



Pickens, South Carolina

COMMUNITY MASTER PLAN
CHARRETTE REPORT



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Pickens, South Carolina
INTRODUCTION AND BACKGROUND



Pickens Community Master Plan Charrette Report

Introduction and Background

The Main Street South Carolina (MSSC) Team conducted a planning charrette that focused specifically on downtown revitalization and implementation strategies for the City of Pickens and the Pickens Revitalization Association in July 2012. MSSC assembled a team with expertise in architecture, planning, historic preservation, economic development and community branding that ascribes to the Main Street Four-Point Approach® of Design, Promotion, Organization and Economic Restructuring.

The team for the Pickens Community Planning Charrette included:

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[Randy Wilson](#), Community Design Solutions, Columbia, SC

Complete contact information for the consultant team noted above can be found in Appendix C.



The community planning charrette is a service offered to local South Carolina communities participating in the South Carolina Main Street Program, and engaged in implementing the Main Street Four-Point Approach®, which is the nationally recognized, comprehensive downtown revitalization methodology developed by the National Trust for Historic Preservation.

The MSSC charrette team, comprised of the revitalization professionals noted above, evaluated the community's current level of commercial district revitalization activities, reviewed prior planning efforts, conducted copious public input opportunities, and offered observations on the opportunities and challenges for revitalizing downtown Pickens. The results of this process were presented at a final presentation at the conclusion of the community planning charrette. Those preliminary recommendations were directed to both City Officials and the Main Street Program to provide clear action steps for strategic economic development initiatives as well as for the organizational capacity necessary to facilitate positive change in Pickens's downtown commercial district. The Charrette Team's observations and recommendations are presented in this report.

The team would like to specifically thank Katherine Brackett, City Manager, for her constant support before and during the Charrette. We would also like to thank the Mayor and City Council for supporting the efforts of the Charrette Team. The Charrette Team was uniformly impressed at the spirit of cooperation found among the elected officials in Pickens...a rare commodity in most circles, and likely a major contributing factor to the amazing amount of strategic work the City has ALREADY accomplished even prior to this planning effort. Finally, we are indebted to the many citizens who gave of their time and knowledge to guide the team's efforts.

Background

As noted in the opening paragraph, all Charrette Team members had expertise in at least one area of the 4 Points of Main Street. In laymen's terms, these correspond with Design and Planning (Design), Branding and Marketing (Promotion), Market Analysis (Economic Restructuring), and Implementation Strategies (Organization). Each of these study areas were addressed to varying degrees and in different ways.

The **Market Analysis** utilized a zip code survey and on-site observations to interpret data that helped the team understand the economic dynamics affecting Pickens. Based on that information, strategic recommendations for marketing, advertising and economic development were made. The data, analysis and recommendations follow in the first section of this report and lay the foundation for any and all subsequent recommendations.

The **Design and Planning** work done during the charrette endeavored to build upon the best of prior planning efforts while addressing new and emerging opportunities. There are many positive planning activities in the works in Pickens ranging from the amphitheater project, to the bike trail system, to the potential reuse of the High School Football stadium and the abandoned rail line. Additionally, there are some amazing assets and opportunities in Pickens from a design and planning perspective ranging from, but in no way limited to, the courthouse green, an attractive streetscape, an amazing array of commercial district architecture, historic residential districts, and a beautiful natural environment, etc.

The **Branding and Marketing and Wayfinding** study focused on creating a comprehensive and consistent marketing effort for all the development entities in the community such as the City and the Main Street Program. A complete branding toolkit was developed that addressed graphic identities for the City as well as its Main Street program. The toolkit included brand extension systems for community festivals and events, wayfinding signage systems, flag and banner systems, merchandising collateral, social media strategies, web site home page designs, and a series of strategic advertisements aimed at marketing the essence of Pickens to both the internal and external markets.

The **Implementation** aspects of this planning exercise are two-fold: the first step was to identify key projects and recommendations during the charrette; the second is to break those recommendations down into manageable tasks. An implementation strategy board will be developed in concert with the Steering Committee to formulate the major recommendations of the charrette into time-based tasks that include responsible parties. This will be accompanied by a document that outlines potential funding sources for the implementation phase.

The balance of this report explains and illustrates the key recommendations of the community planning charrette that can become an instrumental part of your arsenal as you work together to achieve this ambitious and beneficial vision for the future of Pickens.



Pickens, South Carolina
MARKET ANALYSIS



Market Analysis

1.0 Market Report for Pickens, South Carolina

One of the key tasks of the Community Planning Charrette for Pickens is to examine the market for downtown and the community as a whole. Understanding the market and economic conditions provides a solid background from which physical recommendations can emerge.

This market study endeavors to identify retail development opportunities for downtown (as well as adjacent corridors) of Pickens that will further enhance its appeal to a local, regional, and visiting shopper. This report presents the findings of the market research for Pickens and provides a baseline that can be used to recruit business, help existing businesses target customers, target public investment to best yield economic development return, and provide ongoing guidance on implementing a comprehensive marketing strategy. The goal is to continue to position Pickens for retail success amidst the changes happening both in the region and nationally.

This retail report is divided into four parts:

Part one is Pickens's market definition based on zip code survey work completed by businesses in the community. It also provides insight into the trade area demographics for Pickens's primary and secondary trade areas.

Part two presents demographic information about the Pickens trade areas and Pickens itself that give insight into the customer base for the community. This data is particularly important, as Pickens is part of a dynamic region undergoing dramatic growth and change.

Part three presents the retail market analysis that shows the amount of retail sales "leaking" from the primary and secondary trade areas. This information is based on the most recent data available and is a reliable source for understanding overall market patterns. This section concludes with some key opportunities for retail that could be used to both enhance existing businesses and recruit additional businesses to the community.

Part four makes a series of strategic recommendations regarding these findings.

1.1 Introduction to the Pickens Retail Market

Pickens is a unique market in several ways. It is a county seat in what has traditionally been a more rural county. As such, it functioned as a gathering place and retail center. Metropolitan growth in Upstate South Carolina is transforming Pickens County and this change has impacted Pickens. The City of Pickens has maintained its independent identity while playing a key role in regional change. Nearby communities, Easley and Clemson, have experienced substantial growth over the past two decades and that growth is reaching Pickens in a more profound way.

Downtown Pickens was the traditional core of retail and services for the community but has evolved into a specialty shopping, dining, and office district as basic goods retail stores have shifted to the corridors of the City.

1.2 The Pickens Trade Area

As already mentioned, Pickens serves a trade area that extends beyond the limits of the city itself into the surrounding area. To determine the trade area for Pickens's downtown, businesses participated in a zip code survey of customers. Unlike other techniques that tend to use arbitrarily picked boundaries for customer trade zones (radial definitions, drive time studies, and Reilly's model), the method used for market definition in Pickens is based on actual customer shopping patterns as determined by the zip code tracking. While every trade area definition method has its flaws, zip code surveys provide the best way to define a market trade area based on actual customer shopping patterns. Furthermore, zip code tracking provides insight into local versus visitor traffic, cross shopping among shops, and patterns with regard to shop types. Once the trade areas are defined, a whole host of demographic data can be gathered and trade patterns studied.

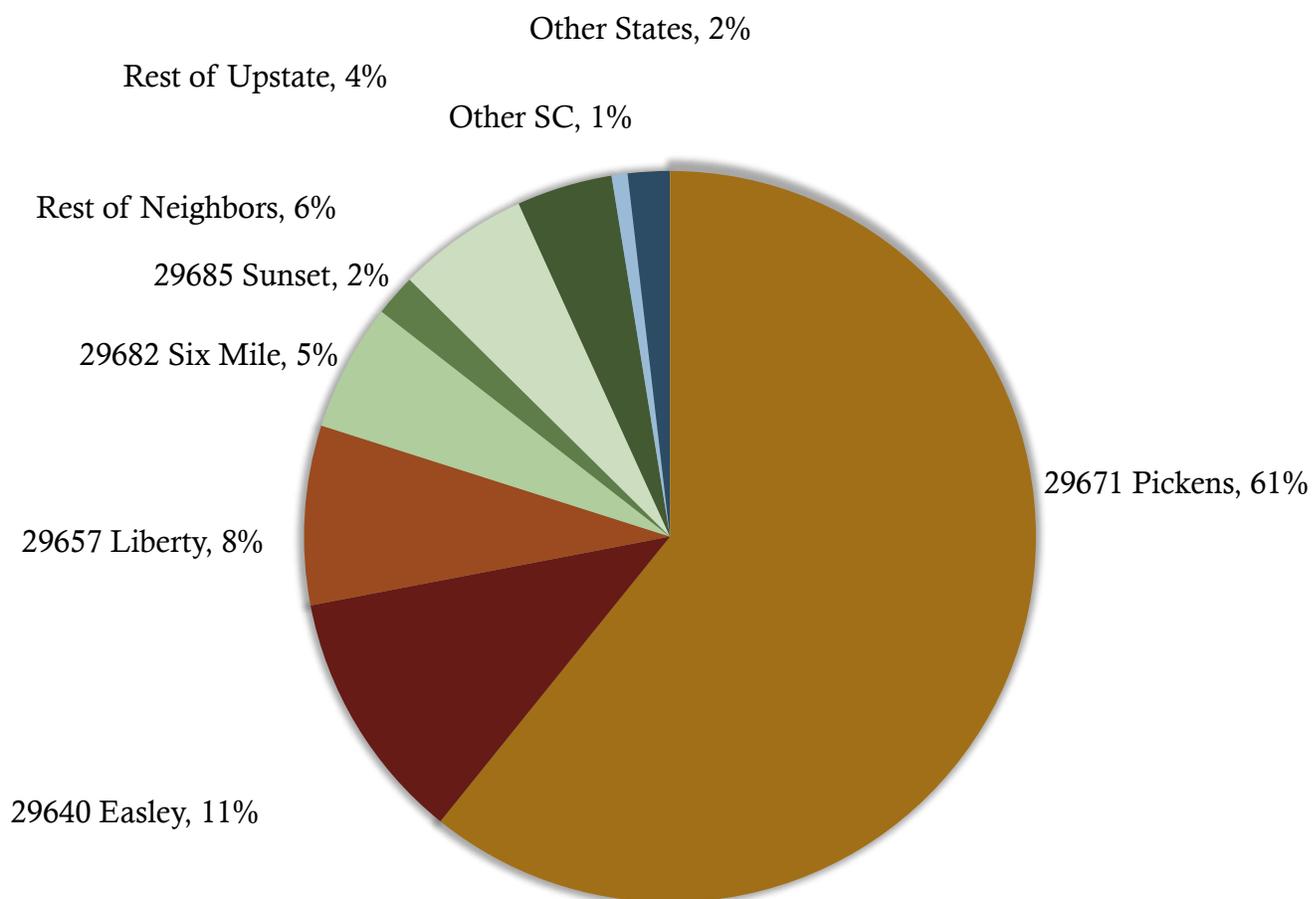
Pickens had twelve businesses participate in the zip code survey during a seven-day period in July of 2012. Shopkeepers were provided with a form to record customer zip codes and asked to keep the log for all customers during the survey period. In all 1146 individual customer visits were recorded during the survey.

1.2.1 Zip Code Results

The results of the zip code survey are listed below:

- Pickens businesses recorded customers from 63 unique American zip codes representing ten states.
- 60% of the customers reported that they lived in the Pickens zip code of 29671.
- Easley's 29640 zip code was the next most often reported zip code with 11% of the customer. By contrast, Easley's 29642 zip code which is closer to Interstate 85 and thus to the greater market had a paltry 1% of the customer traffic.
- Liberty's zip code accounted for 8% of the customer traffic while Six Mile accounted for 5%.
- Other upstate communities had 12% of the traffic with over half of that coming from within Pickens County itself.
- Visitor traffic (outside of the Upstate of South Carolina and visitors from other states) represent 3% of the customer traffic.

Figure One depicts the information presented above.



1.2.2 Information by Business

The preceding information examined how the stores did in aggregate when all results are combined into one “pot” of figures. This section looks at the results by retail store to determine if there are any anomalous figures that emerge with particular stores. To protect the confidentiality of the individual store results, the names of the stores are not included in the charts.

Overall 60% of the customer traffic comes from residents from the 29671 zip code. Six businesses had over this amount with one business reporting nearly 80% of their traffic as 29671 residents. Six businesses reported fewer than 60% yet all had roughly a third or more of their customers from 29671. five reporting under 10% of the customers from the 29671 zip code.

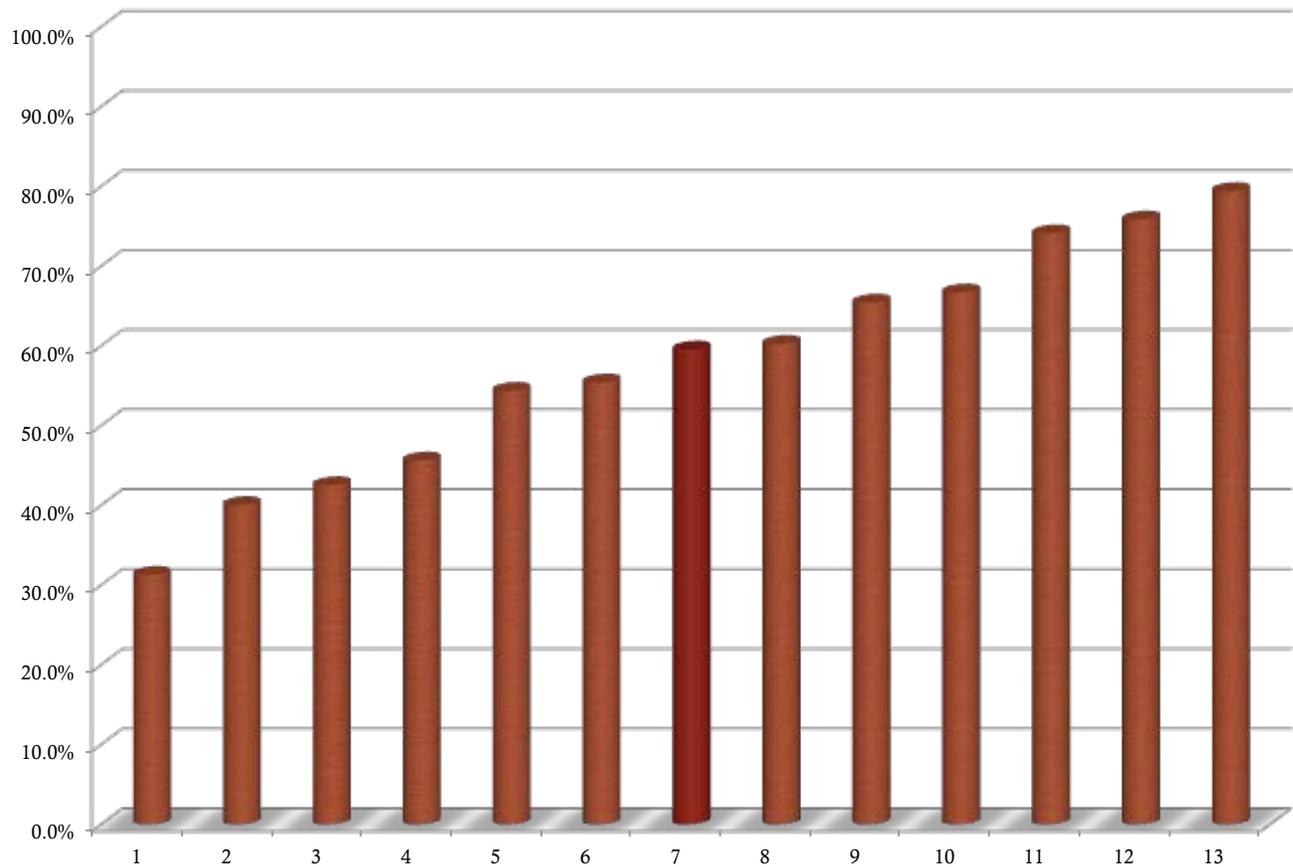


Figure 3 illustrates customer visits from the 29671 zip code and neighboring communities (including Easley, Six Mile, Clemson, Sunset, Central, and Liberty. Overall, 93% of the visits were from the this immediate area. All businesses reported over 70% of their customer traffic was from Pickens and its neighbors.

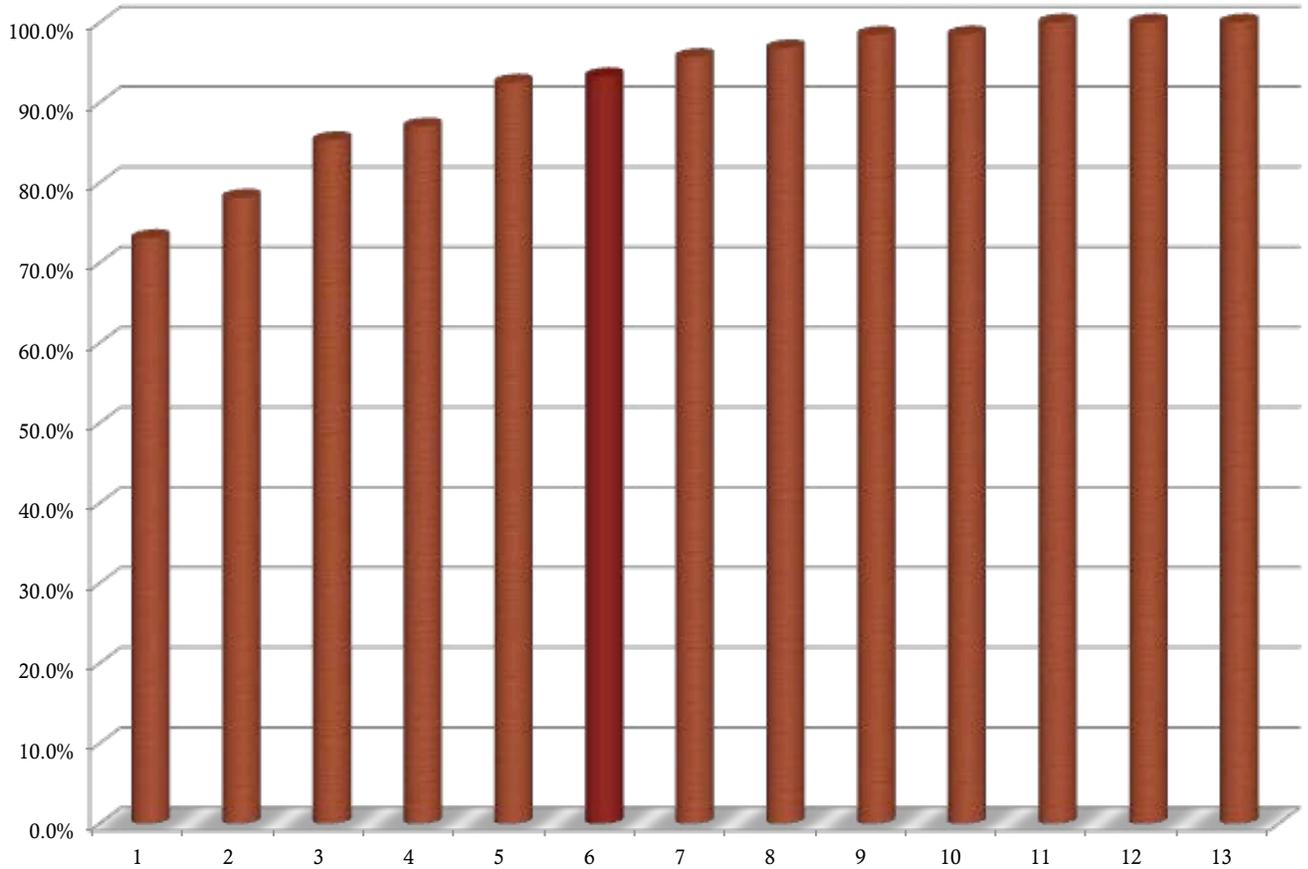
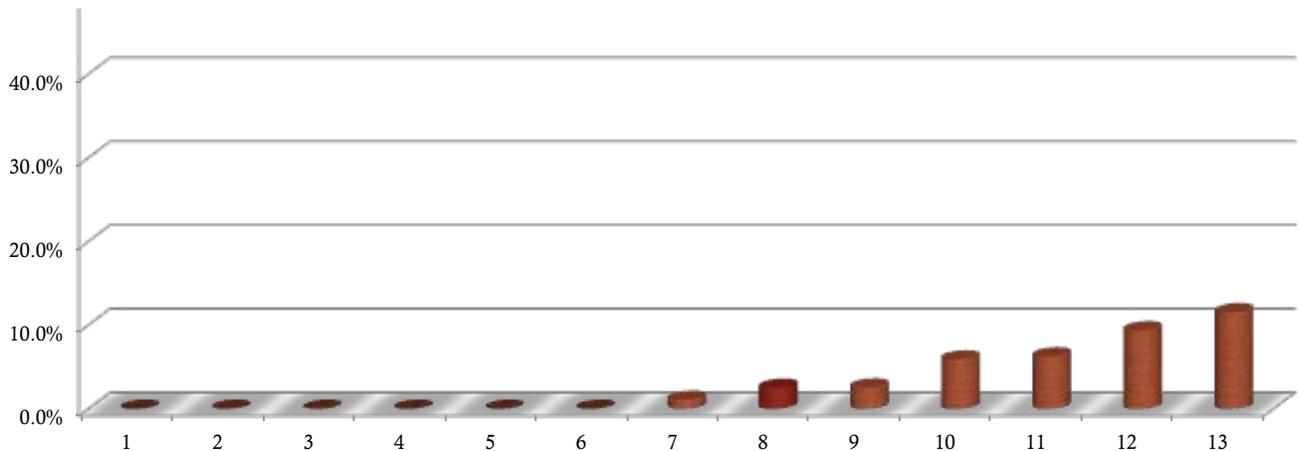


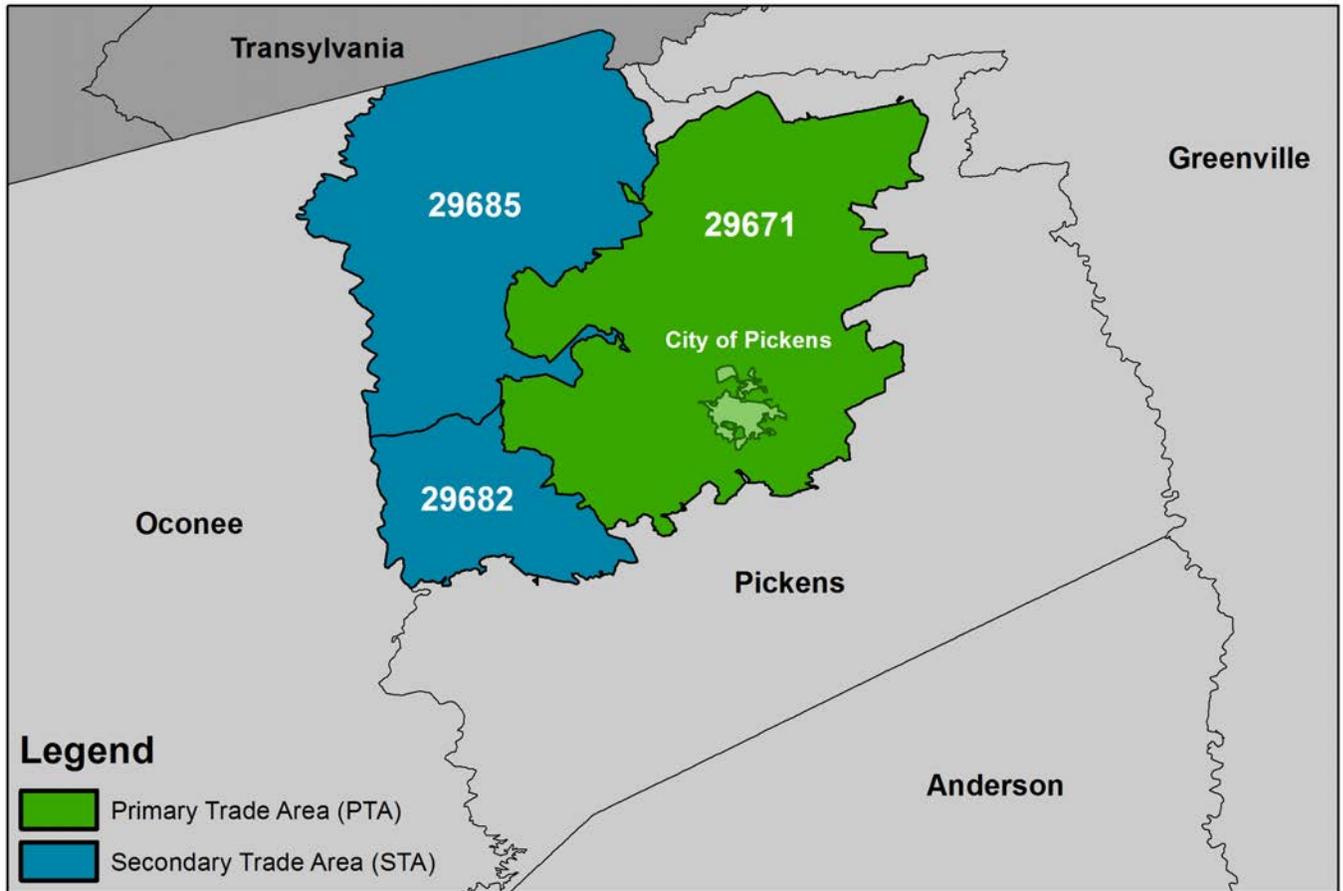
Figure 4 illustrates customer visits that qualify as “visitors.” Overall 3% of the customers were from outside of the Upstate of South Carolina (residents of Spartanburg and Greenville could be considered visitors so this number is conservative). Only one business reported over 10% of their customers as visitors while six businesses reported no visitors.



