

# Historic Hayesville Market Analysis



*Prepared for:*



Historic Hayesville Merchants Association

*With Assistance From:*



HANDMADE  
*in* AMERICA



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**Disclaimer:** Information contained in this report is gathered from various sources. Every effort is made to ensure that the information contained herein is accurate; however, no warranty is made about the accuracy of this report by the NC Department of Commerce, Division of Community Assistance, or its sources.



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## **Project Background**

The Clay County Communities Revitalization Association (CCRA) and the Historic Hayesville Merchants Association (HHMA) are actively working to improve the Historic Hayesville business district. HandMade in America has long been a partner in Hayesville’s revitalization efforts. This Market Analysis is a product of that partnership. HandMade requested that the Division of Community Assistance (DCA) produce this Market Analysis for Historic Hayesville.

A number of components are incorporated into this analysis. A Retail Marketplace Summary and a Business Summary were purchased from an online retail market data provider known as ESRI Business Analyst<sup>1</sup>. In addition, two types of surveys were conducted. The first was a Consumer Survey distributed in the October 2009 Blue Ridge Mountain Electric Membership Corporation power bills. This survey, also available online, was combined with the Clay County Comprehensive Plan Community Opinion Survey. Four hundred and ninety eight Consumer Surveys were completed by residents of Clay County. The second survey—the Retail Merchant Survey—targeted retail and restaurant business owners in the area defined as Historic Hayesville. Twenty-six businesses received a Retail Merchant survey and sixteen were returned (62% response rate).

This report follows the model used by the North Carolina Main Street Center’s Small Town Main Street (STMS) program; which is, in turn, modeled after the National Trust for Historic Preservation’s Main Street Program. This model of market analysis considers six economic restructuring or economic development factors specific to historic downtowns. The six factors, which set the structure for this report, are as follows:

## **Six Factors of Economic Restructuring**

### **Factor One: Market Conditions and Business Climate**

Assessing this factor helps determine the status of the retail, residential and office markets and their potential in downtown. Information gathered related to retail sales, occupancies and rents is used to develop recruitment materials for attracting new businesses to downtown.

### **Factor Two: Retail Mix**

A market assessment and merchants' survey can provide information related to the number and types of businesses currently in the downtown area. From this information, the potential for success of additional or different retail businesses can be determined. Additionally, surveys should be conducted to determine the physical location of retail businesses by type, in order to determine the best locations to site additional businesses.

### **Factor Three: Real Estate Availability and Condition**

This factor addresses the ability to recruit development and business. When there are no available buildings or buildings are overpriced or in poor condition, then it will be difficult to carry out the revitalization effort.

### **Factor Four: Physical Environment and Amenities**

The physical environment in which a business must function is critical to its success. Even the best businesses will not be successful if the surrounding environment is run down, with few amenities and difficult access.

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<sup>1</sup> ESRI Business Analyst Online: <http://www.esri.com/software/businessanalyst/index.html>

## Factor Five: Availability of Capital/Financing

It is critical that adequate investment capital and attractive financing be available for downtown projects. In addition to public financing tools, local financial institutions must be actively involved and supportive of downtown development and business.

### Report Geographic Areas

**Historic Hayesville**—The boundary of Historic Hayesville as defined by CCCRA and HHMA. From the Courthouse Square, the boundary travels north to The Market, east to the stores on the east side of the square, south to Four Points (the traffic circle) and west to Rachel's Florist. (Map 1)

**0.2-mile Radius:** A 0.2-mile radius used in the ESRI Business Analyst reports with the center-point in the middle of the intersection of Church Street and Main Street. (Map 2)

**One-mile Radius:** A one-mile radius used in the ESRI Business Analyst reports with the center-point in the middle of the intersection of Church Street and Main Street. (Map 2)

**Five-mile Radius:** A five-mile radius used in the ESRI Business Analyst reports with the center-point in the middle of the intersection of Church Street and Main Street. (Map 2)

## Factor Six: Business and Development Assistance

Business and investment decisions must be made based on complete and factual information. One of the most important services that can be offered to potential investors is the provision of professional business and development assistance.

## Factor One: Market Conditions and Business Climate

In order to understand Historic Hayesville's retail market, current and potential retail owners must be aware of many factors. These include, but are not limited to:

- Local and regional demographic information
- Consumer preferences
- Tourism dynamics
- Retail leakage and surplus
- Existing retail mix
- Competing retailers and commercial markets
- Downtown office and residential uses

The retail observations provided in this report are intended to shed some light these factors. ESRI Business Analyst is used to provide supporting data for this section. The ESRI data provides detailed information about the demographic makeup of the targeted populations (those within the one-mile and five-mile radius of downtown), their lifestyles and buying behavior, and information about existing business in these market areas.

The characteristics and trends of a marketplace are constantly shifting. It is important to recognize that the data provided by ESRI and DCA staff observations and recommendations based on this data, are subject to

change. CCCRA and HHMA are encouraged to continually monitor and review data, observations, recommendations, and their data sources to update understanding of the local market. A plan to review these observations and recommendations is particularly pertinent now, as the newest US Census data is currently being collected. 2010 Census results will most likely reveal new trends that may affect Historic Hayesville.

## Consumer Snapshot

Viewed collectively, the following sections portray a snapshot of Historic Hayesville’s customers. Provided is data and information related to general demographics, household information, market segmentation, Consumer Survey results, and a tourism profile.

### General Demographics

The 2009 ESRI Marketplace Summary and Business Summary provide general demographic information that is summarized in Table 1.

**Table 1—General Demographic Information**

General Demographic Information			
	Number of Businesses	Number of Employees	Population (2009)
0.2-mile Radius	56	354	67
One-mile Radius	121	732	1,101
Five-mile Radius	425	2,090	7,024

*Source: ESRI Business Analyst Online, Business Summary*

### Household Income

The 2009 ESRI Marketplace Summary and Census Summary, the Bureau of Labor Statistics, and the US Census Bureau were referenced to create an income snapshot of potential customers. Take note that those living a greater distance from the central core have higher incomes.

**Table 2—Household Income**

Household Income			
	Median Household Income (\$)	2009 Per Capita Income (\$)	2009 Median Disposable Income (\$)
0.2-mile Radius	23,551	18,737	26,236
	29,341*		
One-mile Radius	25,960	19,330	27,366
	32,343*		
Five-mile Radius	29,787	22,500	30,663
	37,110*		
North Carolina	39,184	26,823	Data Not Available
	48,817*		
National	41,994	\$33,070	Data Not Available
	52,319*		

*Source: ESRI Business Analyst Online, Census Summary Profile and Marketplace Summary; Bureau of Labor Statistics (Inflation Calculator); US Census Bureau*

*Per capita income simply means how much income each and every individual in the included population (Census Tract) receives.*

*\* Dollar amounts adjusted for inflation. \$23,551 in 2000 has the same buying power as \$29,341 in 2009.*

## Market Segmentation

Market data companies such as ESRI or Claritas (not used in this report) have developed market segmentation profiles to help retailers better understand the demographics, habits, income, hobbies and other behaviors of the groups of people in their market area. Tapestry<sup>2</sup>, ESRI's market segmentation tool, segments people in a given area by zip code or neighborhoods. There are sixty-five different segments based on various socioeconomic and demographic factors defined in ESRI's Tapestry tool. Each Tapestry segment is named to match the generalization of the segment. Some may find these names to be goofy or borderline offensive, however, the information in the segments contain elements of truth that can be helpful to retailers. Retailers can use the generalizations to match their goods and services to the type of customers in their market area. Below is a description of the three most prevalent Tapestry Segments found in the Hayesville zip code (28904).

- **Segment 31--Rural Resort Dwellers:** Favoring milder climates and pastoral settings, Rural Resort Dwellers residents live in rural, nonfarm areas. These small, growing communities mainly consist of single-family and mobile homes, with a significant inventory of seasonal housing. This somewhat older market has a median age of 47.1 years. Most households consist of married couples with no children living at home or singles who live alone. A higher-than-average proportion of residents are self employed and work from home. The median household income is \$47,908. Modest living and simple consumer tastes describe this market. The rural setting calls for more riding lawn mowers and satellite dishes. Lawn maintenance and gardening is a priority, and households own a plethora of tools and equipment. Many households own or lease a truck. Residents enjoy boating, hunting, fishing, snorkeling, canoeing, and listening to country music.
- **Segment 50--Heartland Communities:** Heartland Communities neighborhoods are preferred by approximately six million people. These neighborhoods can be found primarily in small towns in the Midwest and South. More than 75 percent of the households are single-family dwellings with a median home value of \$82,080. Most homes are older, built before 1960. The median age is 42.0 years; nearly one-third of the householders are aged 65 years or older. The distinctly country lifestyle of these residents is reflected in their interest in hunting, fishing, woodworking, playing bingo, and listening to country music. In addition to working on home improvement projects, they are avid gardeners and read gardening magazines. They participate in civic activities and take an interest in local politics. Residents order items from catalogs, QVC, and Avon sales representatives.
- **Segment 15--Silver and Gold:** Silver and Gold residents are the second oldest of the Community Tapestry segments and the wealthiest seniors, with a median age of 59.7 years; most are retired from professional occupations. Their affluence has allowed them to move to sunnier climates. More than 60

