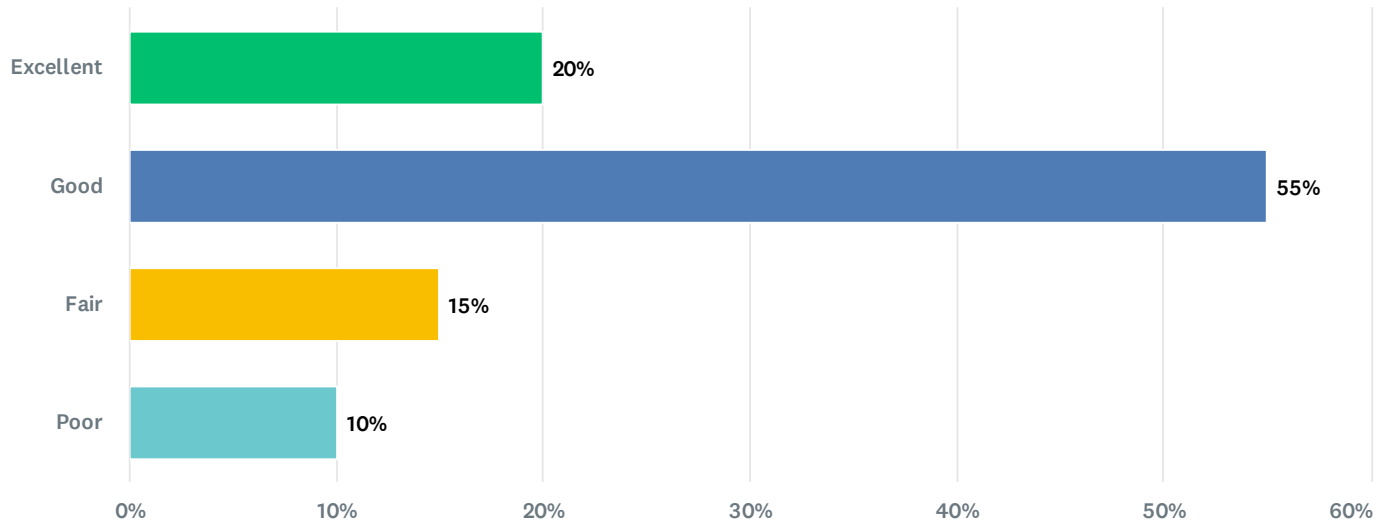
Q6 21 responses

In the next THREE years, is your business planning any of the following? (Check all that apply)



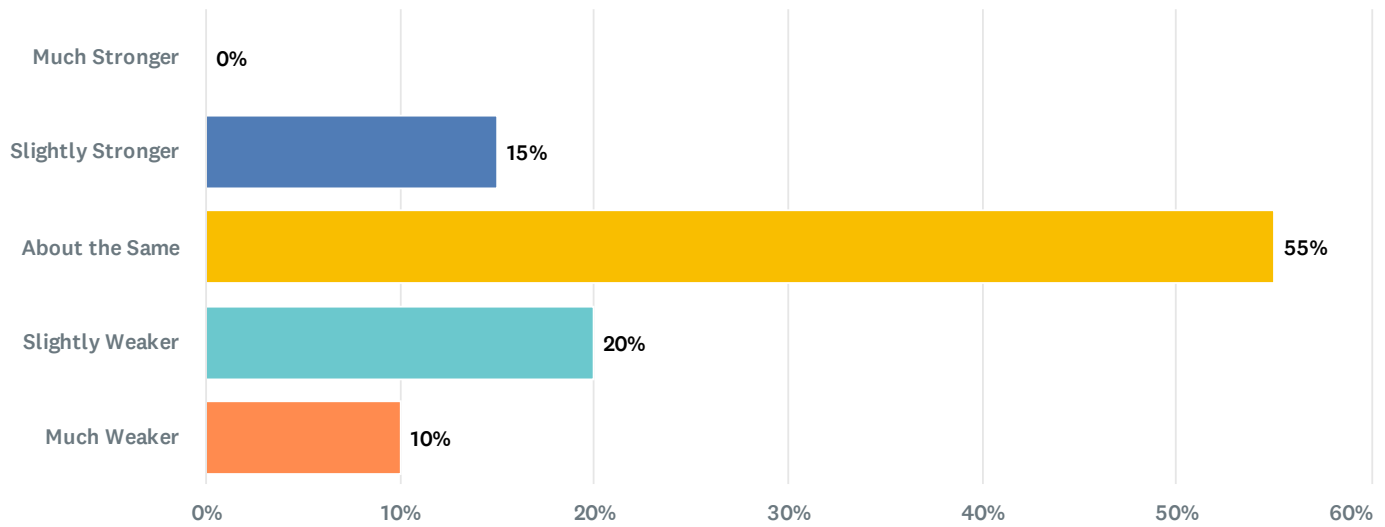
Answer Choices	Percentage	Responses
● Expand/Renovate	9.52%	2
● Downsize	4.76%	1
● Hire Employees	19.05%	4
● Close	0%	0
● Relocate in Village	4.76%	1
● Relocate outside Village	9.52%	2
● No Current Plans	61.90%	13
Total		23

Q7 20 responses

How would you rate the current overall business climate in the Village of Pinehurst?

	Excellent	Good	Fair	Poor	Total
(no label)	20.00% 4	55.00% 11	15.00% 3	10.00% 2	20
					20

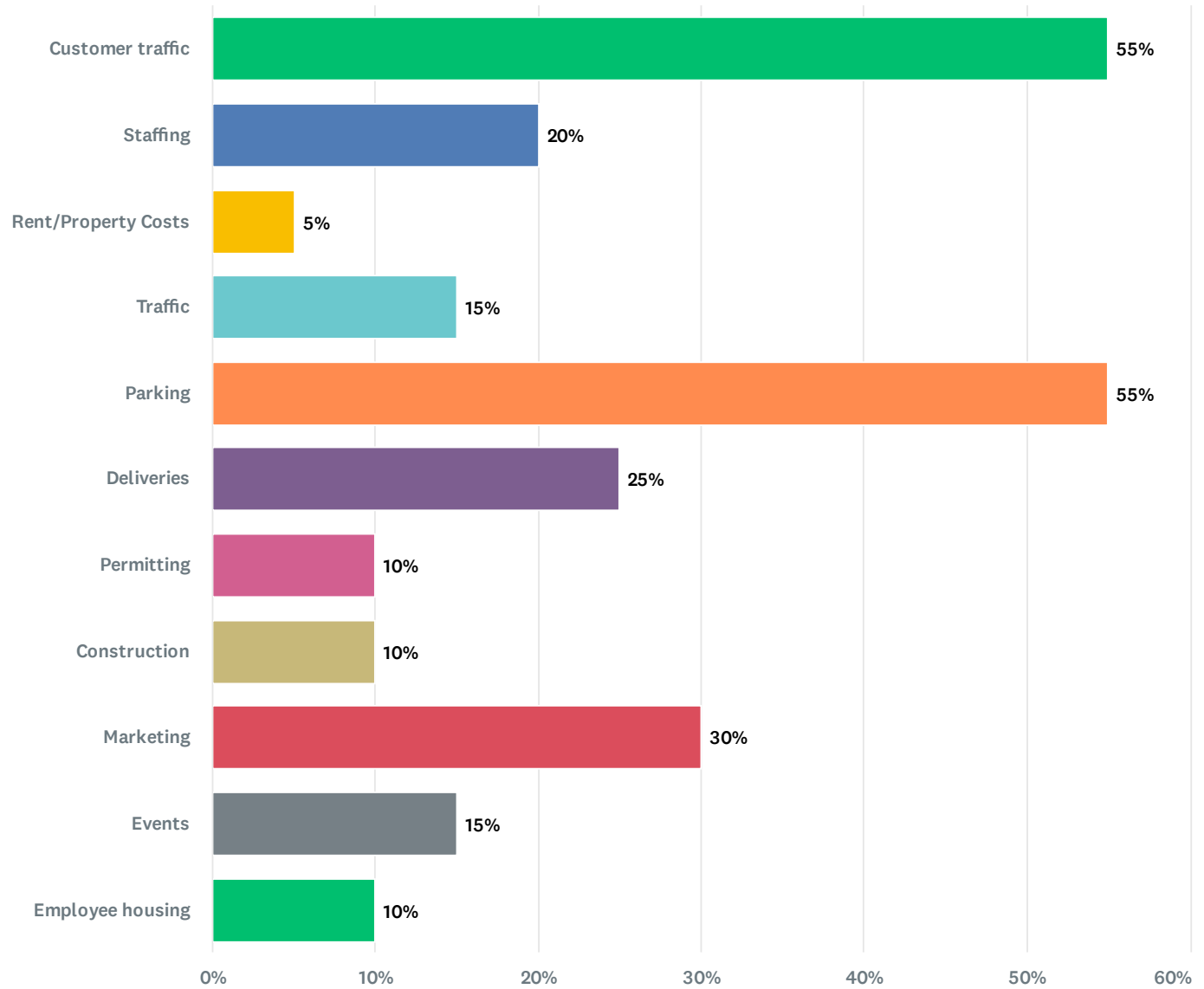
Q8 20 responses

Compared to one year ago, your business activity is:

