



Pickens Revitalization Association

Master Plan Update



PICKENS MASTER PLAN UPDATE

ACKNOWLEDGEMENTS

Project Steering Committee

Thank you to the following members of the Project Steering Committee:

Mayor Fletcher Perry – City of Pickens
Councilman Patrick Lark – City of Pickens
Phillip Trotter – City of Pickens

Allison Fowler–Pickens County PRT Director

Megan Thomas – PRA President
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INTRODUCTION

1.0 Introduction

In November 2020 the Pickens Revitalization Association developed, in coordination with Studio Main, a scope and schedule that outlined a strategic framework plan to update the 2012 Downtown Master Plan, originally initiated by the Municipal Association of South Carolina's Main Street Program. The PRA recognized opportunities along Main Street for reinvestment that will create a more vibrant commercial district, gathering places for citizens of the community, and a more pedestrian and bike friendly community. The plan includes market-based data that informs the City of the potential to support additional development, before and after drawings of key sites and buildings, plan vignettes, and concepts designed to encourage additional marketing and promotional efforts.



INTRODUCTION cont.

1.1 Plan Process

The process for the Master Plan included a two-day planning session that consisted of roundtable meetings with property owners, stakeholders, and elected and appointed officials at the local and County level. The team included Studio Main of Pelzer, South Carolina and Arnett Muldrow & Associates of Greenville, South Carolina. The PRA utilized the Board of Directors as a steering committee, inclusive of elected officials, business owners, and citizens/property owners.

Project goals developed checkpoints along the way to ensure that the mission and vision of the Strategic Master Plan aligned when appropriate:

- Develop a strategic vision for the PRA and City
- Identify priority areas for development
- Strengthen the Downtown
- Explore all opportunities
- Prioritize connectivity and safety
- Ensure Phase One plan implementation



Workshop Studio

Monday PRA/Chamber (Visitor Center) - *Parking in rear*
222 W Main Street
Pickens, SC 29671

Tuesday Pickens County Museum
307 Johnson Street
Pickens, SC 29671

Monday (Date: January 18, 2021)

9:00am Design Team Arrival and Set-Up/Driving Tour
11:00 am PRA Steering Committee/Board
12:00 pm City/County Elected Officials (Working Lunch)
2:00 pm Downtown Property Owners/Business Owners
3:00 pm Churches and Other Non-Profit Organizations
4:00pm Economic Development
5:00pm Education
6:00pm Team Departs

Tuesday (Date: January 19, 2021)

9:00 am Design Team Work Session (Internal Only)
10:00am Make-Up Session 1
11:00am Make-Up Session 2
12:00pm Design Team (Working Lunch)
4:00 pm PRA Steering Committee/Board Presentation
5:00pm Team Departs

INTRODUCTION cont.

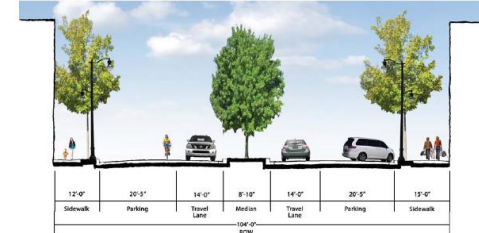
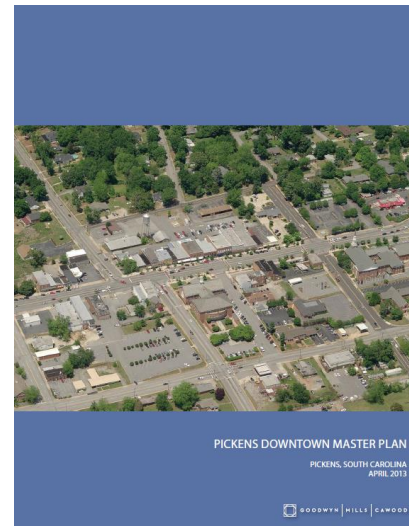
This report is divided into the following sections

- o Market Analysis – demographic analysis + retail leakage study
- o Design and Planning – physical improvements
- o Implementation – strategy board + matrix

The input sessions revolved around understanding the history of Pickens planning, design, and implementation, while asking specifically about **Economic Drivers, Economic Visioning, and Action Projects.**

The following plans were identified and reviewed for clarity and to inform the design team what strategic goals had already been accomplished.

- Pickens Downtown Master Plan – 2012
- Doodle Trail Master Plan – 2013
- Downtown Streetscape Master Plan – 2013
- Pickens Strategic Plan - 2020



PICKENS MASTER PLAN UPDATE

INTRODUCTION cont.



Pickens Downtown Master Plan 2012
(Illustrative Plan)

INTRODUCTION cont.