1.2.3 Trade Area Definitions

The number of visits provides an overall viewpoint of where customers come from which is a market area. A more precise way to evaluate customer loyalty in the market is by looking at the trade areas for a community, which involves defining market penetration rather than just market area. To get to the trade area definition, customer visits are tracked by the number of visits in relation to the population of each zip code. This corrects for zip codes that have exceedingly large or small populations that might skew the market penetration data. By this measure, the Primary and Secondary trade areas for Pickens can be established. The Primary trade area is the geography where the most loyal and frequent customers to Pickens reside. The Secondary trade area represents an area where Pickens businesses can rely on customers but to a lesser degree. The table below shows customer visits per 1,000 people for each of the highest representative visits.

Zip Code	Area	Population	Visits	Visits/1000 Pop
29671	PICKENS ALL	17,914	690	38.5
29685	SUNSET	1,694	32	18.9
29682	SIX MILE	3,606	64	17.7
29657	LIBERTY	15,264	90	5.9
29635	CLEVELAND	1,174	5	4.3
29640	EASLEY	30,666	127	4.1
29661	MARIETTA	6,075	17	2.8
29686	TAMASSEE	1,153	3	2.6
29676	SALEM	5,232	11	2.1
29630	CENTRAL	15,199	14	0.9
29643	FAIR PLAY	2,840	2	0.7
29642	EASLEY	30,447	19	0.6
29678	SENECA	22,776	6	0.3
29631	CLEMSON	12,995	3	0.2
29670	PENDLETON	8,810	2	0.2



Determining the primary and secondary trade areas can sometimes be more “art” than science. At times, significant breaks in customer visits are not obvious. However, in Pickens’s case the division for the primary trade area is reasonably clear. With 38.5 visits per thousand people, the 29671 zip code residents are clearly the most loyal customers.

The secondary trade area for Pickens also displays a fairly clear break with tiny Sunset (population 1679) and Six Mile as the next most loyal zip codes. They had 19 and 18 visits per thousand residents respectively.

Another significant drop occurs with Liberty at only 5.9 visits per thousand residents. Easley’s 29640 zip code, which represented the second largest volume of customers for downtown had a much lower “loyalty” ranking with 4.1 visits per thousand.

These results do not mean Pickens should not market to these communities to retain and gain customers, but the results assure us that Easley and Liberty are their own distinct markets separate and apart from Pickens.

1.3 Market Demographics

1.3.1 Population

Market demographics play a critical role in understanding the potential business growth for Pickens. The primary trade area (the 29671 zip code) experienced remarkable growth (14.4%) in the decade of the nineties. The rate of growth declined in the decade between 2000 and 2012 to only 2.3% placing the current zip code population at 17,914. The population of the zip code is expected to grow slowly over the next five years to reach 18,066 residents.

The secondary trade area of Six Mile (29682) and Sunset (29685) while significantly smaller in population ballooned in growth between 1990 and 2000 at 25%. Unlike 29671, this growth was sustained through the following decade at a still robust 15%. However, the current population is currently less than a third of 29671 at 5,300 but is projected to add another 280 residents in the next five years.

Regionally, Pickens County has had a rate of growth slower than adjacent counties. Greenville County experienced an increase of 22% between 2000 and 2012 (meaning one in every five residents in Greenville County did not live there in 2000). Anderson County grew at 15%, Oconee County grew at 14% while Pickens County grew only 9%. It is very likely with continued growth, Pickens (enveloped by faster growing counties will experience an uptick in growth.

1.3.2 Income

The primary trade area of 29671 had a median household income of \$39,899 which is expectably lower than nearby Greenville at \$45,936. 29682 and 29685 have a median household income of \$44,414 which is very close to that of Greenville.

1.4 Market Analysis

Downtown Pickens is a retail center serving the primary and secondary markets defined section 1.2 above. In this section the retail market of these areas will be examined to identify potential opportunities for new retail development by examining retail trade patterns. This will allow the community to assess what kind of additional stores might be attracted to Pickens as a whole and more specifically to downtown. This data will also help individual existing businesses understand how they might diversify product lines to be attractive to more customers. This is both a retention and recruitment tool.

It is important to recognize, however, that pent up retail demand is but ONE reason why a store might be successful in a setting, there are MANY reasons why a store may succeed or fail beyond market forces alone. This research should be used as a resource to incorporate into a thorough business plan for store expansions or new store locations. It is also important to note that the figures shown below represent a macro view of the market forces at work and should be used to look beyond the current economic challenges facing the nation today.

Having said that, the opportunities presented below represent a conservative look at retail market potential for Pickens for two important reasons. First, these figures examine local customers' trade patterns and not the potential for Pickens to attract more regional customers and visitors from elsewhere which it is already doing very successfully. Second, this information is a "snapshot" in time and does not account for the ongoing (albeit modest) growth the community is expected to enjoy in the coming years.

1.4.1 Retail Leakage in the Primary Trade Area

"Retail Leakage" refers to the difference between the retail expenditures by residents living in a particular area and the retail sales produced by the stores located in the same area. If desired products are not available within that area, consumers will travel to other places or use different methods to obtain those products. Consequently, the dollars not spent in local stores in the designated area are said to be "leaking". If a community is a major retail center with a variety of stores it may be "attracting" rather than "leaking" retail sales. Even large communities may see leakage in certain retail categories while some small communities may be attractors in certain categories.

Such an analysis is not an exact science and should be viewed as one tool to evaluate trade potential. In some cases large outflow may indicate that money is being spent elsewhere (drug store purchases at a Wal-Mart or apparel purchases through mail-order). It is important to note that this analysis accounts best for retail categories where households (rather than businesses) are essentially the only consumer groups. For example, lumberyards may have business sales that are not accounted for in consumer expenditures. Stores such as jewelry shops and clothing stores are more accurately analyzed using this technique. For Pickens the market data for the trade areas is supplied by Claritas Inc. (one of two leading market analysis companies in the United States).

With these considerations understood, the following shows the snapshot of the retail trading patterns for Pickens by Claritas, Inc.:

- Primary trade area retailers in selected store types sold \$116 million in goods in 2011.
- Consumers in the same trade area spend \$152 million per year in retail goods.

Consequently, the Pickens primary trade area is LEAKING \$36 million annually overall each year. It is natural to expect Pickens to be leaking sales overall with its proximity to nearby urban centers. Even retaining a small portion of this leakage could enhance the offerings of downtown and the city has a whole. The more rural communities of the secondary trade area of Sunset and Six mile are also leaking dollars to the tune of \$20 million each year.

It is inevitable that Pickens will continue to leak dollars to larger markets such as Easley, Greenville, and Anderson. Having said that, even if the community captures 10% of the primary trade area leakage and 5% of the secondary trade area leakage it would result in an increased retail market of \$4.6 million. Furthermore, the construction of a Wal-Mart in Pickens is likely to retain existing local customers and attract new regional customers to the community which is a positive. The challenge will be to connect the Wal-Mart with downtown and for downtown merchants that have product that Wal-Mart carries to re-focus on customer service and differentiating their offerings.

The table below shows the retail patterns for Pickens's primary trade area in each of the retail categories studied for this report. Numbers in red represent areas where Pickens exceeds expectations for retail sales. Numbers in black represent opportunities to meet unmet demand in the local market. Please note that some categories are subsets of larger categories. Please also note that in some cases where Pickens has only one example of a retail category, the sales number may be withheld to protect the market data of one merchant.

Primary Trade Area - Retail Market Potential						
Industry Group	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$33,624,186	\$16,640,483	\$16,983,703	33.8	10
Automobile Dealers	4411	\$28,611,667	\$13,971,376	\$14,640,291	34.4	3
Other Motor Vehicle Dealers	4412	\$2,867,744	\$0	\$2,867,744	100	0
Auto Parts, Accessories & Tire Stores	4413	\$2,144,775	\$2,669,107	(\$524,332)	-10.9	7
Furniture & Home Furnishings Stores	442	\$3,365,963	\$373,650	\$2,992,313	80	4
Furniture Stores	4421	\$2,814,357	\$142,128	\$2,672,229	90.4	1
Home Furnishings Stores	4422	\$551,606	\$231,522	\$320,084	40.9	3
Electronics & Appliance Stores	4431	\$3,226,887	\$250,940	\$2,975,947	85.6	1
Bldg Materials, Garden Equip. & Supply Stores	444	\$5,808,034	\$2,318,886	\$3,489,148	42.9	15
Bldg Material & Supplies Dealers	4441	\$5,293,964	\$1,240,532	\$4,053,432	62	6
Lawn & Garden Equip & Supply Stores	4442	\$514,070	\$1,078,354	(\$564,284)	-35.4	9
Food & Beverage Stores	445	\$26,942,710	\$19,491,082	\$7,451,628	16	10
Grocery Stores	4451	\$26,316,814	\$18,664,280	\$7,652,534	17	6
Specialty Food Stores	4452	\$169,981	\$149,030	\$20,951	6.6	2
Beer, Wine & Liquor Stores	4453	\$455,915	\$677,772	(\$221,857)	-19.6	2
Health & Personal Care Stores	4,464,461	\$6,539,349	\$5,211,687	\$1,327,662	11.3	4
Gasoline Stations	4,474,471	\$29,678,074	\$48,601,192	(\$18,923,118)	-24.2	13
Clothing & Clothing Accessories Stores	448	\$3,425,808	\$187,081	\$3,238,727	89.6	1
Clothing Stores	4481	\$2,178,828	\$0	\$2,178,828	100	0
Shoe Stores	4482	\$637,384	\$0	\$637,384	100	0
Jewelry, Luggage & Leather Goods Stores	4483	\$609,596	\$187,081	\$422,515	53	1
Sporting Goods, Hobby, Book & Music Stores	451	\$1,686,573	\$182,983	\$1,503,590	80.4	6
Sporting Goods/Hobby/Musical Instr Stores	4511	\$806,188	\$182,983	\$623,205	63	6
Book, Periodical & Music Stores	4512	\$880,385	\$0	\$880,385	100	0
General Merchandise Stores	452	\$17,662,933	\$10,495,484	\$7,167,449	25.5	9
Department Stores Excluding Leased Depts.	4521	\$11,173,626	\$700,550	\$10,473,076	88.2	3
Other General Merchandise Stores	4529	\$6,489,307	\$9,794,934	(\$3,305,627)	-20.3	6
Miscellaneous Store Retailers	453	\$2,136,875	\$1,113,913	\$1,022,962	31.5	16
Florists	4531	\$230,633	\$179,724	\$50,909	12.4	3
Office Supplies, Stationery & Gift Stores	4532	\$1,270,094	\$509,859	\$760,235	42.7	5
Used Merchandise Stores	4533	\$195,137	\$108,314	\$86,823	28.6	4
Other Miscellaneous Store Retailers	4539	\$441,011	\$316,016	\$124,995	16.5	4
Nonstore Retailers	454	\$2,634,369	\$544,268	\$2,090,101	65.8	1
Electronic Shopping & Mail-Order Houses	4541	\$870,601	\$544,268	\$326,333	23.1	1
Vending Machine Operators	4542	\$95,286	\$0	\$95,286	100	0
Direct Selling Establishments	4543	\$1,668,482	\$0	\$1,668,482	100	0
Food Services & Drinking Places	722	\$20,818,104	\$11,005,526	\$9,812,578	30.8	31
Full-Service Restaurants	7221	\$8,026,576	\$4,604,348	\$3,422,228	27.1	19
Limited-Service Eating Places	7222	\$10,958,497	\$5,980,184	\$4,978,313	29.4	9
Special Food Services	7223	\$999,308	\$238,322	\$760,986	61.5	1
Drinking Places - Alcoholic Beverages	7224	\$833,723	\$182,672	\$651,051	64.1	2

The key opportunities for downtown Pickens are:

- **Furniture and home furnishings:** This is an attractive category because it is a business type that attracts locals, regional customers, and visitors. As housing rebounds, home buyers will want to continue to furnish their second homes on the lakes and in the mountains near Pickens and primary residents will purchase accessories at these store types. Clothing: Clothing is a large gap for Pickens. Successful clothing stores will be specialty independently owned retail shops with a particular concentration: women's accessories and clothing, childrens consignment and clothing, and shoes.
- **Sporting goods, hobby stores, book stores:** As with clothing these are likely to be small locally owned stores. Sporting goods can be a combination of traditional team sports outfitters and stores that cater to the outdoors oriented customer. Hobby stores and book stores are likely to be "hybrids" that combine a number of uses (the bookstore/ coffee shop for example).
- **Office supplies:** There is a gap in office supplies though the opportunity for independent office supply stores is limited especially in light of the impending Wal-Mart.
- **Gifts and antiques:** This represents an opportunity to capitalize on growth in tourism which will be essential for the ongoing success of downtown Pickens.
- **Full service dining** (and limited service though to a lesser degree): Pickens benefits from several well established dining locations. This can expand and would also make the community more of a regional and visitor destination.

1.5 Market Conclusions

1.5.1 Strengths

The Pickens market is growing. Population growth is critically important in any successful market. The secondary trade area market is fairly affluent and the primary trade area is on par with peer communities. This presents opportunities for ongoing growth.

Wal-Mart should be viewed as a cautious advantage to Pickens. The crux for the community will be to ensure that Wal-Mart shoppers know about downtown, how to get there, and what it offers. Existing businesses that expect to go head-to-head with Wal-Mart should focus on service and items that make them unique.

Pickens is pursuing several active projects (the Doodle Trail and the realignment of downtown intersections) that will present opportunities for the future. The community should strongly consider some downtown office space to accommodate legal offices that are occupying valuable retail space downtown.

1.5.2 Opportunities and Market Recommendations

Cultivate Tourism: Over the past 10 years tourism has increased in the region. Pickens County has a thorough tourism plan that outlines solid suggestions for growing the tourism industry. The City of Pickens can play a critical role in implementing this plan. Tourism is a growing industry tied to local assets, and to a workforce that has many lesser workers seeking meaningful employment. Tourism should continue to be a focal point of economic development efforts in Pickens.

Continue to Grow the Retail Base: Wal-Mart will bring additional retail and dining to Pickens and solidify its role as a retail center. However, it is imperative that Pickens take a proactive stance to recruit restaurants downtown (this is critical) and throughout the city. Sporting goods, home furnishings, furniture, and apparel represent additional options for growth.

Continue Aggressive Marketing: Pickens has done an excellent job of marketing its strengths by implementing its community brand. A missing element however, is clear signage that connect all parts of the City. A comprehensive and attractive wayfinding plan in Pickens is essential and is outlined later in this report.

Foster Community Pride: It is time for Pickens to rejoin hands and look to its future with a consistent vision. It is time to assert Pickens's pride and work together. Small victories will mean a lot in the coming years and they will build on the already successful track record of the community.



Pickens, South Carolina
DESIGN AND PLANNING



Design and Planning

OVERALL ASSESSMENT

Downtown Pickens is characterized by a distinct commercial core, with Main Street running east/west located along the top of a ridge. Main Street is generally level between Hampton Avenue to the east and Florence Street to the west, and then falls off in each direction. Similarly, the downtown falls away from Main Street to the north and to the south. These topographic changes help to reinforce downtown's distinct sense of place as does the concentration of early Twentieth Century commercial architecture. The topography does present challenges, however, particularly as it relates to connectivity between the downtown core and adjacent neighborhoods, districts, attractions and landmarks.

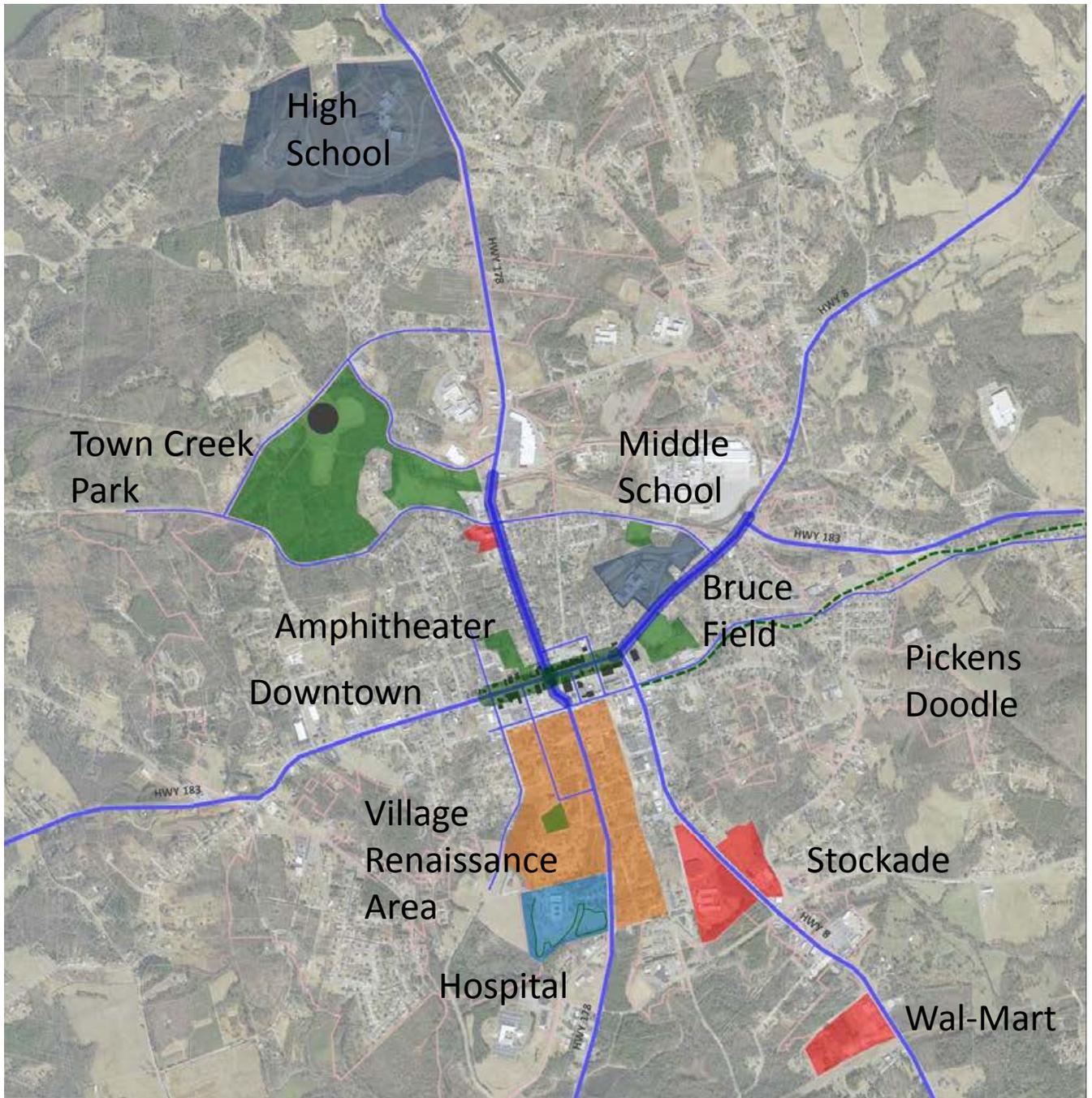
Pickens has had many implementation successes and continues to focus on enhancing the community and its downtown core. Some of these successes include the new high school, new middle school, Town Creek Park and its planned expansion, Pickens Recreation Center, historic Bruce Field, planned amphitheater, planned Wal-Mart, the Stockade, Cannon Memorial Hospital, streetscape improvements along East and West Main Street, planned street enhancements along Jewel and North Ann Streets, planned realignment of Pendleton Street and the neighborhood reinvestment associated with the Village Renaissance. In addition, there are numerous additional assets including the historic Mansion adjacent to the proposed amphitheater and property owners who are interested in enhancing their properties downtown as well as along significant approaches in to downtown.

Planning Strategy

As with many communities, citizens involved in the day to day revitalization efforts or who simply reside there often don't see the positive impact of the community's assets because they have been revitalized incrementally or are still waiting for revitalization. With that in mind, the Resource Team has identified two guiding principles: recognize what has been accomplished and connect the dots.