	 Much Stronger	 Slightly Stronger	 About the Same	 Slightly Weaker	 Much Weaker	Total
(no label)	0%	15.00%	55.00%	20.00%	10.00%	20
	0	3	11	4	2	20

Q9 20 responses

What are the biggest challenges facing your business today? (Select up to 3)

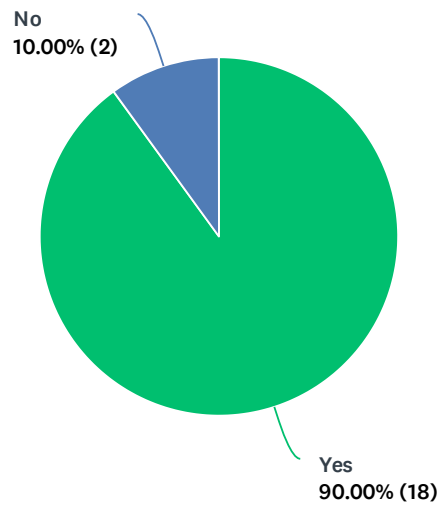


Answer Choices	Percentage	Responses
● Customer traffic	55.00%	11
● Staffing	20.00%	4
● Rent/Property Costs	5.00%	1
● Traffic	15.00%	3
Total		50

Answer Choices	Percentage	Responses
 Parking	55.00%	11
 Deliveries	25.00%	5
 Permitting	10.00%	2
 Construction	10.00%	2
 Marketing	30.00%	6
 Events	15.00%	3
 Employee housing	10.00%	2
Total		50

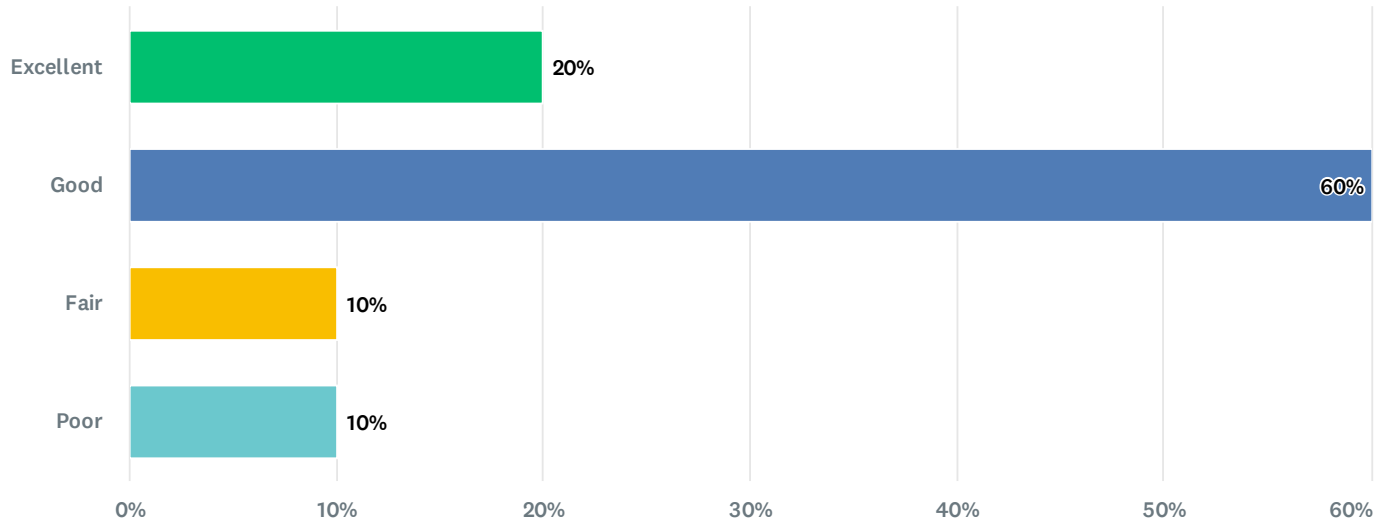
#	OTHER (PLEASE SPECIFY)	DATE
1	How to increase spaces; number of EE's at anytime is 22 - need parking when restaurants are busy	6/29/2026 2:51 PM
2	un-supportive admin and council - they really don't care about the look, feel and function of the Historic District nor the health of the businesses. Resort is not a partner in wanting all boats to rise in the tide they create - they want it all for themselves and incentivize their guests to only spend in Resort venues..	6/23/2026 7:22 PM
3	No Social Districts, Dependency on Resort, Resort having more retail and Restaurants, Ban on Short Term Rentals	6/11/2026 7:58 AM
4	visibility	6/10/2026 3:44 PM

Q10 20 responses

Is your business located within the Village Center/downtown area?

Answer Choices	Percentage	Responses
● Yes	90.00%	18
● No	10.00%	2
Total		20

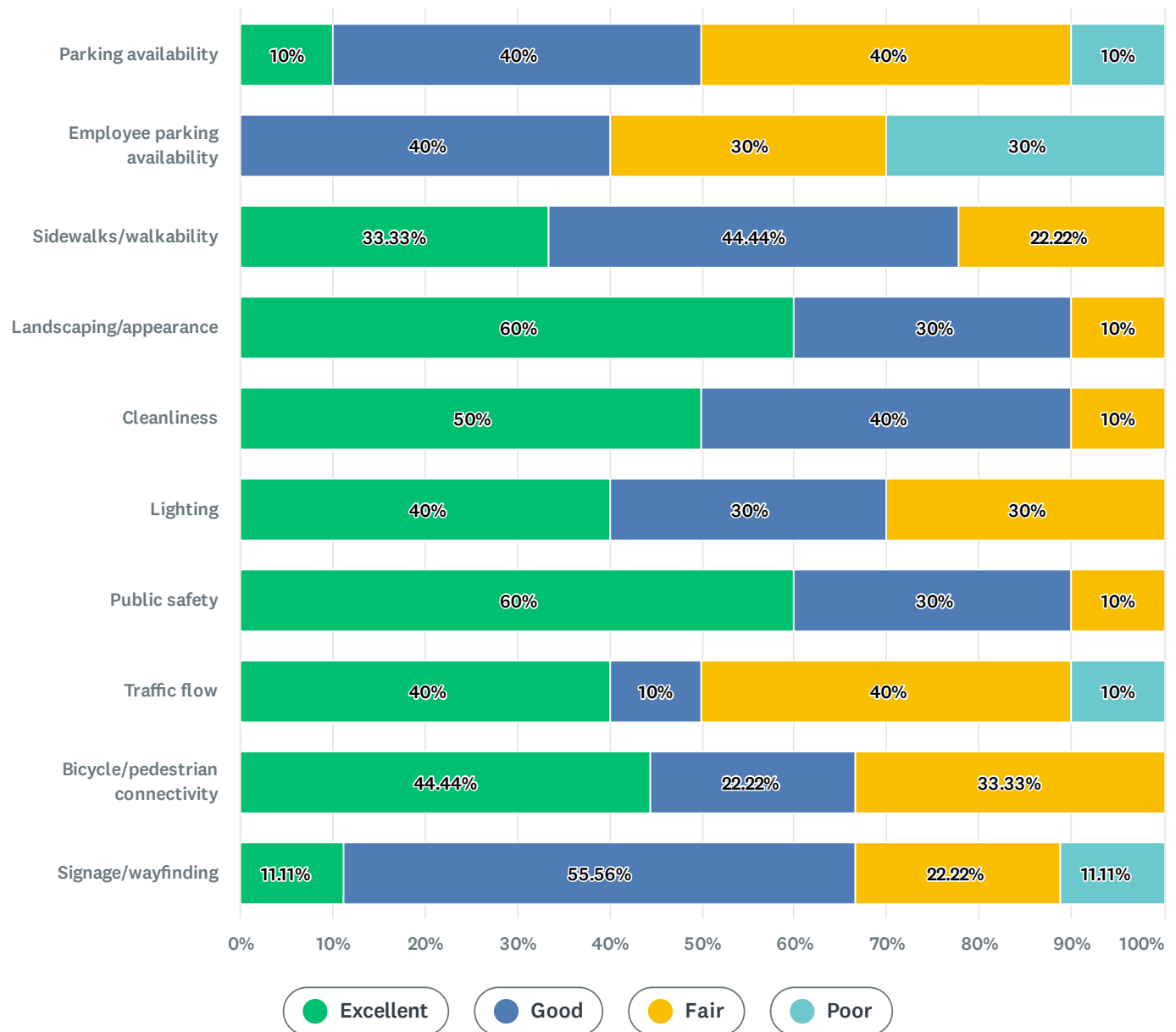
Q11 10 responses

How would you rate the current overall business climate in downtown Pinehurst?