*The Consumer Survey was distributed with the Clay County Comprehensive Plan's Community Opinion Survey.*

*A wide variety of supplemental demographic information is available in the Clay County Comprehensive Plan Community Input Summary (March 2010).*

*This Summary report is posted on the Clay County Comprehensive Plan Website.*  
<http://claycountycomp.files.wordpress.com/2010/03/final-ci-summary-03-04-10-reduced-size.pdf>

<sup>2</sup> For more information on the *Tapestry Segmentation*, please see the associated website at [http://www.esri.com/data/esri\\_data/tapestry.html](http://www.esri.com/data/esri_data/tapestry.html)

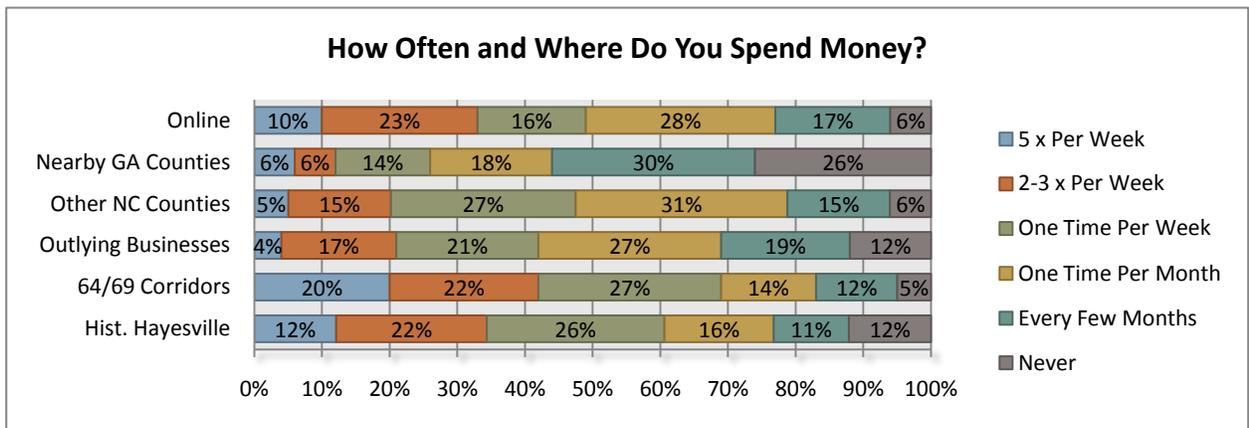
percent of the households are in the South (mainly in Florida); 25 percent reside in the West, primarily in California and Arizona. Neighborhoods are exclusive, with a median home value of \$369,808 and a high proportion of seasonal housing. Residents enjoy traveling, woodworking, playing cards, bird-watching, target shooting, saltwater fishing, and power boating. Golf is more a way of life than a mere leisure pursuit; they play golf, attend tournaments, watch golf on TV, and listen to golf programs on the radio. They are avid readers but also find the time to watch their favorite TV shows and a multitude of news programs.

### Selected Consumer Survey Responses

In addition to reporting and interpreting the information provided by the ESRI, DCA collected a wide variety of consumer data through the Consumer Survey. This data is used to further the community’s understanding of current and potential downtown shoppers. We had an excellent response to this effort, collecting just under 500 surveys<sup>3</sup>. Consumer Survey data appears throughout this report, as certain survey questions relate to a variety of downtown observations, but this section serves as the initial data review.

**Chart One:** Clay County residents spend money in a variety of places. The good news for Historic Hayesville is that 34% of responders are frequently shopping in the downtown area. While this is lower than the percent that frequently shop in the 64/69 corridors, it is greater than other locations detailed in the chart. However, the chart shows that spending is dispersed—there is not a concentration of dollars in any one area. Downtown retailers need to work hard to bring in a greater concentration of dollars to Historic Hayesville.

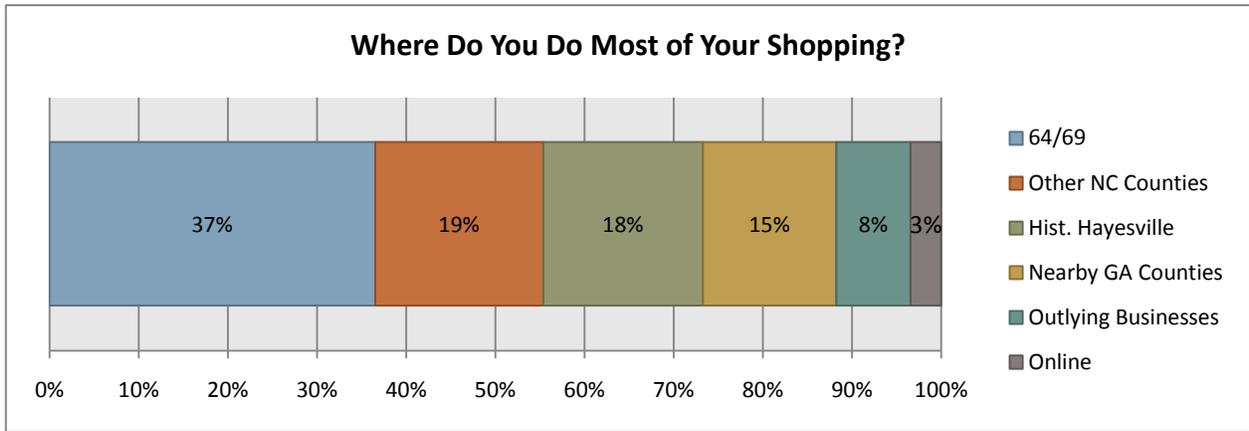
*Chart 1—Where Do You Spend Money?*



<sup>3</sup> The Consumer Survey was conducted in conjunction with the Clay County Comprehensive Plan Community Opinion Survey. Therefore, everyone in the County was provided with the opportunity to provide feedback on the Historic Hayesville area.

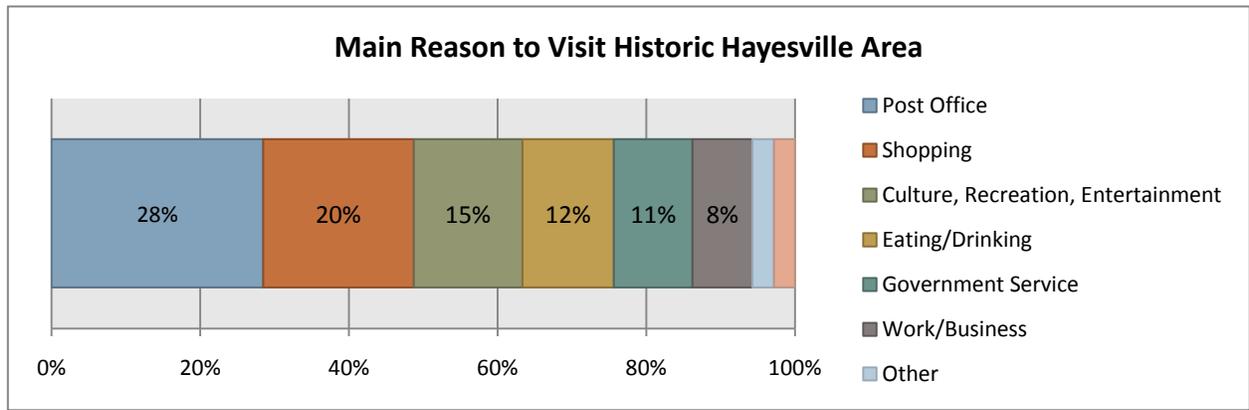
**Chart Two:** Responders do **most** of their shopping in the 64/69 corridors or in other NC counties. Only 18% do most of their shopping in Historic Hayesville.

**Chart 2—Where Do You Do Most of Your Shopping?**



**Chart Three:** Visits to the post office account for the main reason responders visit the downtown area, the implication of which is addressed later in this report. Forty-seven (47%) percent of responders mainly visit the area to shop, enjoy cultural, recreation, or entertainment events, and to eat or drink—this is good news, as these are the activities that successful downtowns should offer their consumers.

**Chart 3—Main Reason to Visit Historic Hayesville**



**Items Purchased and Where:** Consumers listed the locations where they spend money and what products they buy when shopping outside of Clay County. This question generated too many responses to detail in this report, therefore, a summary of responses is provided here. Detailed data is available from DCA upon request.