Strategies	First Steps (1 Year)	Next Steps (1-3 Years)	Long Term (3-5 Years)	Visions
Connecting the Dots: Community-Wide Strategy	<ul style="list-style-type: none"> Explore Pickens Doodle Greenway Design Railroad Park New programming for Bruce Field Design bike lanes for N. Ann Redesign Reece Mill Road parking Redesign N. Ann/178 development site Explore Hampton Ave. development opps Explore hotel development at Hwy 8 Reinforce connections between hospital and downtown 	<ul style="list-style-type: none"> Install phase 1 Pickens Doodle Greenway Install Railroad Park at trailhead Ongoing programming for Bruce Field Install bike lanes on reconfigured N. Ann Install redesigned Reece Mill Road parking Support private sector N. Ann/178 site redevelopment Support Hampton Ave. enhancements RFP and promote development at Hwy 8 Development of physical connections between hospital and downtown 	<ul style="list-style-type: none"> Install final phases of the Pickens Doodle Greenway Ongoing programming for Bruce Field Additional city-wide hiker/biker paths Ongoing gateway installations and maintenance Ongoing streetscape enhancements Village Renaissance infill housing strategy Village Renaissance existing housing enhancement strategy 	<p><i>Through strategic infrastructure investment and enhancement, every planning initiative will be connected with each other and downtown to create a unified and easily navigable community.</i></p>
Strengthening the Core: Downtown Strategy	<ul style="list-style-type: none"> Market Building at Amphitheater Explore 178 realignment with DOT Design Main/Pendleton intersection Front façade component grant program Part 1 application for Bradley Boggs Limb up trees on Main Street Mural on bank as western gateway to downtown 	<ul style="list-style-type: none"> Rear façade grant program Develop illustrative design guidelines RFP Bradley Boggs as Inn on the Green RFP Infill Building at Main/Pendleton Study additional strategic intersections <ul style="list-style-type: none"> W. Main @ Garvin E. Main @ Court Pendleton @ W. Cedar Rock 	<ul style="list-style-type: none"> Complete a Façade Master Plan program if necessary Install streetscape intersection enhancements at W. Main @ Garvin, E. Main @ Court, and Pendleton @ W. Cedar Rock Ongoing tree limbing and streetscape enhancements on Main Street Public art installations 	<p><i>Pickens, in concert with its Main Street program, will facilitate initiatives that position downtown as the distinct heart of the community and center of independent and entrepreneurial businesses.</i></p>
Rethinking Economic Development: Investment Strategy	<ul style="list-style-type: none"> Continue aggressive tourism marketing and promotion. Develop retail recruitment/retention program particularly after Wal-Mart arrives. Continue aggressive marketing of downtown. Conduct quarterly Merchants Roundtable. Nominate a Historic District to access historic income tax credits for rehabs 	<ul style="list-style-type: none"> Implement signage directing from Wal-Mart to downtown Solicit RFP for Professional Office Building Begin aggressive retail recruitment in categories identified in Market Assessment Obtain CLG status for City with historic district and HPC for rehab tax credit incentive Continue tracking zip codes annually Publish economic impact of downtown statistics 	<ul style="list-style-type: none"> Update Market Analysis to reflect current market realities and adjust retail retention/recruitment strategies accordingly 	<p><i>Pickens will create economic development initiatives that are holistic and creative in nature that will be self-sustaining both now and in the future.</i></p>
Telling Your Story: Pickens Branding Strategy	<ul style="list-style-type: none"> Formally adopt brand Buy URLs/update web site Phase 1 Wayfinding Sign system installations Ongoing Community Pride "I Fan the Flame" campaign Conduct monthly marketing roundtable 	<ul style="list-style-type: none"> Initiate new marketing and branding based promotional events Develop a professional cooperative advertising campaign for downtown merchants Phase 2 Wayfinding Sign system installations Promotional ads in targeted strategic publications Create a line of creative Pickens merchandise Targeted marketing to nearby State Parks 	<ul style="list-style-type: none"> Ongoing marketing to State Parks Update branding and marketing merchandise Phase 3 Wayfinding Sign system installations 	<p><i>Pickens will promote its identity as beautiful, historic city situated in the heart of the upstate and as the gateway to the mountains in a strategic and professional way.</i></p>

Pickens Downtown Master Plan 2012
(Implementation Strategy Board)

INTRODUCTION cont.

ECONOMIC DRIVERS

Why do people come to Pickens to live, work, learn, and play?

ECONOMIC POSITIONING/VISION

Where is Pickens headed over the next 5 years? What is the economic role that Downtown will play over the next five years in the local and regional economy? What can Pickens achieve and how will downtown be different from other Downtowns nearby? Is the vision grounded in growth opportunities, built on consensus, and memorable?

GROWTH – ACTIONS/PROJECTS

What are specific projects that you need to accomplish to achieve your Economic Vision?

INTRODUCTION cont.

Why do people come to Pickens to live, work, learn, and play?

safe history simple
rural clemson affordable
rivers family lakes
community hiking
home
location
mountains

What are specific projects that you need to accomplish to achieve your Economic Vision?

pop-up
codes capris tables
connectivity
parks
chairs
urbanism diversity be ready
doodle
tourism
design
inventory

MARKET ANALYSIS

2.0 Market Analysis

2.1 Trade Area Definition

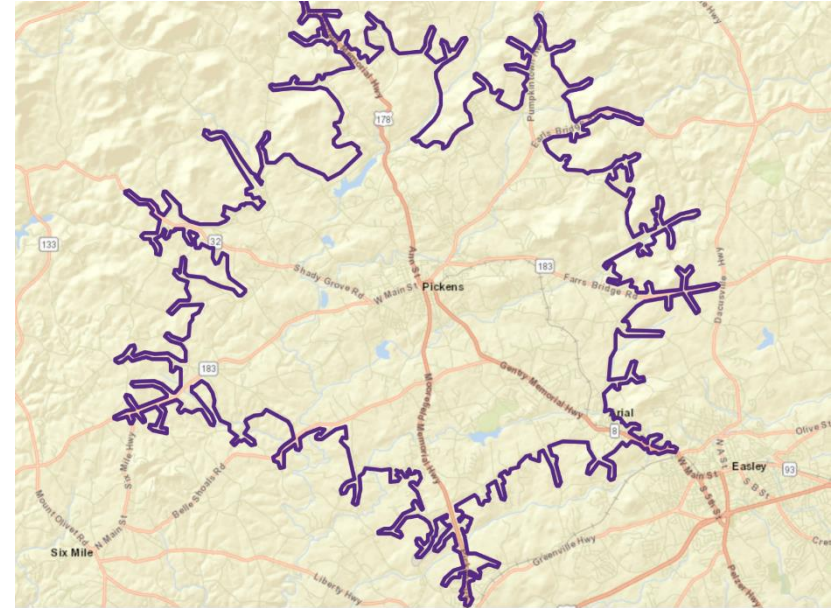
The market analysis for the City of Pickens recognizes that market forces do not pay attention to political boundaries. As a result, this study looks at a drive time analysis for the City, using trade areas formed by a 10 minute drive times from the intersection of West Main Street and Ann Street.

The 10-minute drive time provides a more accurate portrayal of what can be viewed as the Pickens Market. It includes unincorporated Pickens County and stretches toward Liberty and Easley.

2.2 Demographics

Population - The population within the 10-minute drive time emulates the trends throughout upstate South Carolina, with a population increase of 3.5% (1,708 new residents) over the next five years.

Income - The median household income within a 10-minute drive time is \$50,248 which is less than that of South Carolina as a whole (at \$56,227) but slightly more than that of Pickens County (\$47,024). This income level represents an opportunity for Pickens to enhance their market appeal to residents in the area and also attracts from nearby urban areas of Clemson and Easley.