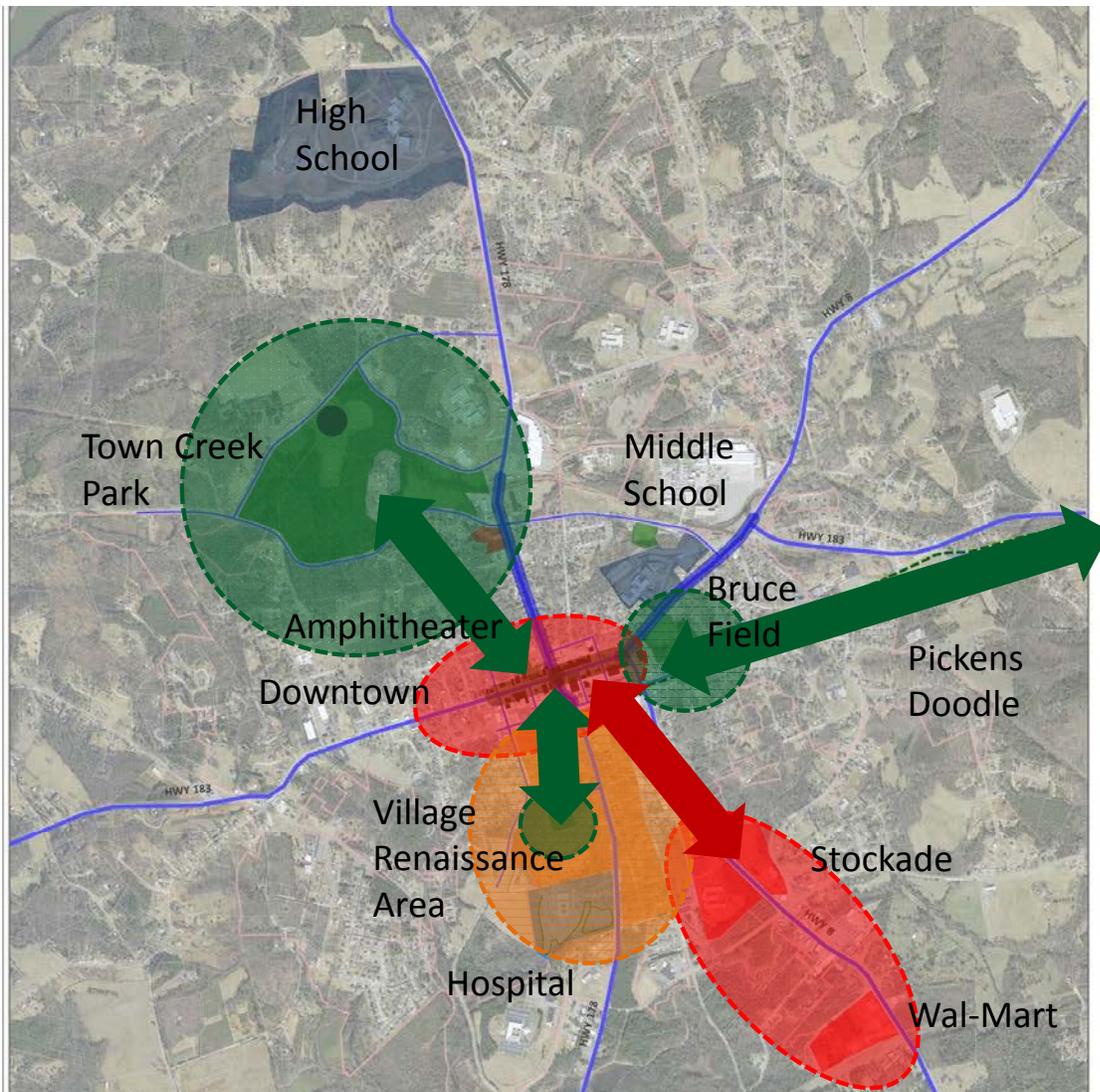
Recognize What Has Been Accomplished:

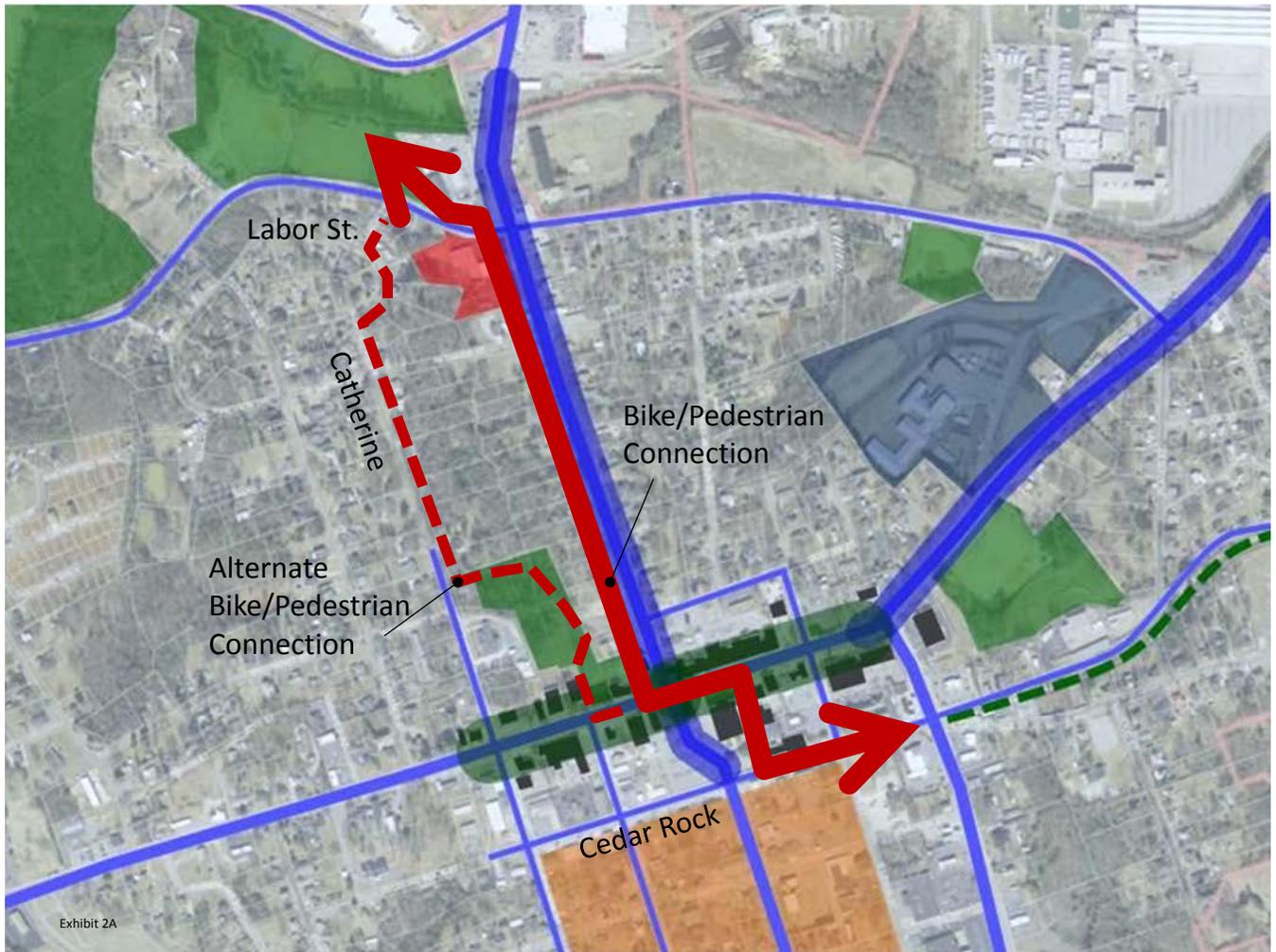
The initial part of the planning strategy is to identify on one map or exhibit everything that has been accomplished, planned investment underway (both public and private) and assets that represent future opportunities. Currently, the City of Pickens has a series of outstanding plans and projects; however, it isn't always clear how they relate to each other. Our team took an initial step in starting to illustrate these relationships as shown in [Exhibit 1: Community Accomplishments](#).



Connect the Dots

In reviewing Exhibit 1, it becomes clear that there is an opportunity to take all of the individual projects and investments and strengthening their value by connecting them, as illustrated in [Exhibit 2: Linkage Opportunities](#). These linkages could be implemented through physical projects such as streetscapes, pedestrian pathways and infill development or through signage and programming. Specific recommendations to accomplish these linkages through physical planning and design are described below. A specific consideration related to linkages relates to the plans for North Ann Street. If it is determined that North Ann will be redesigned with one travel lane in each direction, then bicycle lanes should be provided to provide a connection from Town Creek Park to downtown. If 2 travel lanes are to be maintained, then consideration should be given to providing a bike and pedestrian connection along Catherine Street between the new Amphitheater park area and Town Creek Park as illustrated in [Exhibit 2A: Bike and Pedestrian Linkage](#).





RECOMMENDATIONS

Downtown Core

As described earlier, Pickens has a strong downtown core; however, the topography of the community makes for difficult connections to surrounding neighborhoods. Following are several recommendations for enhancing the downtown while reinforcing connections through infill development, façade enhancements, public space enhancements and sidewalk programming. Refer to [Exhibit 3: Conceptual Downtown Master Plan](#) on the next page.



Recommendations

Infill Development: Several underutilized and vacant properties, as well as large surface parking areas provide opportunities for new infill development. Strategically located infill development can help to reinforce visual connections (framing views to important landmarks) and pedestrian connections (pedestrians are more likely to walk greater distances along active building facades and storefronts than along long expanses of vacant property or surface parking). In addition, infill development provides opportunities to attract new businesses and uses. Some strategic opportunities for Pickens include:

- **Amphitheater and Mansion:** Plans for the new amphitheater and associated park space call for a new market building. This building presents an opportunity to link the amphitheater to Main Street and to provide a venue for a variety of uses. As plans for the structure are developed, care should be taken to develop a structure that could accommodate a variety of functions, not just a market. Similarly, the Mansion presents an opportunity to be repurposed as an inn with associated event and meeting space (discussed further in Building Enhancements, below). This use would require expansion of the facility which could occur to the rear of the existing structure, to maintain the historic image along Main Street. In addition to providing additional space, this expansion can relate architecturally to the amphitheater and help activate the park. The rear of this expansion should be designed so that it is integrated with the park space and does not turn its back to the park.
- **Intersection of Main and Pendleton Streets:** Intersections are important locations in a downtown but too often they are weakly defined by service stations or surface parking lots. With the realignment of Pendleton Street so that it aligns with North Ann Street, there is an opportunity to reinforce downtown's "100% Corner" at the division of East and West Main Streets. With the realignment, the historic Bank Building (discussed further under Building Enhancements) will anchor the southeast corner. The southwest corner presents an opportunity for a new building that should architecturally address both West Main and Pendleton Streets. Together, these two buildings will create a gateway to Main Street. Similarly, discussions should occur with the property owner on the northwest corner to consider opportunities to redevelop that property with a building on the street corner (addressing both Main and Ann Streets) and parking located behind. The same with the property on

the northeast corner where there is potential for that property owner to redevelop or expand the existing building within the existing surface parking area and green space. While the Resource Team did not have discussions with these property owners, the properties on the south side of the intersection could serve as a precedent for the properties on the north side.

- **Intersection of West Main and Garvin Streets:** The properties on the south side of the intersection of West Main and Garvin Streets also present opportunities for infill development. The southwest side includes surface parking that could accommodate a small infill building (or expansion) along the Main Street frontage. Similarly, the existing service station on the southeast corner presents a future infill development opportunity. Should this site ever redevelop, the building should be located at the street edge of both West Main and Garvin Streets, with parking located behind.
- **East Main at Court Street:** The surface parking lot at the corner of East Main Street and Court Street also presents an opportunity for infill development. Should this property owner wish to expand or develop a new building, locating a building within this space and along the frontage of East Main Street would help to reinforce the street edge for this important block. In addition, new development should also relate to the Court Street frontage and could take advantage of the value of facing on to Memorial Plaza in front of the courthouse.
- **Pendleton Street at West Cedar Rock Street:** The northwest corner of Pendleton and West Cedar Rock Streets is an important corner because infill development here could help to reinforce a stronger connection between City Hall and Main Street. This site sits much lower than Main Street and could accommodate a multi-story building with at-grade access at both the first and second levels. In addition, the balance of this site, because of the sloping topography and its central location, is well-suited for decked parking. While not a need now, deck parking should be considered for the long-term. As downtown continues to become more successful and infill development encouraged along Main Street, displaced parking (and additional parking demands) will need to be accommodated. The sloping topography would allow for a 1-3 level deck that has at-grade access to all levels. In the short-term, the most important consideration is that this site not be developed in such a way as to prevent the ability to construct a deck in the future.

Building Enhancements:

Several buildings in the downtown area can benefit dramatically from modest enhancements. In some instances significant improvements can be made with painting or the addition of new elements such as awnings, signs and lights. In other cases the necessary improvements might require more effort like the addition of walkways or canopies. And finally, some historic structures will require significant investment and rehabilitation with a sensitivity toward sound preservation principles. Some strategic building enhancement opportunities for Pickens include:

- **Buildings across from City Hall:** The existing conditions shown below reveal a metal building set far off the street with a flanking building that features an awkward canopy and roof configuration. An interested party requested a site and building design as shown below that would prepare the site for virtually any retail venture thereafter. Notably, the flanking building would receive a new gabled roof that terminates on a colonnade that would give scale to the site and shade to all entrances. The paint scheme utilized on the flanking building would extend to the metal building to soften its appearance and unify the entire site around a central parking area. The addition of trees at each curb cut and corner would serve to buffer the hardscape with landscaping and shade.



- **Pawn Shop:** This modest building actually possesses tremendous potential. The essential form of the building is intact, but the treatment of the doors and signage combine to give an unattractive appearance. By adding a paint scheme that utilizes a dark base, a medium body and light upper facade, the building would be visually anchored to the ground and lend a contemporary flair to the building. Using that color scheme as a design direction, the doors would be traded out for more contemporary ones. The addition of an awning, and upper facade signage illuminated by gooseneck lights would complete the picture and dramatically enhance this building.



- **PRA Offices/Visitors Center:** This humble little building is located a half-block off Main Street and therefore needs some visual appeal to attract travelers to this strategic location for information about all things Pickens and downtown. By adding a projecting sign, the identity of the building is visible from a perpendicular direction. By adding a kelly green or royal blue metal canopy and door the building is enhanced dramatically by a new splash of contrasting color to the red brick.



- **Historic Bank Building:** Besides the County Courthouse building it could be argued that this building has the next greatest sense of “presence” in the downtown area. The side facing the courthouse reveals all the character of its historic form ranging from its beautiful brick detailing to its massive arch top windows. However, the other side is quite another matter. With an adjoining party wall to the Dominoe’s Pizza establishment, this facade features a blank painted wall. George Case and his wife have graciously offered this wall for a mural that would make for a dramatic gateway entrance into downtown from this direction.



- **Mansion adjacent to Amphitheater Site:** Admittedly, it takes eyes of vision to see the potential in this historic structure. However, given its strategic location adjacent to the proposed amphitheater and park, it is poised to serve a vital economic development role as a modest self-directed inn as described previously. Thankfully, the mansion appears to be in sound structural condition and is simply requiring a significant rehabilitation. Assuming the building is listed on the National Register of Historic Places individually or as a contributing structure in a historic district then the rehabilitation could qualify for up to 45% tax credits. The image below hints the potential visual appeal this mansion still possesses.



Public Space Enhancements: Public spaces, including streetscapes, knit the individual pieces of downtown together and provide needed outdoor gathering spaces and spaces for social interaction. Downtown Pickens is fortunate to have several significant public spaces and an opportunity to create an expanded one with the realignment of Memorial Plaza. Specific recommendations are described below:

- **Memorial Plaza Expansion:** With the realignment of Pendleton Street to connect with North Ann Street, the existing Pendleton Street right-of-way will be abandoned for approximately half a block length, south of East Main Street. Initial concept plans showed this area being replaced with surface parking. While the Resource Team agrees that some of this area should be replaced with surface parking, parking should not extend all the way to East Main Street. This front portion (from the East Main Street curb line to the front façade line of the courthouse) should be preserved as open space and serve as an expansion to Memorial Plaza. Not only does this restore open space to what was once a square but it would allow for a more useable Memorial Plaza as well as would showcase the handsome east façade of the historic bank building (currently owned by George Case and his wife). In addition, frontage onto this open space will add value to the Case's building.
- **Amphitheater:** A master plan for the amphitheater and associated park space has already been developed and is characterized by a solid design concept. While the Resource Team supports the overall design concept, we recommend one modification for consideration. That is to provide only one access point from Main Street (on the east side of the proposed market building). This access could remain one-way in, with the exit provided onto North Ann Street. This would provide an uninterrupted open space connection to the Mansion (Potential Inn at Pickens) and make that a more useable event venue. For example, events at the Mansion could spill out into the front portion of the park space and utilize the market building/structure. This would also minimize pedestrian and vehicular conflicts. Another consideration for the Main Street property to the east of the park space is to activate that façade by restoring the window openings and, perhaps, provide a canopy and deck area for outdoor dining. The park space would add value to this building as a restaurant space and the outdoor dining activity and windows would help to activate the park and provide “eyes on the park”.
- **Liberty Square:** Liberty Square is an asset to downtown and is a good example of how a surface parking lot can be well-defined by shade trees and anchored by a plaza space at the street intersection. Because of its orientation, many of the existing trees do not shade the plaza during the hottest times of day. Consideration should be given to planting additional canopy shade trees (not small ornamental trees) to provide shade on this important space. Some of the existing smaller trees (Crape Myrtles and Bradford Pears) along North Lewis Street should be replaced with larger shade trees to provide a stronger definition for the parking lot and street edge and to provide more shade.

-
- **Sidewalk Programming:** The sidewalk areas along East and West Main Street are well-maintained and attractive; however, they could be enhanced by programming them more with outdoor dining, sidewalk displays and blade signs. Sidewalk displays and blade signs add visibility to a business while outdoor dining adds activity. In addition, brightly colored umbrellas also enhance the pedestrian experience and provide strong visual cues that there are numerous restaurants within downtown.

Railroad Park and Bruce Field

The eastern end of the downtown core is anchored by the historic Bruce Field and the former Pickens Doodle rail bed and associated railway buildings. There is potential to enhance these facilities as an amenity for downtown as illustrated in Exhibit 3: Conceptual Downtown Master Plan. Specific recommendations are outlined below.

Recommendations:

Pickens Doodle Greenway: Continue to explore potential to create a greenway between Pickens and Easley along the Pickens Doodle rail bed, with a trailhead at the proposed Railroad Park, described below.

Railroad Park: Create a small plaza space at the intersection of Railroad Street, East Cedar Rock Street and Hampton Avenue to highlight the rail car display and create a trailhead for the Pickens Doodle Greenway.

- **Plaza Space:** Use special paving, accent lighting and special planting to highlight the plaza area and rail cars.
- **Crosswalks:** Connect plaza to downtown and Bruce Field with well-marked crosswalks, sidewalks and signage.
- **Building Re-Use:** Consider re-use of some of the existing buildings, particularly for outfitters or bicycle shops to take advantage of people using the greenway or visitors passing through on their way to mountain attractions and activities. Ideally, the buildings with the most presence at the intersection will remain and be utilized to help activate the plaza and define the space.
- **Parking:** The remaining railway buildings could be demolished to accommodate parking. Provide landscaped parking area on the eastern half of the site that could serve both Railroad Park and Bruce Field.

Bruce Field: Bruce Field is a gem and presents opportunities for reuse with the construction of the new high school to the north. Recommendations for enhancements include:

- **Event Space:** The flat area to the south of the field is well-suited for larger gatherings and events. This space could be better defined with trees and be designated as a flexible use area that could accommodate tents and vendor trucks during events that are utilizing the field. Trees would provide shade and make the area more useable.

- **Pathway Connections:** The balance of the property as it connects to the public works property and Railroad Street should be treated as a park. Pathway connections should be considered to provide circuits or “loops” within the park and to link Bruce Field with parking resources at the public works facility and to Railroad Park.
- **Tree Planting:** Currently, much of the site is very open and sunny. Large shade trees should be planted to define outdoor use areas and to provide shade along pathways.

Town Creek Park Area

Town Creek Park is a tremendous asset for Pickens and will be even more so as it expands with the new facilities outlined in the master plan for the park. The lower portion of the park along West Jones Avenue is fairly close to downtown, yet feels disconnected because of the topographical differences and the high volumes of traffic along North Ann Street. Below are some recommendations to enhance some of the proposed park elements and connections to downtown.

Recommendations:

Reece Mill Road Parking: The current Town Creek Park Master Plan shows a large surface parking resource off of Reece Mill Road which will service the proposed Lodge, storm water/bio-swale interpretive area, dog park and trail system. The parking lot as shown does not include any internal planting areas. Because of the significant environmental qualities of Town Creek Park and the attention to storm water and bio-swales, there is an opportunity to design the parking lot with more of a park-like quality as illustrated in Exhibit 4: Town Creek Park Surface Parking Improvements Concept (on the following page). Specific recommendations include:

- **Parking Lot Form:** Consider a curved perimeter that fits onto the topography better and is sensitive to the natural features of the site.
- **Landscape Islands:** Provide significant medians (20-40’ wide) between parking bays to allow for grade transition and to accommodate bio-swales and storm water management closer to the source of rainwater runoff. These islands also provide opportunities for tree plantings which will provide shade throughout the parking lot and integrate it into the natural surroundings.

The above enhancements will provide an opportunity for the City to demonstrate to the private sector that it is adhering to the same parking lot landscape standards that it is requiring of them.



Town Creek Park
Surface Parking Improvements Concept

Scale: 1" = 100' JULY 2012
0 50' 100' 150' 200'



North Ann Street /178 Development Site (Initial Improvements): The property owner at the corner of North Ann Street is considering enhancements to the property which presents an opportunity to present a positive image for the approach to downtown while strengthening the connection between the park and North Ann Street (and to downtown) as illustrated in Exhibit 5: North Ann Street/178 Development Site. In the short-term, recommendations include:

- **Building Enhancements:** Because of the proposed widening of North Ann Street, the property owner may be required to remove a portion of the building (a later addition) and return to the original façade line. This would provide room for a wider sidewalk area and area for street trees and other landscaping along the North Ann Street frontage.
- **Parking Configuration:** The site could be made more attractive to potential users by reconfiguring the parking to include tree planting islands and additional planting/sidewalk area along West Jones Avenue.
- **Streetscape Enhancements:** With expanded planting areas along West Jones Street and North Ann Street, the City could provide sidewalk connections and street tree planting from Town Creek Park along West Jones Street and along North Ann Street to reinforce visual and physical connections between the park and downtown. A crosswalk should also be provided across West Jones Avenue at the existing parking lot for the park.



North Ann Street/178 - Development Site
Initial Improvements Concept

Scale: 1" = 100' JULY 2012
0 50' 100' 150' 200'



North Ann Street/178 Development Site (Long-Term Development Concept): The property owner expressed interest in long-term redevelopment of the property that could involve demolition of the existing building and replaced with new development. The site is very prominent from traffic heading southbound on Highway 178 toward downtown and from traffic heading eastbound on West Jones Street toward North Ann Street. This visibility and proximity to the park makes this a valuable development site. Should the site be redeveloped, the following recommendations should be considered as illustrated in Exhibit 6: North Ann Street/178 Development Site.

- **Building Development:** Reorganize the site to locate new buildings along the street edge to better address the street and define a more pedestrian-friendly streetscape. Multiple buildings could be developed along the frontage and should be 2-3 stories, with well-articulated facades along the ground floor (windows, doors, awnings, etc.). In particular, the building façade should be articulated with a tower element or corner piece at the street intersection take advantage of the prominent corner.
- **Parking:** With buildings developed along the road frontage, parking should be located to the rear.
- **Stream Daylighting:** With the demolition of the existing buildings, there is an opportunity to “daylight” the lower portion of the stream which is currently covered by one of the buildings.
- **Streetscape Enhancements:** As with the initial enhancements, the property owner should work with the City to create an attractive, pedestrian-friendly streetscape along the fronts of the buildings to reinforce connections between Town Creek Park and downtown (via North Ann Street).



North Ann Street/178 - Development Site
Long Term Development Concept

Scale: 1" = 100'
0 50' 100' 150' 200'

JULY 2012



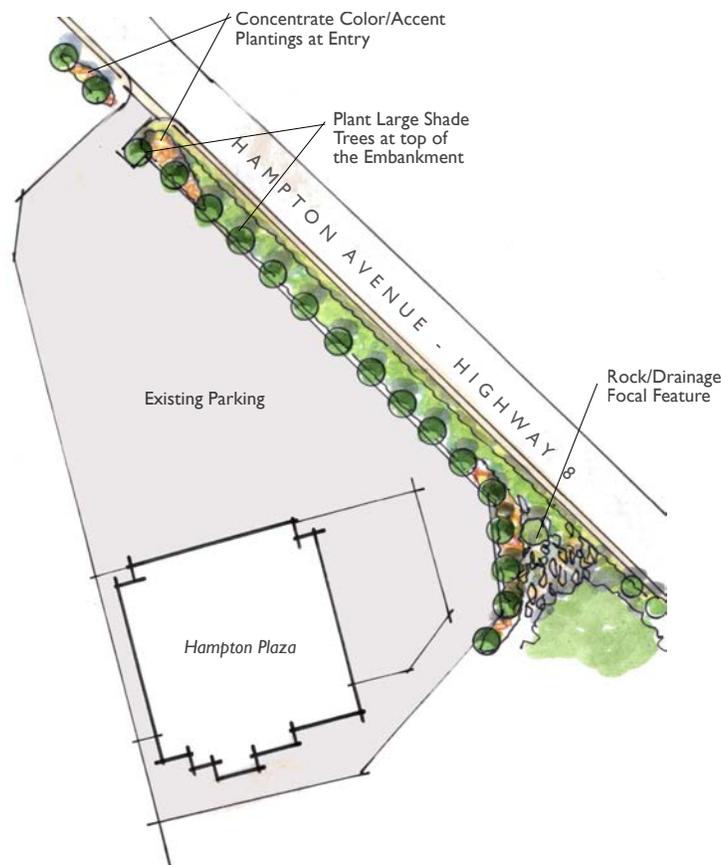
South Gateway Area

The Highway 8 corridor is an important gateway to downtown and its importance is even more pronounced with the planned development of Wal-Mart and associated development which will certainly follow. Two property owners have expressed interest in enhancing their properties along the corridor, presenting an opportunity to have a positive influence on the image and vitality of the corridor. One is the owner of Hampton Plaza and the other is the owner of the Stockade property.