The items on which respondents are most likely to spend money, in order, include:

- Restaurants and eating establishments
- Clothing
- Groceries
- Movies

The most frequently named shopping destinations, in order, include:

- Nearby communities in Georgia (the cities in Towns County, Blairsville, Gainesville, and Atlanta)
- Murphy/Cherokee County

Other areas frequently mentioned, although not nearly as often as the previous locations, include:

- Asheville
- Franklin/Macon County
- Online

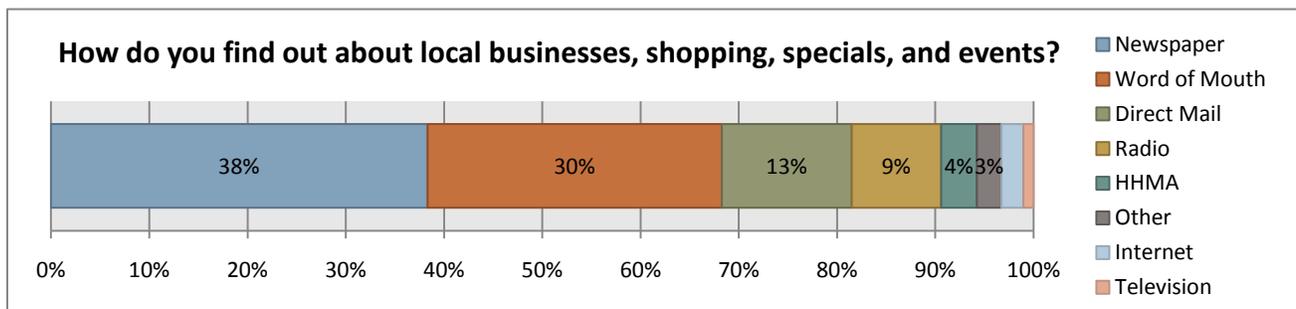
**Desired Services:** Consumers listed the goods and services they would use if they were located in the downtown area. Like the previous question, customers created a widely varying list of responses. The summarized data is reported here while the detailed data is available upon request.

The overall most frequently listed categories were retail establishments, eating establishments, and food/grocery stores. The most frequently named subcategories, in order, include:

- Retail: Clothing (women’s, children’s, men’s, and general), discount merchandise retailers (similar to Fred’s or Dollar General), and big box retailers (Wal-Mart, Target, and K-Mart)
- Eating Establishments: General full-service restaurants, bakery/coffee shops, and fine dining restaurants
- Food/Grocery Stores: A full service grocery store to compete with Ingles, health food/natural goods store, and a beer or wine and liquor store

**Chart Four:** Almost three out of four consumers responding to the survey report that they depend on the area’s newspapers and word of mouth to learn about local businesses, shopping events, specials, and community events.

*Chart 4—How Do You Find Out About Downtown Happenings?*



## Tourism

Understanding the local population is vital and HHMA, CCCRA, and other stakeholders are encouraged to continually review these demographic trends. It is also important to understand the nature and overall impact of area visitors. The following data came from *2008 North Carolina Regional Travel Summary*<sup>4</sup>, published by the North Carolina Department of Commerce; Division of Tourism, Film and Sports Development; Tourism Division (NC Tourism Division) .

Hayesville is in the Mountain Region, as designated by NC Tourism Division, which consists of the twenty-three western-most counties of North Carolina. In 2008, this region captured 18% of the total visitors to North Carolina. Below are some statistics and general information about those travelers.

- 87% of domestic visitors came to the region for pleasure
- 10% came for business
- 3% came for personal or “other” reasons
- Fall had the highest volume of visitors (34%), followed by Summer (29.7%), Spring (23.4%), and Winter (12.9%)
- Overnight visitors spent an average of 3.7 nights in the region
- 31.3% stayed in a private home
- 61.4% stayed in a hotel/motel
- Average travel party size was 2.8 people
- 26% of parties included children
- 83.3% of travelers drove to the region
- 5.8% flew to the region
- The 2008 average spending by overnight visitor parties was \$591
- The 2008 average spending by day-trippers was \$394
- The top five states of visitor origin were North Carolina (31%), Georgia (13.5%), Florida (10.2%), and South Carolina (9.3%)
- The top five activities participated in by visitors were rural sightseeing (34.5%), visits to state and national parks (26.6%), shopping (26.6%), visit relatives (20.6%), and fine dining (16.6%)
- 61% of the visitors had a household income over \$50,000; 13.8% had a household income of \$125,000 or higher.
- The top advertising markets for the NC mountain region are: Charlotte (12.3%); Atlanta (9.9%); Greenville-Spartanburg-Asheville (8.8%); Raleigh-Durham-Fayetteville (6.3%); Greensboro-High Point-Winston Salem (5.6%); Tampa-St. Petersburg, FL (4.0%); Knoxville, TN (3.2%); Washington, DC-Hagerstown, MD (2.9%); Columbia, SC (2.6%); Orlando-Daytona Beach-Melbourne, FL (2.5%)

Though important in many ways, it is essential not to over emphasize the impact of visitors in relation to the potential impact of your local populace, a fact borne out by the leakage numbers that will be reviewed in the next sections of this report.

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<sup>4</sup> 2008 North Carolina Regional Travel Summary: <http://www.nccommerce.com/NR/rdonlyres/62941F72-A743-4BA2-8343-74E65039C3EE/0/2008NorthCarolinaRegionalTravelSummary.pdf>

## Retail Leakage and Surplus Analysis

The purpose of a retail leakage and surplus analysis is to quantitatively examine the community's retail opportunities. This type of analysis is sometimes called a gap analysis or a supply and demand analysis. This type of analysis can help a community:

- Determine how well the retail needs of local residents are being met
- Uncover unmet demand and possible opportunities
- Make clear the strengths and weaknesses of the local retail sector
- Measure the difference between actual and potential retail sales

### Understanding Retail Leakage

Retail leakage means that residents are spending more for products than local businesses capture. Retail sales leakage suggests that there is unmet demand in the trade area and that the community can support additional store space for that type of business. However, retail leakage does not necessarily translate into opportunity. For example, there could be a strong competitor in a neighboring community that dominates the market for that type of product or store.

### Understanding Retail Surplus

A retail surplus means that the community's trade area is capturing the local market plus attracting non-local shoppers. A retail surplus does not necessarily mean that the community cannot support additional business. Many communities have developed strong clusters of stores that have broad geographic appeal. Examples of these types of retailers include: sporting goods stores, home furnishing stores, restaurants, and other specialty operations that become destination retailers and draw customers from outside the trade area.

Source: Columbus, Indiana  
Redevelopment Commission, Retail Site  
Assessment, April 2009  
(<http://columbus.in.gov/redevelopment/redevelopment-index.php>)

## Factor Two: Retail Mix

In addition to understanding the population that shops in Historic Hayesville, it is important to also look closely at the retail mix. Just as you must have shoppers to have retail, you must have a healthy and varied mix of retail establishments to have shoppers.

### Retail Leakage and Surplus

Based on the ESRI Marketplace Summary, retail businesses within the 0.2-mile radius (Downtown Hayesville) had a retail surplus that is four times greater than demand; meaning the trade area captures the demand of the local market and it attracts non-local shoppers. When we look outward to the one-mile and five-mile radii, the demand is greater than the supply, meaning there is a retail leakage where residents are spending more for products than local businesses can capture—they are traveling out of the defined area to purchase these products. About 30% of predicted retail demand is being lost to markets outside of the one-mile radius and 17% of predicted retail demand is being lost to markets outside of the five-mile radius. If the reader got lost somewhere in the paragraph above, Table 3 may be of help.

Table 3—Snapshot of Leakage and Demand

Snapshot of Leakage and Demand			
	0.2-mile Radius	One-mile Radius	Five-mile Radius
Demand	\$474,824	\$6,469,238	\$49,460,319
Supply	\$2,229,930	\$4,588,366	\$40,942,102
Leakage/(Surplus)	(\$1,755,106)	\$1,880,872	\$8,518,217
Notes	Surplus is four times greater than demand.	Demand is greater than supply.	Demand is greater than supply.
% of sales lost (leakage) to markets beyond the defined radius	N/A	29% (leakage divided by demand)	17% (leakage divided by demand)

The leakage from the one-mile and five-mile radii indicates that costumers in the local market have a demand for a retail product for which they are willing to travel out of the local market to buy. It is here that new and existing retailers can look for business opportunities to capture a portion of the leakage.

The following observations review the factors that may assist downtown entrepreneurs in their efforts to draw some of this retail demand to the downtown market. This report will next:

- Address the existing downtown retail mix,
- Introduce the sales-to-rent ratio concept,
- Discusses existing retail leakage and how this information may be used to increase market share or enhance current business models,
- Review the components of a successful business mix, and
- Discuss business recruitment, retention, and expansion.

### Existing Retail Mix

The 2009 ESRI Marketplace Summary indicates that within downtown Hayesville (the 0.2-mile radius), there are seven businesses in the Retail Trade<sup>5</sup> category in addition to two Food Service businesses, for a total of nine retail businesses. Historic Hayesville is broader than the 0.2-mile radius, and narrower than the one-mile radius. Within the Historic Hayesville boundary, there are eight Food Services businesses and twenty-two Retail Trade establishments. The difference in the number of businesses can be explained by geography (outside of the 0.2-mile radius), timing (newer businesses may not yet be accounted for in the ESRI report), and how businesses are classified (some businesses are within larger businesses and may, therefore, be unaccounted for).

Following is a list of the retail businesses found in Historic Hayesville<sup>6</sup>.

**Table 4—Eating Establishments**

Historic Hayesville Eating Establishments	
Full Service, or Limited Seating Eating Establishments	Snack and Non-Alcoholic Beverage Bars
Angelo’s Pizza	Best Lil’ Ice Cream Parlor
Burger Boy	Café Touché
Copper Door*	Chinquapins (in Tiger’s Store)
Lobster & Crab	Crumpets (in Phillips and Lloyd Books)
Mary Ann’s Family Restaurant	
<b>Total = 4</b>	<b>Total = 4</b>
<i>*Reported to be reopening, not counted in the total.</i>	
<i>Source: DCA</i>	

<sup>5</sup> Most of the terms, such as Retail Trade and Eating Establishments, used in this document are classified using NAICS, the North American Industrial Classification System. NAICS (pronounced NAKES) groups and classifies process-based or product-based economic units.