Answer Choices	Percentage	Responses
● Excellent	20.00%	2
● Good	60.00%	6
● Fair	10.00%	1
● Poor	10.00%	1
Total		10

Q12 10 responses

Please rate the following conditions in downtown Pinehurst:



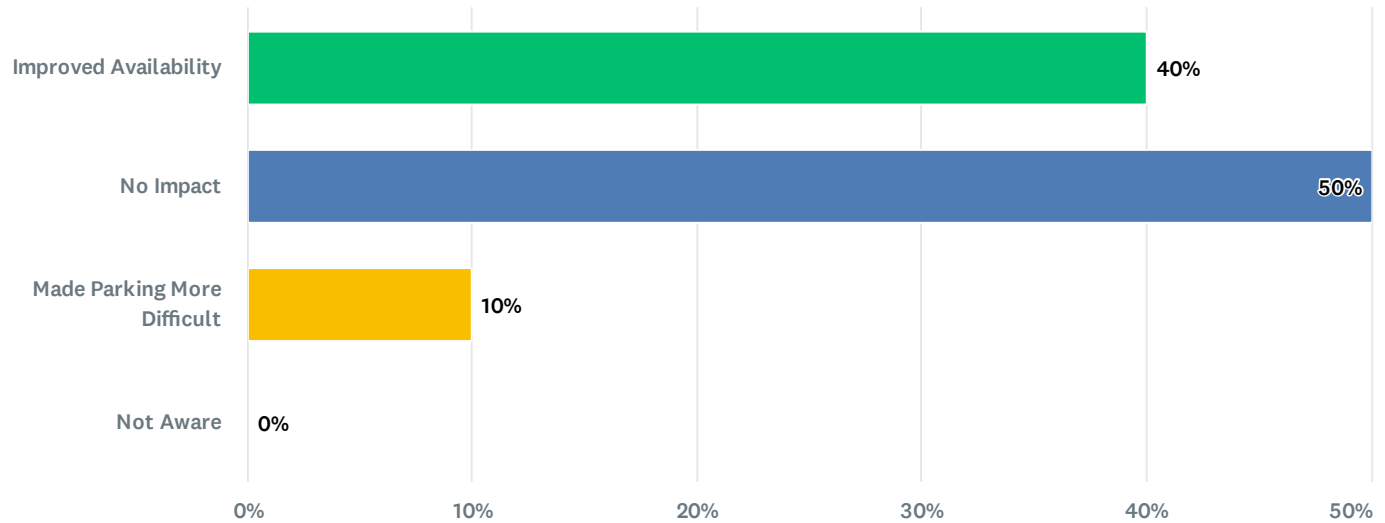
	● Excellent	● Good	● Fair	● Poor	Total
Parking availability	10.00% 1	40.00% 4	40.00% 4	10.00% 1	10
Employee parking availability	0% 0	40.00% 4	30.00% 3	30.00% 3	10

97

	 Excellent	 Good	 Fair	 Poor	Total
Sidewalks/walkability	33.33% 3	44.44% 4	22.22% 2	0% 0	9
Landscaping/appearance	60.00% 6	30.00% 3	10.00% 1	0% 0	10
Cleanliness	50.00% 5	40.00% 4	10.00% 1	0% 0	10
Lighting	40.00% 4	30.00% 3	30.00% 3	0% 0	10
Public safety	60.00% 6	30.00% 3	10.00% 1	0% 0	10
Traffic flow	40.00% 4	10.00% 1	40.00% 4	10.00% 1	10
Bicycle/pedestrian connectivity	44.44% 4	22.22% 2	33.33% 3	0% 0	9
Signage/wayfinding	11.11% 1	55.56% 5	22.22% 2	11.11% 1	9
					97

Q13 10 responses

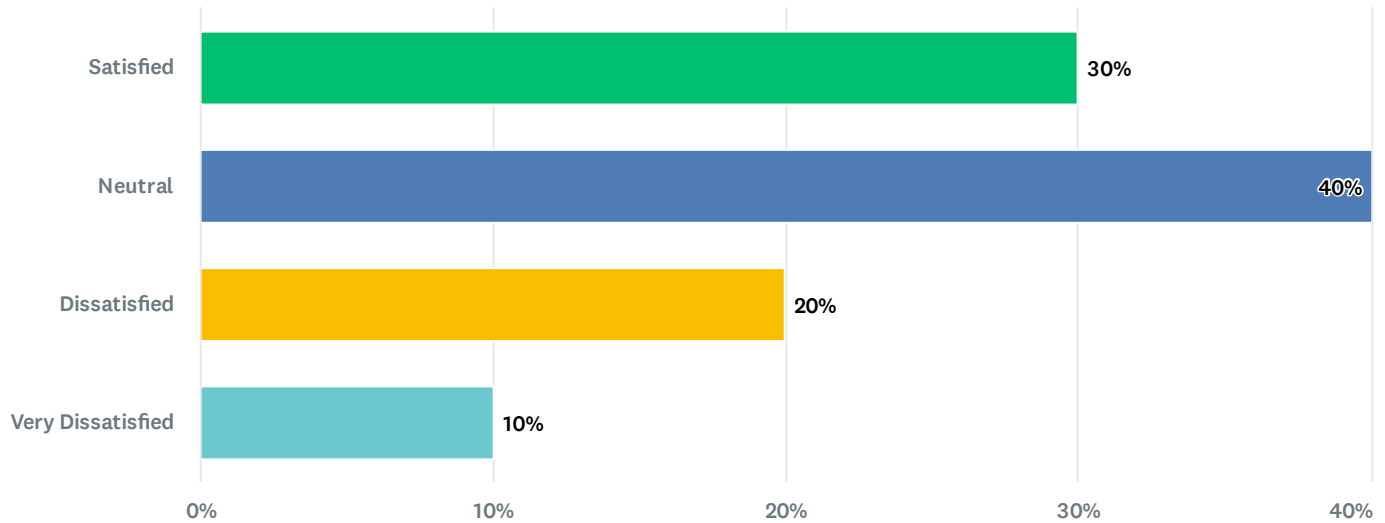
How do you feel the recently implemented 3-hour on-street parking limit in downtown areas has affected parking?



Answer Choices	Percentage	Responses
● Improved Availability	40.00%	4
● No Impact	50.00%	5
● Made Parking More Difficult	10.00%	1
● Not Aware	0%	0
Total		10

Q14 10 responses

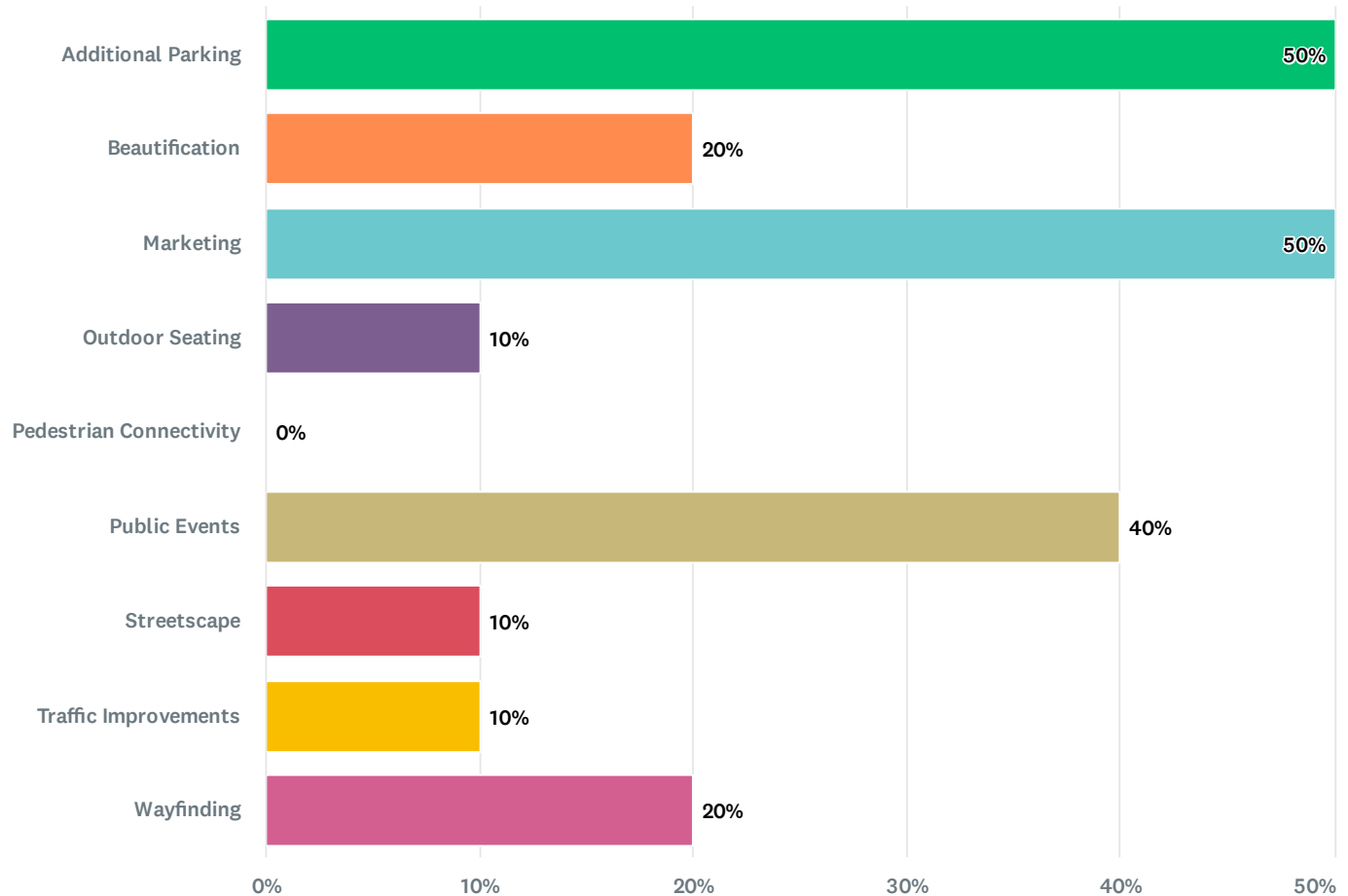
Please rate your satisfaction with the current 3-hour on-street parking limit in downtown areas.