Recommendations

Hampton Avenue Property: The property owner is interested in enhancing the street frontage of the Hampton Plaza property along Hampton Avenue/Highway 8 and has access to grant funding for these enhancements. The desire is to take advantage of the slope and utilize native plantings and rock features in areas where there is erosion. Because the cost of a treatment that includes the entire frontage and slope area will likely exceed the available grant funding, recommendations are included for initial and long-term enhancements as illustrated in Exhibit 7: Hampton Avenue Edge Landscape.

- Initial Enhancements: Plant street trees (large canopy trees, not ornamental trees or Crape Myrtles) along the top of the slope where they will not be constrained by overhead utilities. Provide additional landscape seasonal color at the entrance to the parking lot and utilize large rocks and native planting at the south corner of the site to help address erosion while creating a visual feature.



Hampton Avenue Edge Landscape Interim Plantings

Scale: 1" = 100'
0 50' 100' 150' 200'



- Long-Term Enhancements: As additional funds become available, supplement the initial enhancements with additional shrub and perennial planting along the slope. Planting design should emphasize bold sweeps using large quantities of a few species rather than small quantities of a lot of different species which would look busy and spotty.



Hampton Avenue Edge Landscape

Scale: 1" = 100' JULY 2012



Highway 8 Development Site-Partial Site Development: The property owner of this property is interested in long-term development potential to capitalize on the nearby Wal-Mart development. The desire is to attract a potential hotel and associated restaurants. While a hotel is unlikely in the short-term, the recommendations show how a hotel and restaurants could be accommodated on this site as illustrated in Exhibit 8: Highway 8 Development Site, Partial Site Development (on the following page). The fact that the northern portion of the site is significantly lower than the adjacent roadway presents some development challenges that need to be considered carefully.

- **Open Space Connection:** Preserve and enhance the existing drainage swale as a linear green space that can connect to adjacent properties. **Access Drive:** Locate an access drive along the northern boundary of the site which will allow grades to be spread out along the length of the drive to transition from Highway 8 to the lower level of the site and to maximize the development area of the site. Provide a circulation path along the rear of the property (parallel to the open space connection) to provide clear access to different parcels within the site and to the existing Stockade building and a connection to John Street.
- **Building Sites:** This concept illustrates how a building such as a hotel could be oriented to the street to provide a presence on the street and provide a positive image for the corridor. The building could be used to transition grade with the second level at the elevation of Highway 8 and the first level at the grade of the rear of the property. In addition, provide a restaurant site along the rear access drive. Because this would likely be a one-story building, being located to the rear of the site would provide more visibility from Highway 8 rather than if it were located adjacent to the Highway but much lower because of the grades. In addition, a location along the rear drive allows the restaurant to take advantage the open space and wooded hillside along the east property line. Regardless of where the buildings are located, there should be clear and pleasant pedestrian connections among buildings.
- **Streetscape:** Provide tall canopy street trees (not ornamentals or Crape Myrtles) along the frontage of Highway 8 as close to the top of the slope as possible. The topography will allow for strong sight lines beneath the canopies to the remainder of the property which sets low. Ideally, the tree selection should be coordinated with the trees being utilized in front of Hampton Plaza (as described above) to help reinforce continuity along the corridor.



Highway 8 - Development Site
 Partial Site Development Concept

Scale: 1" = 100' JULY 2012



Highway 8 Development Site-Full Site Development: An alternative development concept shows how the hotel building could be developed to the rear of the property along the rear access road and how the remainder of the site (the southern portion) can also be redeveloped. The southern portion of the site is much closer to grade with Highway 8 and could also accommodate an alternative location for the hotel as illustrated in Exhibit 9: Highway 8 Development Site, Full Site Development.

- **Open Space:** The open space described above in the partial site development could be enhanced with outdoor gathering areas and pathways and serve as an amenity for the hotel and restaurant sites.
- **Building Sites:** This concept shows how both buildings on the northern portion of the site could be located along the rear of the property, taking advantage of proximity to the open space. An additional building site is shown to the south where a building (possibly future hotel) could be oriented to the street edge, reinforcing a positive identity for the corridor.
- **Stockade:** In addition to the building sites described above, additional development could occur in context with the stockade, creating outdoor courtyard spaces that provide additional retail space and tie into the open space amenity.



Highway 8 - Development Site
Full Site Redevelopment Concept

Scale: 1" = 100' JULY 2012



Village Renaissance

The Village Renaissance program is an admirable and ambitious endeavor for Pickens and strives to stabilize the neighborhood between downtown and Cannon Memorial Hospital. While the Resource Team did not focus on this area, there are some specific recommendations to help reinforce the connection between downtown and the hospital, particularly within the open space along Pendleton Street, as illustrated in Exhibit 10: Pendleton Street.

Recommendations

Infill Development: While a significant amount of the open space along Pendleton Street is within the floodplain, there is the potential for some development oriented to Pendleton Street. The topography falls off away from the street so buildings could be developed along the frontage with parking located underneath. New construction would help to reinforce a positive image along Pendleton Street. In addition, small lot residential infill could be developed along Burchfield Street to provide additional housing within close proximity to the new open space and pathway system described below.

Pathway System: An internal pathway system could be developed along the stream valley, linking the existing trail at Cannon Memorial Hospital to Liberty Drive, Gowens Street, Griffin Ebenezer Field and, ultimately downtown. The path should be designed to meet the intersection areas along Pendleton (at Gowens and Liberty) to tie into the sidewalk and utilize crosswalks in these locations.

Park Gateway Feature: A park gateway feature and gathering area could be provided at the trailhead at Gowens and Pendleton Streets and also serve as a visible gateway to Griffin Ebenezer Field.

Streetscapes: Streetscape enhancements should be provided along Pendleton Street, Gowens Street and Garvin Street to reinforce connections to downtown. Streetscapes should include street trees, sidewalks and lighting.



Pendleton Street
Scale: 1" = 100'
JULY 2012



General Design Considerations

In addition to the specific recommendations described above, several general recommendations are outlined below that are applicable on development and revitalization throughout the downtown and City.

Recommendations

Parking Lot Landscapes: Surface parking lots are a reality and too often are hot, barren expanses that are unpleasant to be in. Parking lots will be more inviting with attractive landscaping, shade and lighting and this is particularly important when trying to encourage downtown visitors to utilize off-street parking resources. Wherever possible, large canopy shade trees should be planted adjacent to and within surface parking lots. They help to visually reduce the scale of the lot while providing cooling shade which is particularly welcome in South Carolina's climate. The parking lot to the south of the courthouse is a good example of the positive impact shade trees can make. A few Live Oaks in this lot make it an attractive and comfortable place to be while preserving important sight lines. In contrast to this is the large parking lot across Pendleton from this lot. While the lot is well-maintained and heavily planted with beautiful Crape Myrtles, the trees are too small to cast any useful shade or visually reduce the scale of the lot. In addition, their low canopies obscure sight lines.

Street Trees: Similar to parking lot landscaping, the most effective street trees are large canopy shade trees that cast significant shade and allow for important sight lines to storefronts and sign panels. They also reduce the scale of the street and make the street more conducive to pedestrian activity. Some specific recommendations include:

- **Tall Shade Trees:** Use these where overhead utilities do not prevent their use. Where overhead utilities are present, consider using single-trunk ornamental trees rather than multi-stemmed. These are less “bushy” and are more conducive to pedestrian activity and preserving sight lines.
- **Tree Limbing:** Even tall shade trees can have low branching habits. It is important to keep trees limbed up, particularly where they are in front of storefronts. For example, the trees along Main Street are the right kinds of trees but they should be limbed up to make the storefronts more visible. (See photo-rendering on following page that illustrates this strategy.)
- **Tree Removal:** In some cases, it is appropriate to remove inappropriate trees. Some of the small Flowering Cherry Trees along Main Street should be removed as they block important views to storefronts.



Landscape Ordinance: The City is to be commended for developing a landscape ordinance for development sites, particularly parking lot areas. It is important, however, to build in some flexibility to the ordinance so that landscape requirements can be met while accommodating creative design solutions or unique design challenges. For example, rather than one tree be planted after so many parking spaces, there should be the flexibility to group trees together in a larger planting island rather than several smaller islands. Often, this is healthier for the trees and can create more useable open space areas. The overall quantity required should remain the same; there should just be flexibility to not have to locate them according to hard numbers of parking spaces.

4



Pickens, South Carolina
BRANDING AND MARKETING





What does community branding mean?

How does community branding differ from the branding of products and services?

One helpful way to understand the concept of community branding is to first understand traditional branding from the perspective of three successful brands: Starbucks, Nike and Apple Computing. Scott Bedbury, creator of the Starbucks brand, defines a brand as a collection of perceptions in the consumer's mind.

For example, when you hear the word Starbucks, what immediately comes to mind? The aroma of coffee? A comfortable atmosphere? A round green logo with a mermaid? A friendly barista? Or perhaps something entirely different, like, "You want me to pay \$4.50 for a cup of coffee?!" The point is, a brand name summons all of your past experiences with the product or service and forms an instant opinion.

Branding and marketing has to do with both the promises and experiences made by using the available products and services. Starbucks promises to provide that "third place" of social interaction apart from the two most common places - work and home. Nike promises to provide athletes with the equipment, accessories and clothes necessary to reach their athletic goals. And Apple promises to deliver a seamless, user-friendly experience with technology by reducing complicated devices to their simplest forms.

But a promise is hollow unless it produces a positive experience. While there are certainly exceptions, most customer satisfaction surveys would reveal that these three companies have done a great job delivering on their promises and have garnered very faithful followings. The real magic of branding is the reaction of individuals when they see the green mermaid of Starbucks, the Nike swoosh, or the silhouetted fruit of Apple. These logos achieve the status of universally recognized icons and evoke feelings in people about the experiences each company promises.

Although no mermaid will greet you at Starbucks, no swoosh sign can be purchased at a Nike store, and fresh fruit is not for sale at an Apple store, these icons have achieved an identity or "brand" that represents many positive experiences made possible by using the products and services of these companies. As such, these brands have become the dynamic expressions or essence of each company.

Community Branding: Urban

This same approach applies to branding communities, whether urban or rural. Opinions are formed based on your experiences with the places, people and cultural offerings of a community. The goal of the branding and marketing campaign is to re-tell these positive experiences to a broader audience in a compelling way while diminishing the negative experiences without being dishonest. Hopefully, the negatives will eventually be turned to positives. Our communities must be branded in such a way that the people, places and events become dynamic and evoke positive feelings about the potential experiences with them.



We must be aware of the tendency to reduce all the potential experiences into a single identity that features only one aspect of the community. While there is nothing wrong with featuring a single icon, a good branding and marketing system must encompass multiple interpretations of an ever-expanding opportunity of positive experiences within the community.

Consider the potential pitfalls if Starbucks changed its logo to a coffee cup, Nike's swoosh became a shoe, or Apple replaced its logo with an iPhone. While all of these new logos are examples of company products, they fail to capture, or represent, the full range of their products and services (Read: promises and experiences).

Similarly, our urban communities must be branded in such a way that they represent a full range of cultural offerings and positive experiences. However, there are clear differences between the branding of commercial goods and services and branding our communities. We must understand our urban communities as “assets,” “resources,” “destinations,” and “cultural offerings” rather than mere products or services. Each community is different, and the list will change based on its unique offerings.

So how is this done in a practical way? In our experience with hundreds of communities, most of which are primarily “urban” in nature, we have discovered the following guiding principles:

General Recommendations

Understand the Place. There is no substitute for thoroughly understanding a place prior to branding. A simple tour or interview will not suffice. Countless hours must be spent researching - touring the area and visiting the obvious sites as well as the off-the-beaten-path locations. Talk to numerous individuals (in groups and one-on-one), dine in local restaurants, listen to local music, smell the smells, walk the streets, and essentially immerse oneself in the local culture. Only then can one truly understand a community.

Redefine what constitutes an Asset. When considering urban areas, we must dismiss our usual list of what constitutes an "asset." What works in an urban area might not apply in a rural area. Sometimes one must look a bit harder for the compelling and unique story. Hard work and an open mind will almost always uncover the intriguing "unknowns:" the beautiful edifice, the remarkable history, the fascinating rumor, the mesmerizing song, the amazing meal, the comical character, the famous son or daughter, etc. Individually, these "assets" might not rival a single venue in a big city, but taken as a whole, they weave an authentic, cultural tapestry that tells the real story.

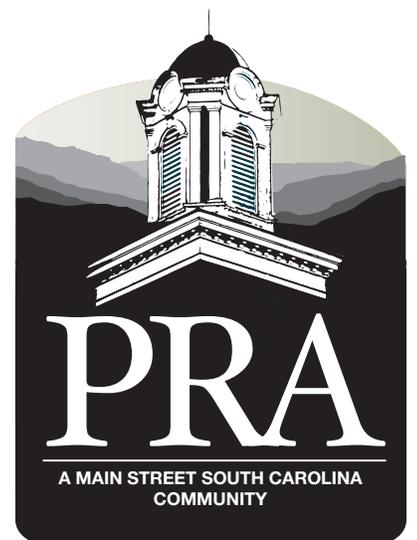
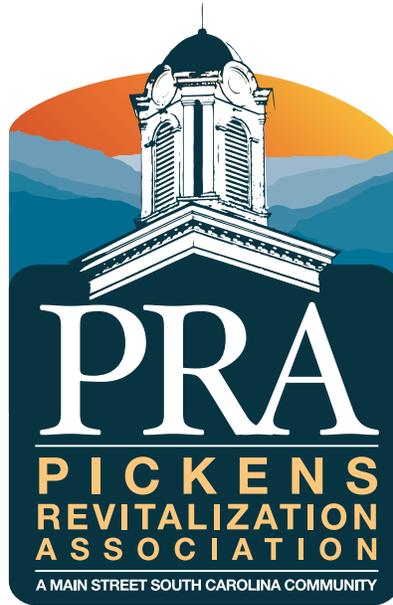


brand extension

Brand extension is very important in helping the identity to take hold and begin to capture the real impact. Below, we are showing how you can use fonts, color palettes, and graphics to connect events, resources, and organizations.

Downtown District

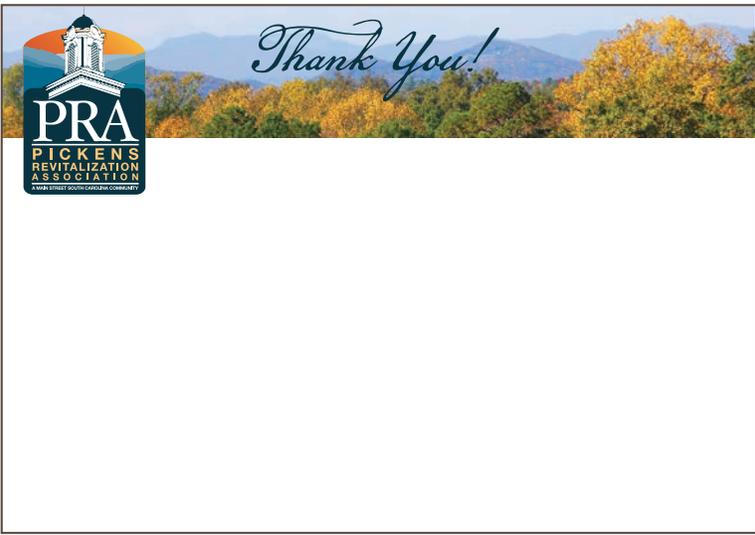
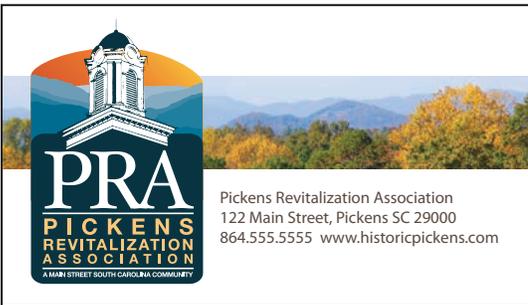




Stationery



Pickens Revitalization Association- 122 Main Street, Pickens SC 29000 864.555.5555 www.historicpickens.com



Website



wayfinding signage

The term “wayfinding” was first used in 1960 by architect Kevin Lynch in *The Image of the City*, where he referred to maps, street numbers, directional signs and other elements as “way-finding” devices. This narrow description may explain the current misunderstanding that wayfinding is essentially the same as “signage.”

The two terms are not synonymous. Signmakers deal with designing, fabricating and installing signs. However, wayfinding used to navigate unfamiliar environments, doesn't rely exclusively on signs.

This distinction gained acceptance in the early '70s when researchers discovered that, to understand how people find their way, they first need to understand the underlying process. Architect and environmental psychologist Romedi Passini articulated spatial problem-solving in his books, *Wayfinding in Architecture* and *Wayfinding, People, Signs and Architecture*, which he co-authored with wayfinding planner Paul Arthur.

Passini and Arthur described wayfinding as a two-stage process during which people must solve a wide variety of problems in architectural and urban

spaces that involve both “decision making” (formulating an action plan) and “decision executing” (implementing the plan).

People who find themselves in unfamiliar environments need to know where they actually are in the complex, the layout of the complex, and the location of their destination in order to formulate their action plans. En route to their chosen destinations, people are helped or hindered prior to their visit, the building's architecture and signage. The physical environment, including positive effect in how users perceive the wayfinding system—if it seems easy to use or not.

Faulty sign design can cause navigation problems in unfamiliar environments. Some signs lack “conspicuity,” or visibility, because lettering lacks legibility when viewed from a distance. Others contain inaccurate, ambiguous or unfamiliar messages; many are obscured by obstructions or contain reflective surfaces, which hinder comprehension. Consequently, many people don't read signs—often it's easier to ask for directions.



Because wayfinding problems aren't confined to signs alone, they typically can't be solved by adding more signs. Instead, such problems can be unraveled by designing an environment that identifies logical traffic patterns that enable people to move easily from one spot to another without confusion. Signs cannot be a panacea for poor architecture and illogical space planning.

Four elements

Wayfinding needs are best resolved during initial planning stages through a collaborative effort by all design professionals—architects, designers and signmakers—to address a project's total environmental communication. The primary generator of environmental communication, architecture delineates spatial organization, destination zones and information sequencing—factors that spell wayfinding's success or failure. Effective architectural wayfinding clues, provided by roads, building layouts, corridors and lighting, furnish cognitive maps that allow people to quickly grasp the environment. To furnish architectural clues:

Clearly identify arrival points.

Provide convenient parking and accessible walkways located adjacent to each public entry.

Locate information desks within each public entry visible from the front door.

Place elevator lobbies so they can be seen upon entering the building.

Use consistent lighting, floor coverings and architectural finishes in primary public corridor systems.

Situate memorable landmarks along corridors and at key decision points.

Design public waiting areas that are visually open to corridors.

Distinguish public from non-public corridors by using varied finishes, colors and lighting

Harmonize floor numbers between connecting buildings.

Graphic communication

Graphics, such as signs, color coding, maps, banners, brochures and Websites, provide orientation, direction, identification and regulatory information. To achieve effective graphic communication:

Standardize names for all buildings, services and destinations, and display them consistently on all graphics applications.

Use easily understood "plain" language.

Size messages and signs appropriately for viewing distances.

Select letterforms and color combinations that comply with Americans with Disabilities Act (ADA) Accessibility Guidelines

Furnish generous spacing between letters, words and message lines.

Provide standardized "you are here" maps of the project that include an overall map of the complex and more detailed maps of specific areas.

Train attendants to mark individualized paths on hand-held maps for lost or disoriented visitors.

Place maps at all parking exits, building entrances and major interior decision points.

Orient maps with building layouts, such as denoting on maps that "up is ahead!"

Establish consistency in sign placements and graphics layouts.

Code areas by using color and memorable graphics.

Use established pictographs with words to facilitate comprehension of written messages.

Establish a floor numbering system that relates to a building's main entry and indicate on directories which floors are above and below grade.

Audible communication

Audible communication, as interpreted through verbal instructions, PA systems, elevator chimes and water fountains, plays an important role in wayfinding. Recognizing that 50% of the American population is functionally illiterate (according to a recent study published by the U.S. Department of Education) and that another 15% possess other perceptual or cognitive impairments, audible communication fills an important role in any wayfinding solution. To establish effective audible communication:

Install audible sounds at signaled intersections to indicate safe times to cross the street.

At all public entries and information desks, provide attendants trained as professional greeters who are thoroughly familiar with the facility.

Furnish self-help telephones at all information desks.

Provide patient-transport personnel whose purpose is to guide visitors to their destinations.

Standardize names for all buildings, services and destinations, and use them consistently in verbal communication.

Equip elevators with audible chimes.

Position audible landmarks, such as water fountains, at waiting areas.

Employ audible signs to help locate information desks, elevators, rest rooms and other key destinations.

Tactile communication

Tactile communication, achieved by raised letters, Braille, knurled door knobs and textured floor coverings assists all visitors, not only the disabled. To incorporate tactual devices into a wayfinding system:

Establish "shorelines" and "trails" between major destinations and information areas using materials having differing resiliency's, such as concrete and carpet.

Install "rumble strips" at the landings of stairs and escalators.

Furnish knurled door knobs at all non-public doors.

Provide a raised star symbol on elevator control panels to indicated the ground floor.

Supply raised letters and Grade 2 Braille at elevators and on signs identifying permanent destinations.

Install interactive audio-tactile maps at public entrance lobbies.

Consistent clues

Architects, designers and signmakers must work together from the beginning of a project to create a total environmental statement that provides consistent clues. So, the next time a client asks for wayfinding signage, tell them that wayfinding is not signage—it's more.



The Importance of Street Banners

Street Banners- Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed control. They too can be color coded by district and can promote local events as well as promoting the brand. We recommend using vendors like Downtown Decorations, who produce products like the following: 100% solution dyed acrylic is our most recommended and used fabric. 100% acrylic has exceptional color brilliance, luxurious finish and fade resistance because it originates from colored acrylic fibers that are spun into yarn and then woven into fabric. The result is a superior fabric of exceptional durability and color brilliance

that is warranted for five years to remain serviceable, and will not fade, rot, or mildew.

Special formulated inks are printed and fused into our acrylic banner fabrics with a proprietary high temperature process, and remain pliable and color fast through the lifetime of the banner. The combination of fused thermal inks and 100% acrylic fabric give exceptional serviceability and value to our banners.

Banner finish features are as follows:

Side hems are double rolled and double lock stitched reducing wear on banner edges from wind stress.

Top and bottom rod pockets are constructed with fabric across the entire width of the pocket, secured with double-lock stitching and back stitching in areas of stress.

Brass-Spurred grommets are in all four corners locking the hem and providing maximum security at banner stress points, also allowing the banners to be reversed when reinstalling banners.

brochures & collateral

Shopping and Dining Guides are very important to educating visitors and locals about what is available in a community. These publications are out of date as soon as they are printed, so supplement them on the website and set an annual print schedule for them.