<sup>6</sup> This list was developed using data from the downtown street scan conducted by DCA, conversations with CCCRA and HHMA, Clay County GIS data, and internet research. Every attempt was made to include all businesses; however, omissions are possible and are unintentional.

**Table 5—Retail Establishments**

<b>Historic Hayesville Retail Establishments</b>	
All Tucked In	Phillips and Lloyd Books & Crumpets
Best Lil' Antiques and NASCAR	Rachel's Florist
Baubles, Bangles and Beads	Shrimps Seafood Market
A Good Yarn	Southern Impressions
Coops Bargain Barn	Square One Interiors by Design
Corner Butcher	Steppin' Out Shoes
Friends of the Library Book Store	The Bargain Store
Katie Bugs Toys	The Garden Shoppe
La Papillion (Needlework)	Tiger's Store
Molly & Me Antiques	True Love Mountain Jewelry
Moore's Flowers and More	Vintage Butterfly
<b>Total = 22</b>	
<i>Source: DCA</i>	

Historic Hayesville has the beginnings of a good mix of retail trade establishments. Despite the tough economy, several new stores have opened their doors to increase the variety and mix available to shoppers. The combination of Baubles, Bangles, and Beads, A Good Yarn, and La Papillion make up the beginnings of a niche that may appeal to the growing market of those who enjoy creating fine arts and crafts.

This downtown business mix is also enhanced by the small number of eating establishments in the area. With the recent passage of the alcohol referendums, Historic Hayesville is now positioned to facilitate growth in the restaurant market, both through the expansion of existing restaurants and the introduction of new ventures.

**Sales-to-Rent Ratio**

To diversify and grow the downtown businesses mix, retailers need to understand the concept of the sales-to-rent ratio and how it affects individual businesses and downtown as a whole. This ratio represents the percentage of a retailer's sales needed to cover covering their building's rental (or occupancy) costs. This ratio can vary across business type, but for the health of the business, the ratio should vary within a reasonable range, usually between 2% and 8.5% (though not always).

Sixty-two percent (62%) of Historic Hayesville merchants completed the Retail Merchant Survey. Based on data provided by the merchants, the average retail sales per square foot is around \$63 and, controlling for outliers, the average rent is around \$1.80 per square foot. Using the sales-to-rent ratio (average rent per square foot divided by average sales per square foot), the average sales-to-rent ratio in Hayesville is 3%. This ratio falls within the reasonable range mentioned earlier.

A high sales-to-rent ratio (above 10%) puts too much strain on a tenant's bottom line. When rent in a marketplace is too high, it can throw off the balance of the sales-to-rent ratio and potentially put good businesses out of business. Likewise, when the second component of the ratio, average sales per square foot, is too low, it can also affect the ratio; again leading to weaker or failing businesses. In other Small Town Main

Street communities, retailers have found it reasonable to earn at or above \$100 per square foot (Small Town Main Street staff usually suggest at least \$100 to \$110).

It is worth noting that about half of the businesses in Hayesville are owner occupied. Additionally, some of the businesses are in relatively small or shared spaces. These two factors make Hayesville's marketplace somewhat different from other small towns in which DCA and the Small Town Main Street program have worked.

Business owners are encouraged to review their own ratios, keeping in mind what the market demands in terms of rent and what the market is capable of supporting in terms of sales. A business owner should evaluate: 1) How their individual business ratio looks; 2) What can the owner do to increase business sales, and 3) Will your building owner lower your occupancy costs?

### **Retail Leakage**

The retail and food businesses within a five-mile radius of downtown Hayesville currently capture 83% of the market demand created by the 7,024 living within this radius. In addition to Historic Hayesville, a number of competing retail marketplaces within the five-mile radius, many of which are of the strip center variety, capture a substantial portion of existing retail sales. Such competing marketplaces include the Highway 69 corridor heading south out of Hayesville and the east/west Highway 64 corridor. Despite the presence of competing marketplaces, there is still about 13.5 million dollars (about a quarter of predicted retail demand) to be captured by new and existing downtown business owners.

The total retail supply provided by the downtown Hayesville marketplace is currently 2.2 million dollars. This is about 5% of the total demand within the larger five-mile radius of downtown Hayesville. Almost half of the Consumer Survey respondents indicated that they do most of their shopping outside of the five-mile radius. If downtown Hayesville were to target capturing an additional 20%<sup>7</sup> of the current retail leakage within the five-mile radius, it would be in a position to double its market share, adding an additional 2.6 million dollars in sales. This translates to an ability to fill over 26,000 additional square feet (at \$100 per square foot) with retail and food establishments.

The preceding information documents that the Historic Hayesville retail market has the capacity to expand if it works to capture a percentage of the retail leakage. The challenge, however, is *how* the downtown business community does this. The following table addresses part of that challenge. To reiterate, the total retail leakage within the five-mile radius of downtown Hayesville is nearly 13.5 million dollars, with nearly 8.7 million dollars in general Retail Trade leakage and an additional 4.7 million dollars in Food and Drink leakage. These are dollars that belong downtown. The following table details specific leakage areas and amounts, in addition to the amount of dollars downtown could reasonably capture. Current and future retailers should look to this chart to identify the retail markets that, if targeted, could justify new business expansion or new business creation.

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<sup>7</sup> A 20% capture goal is the reasonable standard used in the Small Town Main Street market analysis model. Retailers are free to use any number.

Table 6—Retail Leakage Analysis

Retail Leakage Analysis Five-mile Radius from Church Street and Main Street, Hayesville, NC April 2010					
DOWNTOWN POTENTIAL					
NAICS CODE	Business Type	Leakage	Est. Capture @ 20%	Sales/SF @ \$100	SF Support
443/4431	Electronics/Appliances	\$1,403,141	\$280,628	\$100	2,806
4442	Lawn & Garden	\$222,084	\$44,417	\$100	444
4453	Beer, Wine, and Liquor Stores	\$29,715	\$5,943	\$100	59
446/4461	Health & Personal Care	\$583,399	\$116,680	\$100	1,167
447/4471	Gasoline Stations	\$4,023,102	\$804,620	\$100	8,046
4481	Clothing Stores	\$1,031,288	\$206,258	\$100	2,063
4483	Jewelry/Luggage/Leather	\$166,911	\$33,382	\$100	334
4511	Sporting Goods/Hobby/Musical Instrum.	\$222,262	\$44,452	\$100	445
4512	Books/Periodicals/Music	\$11,335	\$2,267	\$100	23
4521	Department Stores	\$245,409	\$49,082	\$100	491
4532	Office Supplies/Stationery/Gifts	\$280,379	\$56,076	\$100	561
4533	Used Merchandise	\$52,948	\$10,590	\$100	106
454	Non-store Retailers	\$379,555	\$75,911	\$100	759
7221	Full Service Restaurants	\$3,334,770	\$666,954	\$100	6,670
7222	Limited-Service Eating Places	\$929,171	\$185,834	\$100	1,858
7223	Special Food Services	\$98,699	\$19,740	\$100	197
7224	Drinking Places/Alcohol	\$341,573	\$68,315	\$100	683
<b>TOTAL</b>		<b>\$13,355,741</b>	<b>\$2,671,148</b>		<b>26,711</b>
<i>Sources: DCA; ESRI Business Analyst Marketplace Summary; US Census of Retail Trade; US Consumer Expenditure Survey</i>					

## Factor Three: Real Estate Availability and Condition

### Downtown Retail Space Availability

Ideally, data pertaining to the square footage of available retail space is collected during the market analysis process. This type of data is typically obtained from tax records and/or a county’s Geographic Information System (GIS) combined with field work. Unfortunately, Clay County’s electronic tax record system is not linked with the County’s GIS, nor does the tax system, at this time, easily export information for analysis purposes. Furthermore, the GIS records available to DCA do not include the square footage of buildings. In lieu of reliable square footage data, DCA staff conducted a detailed inventory of the buildings and uses in the Historic Hayesville area. Supporting information was gathered through the Retail Merchant Surveys and conversations

with local retailers and residents. While the data used in this Downtown Retail Space Availability analysis is not ideal, it is adequate to draw some conclusions.

Within the Historic Hayesville boundary, one will find a mixture of land uses (See Map 3). There are approximately fourteen acres of open space and sixteen acres of residential land in the Historic Hayesville boundary. The remaining land, fifty-one acres, is used for retail trade, services, arts/entertainment/recreation, and civic, religious or government purposes. The following chart and bullet points detail the types and numbers of businesses in Historic Hayesville. Pertinent information gleaned from the Retail Merchant Surveys is also shared.