YEAR	POPULATION	% INCREASE
2000	15,463	
2010	15,831	2.38%
2021	16,186	2.24%
2026	16,767	3.59%

MARKET ANALYSIS cont.

2.3 Retail Market Gap

A retail leakage study was performed on the 10-minute drive time trade areas for Pickens. The study examines consumer demand, retail supply, and the difference between each. Retail leakage occurs when local demand exceeds local sales in the same geography. Conversely, retail gain occurs when local sales exceed local demand.

It is important to note that the market analysis is not an exact science. Some businesses may capture from a larger trade area. Some businesses may cater to more of a visiting customer. On the other hand, some businesses may be even more highly localized. Furthermore, the model allows for some degree of sales and expenditure "allocation" which may misplace store sales in a geography they don't actually exist.

This data is a broad look at the market and should not supplement for more detailed market research. It does, however, provide an overall view of what the market potential can be.

10-Minute Drive Time

The 10-minute drive time market gap currently stands at \$3.6 million per year. This means that consumers within 10 minutes of the heart of Pickens buy \$255.3 million in goods each year while stores sell \$251.7 million. This retail leakage is not consistent in every retail category and does not account for visitors. It is also important to note that as the 20-minute threshold is also not met, even though consumers start to have access to larger markets via Highway 123 (Clemson and Easley). With growth projected for the 10 minute drive time area over the next five years, the market gap in Pickens will increase substantially to \$42.4 million in 2026. This represents a significant opportunity to grow the market base as this is a conservative estimate based only on existing and future residents and not on potential visitors from outside of the 10-minute drive time.

Stores sell

\$251.7m

Consumers Buy

\$255.3m

Market leaks

\$3.6m

By 2026 Market demand will increase by

\$42.4m



MARKET ANALYSIS cont.

2.4 Retail Market Potential

The retail leakage analysis is used to determine the supportable square footage of retail space based on the assumptions on the market. The retail market potential for Pickens is a conservative estimate based on several factors.

First, the estimate is based on low capture rates. The capture rate is the expected number of “leaking” dollars that can be recaptured back into the market. Generally, a 10% capture rate is used for specialty items and a 20% capture rate is used for more general merchandise items.

Second, the sales per square footage numbers are relatively low. Independent merchants are not as dependent on high sales per square foot as most chain stores.

Third, this estimate is a “snapshot in time” and is based on the 2021 data, not on the projected growth of the market by 2026.

Finally, the estimate does not account for visitors from outside of the trade area.

The following table provides retail market opportunities for Pickens by category based on existing retail leakage.

Category	Annual Leakage	Opportunity
Home Furnishings	\$1.0 million	20% capture rate; Micro retail/growth to full retail store
Specialty Food/Drink	\$3.9 million (10 min) \$6.4 million (15 min)	50% capture rate; specialty food market expansion
Clothing	\$5.7 million	20% capture rate; 5-6 specialty clothing stores
Miscellaneous Retail	\$2.7 million	20% capture rate; 1-4 stores
Full Service Dining	\$3.0 million (10 min) \$15.1 million (15 min)	30% capture rate; 1-3 full service restaurants

MARKET ANALYSIS cont.

2.5 Market Conclusions

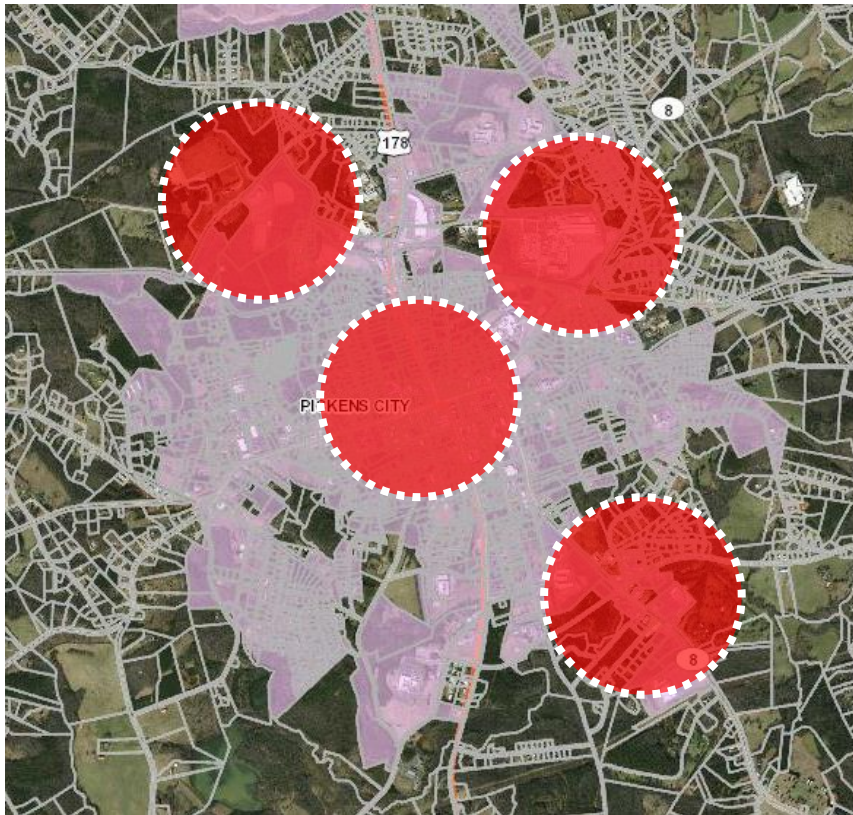
Pickens is experiencing opportunities for population growth, metropolitan growth toward Easley and Liberty, increasing income levels as the market expands that together paint a picture for the strong potential for Pickens to capitalize on this development. The consequence of this growth is retail demand that outweighs retail demand. This bodes well for Downtown Pickens to fill gaps not found in the immediate area and perhaps even to capture visitors from within the larger metropolitan areas and those visiting the natural and cultural assets of Pickens County.