Show off your features

The best rack cards are visually persuasive. They incorporate large images of people enjoying attractions and amenities. Your choice of images depends on your business. A hotel could include images of a large luxury suite, the pool, the lounge and even friendly hotel staff helping travelers, for example; while a restaurant could showcase their best dishes; and a theme park could display images of roller coasters, theater shows and water slides. From golf courses to museums and everything in between, it's important that your rack cards depict the sites and experiences visitors can expect up front.

Keep it simple

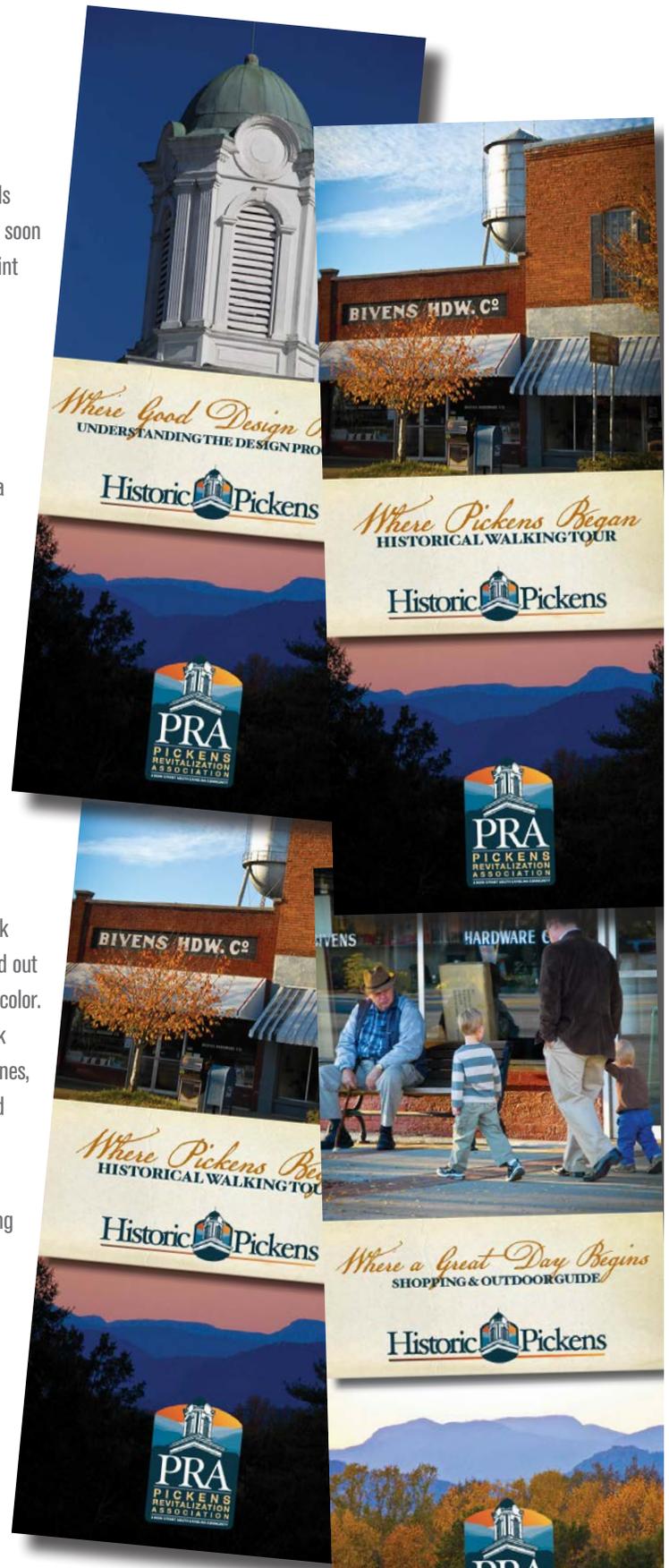
Rack cards don't need a lot of text - a large, bold headline with a supporting tagline on the front and a short paragraph with five or six bulleted points on the back. Beyond that, stick to imagery. For most travelers, whether business or vacationers, the joy is in discovery, so leave enough open to the imagination to entice visitors.

Use colors to stand out

Rack cards have heavy competition. There can be literally hundreds of other rack cards vying for your audience's eyes, so it's important that your rack cards stand out at first glance. One of the easiest ways to accomplish this is through the use of color. Study the venues that your rack cards will be distributed in and design your rack cards to contrast against what's already there. You can use colors in your headlines, images and as shapes on the top half of the front of your rack cards to grab and hold attention.

Cater to your audience

It's equally important to consider who your target audience is. Are you catering to golfers? Business travelers? Vacationing families? Each one of these audiences is likely to respond to a different rack card design, so make sure your rack card designs cater to your audience.



custom tshirts

T-shirts have persistently been in vogue since long ago, and one thing that makes them so is the fact that they are so versatile. Not only the teenagers, but also the people on the wrong side of 40s and 50s do wear them off and on during Yoga, Gym, Jogging, Nightcap and all.

What makes them special is the option of printing logos and messages across it for the world to see. No wonder, companies have been using them to flaunt their wares to the people at large.

The T-Shirts are so exclusive and their exclusivity makes them all the more lucrative to the people. But the exclusivity comes with a price. A T-Shirt with a unique message across its front or back gives the wearer that special thrill of wearing something exclusive making them stand out in the crowd. Companies can design T-Shirts to advertise their products, or simply the company itself in a tasteful manner and distribute them across the customer base or across a large populace that might be potential buyers in future. The sales team should take pride in wearing the T-Shirts and they should make it a point to wear them not only during the road shows, but also during socializing. Different color themes could be chosen to suit the current color trend or taste level of the youth.

Today's buyers are more energetic and enthusiastic in leaping up and grabbing whatever is new on the podium. Moreover they have this peer pressure and peer conformity syndrome to go along with their life style, across all ages and nationality.

should make sure that the focus should be more on the company or the product rather than the T-shirt itself.

The message must spread to the benefit of the company's sales turnover. The company's creative team should do some research work and burn some midnight oil to come up with a custom T-Shirt that's cool at the same time appealing to the target audience.

The T-Shirts shouldn't be easily available to begin with because if it's made so, the dazzle of demand may fade after some time. Rather, it should be made available in a calibrated manner. Once they catch on the fancy of the populace, the product could be made available at exclusive joints.

T-shirts are mostly used by the sports persons, yoga enthusiasts, college goers, fitness freaks, people working at the unorganized sectors and people on the street.

The custom T-shirts could be window-displayed at these joints at vantage points for the visitors to feast their eyes on. Pricing should be such that is affordable but not dirt cheap. A lot of them could be doled out free along with the sold articles of the company.



advertising the place

Telling the community's story is a huge step in developing community pride and creating a real sense of place. On the following pages will show examples of important messages for the community to convey. These ads may never appear as for color full-page ads in Southern living, but the impact of simply blowing them up and placing them in store windows downtown to create a huge impact for local pride.

IMPORTANT

These ads are great to blow up poster size and put in the windows of empty downtown store fronts. Check prices out at Uprinting to know what to compare.





Skyscrapers.

Where the Mountains Begin.

Uptat. Moluptur, tem quatur, to excersp icatur, cus dita dolenihiil ipsae. Et que se pa doluptatiis eos nonse plaut et dolupta qui omnis as eum labo. Latio- reri ommoluptat hario ellabo. Namusan diaspite inc-

Historic  Pickens



For more info on Historic Pickens or find out about PRA, go to www.historicpickens.com





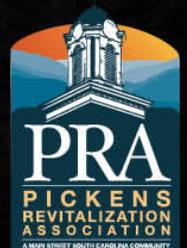
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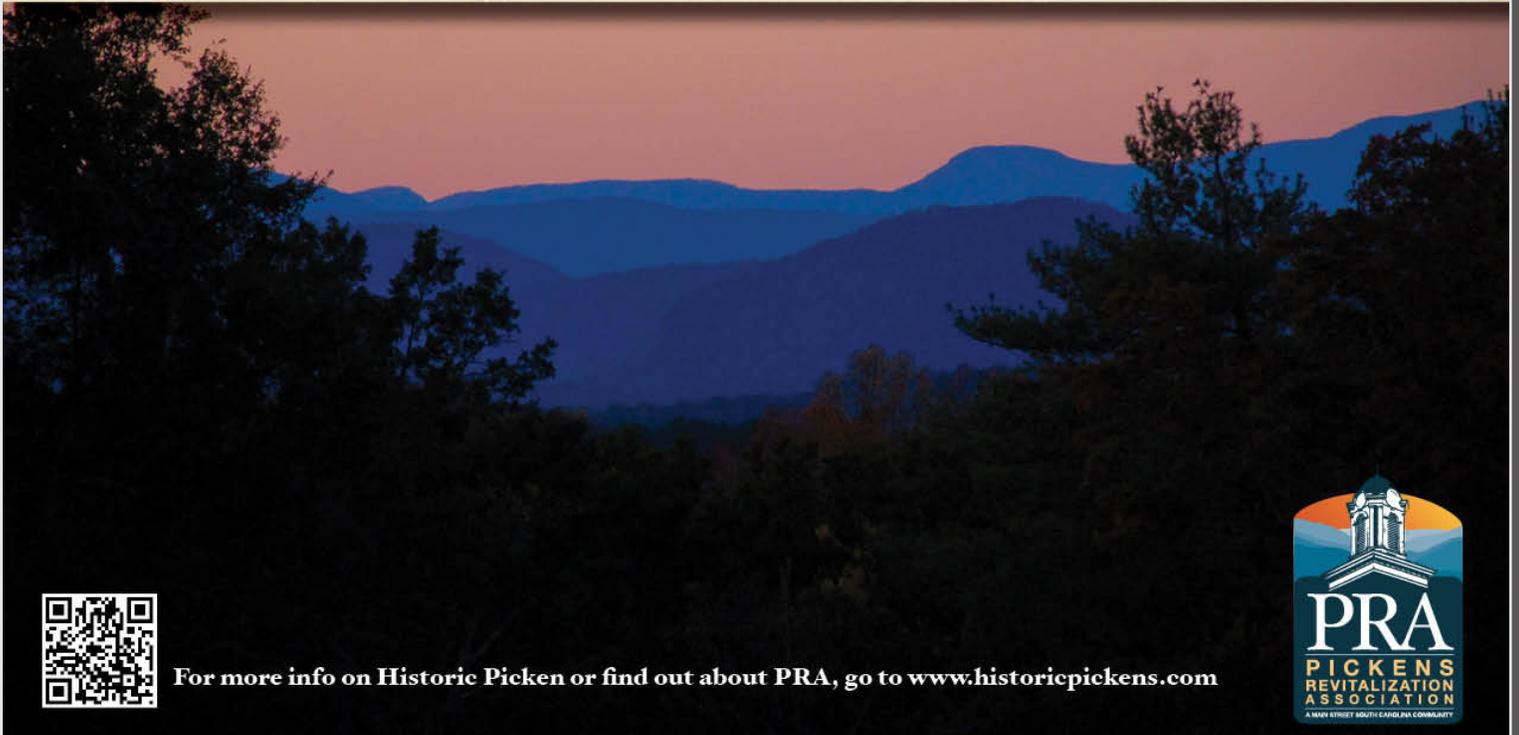




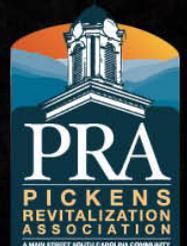
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Historic  Pickens



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Touch the Sky.

Where the Mountains Begin.

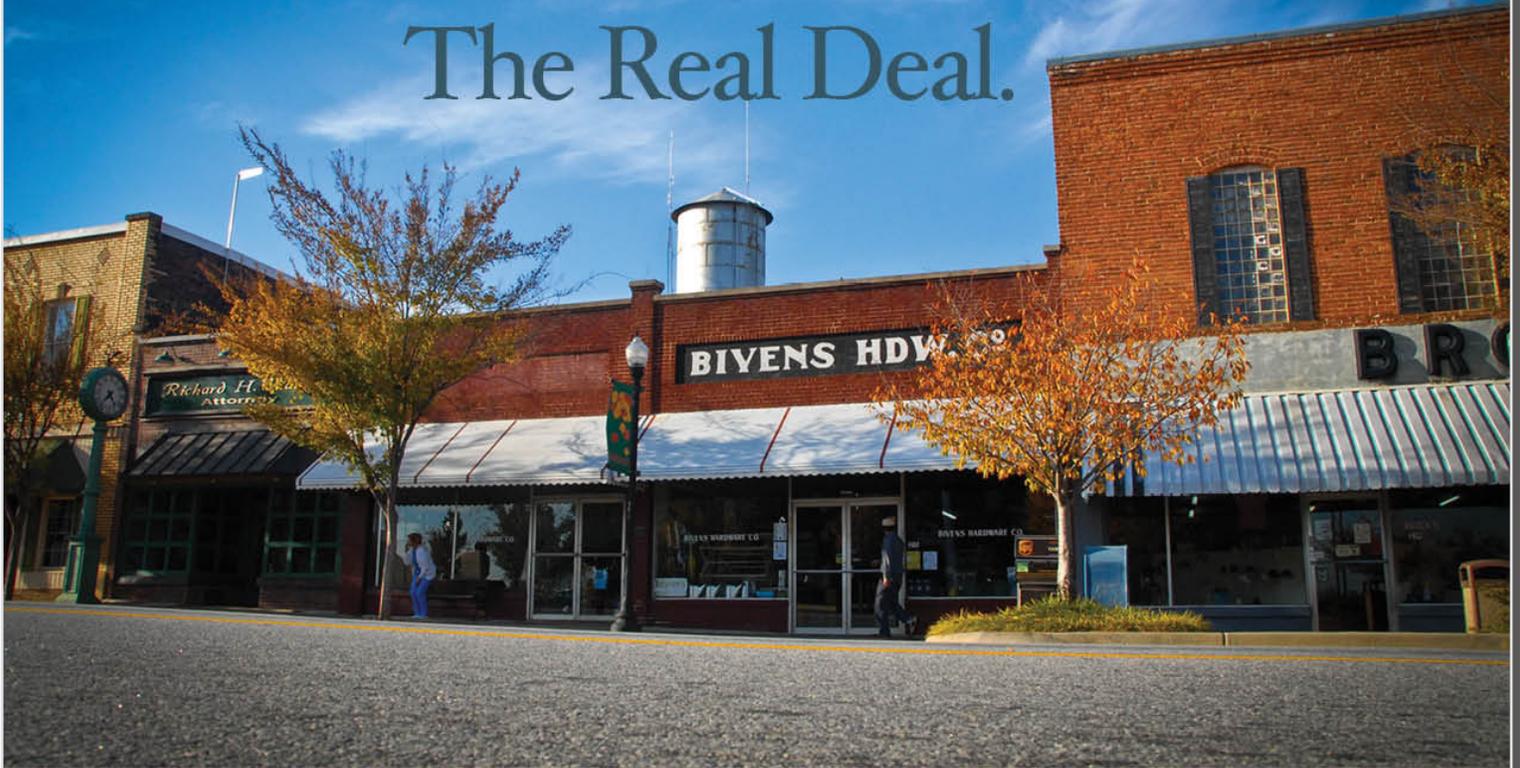
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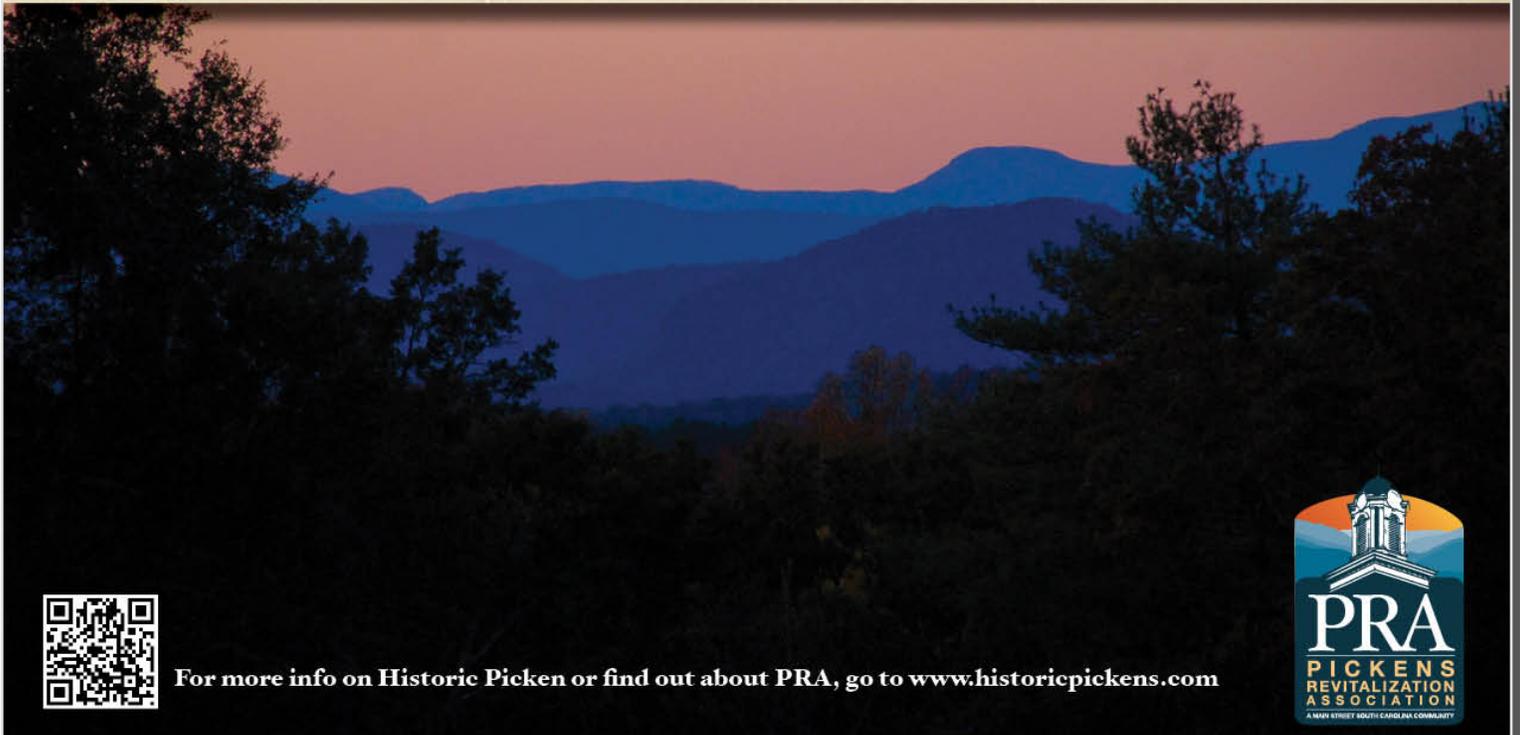
The Real Deal.



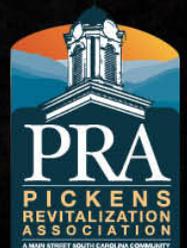
Where the Mountains Begin.

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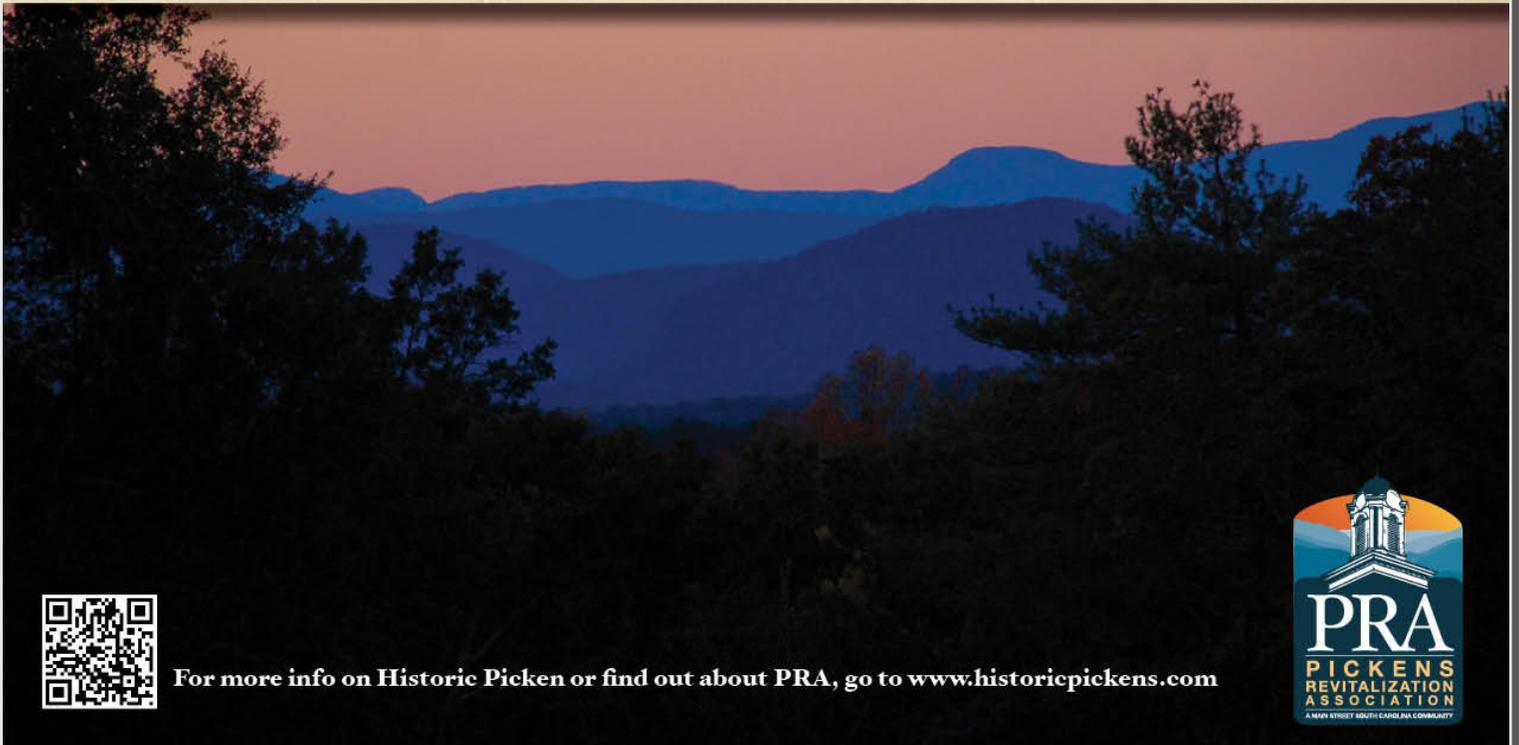




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For more info on Historic Pickens or find out about PRA, go to www.historicpickens.com





I fan the
Flame
HISTORIC PICKENS



Uptat. Moluptur, tem quatur, to excersp icatur, cus dita dolenihiil ipsae. Et que se pa doluptatiis eos nonse plaut et dolupta qui omnis as eum laho. Latio-reri ommoluptat harie ellabo. Namusan diaspite inc-



For more info on Historic Picken or find out about PRA, go to www.historicpickens.com

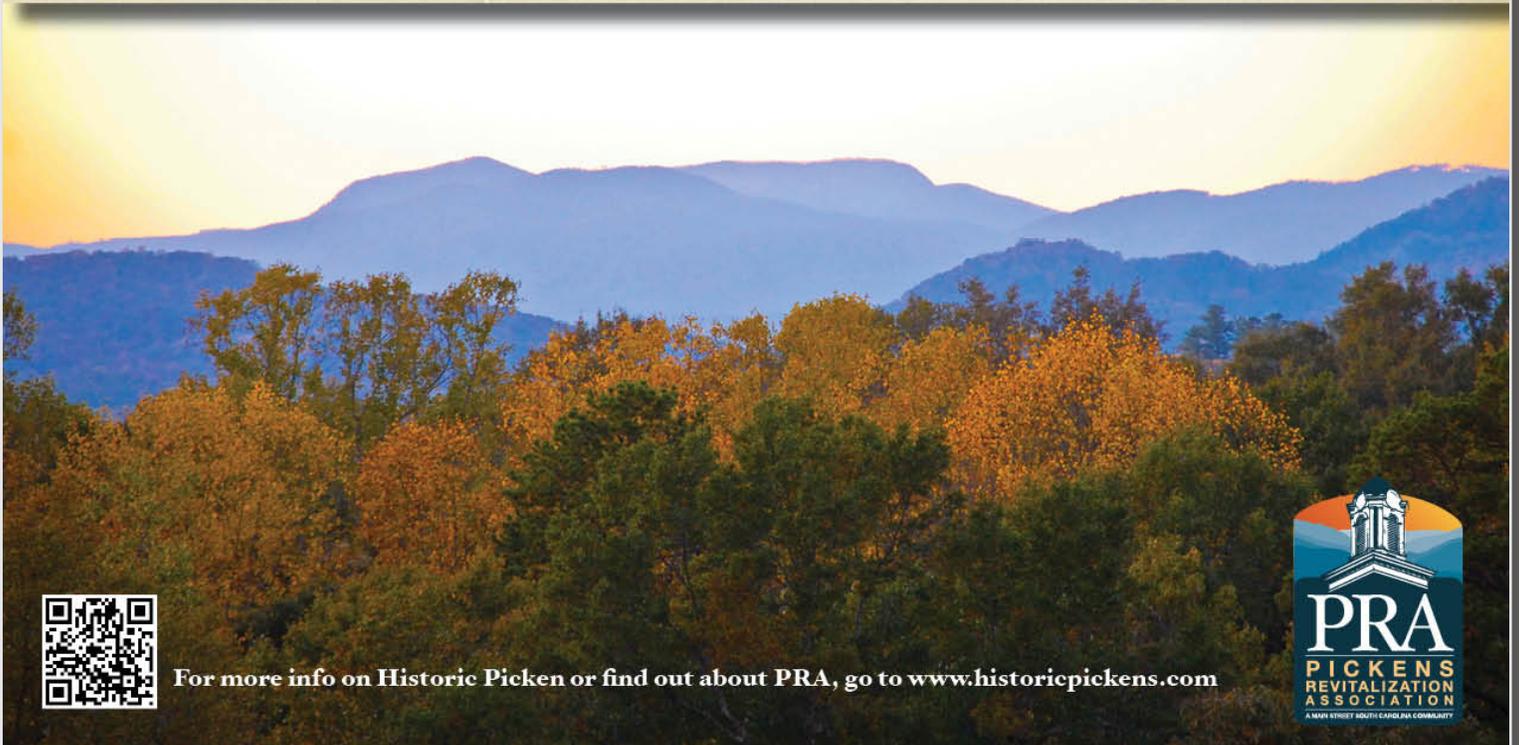




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Historic  Pickens



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use your brand to build loyalty

Nurturing loyal locals is essential in creating a vibrant and sustainable downtown. Creating multiples levels that people can't connect with shopping in downtown, whether through a loyal local card that promotes coming downtown often, or printing shopping bags, which can also be used in a Brag Bag campaign.