**Table 7—Businesses Mix in Historic Hayesville**

<b>Businesses Mix in Historic Hayesville</b>			
<b>Number</b>	<b>Type of Establishment</b>	<b>Number</b>	<b>Type of Establishment</b>
<b>22</b>	Retail trade businesses	<b>2</b>	Printing related businesses (one of these is also counted in the retail to account for its retail operations)
<b>8</b>	Full-service or limited services eating establishments	<b>2</b>	Churches
<b>8</b>	Professional offices (lawyers, accountants, engineering, etc.)	<b>2</b>	Utility facilities
<b>6</b>	State or local government offices or facilities (not counting the historic Courthouse)	<b>1</b>	Bed and breakfast
<b>3</b>	Construction related businesses	<b>1</b>	Playhouse/theater
<b>3</b>	Private health/fitness/medical related businesses	<b>1</b>	Shipping related business
<b>3</b>	Non-profit, civic, or fraternal organizations	<b>1</b>	Library
<b>3</b>	Hair salons/barbers	<b>1</b>	Meat processing business
<b>3</b>	Real estate, rental, or leasing businesses	<b>1</b>	Auto body business
<b>2</b>	Museums	<b>1</b>	Funeral home
<b>2</b>	Newspaper offices	<b>1</b>	Post office

- There are at least seven vacant buildings that are well suited for retail and/or restaurant use. There may be more vacancies than those reported here, particularly smaller, less visible office or retail spaces that may be easily missed during a street scan.
  1. 942 and 944 Church Street (The former Fred’s and the former Supreme Foods Market)
  2. 818 Highway 64 Business (Across from the new Cherokee Winter House)
  3. 12 Herbert Street (On the corner of Main and Herbert)
  4. 122 Church Street (Appears to be an old gas station)
  5. 590 Tusquittee Street (The Market)
  6. 950 Highway Business 64 (The Copper Door. Although this business is closed, it has been reported that the owner plans to reopen the restaurant.)

## **Downtown Development is Economic Development**

Communities involved in downtown revitalization often find resistance from residents who say things such as, “Why are we so concerned about downtown?, What about the rest of the community?, Why aren’t you creating jobs?” This tension was expressed by some during the Clay County Comprehensive Plan community input process.

Downtown revitalization meets many of the goals associated with traditional economic development. Businesses in downtown:

- Create new and maintain existing jobs
- Circulate and retain local dollars in the local economy
- Increase property values through building improvements and business expansion
- Catalyze spillover benefits to businesses outside of the downtown core
- Enhance the area’s tourism development efforts
- Improve overall quality of life when retail goals are paired with cultural, community gathering, and recreation activities

Viewed collectively, the total number of people employed in Historic Hayesville is greater than the number employed by either of Clay County’s two largest employers—the Clay County School System and Clay County Government, both of which employ 245 people or less (according to the NC Employment Security Commission)

Those leading Hayesville’s revitalization efforts will be well served by actively spreading the message that **downtown revitalization is economic development.**

- The total square footage occupied by retail space as reported in the Retail Merchant Surveys is 24,896 square feet.
- Results from the Retail Merchant Surveys indicate that two businesses plan to close and one has plans to relocate outside of the Historic Hayesville boundary. As these businesses close or relocate, someone from the downtown community should conduct and exit interview to learn about the challenges these businesses faced.
- Some space in the downtown area is underused. Space is underused when it is used for storage when it is better suited for retail, or when a retail business has limited hours of operation.

It is recommended that CCCRA and HHMA conduct a detailed building inventory to accurately calculate the actual square footage of downtown buildings in order to determine the total supply available for retail growth. Remember that the Retail Leakage Analysis indicates that Hayesville can support 26,000 square feet of new or expanded retail space. The community needs to know if adequate retail square footage exists or whether the community should explore in-fill opportunities to meet future demand. After documenting available space and in-fill needs, the business community can next implement a retail recruitment strategy that targets specific retailers for existing buildings. DCA and STMS program provide guidance during the building inventory process.

The Retail Leakage Analysis delineates the categories with the most leakage. This chart is a valuable tool for both the long-standing retailer as well as the newly arriving. For those who own an existing business, review this information to determine if there is any opportunity to expand business activities to capturing an additional share of the market share. For those who are considering a new business venture, review this information to establish whether the business plan meets a current need.

## Successful Business Mix

A successful business mix:

- Is market driven
- Provides products and services that meet local needs
- Is financially feasible
- Has sufficient investment and financing
- Has a business plan based on local market data
- Is appropriately located
- Is in or near a comparable cluster of businesses (Offer same or similar products, Example: furniture stores; jewelry stores; antique stores)
- Matches the differing needs of customer segments to a variety of products
- Uses goods and services in conjunction with each other (Example: Women's clothing/accessories; Convenience Items-groceries/drugs; Furniture/appliances)
- Contains a critical mass of businesses
- Has a sufficient number of businesses and business types to provide a destination for shopping

## Business Recruitment, Retention, and Expansion

The basic elements of successful recruitment, retention and expansion include:

- A business council (to recruitment, assist and listen to businesses)
- A plan to keep existing quality businesses in the community
- A program where existing businesses help recruit new businesses
- Discussion sessions (visits) with owners of existing businesses to identify problems and/or weaknesses that may need to be addressed by the business community
- Identified business opportunities that may be met by existing business expansion
- Identified new businesses opportunities that are complementary and may also attract customers for existing businesses

## Office and Residential Observations

Downtown retailers are essential to a successful and vibrant downtown, but two other occupants of downtown real estate contribute significantly as well. Those occupying office and residential space create the mixed-use environment that provides the market synergy needed to revitalize downtown. For those wishing to improve the downtown area, it is important to recognize the value of these groups.

## Office Environment

Within the core of the downtown district, as defined by the 0.2-mile radius in the ESRI Marketplace Summary, there are currently 20 office uses (this is data as interpreted by STMS staff). These include businesses in the NAICS categories of: Information; Finance and Insurance; Real Estate, Rental and Leasing; Professional, Scientific and Technology Services; Health Care and Social Assistance, and Public Administration. Businesses in these categories employ 148 individuals.

Additional NAICS categories may also have office uses, but are less defined as such. They include Construction and Other Services (excluding Public Administration). These businesses, 14 in all, contribute an additional 40 employees. When combined with the more traditional offices, the total number of offices in the downtown area (0.2-mile radius) is 34, employing a total of 188 individuals. This is more than half of the 354 total employees found in the downtown area.

If we return to the more traditional NAICS office uses, as listed in the initial paragraph of this section, we see the number of employees more than doubles at the one-mile radius to include a total of 325 individuals in 42 different businesses. Finally, at the five-mile radius there are a total of 712 individuals employed at 137 different businesses. Though more distant, these groups continue to represent a targetable market for downtown, particularly for lunchtime activities, events immediately following the workday, and other similar promotions. Table 8 summarizes the numbers discussed above.

*Table 8—Hayesville Office Employment*

<b>Office Employment in the Hayesville Area</b>			
	<b>0.2-mile Radius</b>	<b>One-mile Radius</b>	<b>Five-mile Radius</b>
Traditional Office Employment	148	325	712
Additional Office Employment	40	84	341
Total Office Employment	188	409	1053
Total Employment	354	732	2090
Office Employment as a Percent of Total Employment	53%	56%	50%
<i>Source: ESRI Business Analyst NAICS Business Summary</i>			

As a whole, those who work in and around downtown can become an extremely loyal customer base. Downtown workers will take advantage of the convenient eating and shopping places that are in close proximity to their workplace—that is if they are not taken for granted and properly courted. The Retail Merchant Surveys did not rate office/downtown employees very high as a customer priority, indicating a missed opportunity. Using a scale of 1-4, no merchant ranked downtown employees/office workers as the most important type of customer to their business; only one ranked this group as the second most important group. Most business owners ranked this group as the least important.

Downtown stakeholder should think about the location of offices in downtown. While offices and the associated office workers are an important element of a vital downtown, and the following should, in no way, be taken to indicate that we think otherwise, there are places within the downtown that are suited for offices and there are those that are better suited for retail. Understanding this balance requires thinking about downtown in a holistic manner; while the goal is to fill downtown’s storefronts with retail, accomplishing this should not be to the detriment of offices employers.

**Residential Environment**

Downtown residents, like the office workers discussed above, can be a loyal customer base, but they, too, need courting if they are to increase their downtown shopping activity.

In many older downtowns, the in-town neighborhoods connect to the downtown core through a system of sidewalks and/or clear paths that draw residents to the downtown core. Hayesville’s residential development pattern is atypical. While there are neighborhoods that stem from the downtown core, they are poorly connected and lack sidewalks or pathways that invite nearby neighbors to walk downtown to shop, eat, or attend events.

Improving these connections is a first step toward courting nearby residents. As the Town of Hayesville, Clay County, and downtown stakeholders move forward with infrastructure, sidewalk, and comprehensive planning,

## **National Trust for Historic Preservation and the Importance of Downtowns**

The National Trust for Historic Preservation conceived of the Main Street Program in the late 1970s, with North Carolina representing one of the three states chosen to institute a pilot program in 1980. The program was created in response to a variety of economic factors that were damaging the historic fabric of communities across the nation. Faced with an increasingly mobile population and entirely new retail environments, traditional downtown shopping districts were struggling to find their identity in the midst of all this change.

The National Trust recognized that the historic social, cultural, and architectural legacy found within downtowns was not only worth preserving but had elements that were both appealing to their community's citizens, and impossible to replicate. These unique landscapes only needed champions to uncover, in many cases, their beauty and consumer friendly attributes. Downtown's singular role in a community's sense of place and its irreplaceable nature provide the foundation for Main Street programs across the nation.