Answer Choices	Percentage	Responses
Satisfied	30.00%	3
Neutral	40.00%	4
Dissatisfied	20.00%	2
Very Dissatisfied	10.00%	1
Total		10

Q15 10 responses

Which improvements would most benefit downtown businesses? (Select up to 3)

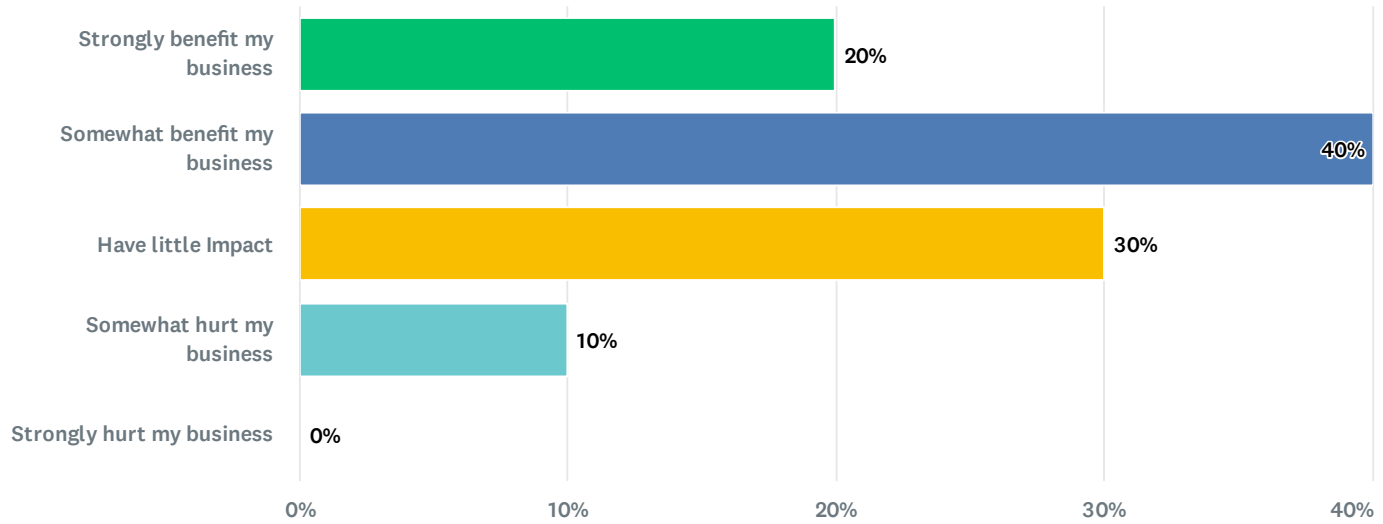


Answer Choices	Percentage	Responses
● Additional Parking	50.00%	5
● Beautification	20.00%	2
● Marketing	50.00%	5
● Outdoor Seating	10.00%	1
● Pedestrian Connectivity	0%	0
● Public Events	40.00%	4
● Streetscape	10.00%	1
Total		21

Answer Choices	Percentage	Responses
 Traffic Improvements	10.00%	1
 Wayfinding	20.00%	2
Total		21

#	OTHER (PLEASE SPECIFY)	DATE
1	map of village retail and restaurant with you are here indicator	6/29/2026 2:12 PM
2	"You Are Here Map"	6/29/2026 2:03 PM

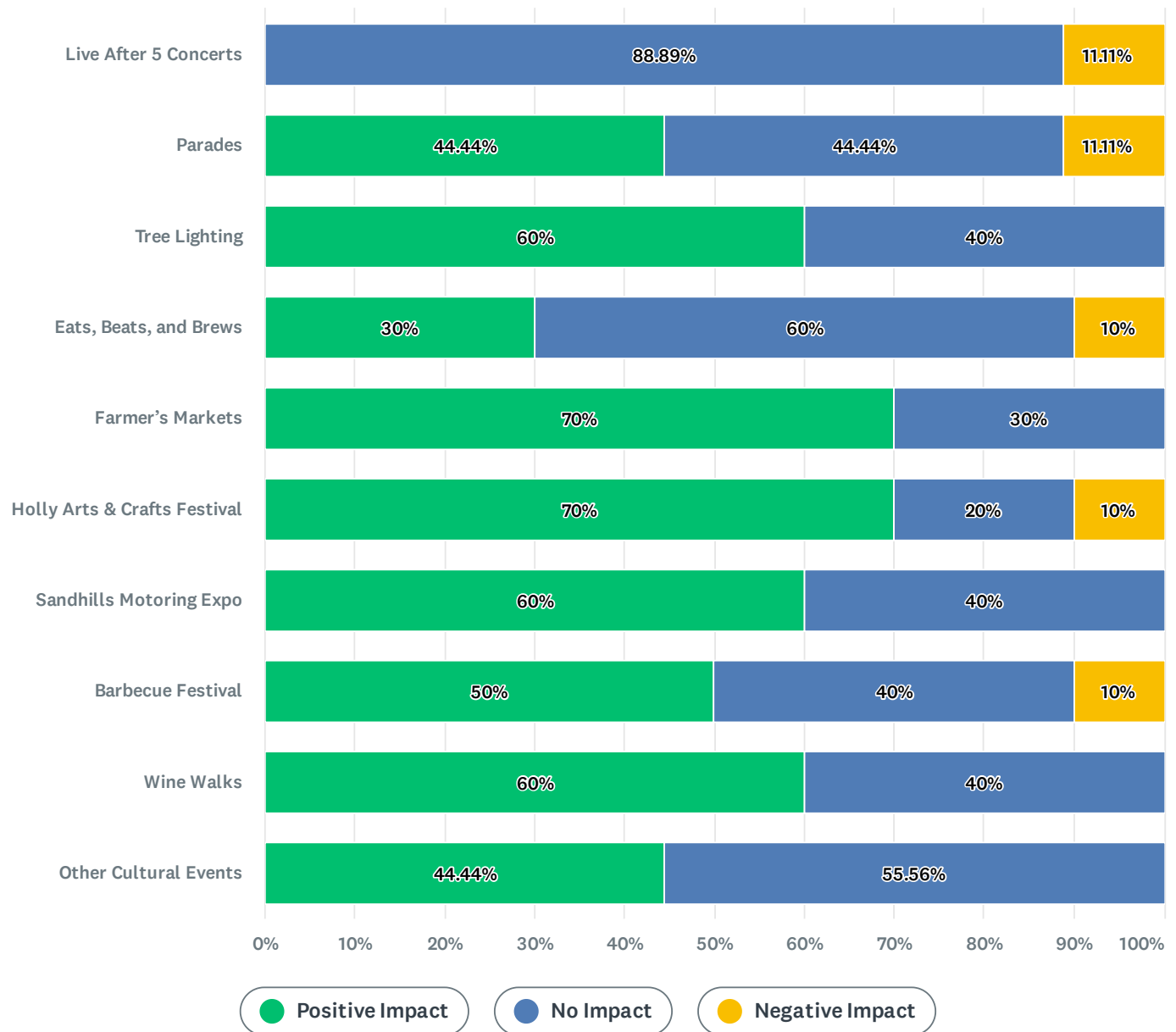
Q16 10 responses

Overall, downtown events:

Answer Choices	Percentage	Responses
Strongly benefit my business	20.00%	2
Somewhat benefit my business	40.00%	4
Have little Impact	30.00%	3
Somewhat hurt my business	10.00%	1
Strongly hurt my business	0%	0
Total		10

Q17 10 responses

Please indicate the impact the following events have on your downtown business:

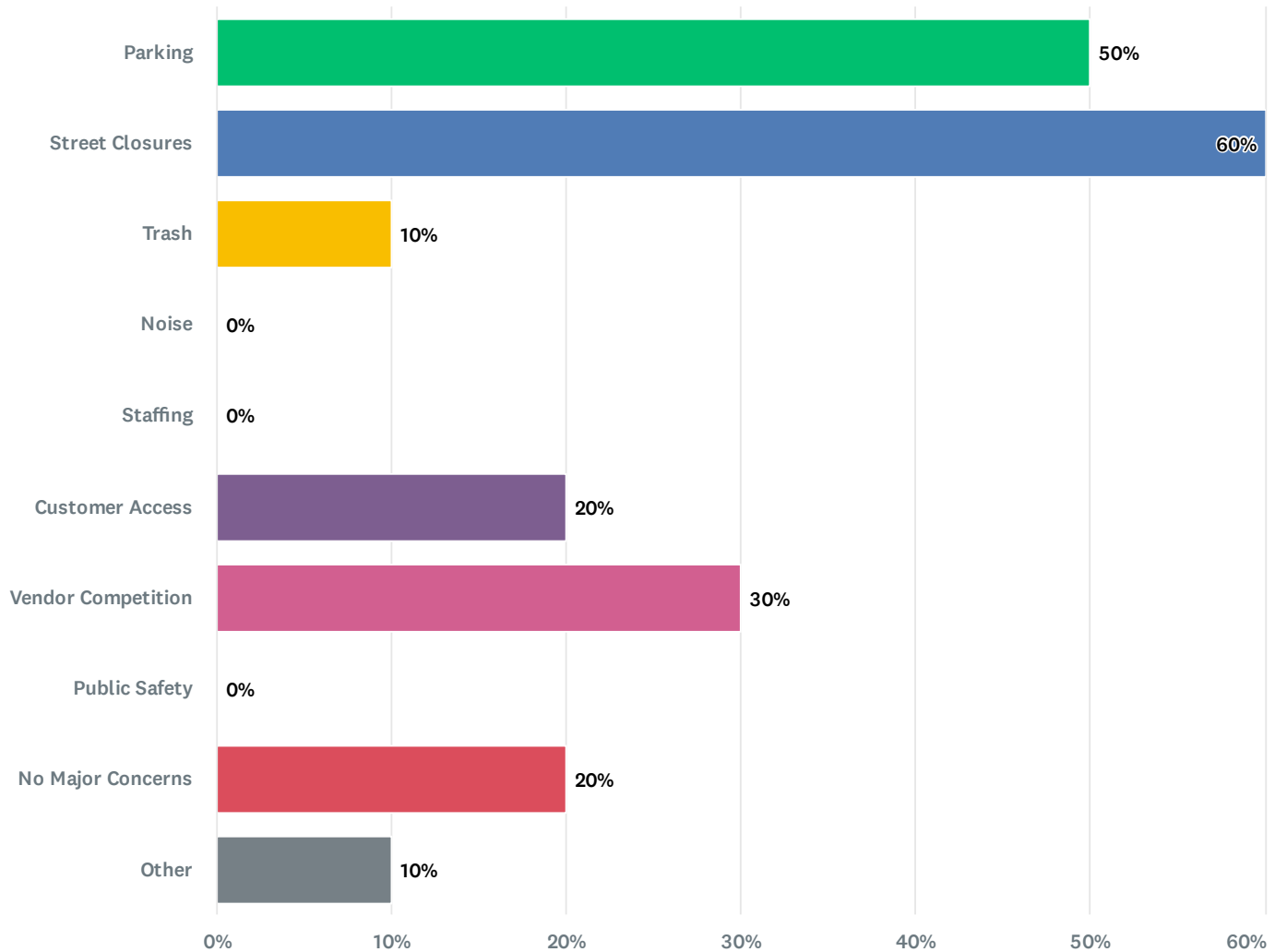


	Positive Impact	No Impact	Negative Impact	Total
Live After 5 Concerts	0% 0	88.89% 8	11.11% 1	9
Parades	44.44% 4	44.44% 4	11.11% 1	9
				97

	 Positive Impact	 No Impact	 Negative Impact	Total
Tree Lighting	60.00% 6	40.00% 4	0% 0	10
Eats, Beats, and Brews	30.00% 3	60.00% 6	10.00% 1	10
Farmer's Markets	70.00% 7	30.00% 3	0% 0	10
Holly Arts & Crafts Festival	70.00% 7	20.00% 2	10.00% 1	10
Sandhills Motoring Expo	60.00% 6	40.00% 4	0% 0	10
Barbecue Festival	50.00% 5	40.00% 4	10.00% 1	10
Wine Walks	60.00% 6	40.00% 4	0% 0	10
Other Cultural Events	44.44% 4	55.56% 5	0% 0	9
				97

Q18 10 responses

What concerns, if any, do you have regarding downtown events? (Select all that apply)

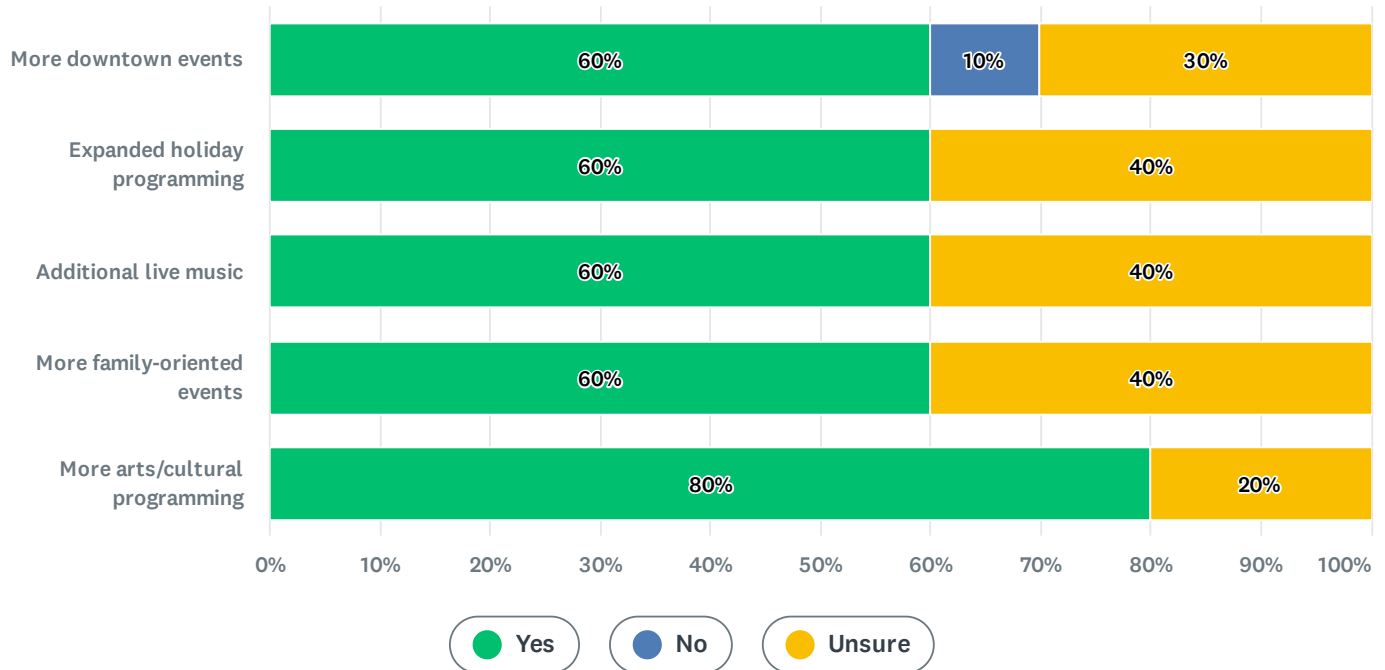


Answer Choices	Percentage	Responses
● Parking	50.00%	5
● Street Closures	60.00%	6
● Trash	10.00%	1
● Noise	0%	0
● Staffing	0%	0
Total		20

Answer Choices	Percentage	Responses
 Customer Access	20.00%	2
 Vendor Competition	30.00%	3
 Public Safety	0%	0
 No Major Concerns	20.00%	2
 Other	10.00%	1
Total		20