TOP TEN REASONS TO SHOP LOCAL

1. **Protect Local Character and Prosperity**

Your Community is unlike any other city in the world. By choosing to support locally owned businesses, you help maintain your town's diversity and distinctive flavor.

2. **Community Well-Being**

Locally owned businesses build strong neighborhoods by sustaining communities, linking neighbors, and by contributing more to local causes.

3. **Local Decision Making**

Local ownership means that important decisions are made locally by people who live in the community and who will feel the impacts of those decisions.

4. **Keeping Dollars in the Local Economy**

Your dollars spent in locally-owned businesses have three times the impact on your community as dollars spent at national chains. When shopping locally, you simultaneously create jobs, fund more city services through sales tax, invest in neighborhood improvement and promote community development.

5. **Job and Wages**

Locally owned businesses create more jobs locally and, in some sectors, provide better wages and benefits than chains do.

6. **Entrepreneurship**

Entrepreneurship fuels America's economic innovation and prosperity, and serves as a key means for families to move out of low-wage jobs and into the middle class.

7. **Public Benefits and Costs**

Local stores in town centers require comparatively little infrastructure and make more efficient use of public services relative to big box stores and strip shopping malls.

8. **Environmental Sustainability**

Local stores help to sustain vibrant, compact, walkable town centers-which in turn are essential to reducing sprawl, automobile use, habitat loss, and air and water pollution.

9. **Competition**

A marketplace of tens of thousands of small businesses is the best way to ensure innovation and low prices over the long-term.

10. **Product Diversity**

A multitude of small businesses, each selecting products based, not on a national sales plan, but on their own interests and the needs of their local customers, guarantees a much broader range of product choices.

5



Pickens, South Carolina
COMMUNITY WAYFINDING



Project Notes

Renderings

All sign drawings in this document are conceptual *only*. These drawings are intended to show, to the fullest extent practical, the recommended proportions, typefaces, and overall design of all signs in the proposed wayfinding system. It is the responsibility of the Client to ensure the compliance of all elements of the signs with all federal and state regulations. Placement of signs is also subject to SCDOT approval and must comply with all applicable federal and state codes.

Codes and Regulations

All recommendations in this document are subject to the regulations and codes enumerated in the *Manual on Uniform Traffic Control Devices (2008 ed.)*. All recommendations in this report are subject to SCDOT approval. All final sign copy should be in Clearview Highway or equivalent FHWA/AASHTO-approved typeface. The final size and placement of sign copy is subject to SCDOT approval. The types, size, and placement of arrows and other directional features will comply with MUTCD standards. All installed signs will meet federal and state requirements for minimum height and breakaway features.

Sign Removal

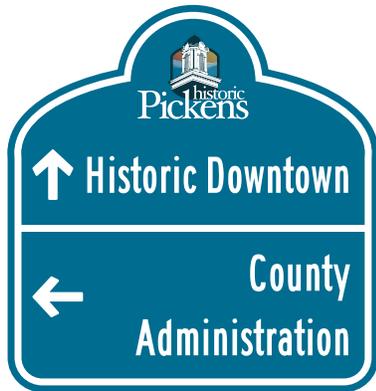
One of the stated goals of this project is the removal of “sign clutter,” the disorganized and distracting accumulation of signs along roadways and at key intersections. To remedy sign clutter, information should be consolidated onto a minimum number of signs, as deemed practical by SCDOT.

In general, the consultant team recommends the following:

- The removal and replacement, if desired, of stand-alone pictograph signs (ie., library, hospital) onto the posts of wayfinding trailblazers or other road signs, provided the affixed pictograms meet SCDOT and FHWA minimum height requirements.
- The removal of existing signs that duplicate the information on new trailblazers.
- The removal of “vanity signs” from roads and intersections where the signed organization or institution is included in this wayfinding system.

Additionally, an online version of the plan may be found at the following web address:

<http://maps.google.com/maps/ms?vps=2&ie=UTF8&hl=en&oe=UTF8&msa=0&msid=205776934961479258659.0004c5068d7a94c1c96bb>

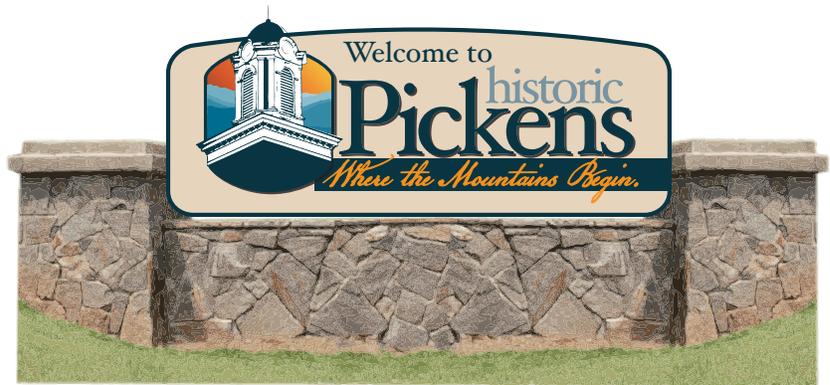


T-1

Cap Height: 6"

Phase I

Notes: Northbound side, 200' before intersection; <H pictogram below

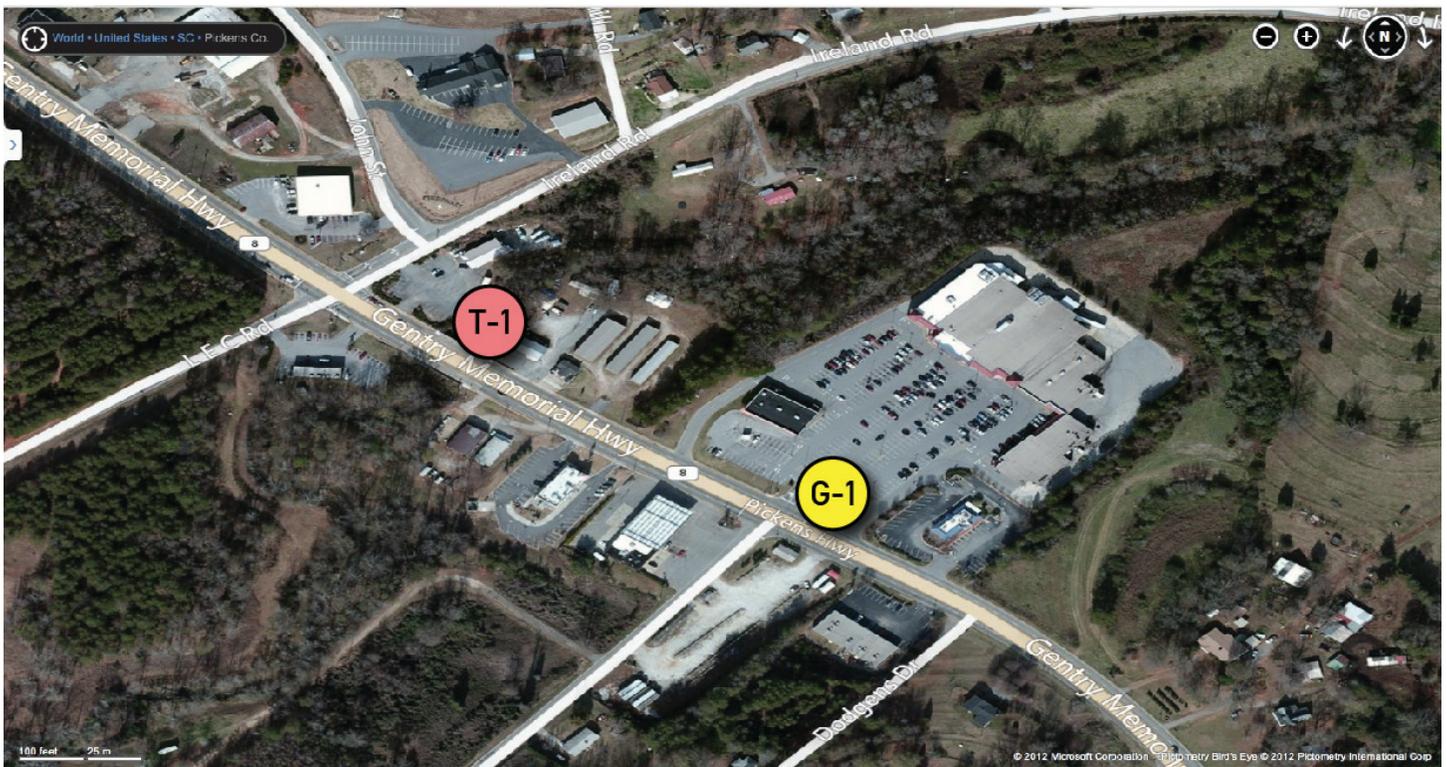


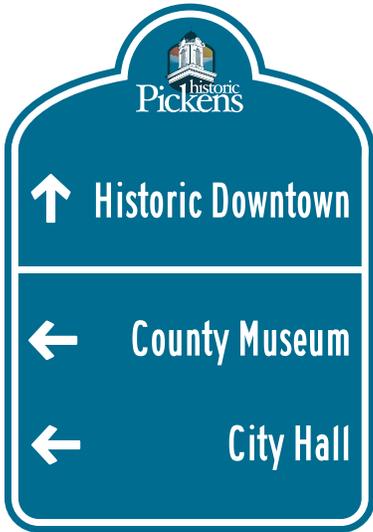
G-1

Cap Height: N/A

Phase I

Notes: Northbound side, at site of existing gateway

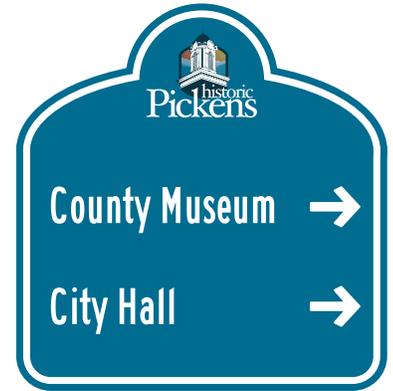




T-2
 Cap Height: 6"
 Phase I
 Notes: Northbound side,
 200' before intersection; <P
 pictogram below



T-3
 Cap Height: 6"
 Phase I
 Notes: Northbound side,
 200' before intersection; <P
 pictogram below



T-4
 Cap Height: 6"
 Phase I
 Notes: Southbound side,
 200' before intersection; P>
 pictogram below

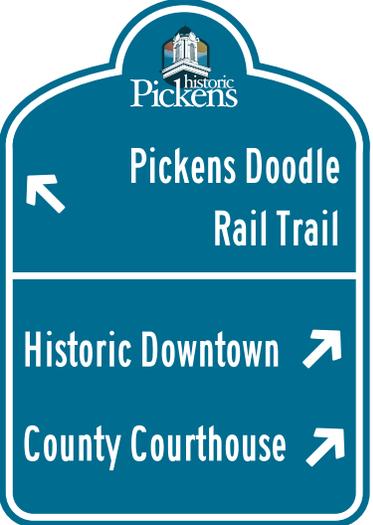




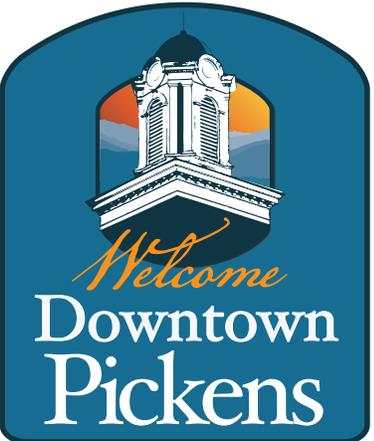
T-5
 Cap Height: 6"
 Phase II
 Notes: Northbound side,
 200' before intersection



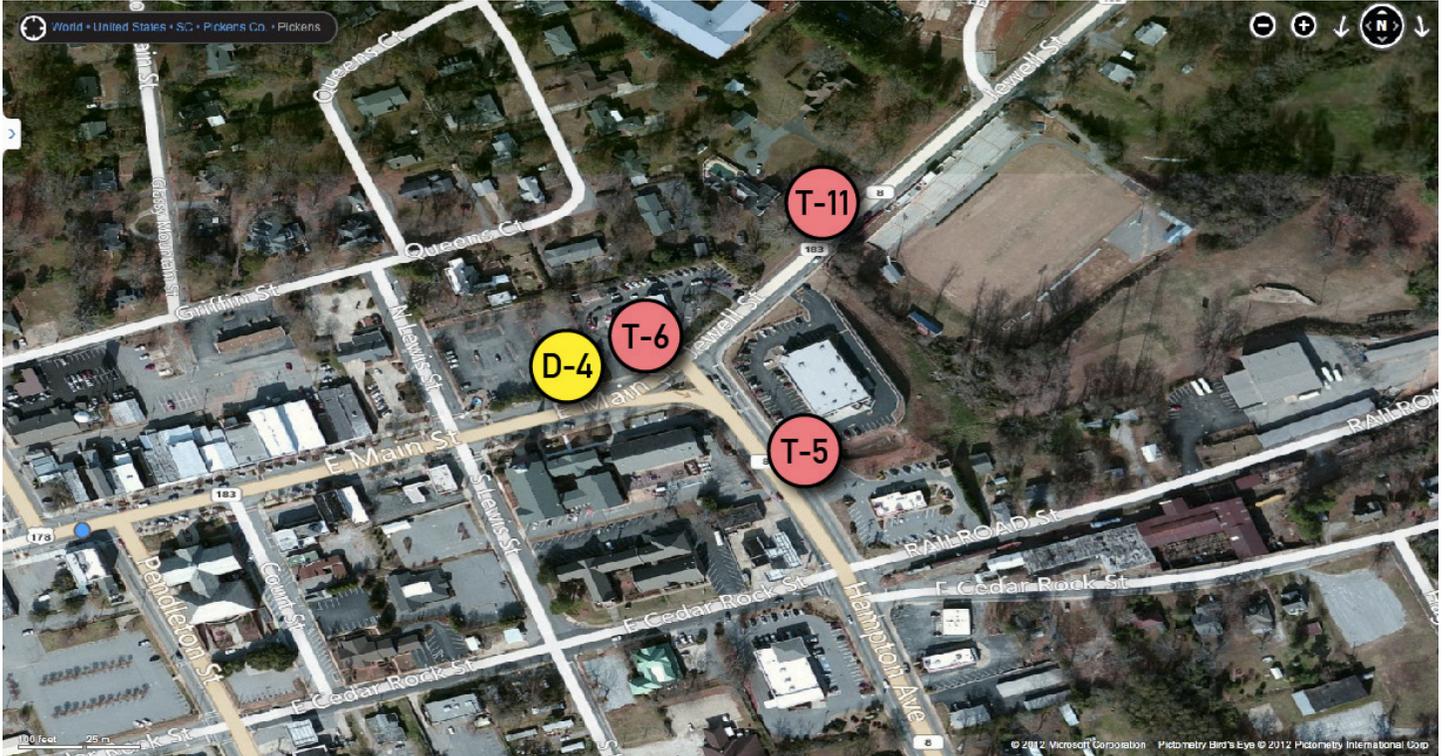
T-6
 Cap Height: 6"
 Phase I
 Notes: Visible to
 northbound and
 westbound traffic



T-11
 Cap Height: 6"
 Phase I
 Notes: Westbound side,
 200' before intersection



D-4
 Cap Height: N/A
 Phase I
 Notes: Westbound side

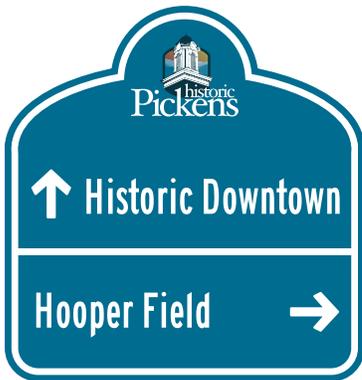
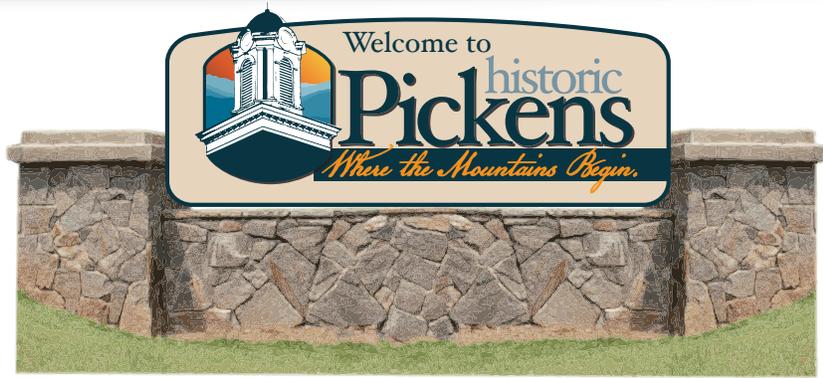


G-2

Cap Height: N/A

Phase I

Notes: Westbound side



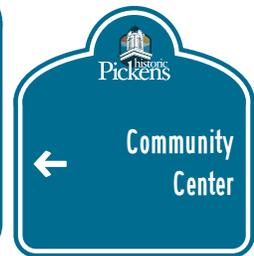
T-7
Cap Height: 6"
Phase I
Notes: Westbound side,
200' before intersection



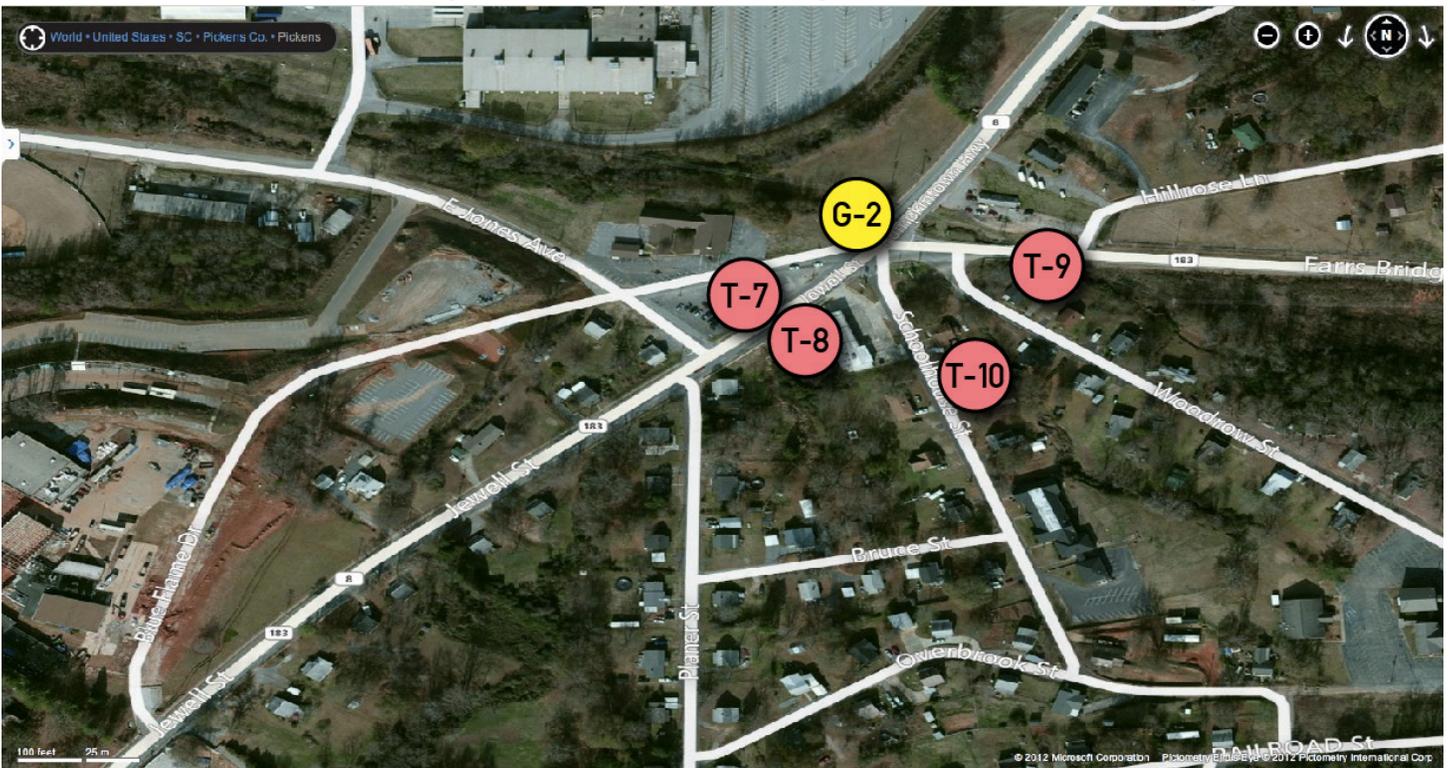
T-8
Cap Height: 6"
Phase II
Notes: Eastbound side;
install after intersection
reconfiguration