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all involved are encouraged to make connecting neighborhoods to downtown a priority. Map 4 highlights the neighborhoods that should easily connect to downtown (the Clay County Schools Campus is considered a neighborhood on this map).

### **Capturing Other Populations**

There are two other populations that, if creatively invited, could potentially build downtown's loyal customer base.

The close proximity of the Clay County Schools campus and the Clay County recreation complex provide an additional market from which retailers can draw customers. After school specials and business hours, events that cater to parents whose kids are at ball practice, and even catering to young shoppers are all possibilities to draw the hundreds of people who use these facilities. CCCRA's work to build an urban trail system that connects the school campus to the recreation park and other points is a good start to building this base.

According to the Consumer Survey, the top reason people visit the Historic Hayesville is to access the post office. Capturing even a small percentage of the large number of people visiting the post office on a daily basis can increase downtown's customer base. Retailers could work with leaders from the Town of Hayesville to do something as simple as placing a kiosk near the post office entrance to advertise downtown sales and events. Another potential strategy, which would also alleviate some traffic, is to make sure that the post office is well connected to current and planned walking paths.

On a side note, it is well known that the traffic flow and parking around the current post office is crowded and dangerous. According to Hayesville Mayor Harrell Moore, the Town of Hayesville is seeking avenues to improve the existing space. From a standpoint of downtown revitalization, it is recommended that downtown stakeholders lobby to keep the post office downtown if moving out becomes an option. Removing the post office from downtown subtracts a large number of people who may not otherwise visit Historic Hayesville.

### **Building Value and Condition**

Determining the condition and value of buildings for a downtown can be difficult. Business owners should only use the following information, collated using the best data available when this report was written, for general analysis. That said, this data provides some insight into downtown's real estate market.

Current parcel records available to DCA do not list building condition. In absence of a uniform data source, the best that can be offered in regards to building condition is the information gleaned from the downtown street scan. In general, most buildings in the downtown core (those surrounding the Courthouse Square) appear to be in good to fair shape, with some appearing to be in need of substantial up fitting.

The tax value of downtown property is a useful piece of information, particularly when compared to a prior period. The total tax value (land and structures) of property in the Historic Hayesville boundary is \$16,156,584; with an average structure value of \$83,332. Non-profits, local and state government, and religious institutions own a little less than half of the real estate in Historic Hayesville. In accordance with state law, property owners in these groups are not required to pay property taxes. Unfortunately, the current tax records have data limitations (although this is soon to be remedied). Clay County is at the end of its property revaluation process from which new aggregated tax values will be available shortly. The writer of this report is also the coordinating and writing the Clay County Comprehensive Plan. As new data is received for the Comprehensive Plan, she will provide updated data to HHMA and CCCRA.

As discussed in the Downtown Retail Space Availability section above, it is recommended that downtown stakeholders conduct a thorough downtown building inventory. In addition to available square footage determination, a building inventory presents the perfect opportunity to examine new tax data and to document a record of downtown building sales transactions. While the collection process of this data can be time consuming, it is information that will help the business community in its efforts to expand existing and recruit new businesses. A database of up-to-date and accessible building information paired with quality market data can help the business community match building to appropriate business opportunities. Information like this is also a powerful advocacy tool when demonstrating downtown's economic impact.

### **Historic Downtown Real Estate**

The centerpiece of historic real estate in Hayesville is the Historic Clay County Courthouse—one of the two properties in Clay County listed on the National Register of Historic Places. Plans for the future use of the Courthouse, renovation costs, and potential operating structures are thoroughly documented in two reports published in the past year—*The Clay County Historic Courthouse: The Re-Use Plan* (Smithson Mills, Inc.: May 2009), and *The Clay County Historic Courthouse: The Preservation Plan* (Harris Architects, PLLC: March 2009). Due to the thoroughness of these reports, this market analysis does not address Courthouse plans, other than to say that the future use of the Courthouse as a center for community gathering and activities is vital to the success of Historic Hayesville. Downtown stakeholders are strongly encouraged to advocate for and support renovation efforts.

While the area under discussion in this report is known as Historic Hayesville, the area (Courthouse excluded) is not officially designated as a historic district by one of the two programs available to communities in North Carolina. The two programs leading to historic designation are coordinated through the North Carolina State Preservation Office (SHPO). The first option communities have available to them is designation as a Local Historic District—districts that are designated and administered by local government. The second option is designation as a National Historic District included on the National Register of Historic Places, a program of the National Park Service. Appendix One, a resource developed by the SHPO, outlines differences between, the process to obtain, and regulation of the two programs.

Local Historic Districts and districts on the National Register can benefit small communities. Some of the benefits are community oriented, while others are financial. The following table highlights a small number of these benefits.

**Table 9—Historic District Benefits**

Sample of Historic District Benefits	
Community Benefits	Financial Benefits
<ul style="list-style-type: none"> <li>• Cultural and heritage preservation</li> </ul>	<ul style="list-style-type: none"> <li>• Increased tourism revenue (Draw cultural and heritage tourists)</li> </ul>
<ul style="list-style-type: none"> <li>• Education opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Increased property values, higher resale</li> </ul>
<ul style="list-style-type: none"> <li>• Defined sense of place, community center</li> </ul>	<ul style="list-style-type: none"> <li>• Business recruitment potential</li> </ul>
<ul style="list-style-type: none"> <li>• Cohesive design standards</li> </ul>	<ul style="list-style-type: none"> <li>• Tax credits and other financial tools</li> </ul>
<ul style="list-style-type: none"> <li>• Help environment (building reuse over new construction)</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition, which can be used to market the area</li> </ul>
<i>Source: DCA, National Trust for Historic Preservation</i>	

### Historic Tax Credits

From a downtown revitalization standpoint, the greatest benefit of historic designation is the ability to receive Federal and State Tax Credits to property owners in National Historic Districts. Following is an example of how Historic Tax Credits may reduce the amount of up-front equity and/or lead to a greater return on investment one may need or receive when renovating a historic property.

**Table 10—Tax Credit Pro Forma**

Sample Tax Credit Project Pro Forma	
Activity	Amount
Acquisition	\$ 135.00 per sq.ft.
Renovation	\$ 75.00 per sq.ft.
Total Investment	\$ 210.00 per sq.ft.
Gross Income (Rent)	\$ 9.50 per sq.ft.
Operating Costs (Less)	\$ 2.85 per sq.ft.
Net Income	\$ 6.65 per sq.ft.
Investment Return	3.2%
Historic Tax Credits	\$ 3.00 (10 years)
Adjusted Net Income	\$ 9.65 per sq.ft.
Adjusted Investment Return	4.6% (10 years)

This pro forma uses data collected from projects that occurred in STMS communities. If Hayesville were to have a National Register Historic District, the Adjusted Investment Return shown above is an immediate opportunity for building owners and those interested in purchasing a building. Of course, without the cost of acquisition, existing building owners have the ability to see an even more lucrative return on investment.

Variables in this pro forma, specifically the cost of acquisition, cost of renovation, and rental rates, are all subject to change and will have an impact on the bottom line. For instance, the renovation costs quoted are associated with preparing a space for traditional retail or office. Should the property owner wish to up-fit for a restaurant, this cost can climb to \$125-\$150 per square foot.

Now that the benefits of historic designation have been discussed, the next logical step is to determine if a historic district right for Hayesville, and if so, which of the two present the best? Unfortunately, the answers to these questions are beyond the scope of this report. It is recommended that downtown stakeholders work with a historic preservation consultant to conduct an initial research project that evaluates the merits of historic district designation. A good consultant will point out the strengths and weaknesses of the community's historic assets and will advise the community if it is wise to begin the lengthy Local Historic District and/or National Register of Historic Places designation process. A good consultant will also help project leaders educate stakeholders and community members on the benefits and requirements of these programs. A list of historic preservation contacts is available through SHPO. STMS staff may also be of assistance.

**Commercial Development**

The Clay County Building Department began keeping records of commercial building permits in June 2007. Records specifically for the Historic Hayesville area are not available. While the number of new construction commercial building permits in Clay County was not terribly high in 2007, commercial activity has markedly decreased when the 2007 is compared to 2009 data. This trend that is indicative of the tough economic environment.

*Table 11—Commercial Development Activity*

<b>Commercial Building Permit Activity</b>						
	<b>2007</b>		<b>2009</b>		<b>2010</b>	
	New	Renovations or Additions	New	Renovations or Additions	New	Renovations or Additions
January			2	0	0	0
February			0	1	0	1
March			0	0	1	2
April			0	0		
May			0	4		
June	1	4	0	1		
July	0	1	0	5		
August	2	2	0	1		
September	1	2	1	2		
October	3	1	0	1		
November	2	0	0	1		
December	3	0	0	1		
<b>Total</b>	<b>12</b>	<b>10</b>	<b>3</b>	<b>17</b>	<b>1</b>	<b>3</b>

*Source: Clay County Building Department*

While commercial development can often be controversial, it is useful to consider how it plays a role in growing downtown into a sustainable community marketplace. Allowing or forcing commercial development to occur

exclusively on the edge of town, a trend already in place in Hayesville, will have the impact of further reducing the total percentage of the local marketplace, in terms of space and, following that, in terms of market share.