Q19 10 responses

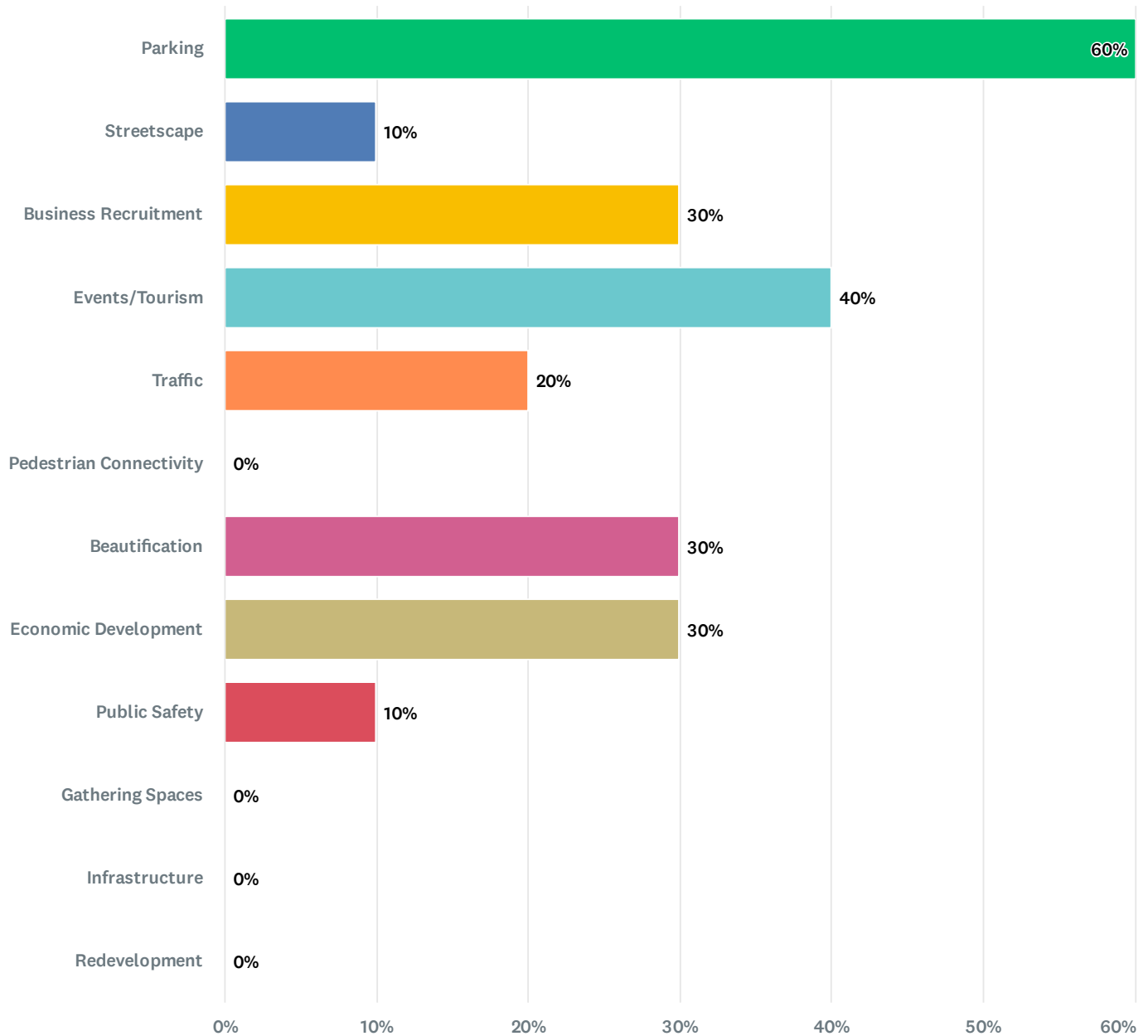
Would you support any of the following downtown programming options?



	Yes	No	Unsure	Total
More downtown events	60.00% 6	10.00% 1	30.00% 3	10
Expanded holiday programming	60.00% 6	0% 0	40.00% 4	10
Additional live music	60.00% 6	0% 0	40.00% 4	10
More family-oriented events	60.00% 6	0% 0	40.00% 4	10
More arts/cultural programming	80.00% 8	0% 0	20.00% 2	10
				50

Q20 10 responses

What should be the Village's top priorities for downtown over the next FIVE years?
(Select up to 3)



Answer Choices	Percentage	Responses
● Parking	60.00%	6
● Streetscape	10.00%	1
Total		23

Answer Choices	Percentage	Responses
 Business Recruitment	30.00%	3
 Events/Tourism	40.00%	4
 Traffic	20.00%	2
 Pedestrian Connectivity	0%	0
 Beautification	30.00%	3
 Economic Development	30.00%	3
 Public Safety	10.00%	1
 Gathering Spaces	0%	0
 Infrastructure	0%	0
 Redevelopment	0%	0
Total		23

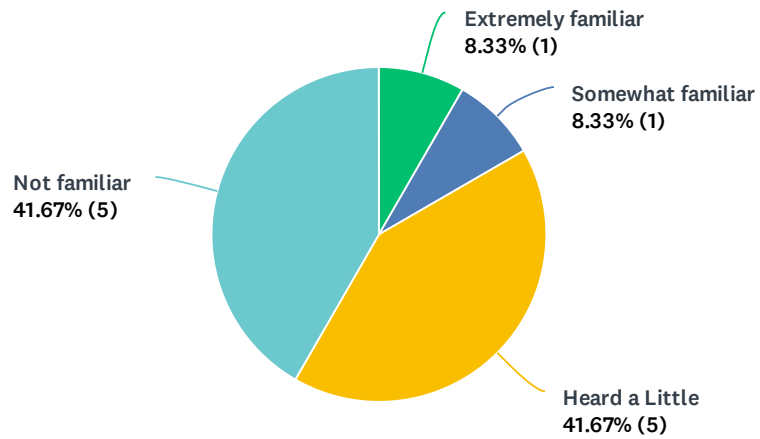
#	OTHER (PLEASE SPECIFY)	DATE
1	Public restroom	6/29/2026 2:12 PM
2	Public restroom	6/29/2026 2:03 PM
3	Actually listening to merchants and then doing something about their concerns. Bring them into the decision making process on matters that will effect them and their businesses.	6/23/2026 7:35 PM

Q21 From your perspective, what are the biggest challenges and opportunities affecting downtown Pinehurst today, and what changes or improvements would most help downtown businesses succeed in the future?

Answered: 9 Skipped: 26

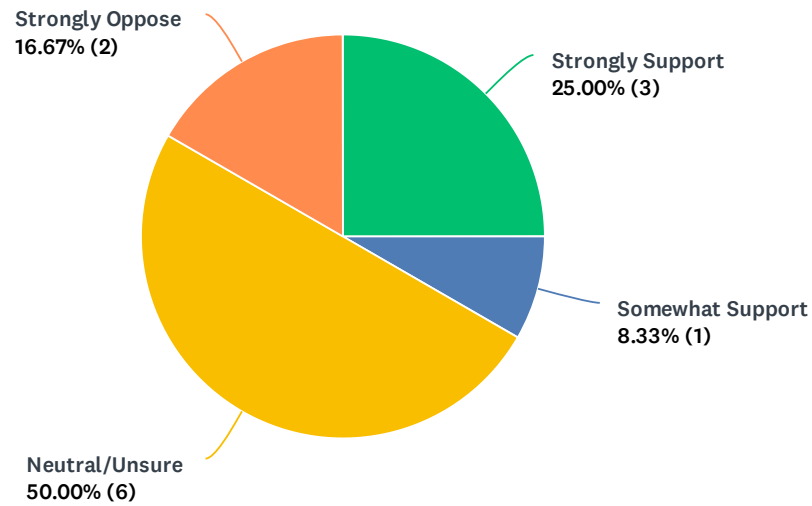
#	RESPONSES	DATE
1	Advertising. Promotion. Parking.	7/1/2026 4:09 PM
2	Should pay to park. Need to raise taxes, not lower them to have appropriate infrastructure. Use center village streets for walking not parking. Close Market Sq & Cherokee Rd at night; use movable steel poles to open/close roads. Holly Arts & Crafts Festival could be more days. Construct a permanent stage/amphitheater on Village green - rent to cultural events. Need public restrooms. Improve public safety - moving masses/crowds.	6/29/2026 2:59 PM
3	Store hours should be consistent. Adding more retail/restaurants to keep potential customers in the area instead of heading over to Southern Pines.	6/29/2026 2:12 PM
4	Awareness of retail, library/archive site/city map. Public restrooms for event/green space access. Increasing cost of rent/lease for commercial retail space.	6/29/2026 2:03 PM
5	Many downtown businesses are in a death spiral as business has declined for many in each of the last 4-years. The look, feel and function of downtown is sub-par for what it should be. VCB does not spend their dollars well and make the impact they should make in downtown Pinehurst. VOP Council & Admin need to take a real interest in making the Historic Village a welcoming destination and supporting the efforts of the merchants who have very significant investments that are becoming worthless!	6/23/2026 7:35 PM
6	I would say outside vendors affects local businesses and restaurants when events are happening. It takes away from the local business to fully participate when there is outside vendors attending.	6/22/2026 1:26 PM
7	govenrment talk to the business's and listen to them. We are the business not government.	6/12/2026 3:41 PM
8	The parking seems to deter people from coming to the Village due to the time limit based on the feedback we've gotten from our customers. The businesses need the traffic, but the parking enforcement has limited this. Also, the employees of the business should have parking passes. Due to appointments and schedules, it is not productive to park in the lot and at moments there are no spots in the lots, so then we park in a space and are then penalized for doing our jobs.	6/11/2026 2:00 PM
9	No comment.	6/11/2026 1:30 PM

Q22 12 responses

How familiar are you with the Village Place redevelopment discussions?