Furthermore, Pickens offers natural and historic resources that can augment the demand for additional development along the downtown business district. In addition, the market analysis does not take into account additional growth related to tourism, specifically to the Doodle Trail and South Carolina State Parks nearby. The following chapters outline both marketing and physical recommendations designed to aid in that development. The illustrations and plans shown in the subsequent chapters present how the market opportunities can be realized in currently vacant and/or underutilized properties.

DESIGN AND PLANNING

3.0 Design and Planning

The design and planning portion of this study is provided to create a series of ideas that can be deployed over time. Some ideas will require little capital to coordinate, while others may require grant funding and a phased strategy. The designs shown here also illustrate opportunities for the private sector to cooperate with the City to create physical improvements and enhance the economic viability by capturing additional sales.



Emerging Themes

ATTRACTIVE AND CLEAN: PRIDE BUILDING STRATEGY

KNOWING THE OPPORTUNITIES: INVENTORY STRATEGY

ECONOMIC DEVELOPMENT STRATEGY

LINKING THE ASSETS: CONNECTIVITY STRATEGY

PARTNERS FOR SUCCESS: ORGANIZATIONAL STRATEGY

The Fabric Test

Each master plan and implementation should be tested with an approach of FOCUSED, APPROPRIATE, BALANCED, REALISTIC, INTEGRATED, AND COST-EFFECTIVE.



DESIGN AND PLANNING cont.

3.1 Doodle Trail Expansion

The Doodle Trail provides much needed open space and connectivity to Downtown, rural areas throughout Pickens County, and the City of Easley. The expansion is a continuation of the existing linear park, connecting to adjacent communities, parks, retail hubs, large event space, and Downtown Pickens. Connections to Downtown Pickens should be prioritized – utilizing East Cedar Rock Street as a protected two-way cycle track, expanded sidewalk, on-street parking, complete street. This project was previously funded by SCDOT TAP funds through GPATS.

A shared-use path spur north from the Doodle Trail near Woodrow Street (The Mill Church) along Woodrow Street through underutilized and undeveloped property connecting to Highway 8 and Highway 183. Utilizing existing traffic signals, the Doodle Trail would cross to Market at the Mill and traverse along Town Creek and a new Market at the Mill park along Jones Avenue. This new park and trail expansion, would reinforce the connection between Downtown Pickens and Market at the Mill, both through the physical connection and potential economic development connection opportunities. The Doodle Trail would continue along Town Creek to Jaycee Park and the greenway and trail network that existing within that park. Neighborhood greenways from Jaycee Park along Labor Street and North Catherine Street connect the greenway to the Pickens Amphitheater and West Main Street.

Additional spur connections from the Doodle Trail expansion connect from East Jones Avenue to Pickens Middle School and East Main Street.

The master plan on the facing page is phaseable utilizing local and state funds, as well as private and corporate donors.



Priority Investment

- Meet with SCDOT and engineers to determine feasibility of neighborhood greenway connections and direct connections along East Cedar Rock Street.
- Acquire easements to build greenway from Woodrow Street/Railroad Street to Market at the Mill.

DESIGN AND PLANNING cont.

3.2 West Main Street

West Main Street improvements are vital to the success of the Downtown Business District. Each major intersection receives fabric painted crosswalks to increase pedestrian safety and to also tie into the Quilt Trail. Shared public parking is developed adjacent to the amphitheater parking and allows for additional circulation and parking to the adjacent abandoned building (furniture store). Utilizing market data, this building is an appropriate size for a specialty grocer, brewery, or miscellaneous retail. This building is an anchor to Downtown and can provide additional pedestrian seating when events are planned and programmed in the amphitheater.

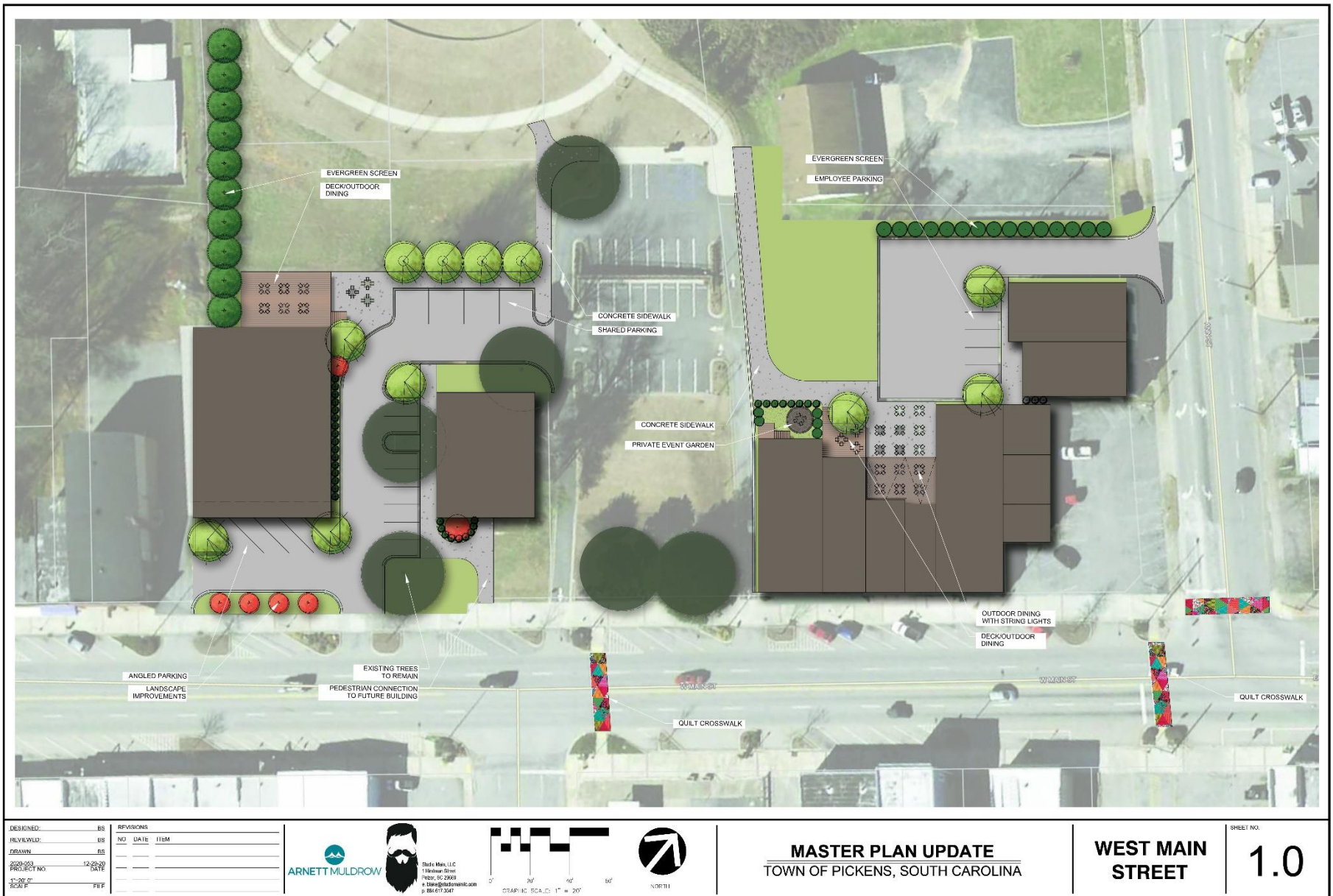
The alley behind the existing buildings is repurposed into a pedestrian plaza, connecting the Doodle Trail extensions through the Amphitheater and Main Street/Ann Street. String lights connect adjacent buildings and provide safety and security lighting. Murals can be painted on visible rear facades. Outdoor dining, seating, and landscape should flow seamlessly between all buildings and be presented as one large public gathering space.