T-9
Cap Height: 6"
Phase II
Notes: Eastbound side;
install after intersection
reconfiguration



T-10
Cap Height: 4"
Phase II
Notes: Southbound side;
install after intersection
reconfiguration

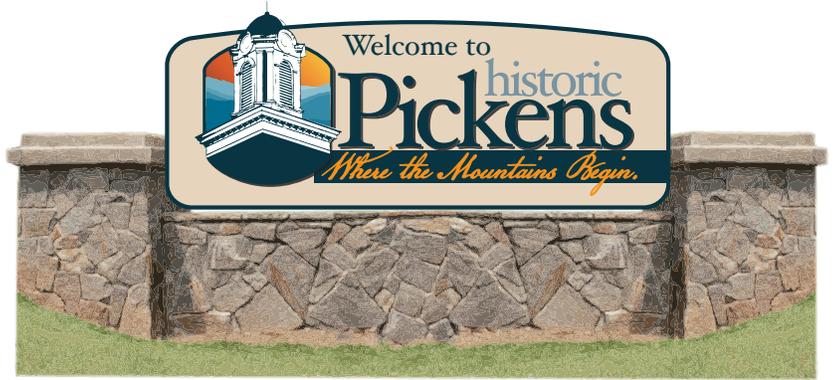


G-3

Cap Height: N/A

Phase I

Notes: Southbound side



T-12

Cap Height: 6"

Phase I

Notes: Southbound side
200' before intersection

T-13

Cap Height: 6"

Phase I

Notes: Northbound side,
200' before intersection

T-14

Cap Height: 6"

Phase I

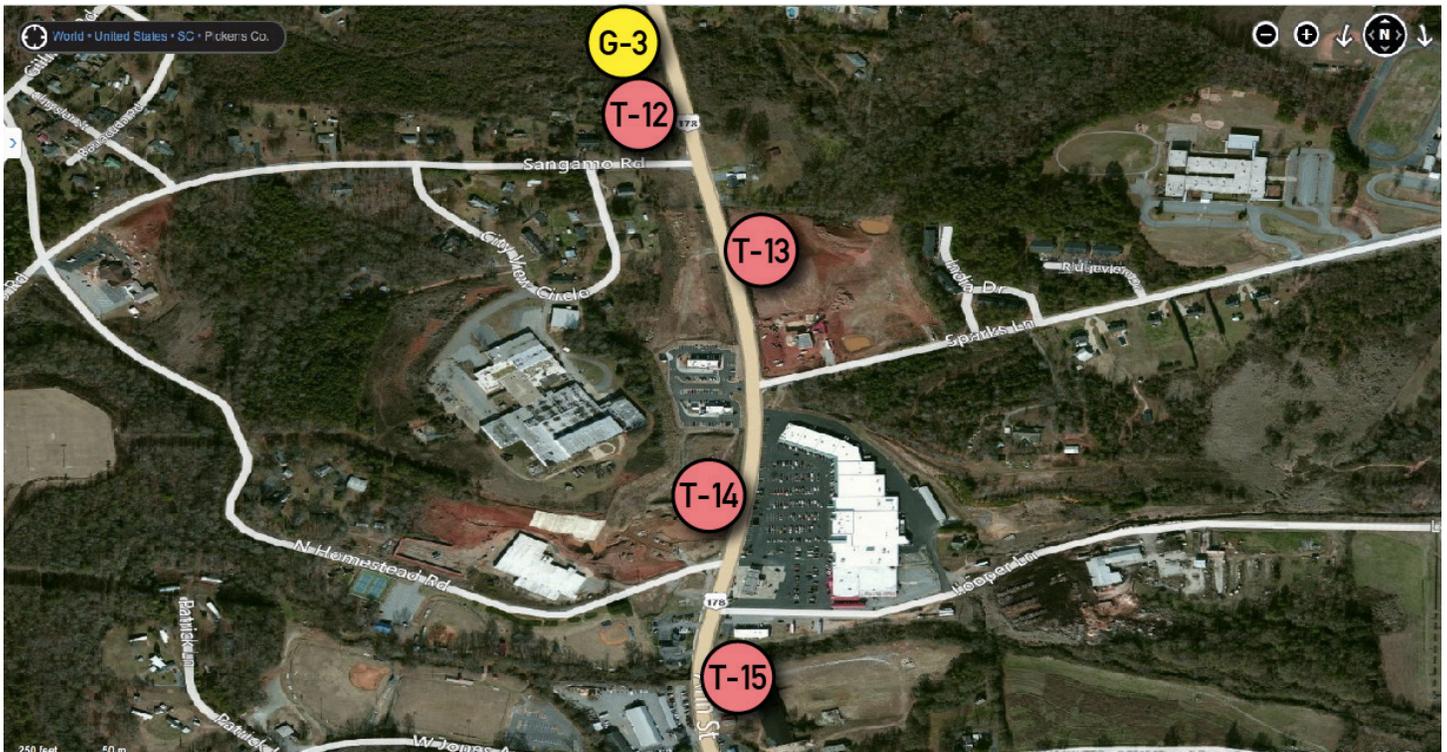
Notes: Southbound side,
200' before intersection

T-15

Cap Height: 6"

Phase I

Notes: Northbound side,
200' before intersection

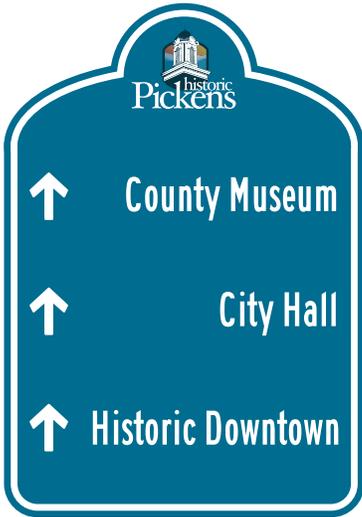


G-5

Cap Height: N/A

Phase I

Notes: Northbound side



T-16

Cap Height: 6"

Phase I

Notes: Northbound side

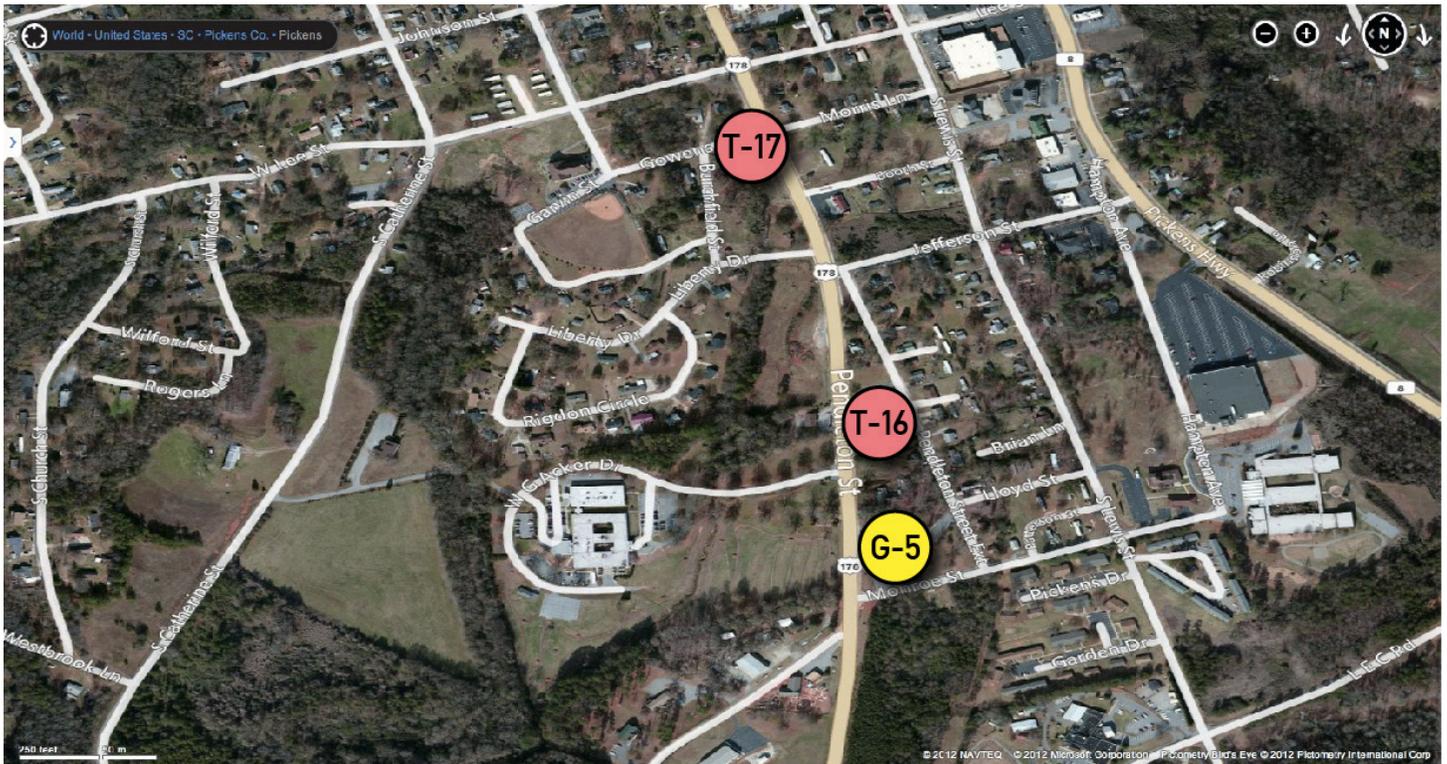
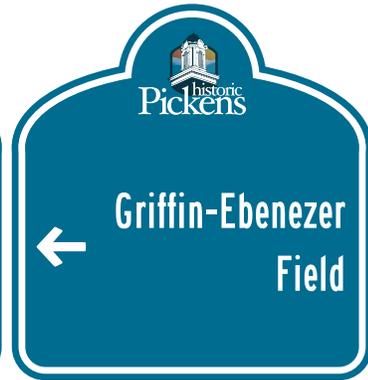


T-17

Cap Height: 6"

Phase II

Notes: Two-sided; install on west side of Hwy 178



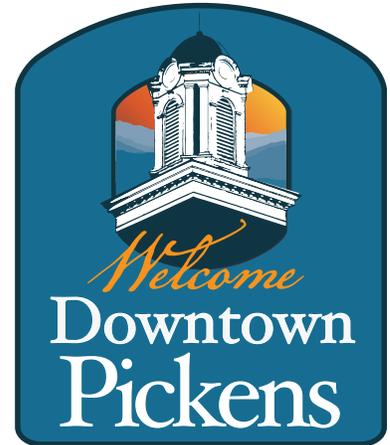


G-4

Cap Height: N/A

Phase I

Notes: Eastbound side



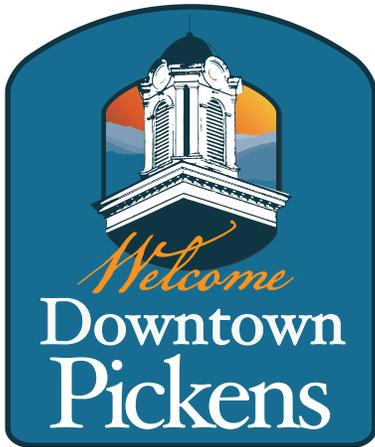
D-2

Cap Height: N/A

Phase I

Notes: Eastbound side





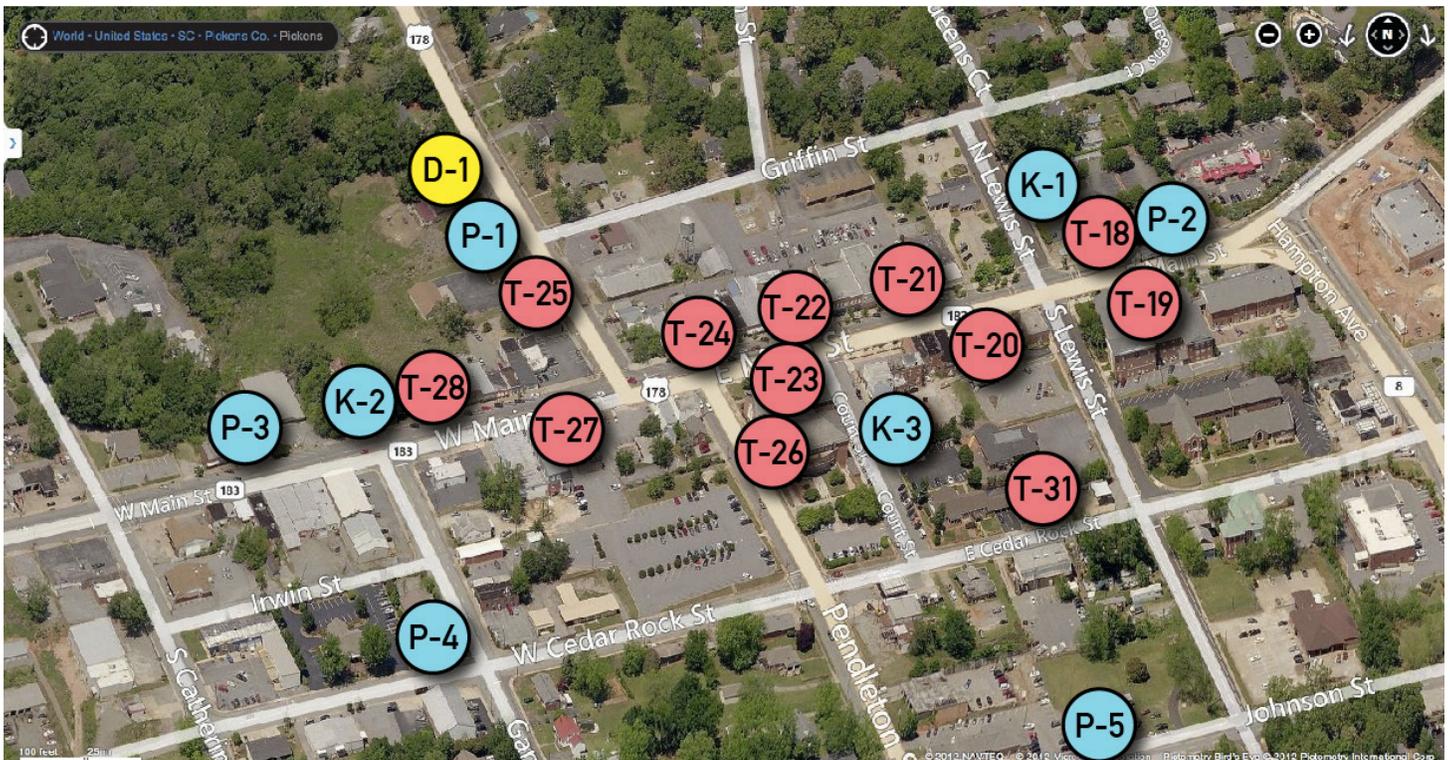
D-1
 Cap Height: N/A
 Phase I
 Notes: Southbound side



K-1/K-2/K-3
 Cap Height: N/A
 Phase II
 Notes: Pedestrian kiosk to include downtown map, rack for print collateral



P-1/P-2/P-3/P-4/P-5
 Cap Height: N/A
 Phase I
 Notes: Parking lot signage to be installed at lot entries





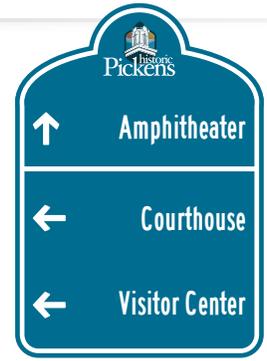
T-18
 Cap Height: 4"
 Phase I
 Notes: Westbound side,
 100' before intersection



T-19
 Cap Height: 4"
 Phase I
 Notes: Eastbound side,
 150' before intersection



T-20
 Cap Height: 4"
 Phase I
 Notes: Eastbound side,
 100' before intersection



T-21
 Cap Height: 4"
 Phase I
 Notes: Westbound side,
 100' before intersection



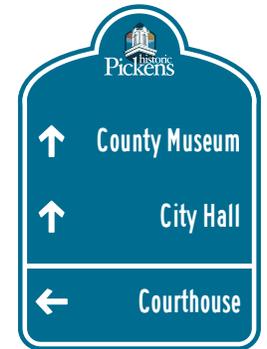
T-22
 Cap Height: 4"
 Phase I
 Notes: Westbound side,
 100' before intersection



T-23
 Cap Height: 4"
 Phase II
 Notes: Eastbound side,
 100' before intersection



T-24
 Cap Height: 4"
 Phase I
 Notes: Westbound side,
 100' before intersection



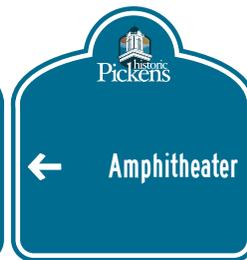
T-25
 Cap Height: 4"
 Phase I
 Notes: Southbound side,
 200' before intersection;
 install after intersection
 reconfiguration



T-26
 Cap Height: 4"
 Phase I
 Notes: Northbound side
 100' before intersection;
 install after intersection
 reconfiguration



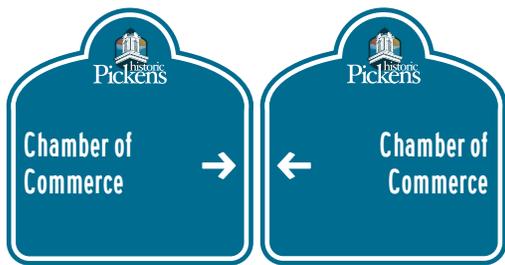
T-27
 Cap Height: 4"
 Phase I
 Notes: Eastbound side,
 150' before intersection



T-28
 Cap Height: 4"
 Phase I
 Notes: North side at
 intersection; two-
 sided



T-31
 Cap Height: 4"
 Phase II
 Notes: Northbound
 side, 200' before
 intersection

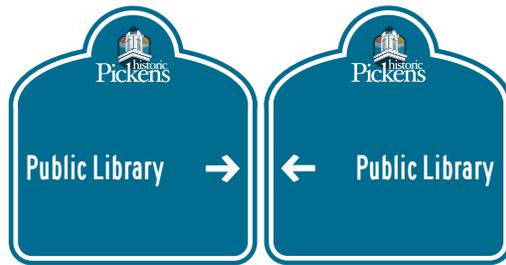


T-30

Cap Height: 4"

Phase I

Notes: North side at intersection;
two-sided



T-29

Cap Height: 4"

Phase I

Notes: North side at intersection;
two-sided



6



Pickens, South Carolina
IMPLEMENTATION



Implementation Strategy Board

The “Strategy Board” that follows on the next page summarizes the major projects and recommendations included in this plan. The Strategy Board is a working document for benchmarking and ongoing evaluation of the implementation process. The Strategy Board summarizes the key recommendations of the plan into one sheet of paper.

The projects are divided into three time frames. The first series of projects are demonstration projects that should begin immediately. For the most part, these are simple projects that will be highly visible, have significant impact and should be completed within the first year after the plan is adopted. The second set of projects is labeled “next steps.” Some of these are the initial action items for more advanced projects while others are continuations of projects that began during the demonstration period. The next step projects should be completed within the second and third year of the plan. The final series of projects are long-term or plan completion projects. While this category remains largely empty, many of the projects begun in the next steps phase will not be completed until later. Over time this category will continue to fill up as priorities evolve. Each time frame for the Strategy Board might also represent the ongoing fulfillment of steps taken in earlier time frames.

The Strategy Board and its recommendations represent a “living document.” As time goes by and implementation proceeds, some priorities will shift while other ones will arise. The implementation Strategy Board should be evaluated periodically, no less than annually. This evaluation process will allow for finished tasks to be indicated on the board, for responsibilities to be shifted between parties, and for time frames to be adjusted for individual projects.

Each of the critical plan strategies and visions are outlined in the Strategy Board. It is important to remember the ultimate planning, development, and marketing strategies that each project supports. Of course, each of these strategies is linked with one another, but failure to achieve any one goal does not negate the ability to achieve others.

Note: An expanded “Summary List of Recommendation” that provides additional detail to the bulleted Implementation Strategy Board begins on Page 103.

Implementation Strategy Board for Pickens, SC

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>Through strategic infrastructure investment and enhancement, every planned initiative will be connected with each other and downtown to create a unified and easily navigable community.</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 facade 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 facade 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>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.</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>Pickens will create economic development initiatives that are holistic and creative in nature that will be self-sustaining both now and in the future.</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>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.</p>

6

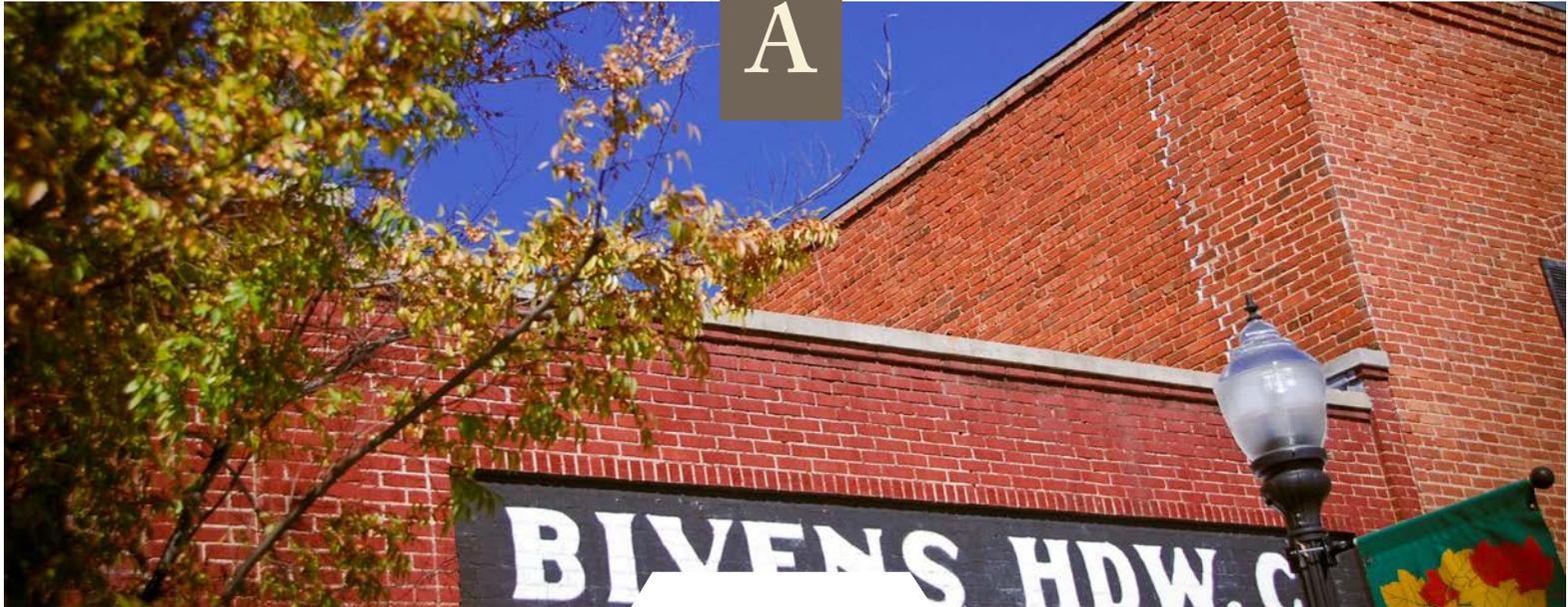


Pickens, South Carolina

APPENDICES



A



Pickens, South Carolina
POTENTIAL FUNDING SOURCES



Introduction

A wide variety of funding options are available to Pickens to implement the plans outlined in this report. They include a combination of tax options and grant funds that together could fund improvements over the coming years. These options are outlined below in a table showing the capacity and revenue streams available to Pickens.