Answer Choices	Percentage	Responses
Extremely familiar	8.33%	1
Somewhat familiar	8.33%	1
Heard a Little	41.67%	5
Not familiar	41.67%	5
Total		12

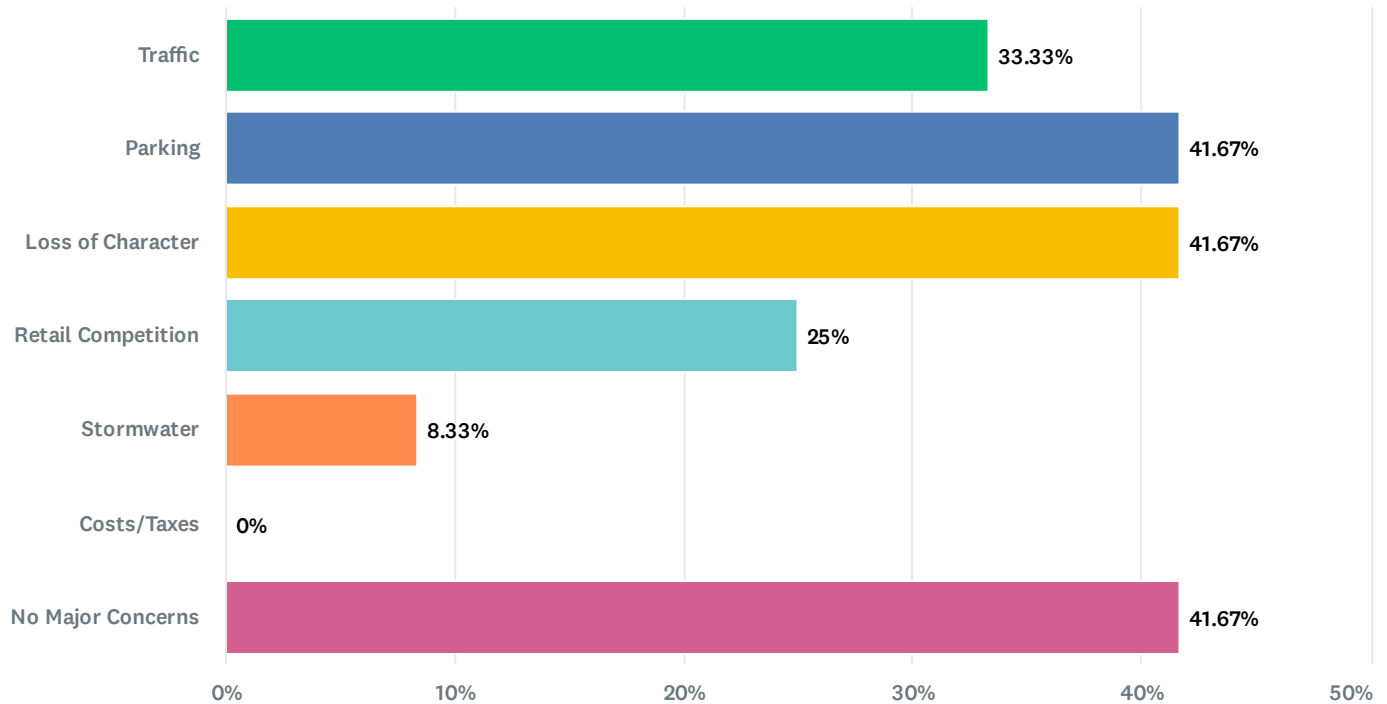
Q23 12 responses

Overall, do you support thoughtful redevelopment of the Village Place area?

Answer Choices	Percentage	Responses
Strongly Support	25.00%	3
Somewhat Support	8.33%	1
Neutral/Unsure	50.00%	6
Somewhat Oppose	0%	0
Strongly Oppose	16.67%	2
Total		12

Q24 12 responses

What concerns do you have regarding redevelopment of the Village Place area? (Select all that apply)



Answer Choices	Percentage	Responses
● Traffic	33.33%	4
● Parking	41.67%	5
● Loss of Character	41.67%	5
● Retail Competition	25.00%	3
● Stormwater	8.33%	1
● Costs/Taxes	0%	0
● No Major Concerns	41.67%	5
Total		23

#	OTHER (PLEASE SPECIFY)	DATE
1	Infrastructure	6/29/2026 2:14 PM

2	VOP does not take care of the current Historic Village marketplace, how are they going to take on Village Place and Village South. Current downtown thrives on walk-in traffic from the Resort and hotel properties - Village Place is just far enough removed it will suffer the same traffic. VOP's attention will shift to this new marketplace and downtown will suffer further lack of attention and investment.	6/23/2026 7:41 PM
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Q25 In your opinion, what should be the Village's top priority as Village Place redevelopment moves forward?

Answered: 8 Skipped: 27

#	RESPONSES	DATE
1	More parking & infrastructure for inevitable growth to come.	6/29/2026 2:59 PM
2	Make the area Village Place a business area to help take realtors & businesses from the Village to make more room for retail/restaurants.	6/29/2026 2:14 PM
3	Professional office space - enable turnover for additional retail/tourism in downtown.	6/29/2026 2:04 PM
4	Don't make it something that takes the place of the Historic Downtown Village and adds competition to an already bleak situation.	6/23/2026 7:41 PM
5	Support local businesses in the Village.	6/22/2026 1:27 PM
6	Stormwater management and drainage improvements are very much needed in the Village, especially as we continue to evaluate opportunities that support long-term economic vitality, walkability, public gathering spaces, and mixed-use spaces. In addition, I would like to see more attention given to protecting existing businesses and their landscaping during large Village events. When evening and weekend events take place, our business repeatedly experiences property damage from vehicles parking over sprinkler heads, landscape lighting, and maintained green areas. Roping off or otherwise protecting these areas during major events would help prevent unnecessary damage and reduce the burden on business owners. The Village has a great opportunity to plan for future growth while also protecting the businesses that are already investing in and contributing to the community. Better drainage, thoughtful event planning, and simple protective measures would go a long way in supporting both residents and local businesses.	6/22/2026 11:13 AM
7	The Old Village is all you have. It's what people love. Anything new will be just that, new. Be careful what you wish for. Go look at Morganton Rd and Target. It looks like any other city in America and that is not a compliment.	6/12/2026 3:44 PM
8	Please move forward carefully.	6/11/2026 1:40 PM

Q26 12 responses

Please indicate if your business has used each of the services or departments listed below in the past year. If "Yes," please rate the service and/or department.

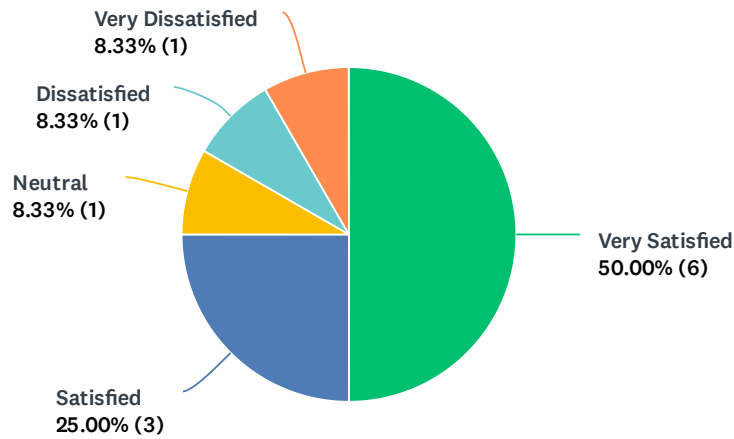


	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total
Building Inspections	33.33% 4	50.00% 6	33.33% 4	0% 0	25.00% 3	0% 0	0% 0	17

158

	 Yes	 No	 Very Satisfied	 Satisfied	 Neutral	 Dissatisfied	 Very Dissatisfied	Total
Fire Inspections	91.67% 11	0% 0	83.33% 10	8.33% 1	0% 0	0% 0	0% 0	22
Planning and Zoning	16.67% 2	66.67% 8	16.67% 2	0% 0	33.33% 4	0% 0	0% 0	16
Code Enforcement	25.00% 3	58.33% 7	16.67% 2	0% 0	16.67% 2	8.33% 1	0% 0	15
Police Patrol	75.00% 9	8.33% 1	66.67% 8	8.33% 1	8.33% 1	8.33% 1	0% 0	21
Police Emergency Response	50.00% 6	33.33% 4	41.67% 5	0% 0	25.00% 3	0% 0	0% 0	18
Fire Emergency Response	16.67% 2	66.67% 8	16.67% 2	0% 0	25.00% 3	0% 0	0% 0	15
Village Hall (Front Desk)	41.67% 5	41.67% 5	41.67% 5	0% 0	16.67% 2	0% 0	0% 0	17
Streets and Grounds	33.33% 4	50.00% 6	33.33% 4	8.33% 1	16.67% 2	0% 0	0% 0	17
								158