Long term investment may include infill development to continue the downtown façade along West Main Street. Consideration should be given to the materials, setback, etc. of this building.

Priority Investment

- Complete rear façade renovations along the existing buildings.
- Activate Main Street and rear alley with outdoor tables/seating, graphics/banners, container plantings, and overhead string lights run across the alley and connecting existing buildings.





DESIGN AND PLANNING cont.



Rear façade improvements behind businesses along East Main Street include string lights, specialty paving, outdoor seating, landscape, and murals.

DESIGN AND PLANNING cont.



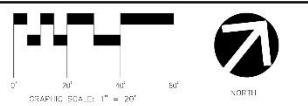
Proposed façade improvements for abandoned building along East Main Street.



DESIGNED:	BS	REVISIONS
REVIEWED:	BS	NO. DATE ITEM
DRAWN:	BS	
DATE:	12-25-20	
PROJECT NO.:		
SCALE:	FILE	

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MASTER PLAN UPDATE
TOWN OF PICKENS, SOUTH CAROLINA

WEST MAIN STREET

SHEET NO. **1.1**

DESIGN AND PLANNING cont.

3.3 East Main Street

East Main Street improvements are equally as vital to the success of the Downtown Business District. Each major intersection receives fabric painted crosswalks to increase pedestrian safety and to also tie into the Quilt Trail. Shared public parking is developed behind existing buildings and allows for additional circulation and parking. The Pickens County Behavioral Health should be relocated to allow for the City and PRA to market the buildings for economic development. In addition, consideration should be given to removing one of the buildings to allow for a direct connection from rear shared parking to East Main Street.

The alley behind the existing buildings is repurposed into a pedestrian plaza, connecting the adjacent buildings together through a pedestrian only space. String lights connect adjacent buildings and provide safety and security lighting. Murals can be painted on visible rear facades. Outdoor dining, seating, and landscape should flow seamlessly between all buildings and be presented as one large public gathering space.

Long term investment may include development on East Main Street (south) utilizing the same material palette to encourage more pedestrian connectivity to Lewis Street and Court Street toward the priority Doodle Trail Expansion (East Cedar Rock Street)

Priority Investment

- Complete rear façade renovations along the existing buildings.
- Activate Main Street and rear alley with outdoor tables/seating, graphics/banners, container plantings, and overhead string lights run across the alley and connecting existing buildings.



DESIGN AND PLANNING cont.



Rear façade improvements behind businesses along West Main Street include string lights, specialty paving, outdoor seating, landscape, and murals.

MARKETING AND ORGANIZATION

4.0

Marketing and Organization

The Pickens Revitalization Association (PRA) has matured and changed through the course of its existence and has enjoyed many successes through the years. Currently volunteer led and funded through an agreement with the City of Pickens, the organization stands at a critical time. The recommendations made here are not made lightly but reflect on the opportunity to re-energize the efforts of the PRA and sow the seeds of a renewed partnership with the City of Pickens.



MARKETING AND ORGANIZATION

Recommendation: Redefine the brand of the PRA to better reflect the shared values of the organization and the City of Pickens

We are recommending that the PRA retire its name and rebrand itself Ascend Pickens Inc. It is notable that downtown Pickens sits on a ridge and is visible from nearly all approaches. This “ascent” into downtown is reflective of the goal of the organization to create a downtown that serves as a place of pride, investment, and opportunity for residents and visitors to a growing area.

We are recommending that the tagline “Together We Rise” be explored for Ascend Pickens, Inc. as a way to communicate a renewed commitment of the organization to implement the recommendations of this plan. This also provides a platform to solidify that partnerships with the City of Pickens and the Chamber of Commerce are essential.



MARKETING AND ORGANIZATION

Recommendation: Reaffirm the Mission and Vision of Ascend Pickens, Inc.

Organizations charged with the economic vitality of a community have a distinct and necessary mission. Government alone cannot create economic success without the needed partnership of the private sector. Nearly all of the successful downtown economic development efforts nationally are the consequence of a strategic partnership of the governing body of a community and a non-profit partner that engages with the private sector and the community at-large. Pickens is no different.

While it is not the within the scope of this study to completely define the mission of Ascend Pickens Inc., the focus of the organization should be to advance the economic vitality of Downtown Pickens in order to:

- Create Jobs through Retaining and Recruiting Businesses,
- Enhance Community Character through Physical Improvements,
- Promote Events and Activities to Draw People Downtown, and
- Partner with the City of Pickens, the Chamber of Commerce and Others on Ongoing Improvements.

These broad terms should be explored through a summit between the organization's board of directors and the City Council.