### **Development Challenges**

A development challenge worthy of discussion is the current availability of water and sewer services to businesses in Historic Hayesville. The Clay County Water and Sewer District provides service to most properties in Historic Hayesville. This service is an asset that is unique to the businesses in Historic Hayesville, as water and sewer service does not extend outward to many of the competing businesses along the Highway 69 and Highway 64 corridors. The availability of water and sewer service is an asset for business development-- particularly in the restaurant development arena<sup>8</sup>.

The Clay County Water and Sewer district currently has limited expansion capacity; however, the District has plans to alleviate the current restrictions and capacity limitations. The District recently solidified plans to extend water lines that will serve the entire Highway 69 corridor, from Hayesville to the Georgia line. Plans are in the works to extend sewer services along this same corridor. While the extension of service is great for Clay County and its economic development efforts, it may not be so great for Historic Hayesville. Businesses that may have opened downtown may choose to open on Highway 69, or, worse, it may persuade current downtown businesses to move to the highway where businesses are more visible and the traffic counts are higher.

With this pressure on the horizon, now is the time for downtown stakeholders to make plans to address this challenge. Merchants should be talking to each other about their business plans, sharing advertising ideas, and working to make sure promotions and events bring people downtown. Business owners should also be in conversation with each other to address their future plans. For example, if a business owner is thinking about moving to the Highway 69 corridor, merchants could work together to determine what can be done to keep that business in town. Also plan to implement an exit interview process when a business closes or moves to learn what worked and what didn't and use that information to build a stronger downtown.

### **Factor Four: Physical Environment and Amenities**

Up to now, the consumer market has only been discussed the as it relates to running a business, shopping, and downtown living. The importance of understanding Historic Hayesville's business mix has also been noted. It is now time to take a closer look at the physical environment which, depending on its condition, can help or hinder the viability of the consumer market.

### **Streets, Sidewalks, and Public Spaces**

Streets, sidewalks, and public spaces play a key role in downtown Hayesville's success. Historic downtowns are unique in that they were built to a human scale, and although the development world is beginning to once again recognize the importance of this scale, the past forty-plus years have favored the automobile. The result has been widened roads, the elimination of barriers to traffic flow, and, in general, increased land mass

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<sup>8</sup> At a Clay County Comprehensive Plan meeting, Chad Plemmons, Clay County's Environmental Health Supervisor, told the Comprehensive Plan committee that, "Restaurants and septic systems don't mix." Septic systems that serve restaurants have a high failure rate due to grease and intense use. Mr. Plemmons also noted that many businesses along the Highway 69 corridor cannot expand due to septic limitations and some businesses wanting to locate along this corridor were unable to obtain septic permit to match the business' needs.

dedicated to vehicle use. In many cases, this has been to the detriment of pedestrians, as their previously connected landscape has been fragmented by the needs of motorists. Fortunately, because of the way downtown Hayesville has developed, many of the fragmented connections simply need to be reconnected.

As a general observation, pedestrian crossings in Historic Hayesville are either poorly marked or completely unmarked, creating an uncomfortable and potentially dangerous situation. Downtown got a good start at planning for a more pedestrian friendly environment when, in the spring of 2008, students and faculty from the NC State School of Design conducted a short design charrette.<sup>9</sup> Building from the information in the charrette and recent observations, Maps 4 and 5 detail some of the connections that would make downtown more pedestrian friendly while also connecting the downtown core to the cultural and recreation offerings that surround Historic Hayesville. Map 5 also details existing and planned walkways that link pedestrians to the core downtown area.

### **Parking and Traffic Circulation**

Downtown stakeholders are strongly encouraged to consider that the downtown marketplace should be a landscape where pedestrians' needs and the needs of other forms of transportation are balanced. Finding this balance is a challenge, as a large number of vehicles travel through Hayesville on an average day. The North Carolina Department of Transportation recorded average daily traffic counts in Hayesville ranging from 2,100 vehicles per day at Highway 64 Business and Sullivan, 4,100 vehicles per day at Tusquittee and Ritter, and 6,000 vehicles per day at Main and Davis Streets. In contrast, the highest vehicle per day count recorded in Clay County occurred at the intersection of Highways 64 and 69 where 9,200 vehicles per day were recorded.

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<sup>9</sup> The Final Charrette Presentation is available on the Clay County Comprehensive plan website: <http://claycountycomp.files.wordpress.com/2009/02/hayesvillefinal5-291.pdf>

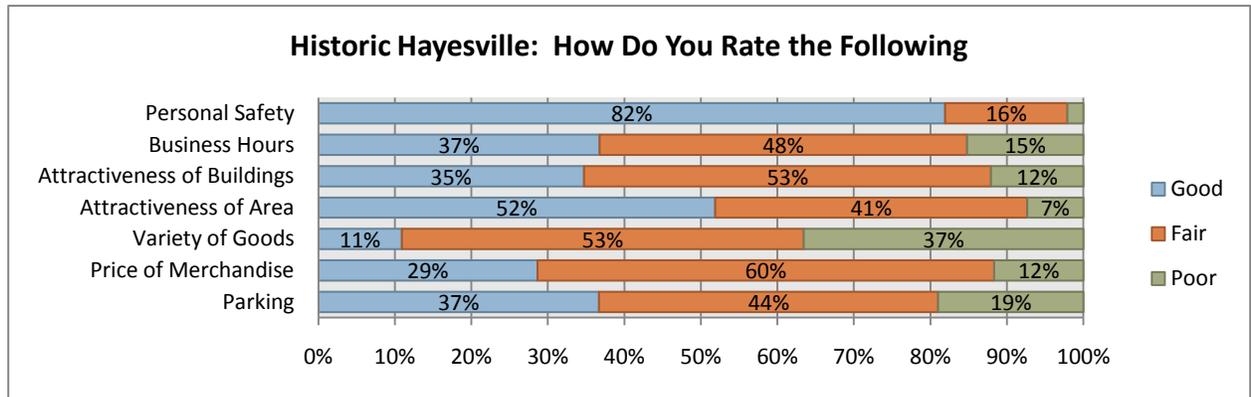


### Notes on General Aesthetics

The final observations shared regarding downtown’s physical environment bring us back to data gathered through the Consumer Survey.

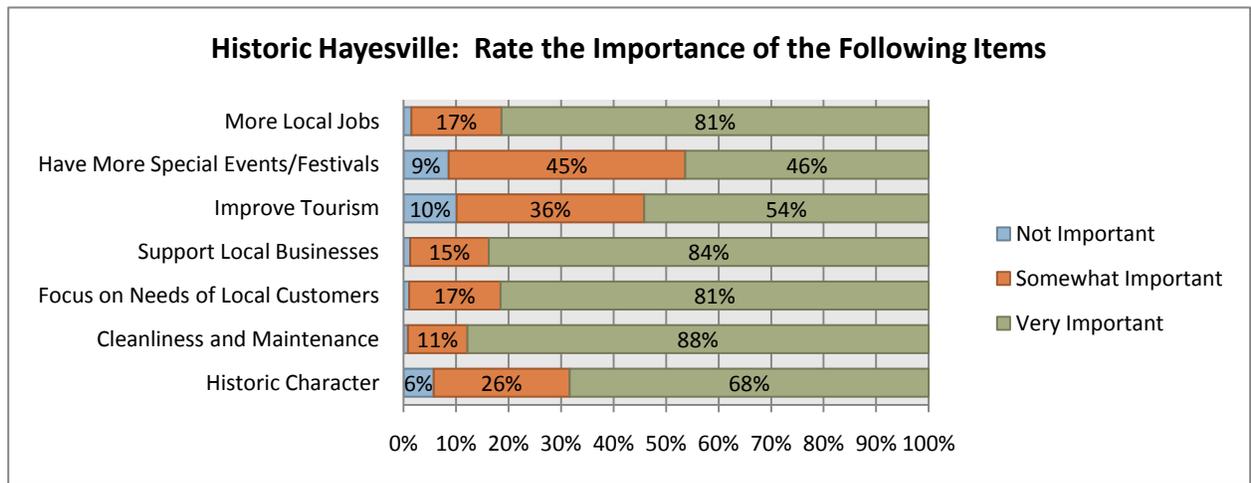
**Charts Five:** When asked to rate (excellent, good or poor) aspects of downtown in relationship to their experience when visiting Historic Hayesville, survey respondents rated most items as good or fair. Only one item, Variety of Goods, had a higher than average poor rating.

**Chart 5—Rating of Downtown Factors**



**Chart Six:** Survey respondent’s ranked, on a scale of not important to very important, a handful of general downtown related items. Of the items evaluated, a large majority of respondents ranked the items as very important. Only one item, *Have more Festivals/Events*, failed to achieve a very important ranking above 50%; however, festival and events should by no means be interpreted being unimportant, as 46% of respondents rated *Have more Festivals/Events* as very important.

**Chart 6—Rating of General Items**



## Factor Five: Availability of Capital and Financing

Since 2007, the hits taken by the commercial and real estate markets have been nothing short of historic. The related impacts have been dramatic all over the country and Clay County is no exception, particularly in the residential market. Exactly how some of these larger trends impact a community like Hayesville is difficult to pinpoint, but it is valuable to recognize the historic nature of today's financial markets.