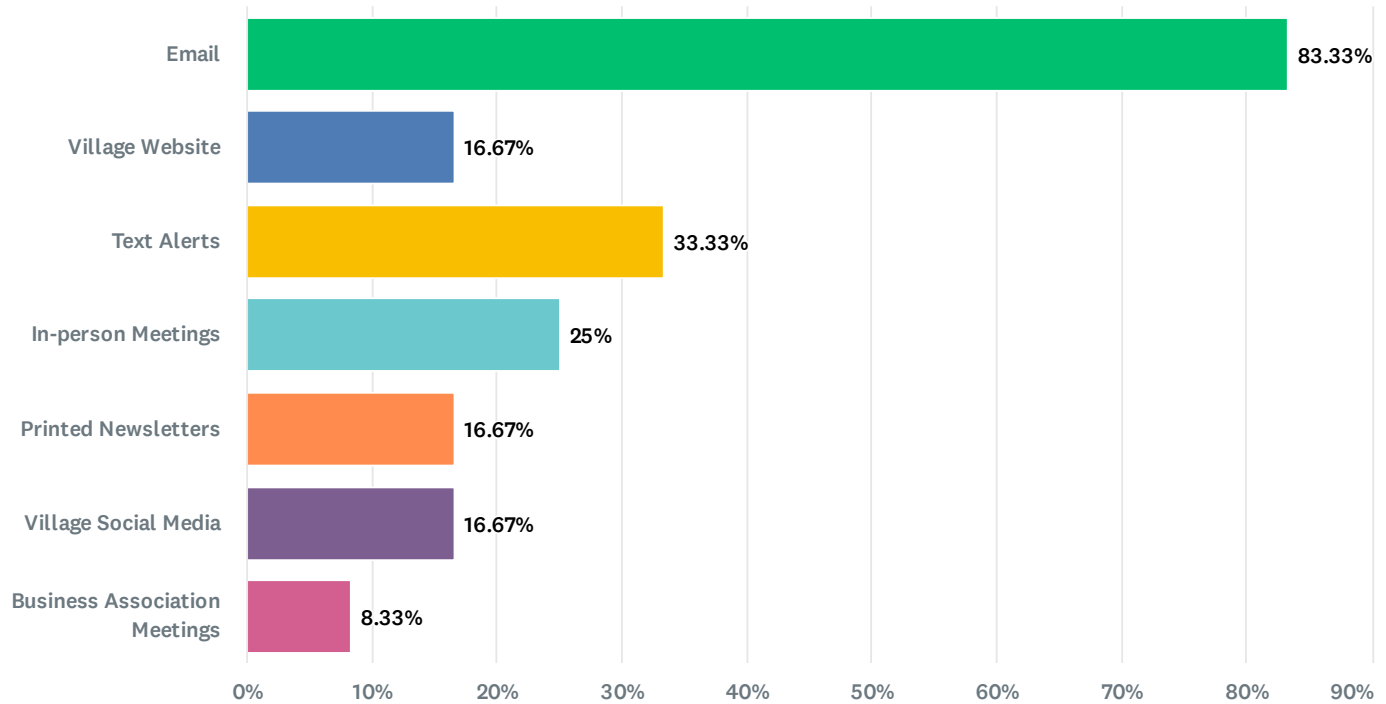
Q27 12 responses

Overall, how satisfied are you with communication from the Village to businesses?

Answer Choices	Percentage	Responses
Very Satisfied	50.00%	6
Satisfied	25.00%	3
Neutral	8.33%	1
Dissatisfied	8.33%	1
Very Dissatisfied	8.33%	1
Total		12

Q28 12 responses

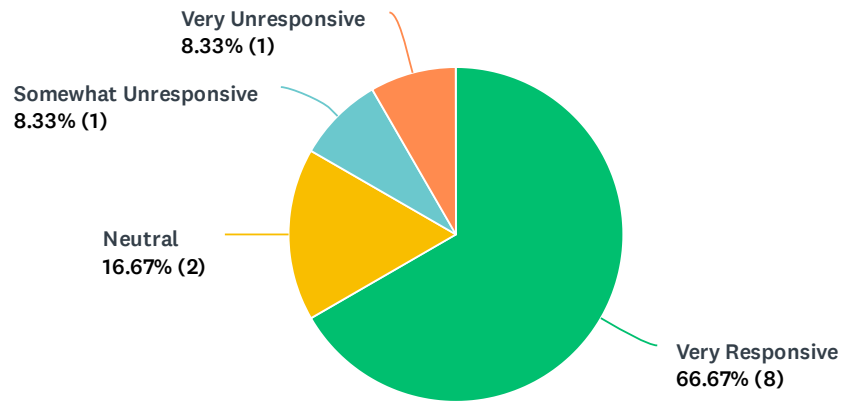
What communication methods do you prefer? (Check all that apply)



Answer Choices	Percentage	Responses
● Email	83.33%	10
● Village Website	16.67%	2
● Text Alerts	33.33%	4
● In-person Meetings	25.00%	3
● Printed Newsletters	16.67%	2
● Village Social Media	16.67%	2
● Business Association Meetings	8.33%	1
Total		24

#	OTHER (PLEASE SPECIFY)	DATE
1	What Business Association meetings? PBP has never been a "business" association and does not speak for small business. Its a social and events driven association. Small businesses have no representation in Pinehurst.	6/23/2026 7:52 PM

Q29 12 responses

How responsive is the Village when issues arise?

Answer Choices	Percentage	Responses
Very Responsive	66.67%	8
Somewhat Uesponsive	0%	0
Neutral	16.67%	2
Somewhat Unresponsive	8.33%	1
Very Unresponsive	8.33%	1
Total		12

Q30 Any additional comments or suggestions?

Answered: 4 Skipped: 31

#	RESPONSES	DATE
1	Downtown street layout is confusing. Need public restrooms.	6/29/2026 2:16 PM
2	The Admin and Council has heard plenty from me over the years - it all falls on deaf ears. This is why businesses don't show up for Village Manager/Businesses mtgs...they know its all for show and nothing of substance is ever going to change. The fact of this is profound by the lack of appropriate action. VOP Admin, Major and Council just do not care about making the Village all that it could and should be, nor do they care about their decisions and indecision's that literately destroy small business owners and their substance and values.	6/23/2026 7:52 PM
3	come and see us. we are at our businesses.	6/12/2026 3:47 PM
4	Thank you!	6/11/2026 1:42 PM



Update on Communication Initiatives ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 08/05/2026

MEMO DETAILS

In June, Village Council discussed opportunities to improve how the Village communicates with residents and makes information about Council actions and Village activities easier to find. Based on that feedback, staff has developed two new communication initiatives—Council Highlights and a monthly electronic newsletter—and is making greater use of the downtown information kiosk.

Council Highlights

Council Highlights provides residents with a concise, easy-to-read summary of significant actions and discussions from each Council meeting. The goal is to give residents a convenient way to understand what occurred without requiring them to review the full agenda packet, minutes, or meeting video.

Each summary includes links to additional information for residents who want more detail. Council Highlights will also help staff, Council members, advisory boards, and community partners share accurate and consistent information about Village business.

Monthly Electronic Newsletter

Staff is also launching a monthly electronic newsletter that will provide a broader overview of Village news, upcoming events, projects, services, seasonal reminders, and other information that may be useful to residents.

The newsletter is intended to consolidate important information into one regular communication rather than relying entirely on individual news releases, social media posts, and website updates. It will complement those existing communication methods and provide residents with a predictable monthly source of Village information.

The first newsletter will be distributed following the August Council meeting and will serve as the newsletter for the month of August. Staff will monitor engagement and resident feedback and make adjustments to the content and format as needed.

Downtown Information Kiosk

Staff is also utilizing the downtown information kiosk more frequently to provide timely and useful information to residents and visitors. Content includes information about local restaurants and shopping, upcoming Village and community events—including activities for children—and directions to the Welcome Center for additional information and assistance.

Together, these efforts are intended to make Village information more accessible, timely, and useful while providing residents and visitors with multiple convenient ways to stay informed about Council

activity, Village programs, local businesses, and community events.

ATTACHMENTS

None



Closed Session Pursuant to NC General Statute § 143-318.11(a)(6)
ADDITIONAL AGENDA DETAILS:

FROM: Shannon Bonecutter, Village Clerk
CC: Village Council;
DATE OF MEMO: 08/03/2026

MEMO DETAILS

The Village of Pinehurst Village Council will hold a Closed Session pursuant to North Carolina General Statute § 143-318.11(a)(6) to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer or employee or prospective public officer or employee; or to hear or investigate a complaint, charge, or grievance by or against an individual public officer or employee.

ATTACHMENTS

None