Recommendation: Go Through the Main5 Toolkit to Identify how Ascend Pickens, Inc. can Redeploy Messaging and Marketing to Core Audiences

The Main5 Toolkit was developed by Arnett Muldrow & Associates as a way of evaluating the existing conditions of and deploying an overall communication strategy for downtown organizations. This toolkit has been customized and provided as part of the deliverables of this plan. It includes simple exercises that the organization can complete to develop a cohesive and thorough communication strategy.

MARKETING AND ORGANIZATION

BRANDSCORE DOWNTOWN

	Point Value	Your Score	Opportunity
1. Do You Have A Defined Typeface?	5 points		
2. Do You Have A Color Palette?	5 points		
3. Do You Have An Organization Logo?	5 points		
4. Do You Have An Destination Logo?	5 points		
5. Do Your Committes Have Logos?	2 points		
6. Do You Have A Styleguide?	5 points		
7. Do You Have An Org Branded Presentation Template?	2 points		
8. Do You Have An Org Branded Business Card, Letterhead & Envelope?	2 points/ 6 max		
9. Is Your Org Logo On Your Website?	5 points		
10. Do You Have An Org Brochure?	5 points		
11. Is Your Org Logo Your Facebook Profile?	3 points		
12. Is Your Logo Your Instagram Profile?	3 points		
13. Do You Know What Twitter Is For?	3 points		
14. Do You Have A Traditional Or Electronic Newsletter?	2 points		
15. Do You Have A Uniform Hashtag?	2 points		
16. Do Our Events Amplify Our Brand?	5 points/ 20 max		
17. Does Your Gateway Include Your Logo?	5 points		
18. Your Street Banners Feature Your Destination Brand.	3 points		
19. Do You Make Your Volunteers Feel Part Of The Brand?	5 points		
20. Do You Address Parking With Your Brand?	5 points		
21. Is There Logo Apparel?	2 points		
22. Member Or Investor Benefits	2 points		

BRANDACTION



We are _____
Organization Name

and we believe in _____
Value

Every day, we _____
Verb Noun

on behalf of _____
Constituency

in _____
Place

so that _____
Aspiration/ Change that you want to make

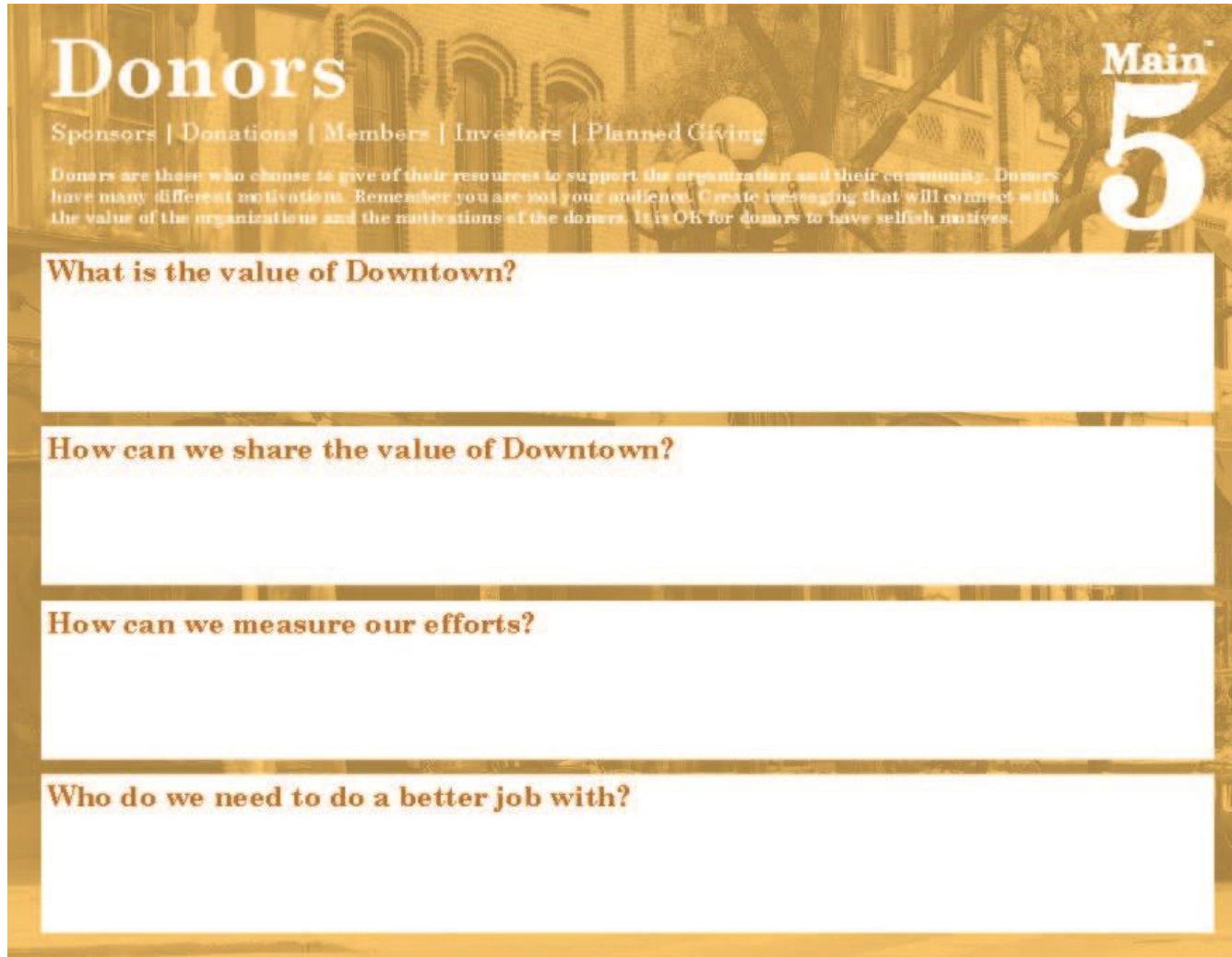
JOIN WITH US!