Local and State Funding Programs and Resources

Tax Options

- The [Hospitality Tax](#) is a tax on prepared food and beverages that has been used repeatedly across South Carolina to fund recreation, tourism, and visitor enhancements to a community. This option allows for a dedicated revenue stream to pay for these programs and projects.
- The 2-cent [Accommodations Tax](#) is a tax on room nights in local hotels. Used widely across South Carolina, revenue from this stream is limited only to tourism related expenditures.

Grant Options

In addition to the above-noted tax options that are reliable sources of revenues to fund improvements, the Town of Pickens should apply for grant funding from the following sources:

[Parks and Recreation Development \(PAR\) funds](#) are used to pay for recreation improvements in a community and are available through the South Carolina Department of Parks Recreation and Tourism.

Transportation Enhancement Funds (TEA-21 or Nextea) are funds available through the SC Department of Transportation. They are federal funds for road and street improvements and a wide variety of transportation related improvements. Many communities in South Carolina have pursued these funds with great success. The grants require a 20% local match and are repeatable on an annual basis. The maximum annual amount has traditionally been \$200,000. Pickens has been successful at pursuing TEA-21 Funds for streetscape improvements.

The [US Department of Agriculture](#) offers funds that may go toward the development of a mixed use community facility. This grant money can be coordinated through the local USDA representatives.

[Community Development Block Grant](#) Funding is also available through the SC Department of Commerce and can be used to fund a wide variety of downtown improvements ranging from housing to economic development related projects.

Federal Funding Programs and Resources

Property Feasibility and Acquisition Assistance

EPA/Brownfields Beneficial Reuse Initiative: This initiative provides pilot grants to projects involving site assessment, site identification, or remediation planning for brownfields. Activities can include administration, outreach to stakeholders, and fieldwork.

Environmental Protection Agency (EPA)
One Congress Street
Boston, MA 02114
Phone: (617) 573-9681
Web: www.epa.gov/swerosps/bf/pilot.html

EDA/Local Technical Assistance: Through the Economic Development Administration, this program awards grants to communities or CDCs for solving specific technical or market feasibility studies, technical analysis of potential economic development projects, tourism development, minority enterprise, and skill training. Funds pay for consultants only.

U.S. Department of Commerce
Economic Development Administration
Curtis Center
Independence Square West, Suite 140
South Philadelphia, PA 19106
Phone: (215) 597-4603
Web: www.doc.gov/eda

Economic Development

EDA/Economic Adjustment Program: This program assists state and local areas in designing and implementing strategies for facilitating adjustment to changes in the economic situations that are causing or threatening to cause serious structural damage to the underlying economic base. Such changes may occur suddenly (termed “sudden and severe economic dislocation”) or over time (“long-term economic deterioration”) and result from industrial or corporate restructuring, new federal laws or requirements, reductions in defense expenditures, depletion of natural resources, or natural disasters. Applicants may be a state, Town or other political subdivision, a designated redevelopment area, a community development corporation, or a nonprofit organization determined by EDA to represent a redevelopment area. The applicant’s area must either 1) have experienced or anticipated a change in the economy that resulted in significant job losses or other severe economic impacts, or 2) manifest very high unemployment, low per capita income, or failure to keep pace with national economic growth trends over the last five years.

EDA/Program for New Markets and Livable Communities: The Economic Development Assistance Programs support projects that are designed to alleviate conditions of substantial and persistent unemployment in economically distressed areas and regions of the nation, and to address economic dislocation resulting from sudden and severe job losses. Economic distress, according to the EDA, includes high levels of unemployment, low income levels, large closing of plants and military bases, mass layoffs, and depletion of natural resources. EDA will concentrate its funding on projects that address the New Markets and Livable Communities initiative, as well as the general priorities of the commerce department. These include projects that:

- Build and rehabilitate public works infrastructure and economic development facilities that contribute to long-term growth and provide stable and diverse local economies in distressed communities
- Build local capacity, such as small business incubators and community financial intermediaries, and projects benefiting minorities, businesses owned by women, and people with disabilities

- Attract private investment in economically distressed inner-Town areas, small-and-medium sized towns, rural areas, and Native American communities as part of their New Markets Initiative
- Support locally created partnerships that focus on regional solutions for economic development

Cities, states, counties, nonprofit organizations, economic development districts, and institutions of higher education located in economically distressed areas are eligible.

Technical Assistance Programs

EDA/Program for Economic Development Districts: Grants support the formulation and implementation of economic development programs designed to create or retain full-time permanent jobs and income for the unemployed and underemployed in areas of economic distress. Eligible applicants are economic development districts, redevelopment areas, and organizations representing redevelopment areas.

Business Finance and Incentives Programs

SBA 7(a) Loans: The Small Business Administration provides loans for senior debt or secondary debt to primary bank financing for long-term working capital, machinery and equipment, subordinated debt, mergers and acquisitions, real estate, debt reduction, growth needs, and treasury stock.

New Markets Tax Credit (NMTC): Enacted by Congress in December 2000, this federal program authorizes tax credits in an amount expected to generate \$15 billion by 2007 for the financing of economic development in low-income communities. The tax credits are available to investors in “community development entities,” which will use the proceeds to make loans and investments in businesses located in low-income communities. The program is expected to bridge financing gaps; create new partnerships among investors, communities, businesses, and government; and generate jobs, services and revitalization in distressed areas. A list of NMTC community development entities by state is available at:

<http://cdfifund.gov/programs/programs>

HUD/Rural Housing and Economic Development: This program provides funding for 1) capacity building for local, rural non profits and community development corporations (CDCs); 2) innovative housing and economic development activities and non profits and CDCs; and 3) seed support for non profits and CDCs that are located in areas that have limited development capacity to create, support, or innovate rural housing and economic development activities.

U.S. Department of Housing & Urban Development (HUD)

Office of Community Planning and Development

451 7th Street SW, Room 7134

Washington, DC 20410

Web: www.hud.gov/rhed.html

HHS/Community Economic Development Program: The Department of Health and Human Services offers this program which provides flexible funding for community development targeting low-income populations, including planning. CDCs are eligible. For more information, visit the web site at: www.acf.dhhs.gov/programs/

HUD/Partnership Demonstration Grants: HUD awards grants to universities to establish centers with the capacity “to implement a large-scale, multi-phased, multi-year community revitalization agenda in concert with their local communities.”

IRS/Rehabilitation Investment Tax Credit: This program provides a federal 20% investment tax credit for qualified rehab of income-producing buildings listed on the National Register. Eligible expenditures include interior and exterior rehabilitation, professional fees, construction period interest and taxes, and accessibility work.

IRS/Disabled Access Tax Credit: This credit provides a federal tax deduction for removing architectural and transportation barriers to people with disabilities and elderly individuals. The credit covers 50% for expenditures up to \$15,000. Contact the IRS for more information.

Other Miscellaneous Public & Private Resources

Inner-Town Ventures Fund: This fund offers below-market-rate loans and grants to help older, historic neighborhoods serving low-and moderate-income communities. It provides up to \$150,000 for acquisition, rehab and related capital costs. Contact: The National Trust for Historic Preservation.

Johanna Favrot Fund: This fund provides grants for projects that preserve or recapture an authentic sense of place, through support of consultant costs and educational programs. It offers up to \$25,000 for individual grants. Contact: The National Trust for Historic Preservation.

National Preservation Loan Fund: This fund offers below-market-rate loans and lines of credit of up to \$350,000 to acquire, stabilize or rehab historic property for use, lease, or resale. Contact: The National Trust for Historic Preservation.

Preservation Services Fund: This fund offers a matching grant program of up to \$5,000 to initiate historic preservation through consultants and studies. Contact: The National Trust for Historic Preservation.

Community Reinvestment Act (CRA) Funding: This fund was enacted in 1977 as a result of changes in discretionary lending practices for small communities that were not held to the same standards as their larger counterparts. All lending institutions are required to contact local businesses and civic and government institutions to discuss need for assistance in low-income neighborhoods and commercial areas (i.e. downtown). The FIFRA (savings and loan bail-out bill) of 1989 added an amendment to the CRA ensuring that banks are more accountable for actions. This amendment provided tools to build and strengthen public-private partnerships. All banks have public ratings, and the FDIC rates a bank's CRA program under four categories: outstanding, satisfactory, needs improvement, or substantial noncompliance. Generally, banks participate in downtown revitalization projects while meeting their CRA responsibilities in the following ways:

- Technical Assistance (e.g., seminars)
- Micro Loans - Usually \$10,000 or less
- Revolving Loan Pools - In cooperation with other banks for targeted areas
- Federal, State and Local Loan Guarantee Programs - In conjunction with SBA and other agencies.
- Small Business Incubators - Loans, subsidies and technical assistance.

B



Pickens, South Carolina
RECORD OF PUBLIC INPUT



Pickens Community Planning Charrette

Record of Public Input: Town Hall Meeting

What are some of the qualities you like about Pickens?

- Bone structure here – wonderful potential that can be exploited in a number of ways – layout – highest point.
- Want to maintain identity – quaintness and village atmosphere.
- Varied terrain, step mountain climbs
- Mountains and lakes.
- Feel safe.
- Location, safe small community feel but not far to go to Greenville.
- Free parking.
- Diversity in personalities, good blend of people.
- Unique history here.
- Historical and cultural elements especially with regard to music.
- Do have a Main Street that Pickens can develop.
- History of Main Street area as a commercial entity.
- Has character.

If you could make one change to Pickens what would it be?

- Make Main Street full of shops.
- Day trip location for the people of Greenville
- Would move the highway and let Main Street be more of a walkway – widened sidewalks, walk-able, community friendly.
- Get rid of trucks downtown.
- Restaurants on Main Street.
- Big piggy-bank full of many.
- Reroute 178.
- Widen 183 for easier access.
- Make it feel like you were coming into town and were impressed.
- Gateway and destination.
- Tour – Pickens could do a tour easily – do people know what we have. Period costume bringing out what Pickens has.
- More family or child-oriented interactive features such as interactive water, Turtles on the Town is great but would like more.

How would you improve the look and feel of Pickens?

- Introducing enhancements to facades and color, flowers.
- Look of a mountain village – rock work, local materials.
- Buildings that “fit” for Pickens.
- Wider sidewalks.
- Improve the signs.
- Parking improvements.
- Unifying effort to tie it all together.
- Accountability for store owners to maintain cohesive look for the City.
- Food, flowers, festivals, fountains.
- People need to know how to get to places.
- Have similar look for all signs.
- Already working on this but promoting more outdoor cafes.

- Need to continue with the historical plaques program
- Raise a huge monument for General Pickens on Main Street.
- Trees that don't hide the businesses that are there.
- More lighting in downtown.
- Poles with flags that are done well.
- City Flag.

What would you like to be able to do, or get, in Pickens that you can't currently?

- Hotel.
- Nice shops.
- Olive Garden.
- Shoes.
- Nice restaurant and get a good bottle of wine and relax.
- Outdoor store like Mast General Store.
- Swimming pool or water park.
- More art shops.
- Community center.
- Softball fields/tennis courts that you don't have to reserve a time.
- Bass Pro Shop.
- Public fishing lake.
- Disc Golf.
- Varied type of sporting events – paintball for example.
- Movie theater
- Drive-in
- Come to downtown and spend a half-day
- Outdoor theater where some of the students can have plays.

What are some case studies of places for which you would like to see certain characteristics applied to Pickens?

- St. Augustine with Fountain of Youth and other historical attractions and all brought together – have that here need to capitalize on it here.
- Hendersonville, NC have just finished their streetscaping to promote for foot traffic, raised planters that you can sit on.
- Greenville, SC unified area along Main Street that is tied into parks and recreation.
- Greenville: Lofts. Falls Park. Lights, good shade, white lights.
- Travelers Rest – went from burned out downtown to a vibrant connected community.
- Charleston – waterfront park, fountain with kids running through it. Running grass. Restaurants and shops.
- Highlands, NC concentration of shops hotels and restaurants and atmosphere, character and history. Center lane angled parking.
- Helen, Georgia – built around a German theme.
- Theme for Pickens.
- Greenville and Hendersonville host a lot of things. Bicycle tours, etc, create interest and bring people.
- Host a bike ride from Pickens.
- Get businesses and restaurants on board.
- Good marketing approach – no idea where the public softball and tennis courts are.
- Canadians stay in mountains – want a place to go out and eat. Coming down with extra \$ for vacation.

Help us prioritize our work by completing the following statement positively, negatively, or both:

“Whatever you do (in this charrette), do _____.”

“Whatever you do (in this charrette), don’t _____.”

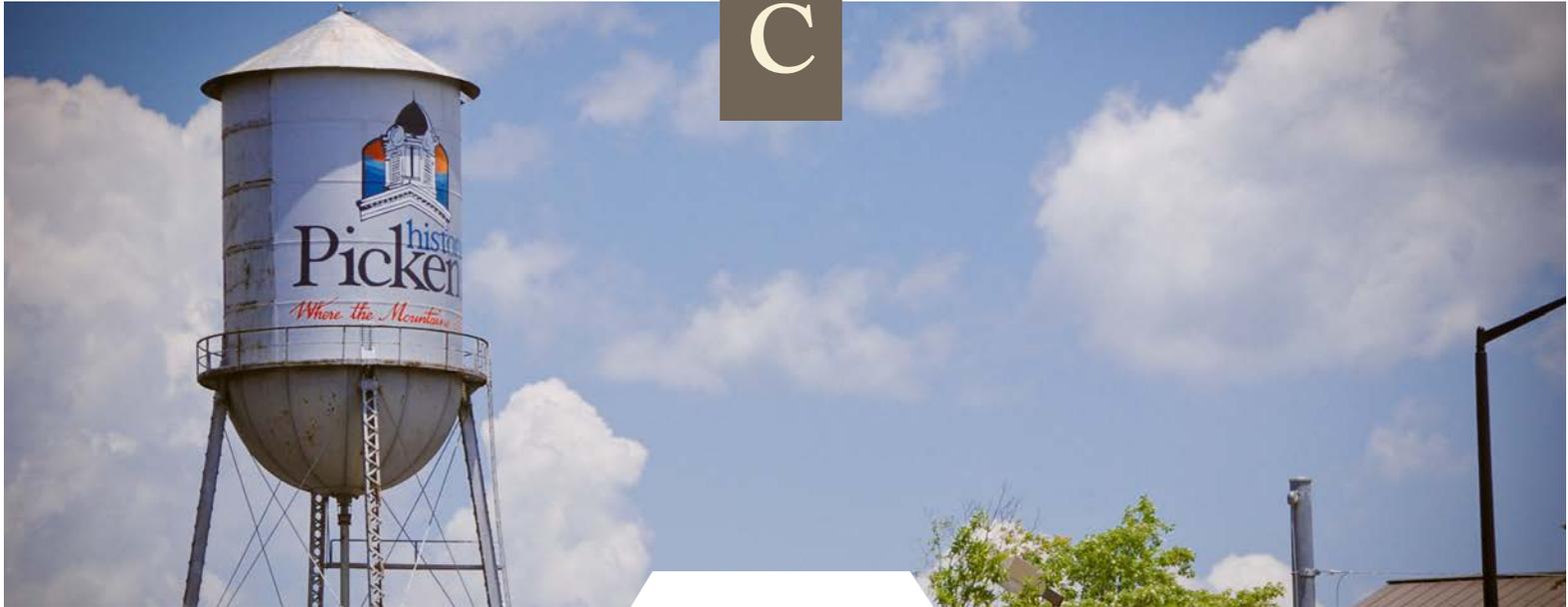
- **Do**

- Things that can be accomplished in the next few years.
- It in phases.
- Advertise and make it be known what and why you are doing it.
- Clean up the roads coming into Pickens.
- Have a master plan with a big goal for the future rather than a number of projects that don’t connect.
- Do a facelift.
- Do a prototype to show businesses where they are going.
- Do have consistent signage.
- Tell us how to get the businesses and the people to buy in.
- Show a realistic look at what businesses Pickens can support.
- Help with the visuals – create a wow factor for the community.

- **Don’t**

- Do things that are not realistic.
- Don’t lose the character of Pickens.
- Don’t do trails that are paths to nowhere.

C



Pickens, South Carolina

CHARRETTE TEAM
CONTACT INFORMATION



Resource Team

Contact Information

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Beppie LeGrand

**as part of the Resource Team.*

D



Pickens, South Carolina
REPORT CREDITS



Pickens Community Planning Master Plan Charrette Team

Report Credits

Introduction & Background

Randy Wilson, Community Design Solutions

Market Analysis

Tripp Muldrow, Arnett Muldrow Associates

Design and Planning

Tom McGilloway, Mahan Rykiel Associates
Andy Kalback, Kalback Planning & Design
Randy Wilson, Community Design Solutions

Branding and Marketing

Ben Muldrow, Arnett Muldrow Associates

Community Wayfinding

Tee Coker, Arnett Muldrow Associates
Chris Petit, Arnett Muldrow Associates

Appendices

Potential Funding Sources

Randy Wilson, Community Design Solutions

Record of Public Input

Tripp Muldrow, Arnett Muldrow Associates
Randy Wilson, Community Design Solutions

Section Divider Photographs

Randy Wilson, Community Design Solutions

Report Design & Compilation

Randy Wilson, Community Design Solutions



Pickens, SC Community Master Plan Charrette

Summary of Recommendations

Lead Organizations: City of Pickens (City), Pickens Revitalization Association or “Main Street” (PRA), Greater Pickens Chamber of Commerce (Chamber), Historical Society (HS), Alliance Pickens (AP), Hospital (CMH)

Before we address the overall recommendations of the Charrette in the Strategy Board, there are three primary recommendations that must precede everything:

1. **Adopt the plan.** This needs to be formally recommended to City Council for approval from all participating organizations, and subsequently adopted by the City as their operating plan.
2. **Brand the plan.** Make sure each recommendation that is implemented is accompanied by some identification that references this plan. (e.g. sandwich board signs as trees are being limbed up)
3. **Promote the plan.** Consider ways (e.g. ad in paper, web site, etc.) to broadcast the long-term vision for Pickens established by this plan so that everyone has a sense of direction and purpose.

Recommendation

Lead Organization

Short (12 Months)

Community-Wide Strategy

Railroad Park and Bruce Field

- Explore development of a “Pickens Doodle Greenway” trail system City
- Design a Railroad Park as the trailhead for the greenway (pg. 36) City
 - Plaza
 - Crosswalks
 - Adaptive re-use of existing buildings
 - Parking
- Consider event programming for Bruce Field, adding connecting pathways, and additional tree plantings PRA, City

Town Creek Park Area

- Explore redesign of N. Ann St. to include bike lanes to connect Town Creek Park to downtown City
- Redesign Reece Mill Road parking (pg. 37) City
- Work collaboratively with property owner of N. Ann/178 development site to maximize connectivity between Town Creek Park & downtown (39) City

South Gateway Area

- Work with Hampton Ave. property owner to coordinate initial enhancements as described on (pg. 41) City, PRA
- Explore infill site development on Hwy 8 for hotel and restaurant (pg. 43-44) City, AP, PRA

Village Renaissance

- Reinforce connections between downtown and the hospital via (46) City, CMH
 - Land easement/procurement strategy
 - Pathway design
 - Park gateway feature design
 - Streetscape design

Downtown Strategy

Downtown Core

- Include a Market Building in conjunction with existing Amphitheater plans City
- Begin conversations with DOT about Hwy 178 realignment City, AP
- Design 100% intersection at Main & Pendleton (178) City
- Seed a front façade component grant program (e.g. awnings, signs, etc.) City, PRA
- Conduct Part 1 Application to SCDAH for Bradley Boggs House HS, PRA
- Limb up trees along Main Street City
- Paint mural on Bank building as western gateway to downtown PRA, City

Economic Development Strategy

- Continue aggressive tourism marketing and promotion. City, PRA
- Develop retail recruitment/retention program particularly after Wal-Mart City, PRA
- Continue aggressive marketing of downtown. PRA
- Conduct quarterly Merchants Roundtable. PRA, Chamber
- Nominate a Historic District to use tax credits as incentive City, HS

Branding & Wayfinding Strategy

- All implementation entities formally adopt the new brand All
- Update all web sites with new brand All
- Design, fabricate and install phase 1 of wayfinding signage system with particular attention paid to gateways and corridors (esp. Wal-Mart) City
- Foster community pride with on-going “I Fan the Flame” promotions City, PRA
- Conduct regular and on-going marketing roundtable among all implementation entities to coordinate all marketing efforts and cross-promote each others events, success stories, etc. and to create a coordinated community calendar of events All

Medium (1-3 Years)

Community-Wide Strategy

Railroad Park and Bruce Field

- Install phase 1 of the “Pickens Doodle Greenway” trail system City
- Install the Railroad Park as the trailhead for the greenway (pg. 36) City
- Ongoing event programming for Bruce Field, adding connecting pathways, and additional tree plantings PRA, City

Town Creek Park Area

- Redesign of N. Ann St. to include bike lanes to connect Town Creek Park to downtown City
- Reconfigure Reece Mill Road parking (pg. 37) City
- Redevelopment of N. Ann/178 private property owner development site to maximize connectivity between Town Creek Park & downtown (40) Private Owner/City

South Gateway Area

- Work with Hampton Ave. property owner to coordinate long-term enhancements as described on (pg. 42) City
- Continue infill site development on Hwy 8 for hotel and restaurant (pg. 45) City, AP

Village Renaissance

- Reinforce connections between downtown and the hospital via (46) City, Hospital
 - Infill development RFP and incentives package
 - Pathway installation
 - Park gateway feature installation
 - Streetscape installation phase 1

Downtown Strategy

Downtown Core

- Seed a rear façade enhancement grant program City, PRA
- Develop illustrative design guidelines for downtown (HPC) City/HS/PRA
- Solicit Development RFP for Bradley Boggs House as Inn on the Green City, AP
- After Main/Pendleton realignment solicit Development RFP for infill building at southeast corner (use as determined by market assessment) City, AP
- Study strategic intersections as noted on page 29 City

Economic Development Strategy

- Implement signage directing from Wal-Mart to downtown City
- Solicit Development RFP for Professional Office Building to vacate spaces downtown for retail use City, AP
- Begin aggressive (incentivized) retail recruitment in the categories

- Identified in section 1.4.1 of the charrette report City, PRA, AP
- Obtain CLG status with historic district and historic preservation commission City, PRA, HS
- Continue tracking zip codes annually PRA
- Publish economic impact of downtown statistics PRA

Branding & Wayfinding Strategy

- Initiate new marketing and branding based promotional events PRA
- Develop a professional cooperative marketing campaign for downtown merchants PRA
- Design, fabricate and install Phase 2 Wayfinding Sign System City
- Pickens promotional ads placement in strategic publications City, PRA
- Design, market and sell creative Pickens branded merchandise PRA
- Targeted marketing to nearby State Parks City, PRA

Long (3-5 Years and Beyond)

Community-Wide Strategy

Railroad Park and Bruce Field

- On-going event programming, trail connectivity, tree plantings and Infill building opportunities City, PRA

Town Creek Park Area

- On-going installation of hiker/biker trails connecting Town Creek to downtown City
- On-going streetscape enhancements City

South Gateway Area

- Strategic gateway installation City
- Complete wayfinding system from Wal-Mart to downtown City
- Corridor design guidelines similar to 178 City

Village Renaissance

- Reinforce connections between downtown and the hospital via (46) City, Hospital
 - Residential enhancement strategy (e.g. Jackson, MS “Pheonix Project” with St. Dominic’s Hospital)
 - RFP for new residential infill
 - Streetscape installation, phase 2

Downtown Strategy

Downtown Core

- Implement a Façade Master Plan program if necessary City/PRA
- On-going tree limbing, streetscape enhancements City

Economic Development Strategy

- Update Market Analysis Zip Code Survey data City, PRA

Branding & Wayfinding Strategy

- On-going targeted marketing to nearby State Parks City, PRA
- Update brand and merchandising materials as necessary All
- Design, fabricate and install Phase 3 Wayfinding Sign System City