PICKENS MASTER PLAN UPDATE

MARKETING AND ORGANIZATION



MARKETING AND ORGANIZATION



Donors

Sponsors | Donations | Members | Investors | Planned Giving

Donors are those who choose to give of their resources to support the organization and their community. Donors have many different motivations. Remember you are not your audience. Create messaging that will connect with the value of the organizations and the motivations of the donors. It is OK for donors to have selfish motives.

Main 5

What is the value of Downtown?

How can we share the value of Downtown?

How can we measure our efforts?

Who do we need to do a better job with?

MARKETING AND ORGANIZATION

Government

Mayor | Council | Commission | County | Agencies

Our elected officials and city staff are some of our greatest partners. Main Street presents a beautiful opportunity to be involved in the future of the community in a non-political fashion, while communicating to the constituents and making them love their place. Jobs, tax base, private sector investment, small business support, Downtown offers it all.

Main 5

What is the value of Downtown?

How can we share the value of Downtown?

How can we measure our efforts?

Who do we need to do a better job with?

MARKETING AND ORGANIZATION

Owners

Business Owner | Property Owner | Building Owner | Developer

Owners have a vested interest in the outcome of any investment downtown. Downtown Business Owners put on an event every day, on their own dime. Remember you are not your audience. Create messaging that will connect with the value of the organizations and the motivations of the owners. It is OK for donors to have selfish motives.

Main
5

What is the value of Downtown?

How can we share the value of Downtown?

How can we measure our efforts?

Who do we need to do a better job with?

MARKETING AND ORGANIZATION

Public

Customers | Citizens | Event-Goers

The Public, in general, has dismissed the district. They have created new retail habits that don't include downtown. Your message should be disrupting. Make them feel like the place they think they know is unknown. Play off the emotion of not being left out. You can't just lead them to water. You must teach them to drink. And then convince them that the drink will be good again next week. Remember you are not your audience.

What is the value of Downtown?

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How can we measure our efforts?

Who do we need to do a better job with?

Main

5

MARKETING AND ORGANIZATION

Volunteers/Partners

Board | Committees | Chamber | Events | Service | In-kind

Volunteers tend to be scared of long-term commitments. We tend to see someone who is willing to help on an event, and pounce on them, force them to join a committee, and then burn them out. Consider Single Serving Service. Give opportunities for people to get involved on their terms. And keep things fun. Remember you are not your audience.

Main 5

What is the value of Downtown?

How can we share the value of Downtown?

How can we measure our efforts?

Who do we need to do a better job with?

MARKETING AND ORGANIZATION

Recommendation: Create a Job Description for a Future Economic and Community Development Director

Growth and investment in Pickens as a whole and within downtown are happening at an unprecedented pace. The City of Pickens and the PRA would benefit from a dedicated staff member whose purpose is to facilitate public/private investment and revitalization at the City Level. This staff member would work with the Appalachian Council of Governments on routine planning matters and with Alliance Pickens on broad economic development matters but would be primarily dedicated to community vitality.

As such, this position would serve as a staff liaison between the renamed board of directors of Ascend Pickens Inc. and the City of Pickens. The person filling this position would coordinate with the non-profit board of Ascend Pickens Inc. on projects, promotions, and initiatives. Ideally the position would be filled with a person experienced with community based economic and community development.

Recommendation: Hire an Economic and Community Development Director

This plan recognizes that funding for a new position at the City of Pickens that would work directly with Ascend Pickens Inc. and other partners would need to be established, such a position should be filled as soon as possible to fill a needed void in current staffing at the City Level. The position should serve at a “department head” level and in a advisory and coordinating capacity with Ascend Pickens Inc.

MARKETING AND ORGANIZATION

Recommendation: Create a Sustained Funding Stream for Ascend Pickens Inc. Tied to Performance Measures

Funding for non-profit downtown development organizations can happen in an array of ways. The City of Pickens and Ascend Pickens, Inc. should explore two key fundamental approaches to funding the organization: long term sustainability and accountability through performance-based metrics.

Sustainability: ideally the funding of an organization should be tied directly to impacts created by the organization. In the case of Pickens this can happen in a combination of ways. The most obvious are through the value of property within downtown Pickens whereby a portion of the increase in property values as a result of investment in the district are by City Policy allocated to the organization. For example, if the property value of the district generates new revenue for the City each year in the amount of \$25,000 in tax revenue – 50% or \$12,500 could be dedicated funding to the organization. A second approach would be to tie the funding to increases in the City's Hospitality tax either in the district or citywide. A third approach may use building permit fees and so on. A hybrid approach can also be explored.

Accountability: The funding model illustrated above ties to accountability. The implicit agreement is that the successes of the organization lead to enhanced funding and enhanced capacity. Over time, the partnerships strengthen as does the organization. Additional performance measures may also be explored including:

- Volunteer hours tracked
- Attendance at special events
- Investment in new businesses and properties
- Public dollars as a proportion of privately raised funds through sponsorships, contributions, and event revenue.

IMPLEMENTATION

5.0 Implementation

The City of Pickens and the Pickens Revitalization Association is already taking steps to implement these plans. Pickens is pursuing grant funding for implementation of infrastructure, neighborhood improvements, and other recommendations.

The coordination that led to this plan represents an unprecedented level of cooperation between the City of Pickens and the Pickens Revitalization Association. The plan respects the uniqueness of each while offering suggestions for improvements that will benefit citizens of the City of Pickens.

The Implementation Matrix is composed of a series of action items, or strategies, which are tied to the recommendations contained in the Strategic Master Plan. This matrix was created to be used during the implementation phases, following the adoption of the Strategic Master Plan.

The recommended timing for each proposed strategy is categorized as short-term, mid-term, and long-term as determined by those individuals responsible for implementing the Strategic Master Plan. Short-term implementation strategies are meant to be completed within the first year of the updated Master Plan. Mid-term implementation strategies are meant to be completed within two to five years. Long-term implementation strategies are to be completed in five-plus years. Those responsible for creating a strategic implementation plan are encouraged to do a thorough evaluation of the priorities indicated based on budget constraints and other relevant circumstances.

PICKENS MASTER PLAN UPDATE

IMPLEMENTATION cont.

Economic Development: Capitalize on the Potential

Recommendations	Term	Responsible Party	Funding
Create an inventory and database of available space downtown with square feet, rent prices per square foot, improvements needed, etc.	Short-Term	PRA Chamber	N/A
Establish a baseline tax value (property tax and hospitality tax) for downtown to track return on investment and potential incentive packages.	Short-Term	PRA Administration	N/A
Partner with civic organizations, businesses, etc. to promote events and businesses that will bring more people to Pickens on a regular basis. Consider "Main Street Partners" membership program for Downtown Businesses	Short-Term	PRA Council	N/A
Develop City economic development incentives for new businesses (EDO, city tax rebate, etc.).	Short-Term	Council Administration	General Fund, Hospitality Tax
Allocate funds for rear façade improvement grants.	Short-Term	Council PRA	Hospitality Tax, General Fund
Contact local and regional developers of commercial space to present Master Plan Update	Short-Term/Mid-Term	PRA Administration	N/A
Update market analysis after 75% of vacant buildings are occupied	Long-Term	PRA Administration	General Fund, Hospitality Tax, Hometown Economic Development Grant
Provide list of permitted and potential projects throughout the City	Short-Term	Administration Planning	N/A
Develop Downtown Farmers Market, Market on Main, or other event program specifically marketing Main Street	Mid-Term	City Council Advisory Committee	Hospitality Tax, General Fund

PICKENS MASTER PLAN UPDATE

IMPLEMENTATION cont.

Design and Planning: Enhancing Quality of Life

Recommendations	Term	Responsible Party	Funding
Design and Implement a shared parking plan for East/West Main Street	Short-Term	PRA Council	Hospitality Tax, General Fund
Install gateway landscape at major intersections	Short-Term	Town Council	Hospitality Tax, General Fund
Assist City Administration in identifying priority redevelopment areas for infrastructure (water/sewer) grants	Short-Term	City Council PRA	Water/Sewer, CDBG, ARC
Clean up Main Street (pressure wash sidewalks, provide public realm amenity standards, edge sidewalks, clean out curb/gutters)	Short-Term	PRA City Council	General Fund, Public Works, Hospitality Tax
Coordinate with SCDOT on transportation funding for Main Street and Hwy 178 Realignment	Short-Term (Project Information Meeting via Microsoft Teams with SCDOT)	PRA Administration Council	SCDOT TAP, GPATS LRTP and TIP
Promote shared parking through long-term lease agreements with private owners and town.	Mid-Term	Town Council Business Owners	C-Fund, General Fund, Hospitality Tax
Trim trees along Main Street and replace dead and diseased trees; install electrical outlets at each tree	Short-Term	City Council	Keep America Beautiful, SC Forestry Commission, General Fund, Hospitality Tax
Initiate schematic design of Doodle Trail Extensions and coordinate property transfer for Market at the Mill Park along Town Creek	Short-Term	City Council	Hospitality Tax, Private
Prioritize economic incentives along vacant business along Main Street and the Doodle Trail	Short-Term	City Council	General Fund
Provide/Develop alternative for Behavioral Health Complex; consider removing one building along East Main to allow for pedestrian access from shared parking to Main Street	Short-Term (Plan information meeting with Pickens County and Behavioral Health)	City Council Pickens County PRA	Hospitality Tax, General Fund, Pickens County, Private
Implement a movie on the green and or festival adjacent to Downtown Amphitheater, emphasize Christmas Lights along Main Street and Doodle Park, etc.	Mid-Term	Council PRA Chamber	Hospitality Tax, General Fund, Private

PICKENS MASTER PLAN UPDATE

IMPLEMENTATION cont.

Design and Planning: Enhancing Quality of Life cont

Recommendations	Term	Responsible Party	Funding
Work with Coyote Coffee to implement a plan for an upscale restaurant along Main Street when Coyote Coffee relocates	Short-Term	PRA Administration	N/A
Work with SCDOT and Engineer to establish road diet to encourage on-street parking and bicycle connectivity to Downtown	Short-Term	City Council Administration	Hospitality Tax, General Fund
Prioritize Doodle Trail connection along East Cedar Rock Street	Short-Term	City Council Administration	SCDOT TAP

PICKENS MASTER PLAN UPDATE

IMPLEMENTATION cont.

Branding and Marketing: Maximizing the Message

Recommendations	Term	Responsible Party	Funding
Redefine brand and marketing of PRA to better reflect revised values of PRA and City Council	Short-Term	City Council Administration PRA	N/A
Implement and promote new identity of relationship/partnership with PRA/City with joint mission/vision statement and project that both groups are working together towards implementation (Under the Water Tower, Alley Façade Grant Program, etc.)	Short-Term	City Council PRA	N/A
Develop job description for City of Pickens Economic and Community Development Director	Short-Term	Administration	N/A
Hire PRA Executive Director as City of Pickens Economic and Community Development Director	Short-Term	City Council	General Fund
Establish baseline for PRA private funding for special projects as identified by PRA Board of Directors	Short-Term	PRA	N/A
Joint promotion of PRA and City of Pickens utilizing social media, newsletters, podcast, and videos	Short-Term	Administration PRA	Hospitality Tax, General Fund, Private

PICKENS MASTER PLAN UPDATE

IMPLEMENTATION cont.

Operations and Implementation: Get the Job Done

Recommendations	Term	Responsible Party	Funding
Schedule a summit retreat with PRA and City of Pickens to discuss Master Plan Update, new roles, and implementation steps	Short-Term	PRA City Council	N/A
Council should adopt the Updated Master Plan by resolution.	Short-Term	Council	N/A
Set performance metrics for PRA	Short-Term	City Council	N/A
Implement 'Ascend' marketing and promotion program for PRA and Downtown Businesses	Short-Term	PRA	PRA Hospitality Tax General Fund
Establish a Developers meeting of business owners, investors, and potential investors to present the Master Plan Update and to inform the attendees of potential opportunities	Short-Term	PRA	N/A
Update the Strategic Master Plan on a regular basis and no less than every five (5) years.	Mid-Term	Council Advisory Committee	Hospitality Tax, General Fund, Hometown Economic Development Grant
Annual meeting of PRA, Council, and Business Owners to evaluate and celebrate successes	Short-Term	Council Advisory Committee Business Owners	General Fund



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