The lack of readily available and easily accessible capital and financing tools in Clay County is a point of vulnerability for the downtown business market. The following bullet points suggest some of tools and ideas that downtown stakeholders can explore in order to increase the dollars available for business growth and development.

### Maximize the Use Of Public Capital:

- Public capital is best suited for community development projects that enhance Historic Hayesville rather than individual businesses (although there is a place for this). Work with local governments and other non-profits to aggressively pursue these products. Use these dollars to leverage public capital.
- Assist local governments and non-profits with grant research and encourage them to annually set aside funds for grant matching dollars.
- Help local governments and non-profits identify resources that bring public capital business development products to the private market (i.e. public sources for revolving loan funds or individual development accounts<sup>10</sup>).

### Maximize the Use Of Private Capital:

- Build strong relationships with area bankers in order to engage them in the revitalization process. Ask a banker to sit on the HHMA and CCCRA Board of Directors if this is not currently the case.
- Work with area banks to increase the amount of capital available to small businesses, encourage the banks to create a local small business loan pool.
- Keep tabs on area banks Community Reinvestment Act (CRA)<sup>11</sup> activities, encourage banks to meet their CRA goals by supporting downtown projects.
- During the building inventory process, assess the level of debt on downtown commercial properties. Identify building owners with little to no debt on their properties. Encourage them to work with tenants to develop a reasonable rent structure or, if they are interested in selling, to provide owner financing over a term of years.
- Work with the small business assistance providers (see the Business Resource Guide discussed in the next section) to host workshops and training sessions that instruct business owners on private capital products, and how and when to effectively use debt to grow a business.
- Aggressively explore National Historic District designation in order to access the Historic Tax Credits.

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<sup>10</sup> <http://www.cfed.org/programs/idas/>

<sup>11</sup> [http://www.policylink.org/site/c.lkIXLbMNjRE/b.5136939/k.8577/Community\\_Reinvestment\\_Act.htm](http://www.policylink.org/site/c.lkIXLbMNjRE/b.5136939/k.8577/Community_Reinvestment_Act.htm)

- Remain in touch with emerging funding trends and opportunities, such as the current green economy.

## Factor Six: Business and Development Assistance

Clay County has recently begun to increase efforts to create a thriving economic development program. These efforts will be fully explored in the Clay County Comprehensive Plan that is currently being developed. HHMA and CCCRA are encouraged to review this plan up completion. In the meantime, below are a few resources that may enhance Historic Hayesville’s revitalization program.

- Work with all downtown stakeholders to adopt a “no-wrong door” approach to downtown business development. A no-wrong door approach means that whoever a future business owner first approaches--another local business owner, a town or county official, a banker or someone at the Chamber--s/he will be given or immediately directed to information about business development in Hayesville. Consider the use of business ambassadors, an up-to-date website, and/or printed materials that list available buildings and sites, market data, and other helpful information.
- Business owners must evaluate their business plans, marketing efforts, know their sales-per-square foot and, if renting, the sales-to-rent ratio. Knowing this information enables one to evaluate the financial situation and possibly when to seek outside assistance. This assistance may be in the form of business counseling, evaluating a marketing plan, or taking a class that could help put a business on track or steer a business in a direction that has a positive impact.
- Last year, Clay County received a Community Development Block Grant from the Division of Community Assistance, a product of which is the *Business Resource Guide*. The Guide provides an overview of the steps needed to start a business in Clay County and provides contact information and links to area business development resources providers. A second product from the grant is an action plan titled, *Creating an Entrepreneurial Environment for Businesses in Clay County*. The action plan and the Guide are available on the Clay County Comprehensive Plan website:  
<http://claycountycomp.wordpress.com/plan-related-documents/>
- To meet some of its Community Reinvestment Act goals, BB&T underwrites an Economic Development Finance Professional training series taught by the National Development Council. This series of four week-long courses teaches the average person the ins-and-outs of economic development financing--with an emphasis on financing small business projects. Because BB&T underwrites these courses for community members in their service area, which includes Clay County, they are extremely affordable. It is recommended that at one to two people from Clay County take these courses. Keep an eye on BB&T’s website for updated course schedules:  
<http://www.bbtraining.com/Training/ClassInfo/details.cfm?courseFID=4>
- Economic Development Training is also available through the UNC School of Government in Chapel Hill. While they offer a variety of training sessions, a good place to start is the week-long Basic Economic

Development Course. This course provides a good introduction to economic development fundamentals, although it tends to be geared to those practicing traditional economic development.

This is a link to the 2009 Course Description:

<http://www.sog.unc.edu/programs/cednc/bedc/index.htm>

## Recommended Actions

The grouping of these recommendations follows the Main Street four-point model of Design, Economic Restructuring, Organization, and Promotions.

### Economic Restructuring

#### 1. *Goal: Downtown Stakeholders Understand the Downtown Market*

##### 1.1. Using a Historic Hayesville Real Estate Task Force:

- 1.1.1. Conduct and maintain a detailed downtown building inventory
- 1.1.2. Identify co-op space for small retailers, consider allowing vendor stands around the Courthouse Square (look to other towns for design standards), and other small scale vending opportunities
- 1.1.3. Identify Town of Hayesville zoning and regulation barriers that may impede retail business activity
- 1.1.4. Identify appropriate locations for offices and other non-retail uses
- 1.1.5. Identify in-fill opportunities

##### 1.2. Using a Business Task Force/Small Business Council:

- 1.2.1. Develop goals and targets for business recruitment and retention
- 1.2.2. Develop a business recruitment package
- 1.2.3. Talk with business owners in other nearby towns, encourage them to open a second location in Hayesville
- 1.2.4. Develop a “no wrong door” approach to downtown development
- 1.2.5. Host an annual “State of Downtown” event where progress and projects are highlighted, use as an annual opportunity to update data and trends
- 1.2.6. Annually purchase an ESRI Marketplace Summary and learn how to interpret the data
- 1.2.7. Prioritize the businesses community would like to see downtown, match with leakage reports and building availability
- 1.2.8. Set goals for the area—targeted leakage markets, number of retail promotions or events, new businesses opened
- 1.2.9. Establish a program for wrap-around support for new businesses, and conduct exit interviews with closing businesses
- 1.2.10. Serve as the downtown business resource center—a knowledge source for financing products, where to go, who to talk to, etc.

#### 2. *Goal: Individual Merchants Know Their Business*

##### 2.1. Individual Merchants Engage in Retail Self Assessment

- 2.1.1. Know how to and annually calculate average sales per square foot and sales-to-rent ratio
- 2.1.2. Develop a method to confidentially share these numbers at the annual state of downtown event
- 2.1.3. Evaluate your business hours compared to others, strive for consistent business hours throughout downtown
- 2.1.4. Assess ongoing efforts to build customer loyalty, consider alternative methods
- 2.1.5. Consider outside evaluation of current retail strategies
- 2.1.6. Know where and when to get assistance

**3. Goal: Remain Aware and Plan for Potential Opportunities and Threats**

- 3.1. If the issues of moving the post office from downtown arises, advocate for continued downtown presence
- 3.2. Develop an action plan to minimize threat from the Highway 69 water and sewer expansion along Highway 69
- 3.3. Review the Clay County Comprehensive Plan when adopted
- 3.4. Establish a communication network to keep stakeholders aware of emerging issues and trends

## Promotions

**4. Goal: Historic Hayesville Has a Strong Downtown Brand Identity and Marketing Presence**

**4.1. Develop a Cohesive and Consistent Image on All Promotional Materials**

- 4.1.1. Continue to refine a downtown brand identity (build on the work of HHMA and CCCRA)
- 4.1.2. Review examples from other communities, seek out design assistance
- 4.1.3. Widely publicize the enhanced branding products in local and regional markets

**4.2. Seek Out Collective Marketing Opportunities**

- 4.2.1. Explore collective buying agreements to pursue better pricing from marketing outlets
- 4.2.2. Consider conducting a zip-code survey of summer month customers to discover visitor place of origin, advertise in these areas

**5. Goal: Develop Creative and Collective Retail Promotions**

**5.1. Experiment with a variety of marketing methods, with an emphasis on building local market loyalty**

- 5.1.1. Market using umbrella efforts by themes or product grouping. For example: Theme: *Historic Hayesville, Let Us Plan Your Wedding* (Stores selling wedding related products advertise their offerings); Theme: *Historic Hayesville—Visit Us Before you Visit the Beach* (Store selling recreation equipment, books, linens advertise a beach package); Product Grouping: *Historic Hayesville—Your Source for Fine Crafting* (Baubles, Bangles, and Beads, La Papillion, A Good Yarn collectively advertise)
- 5.1.2. Develop monthly retail promotions and events that build local market loyalty (government employee appreciation days; Walk to town, save 10%; Loyalty cards—buy twelve products, get the thirteenth free)

**6. Goal: Historic Hayesville has an Official Historic District (Tightly Connected to Design)**

- 6.1.1. Establish a Historic District Task Force
- 6.1.2. Use a consultant to evaluate Historic District feasibility
- 6.1.3. Each merchant should be actively involved with the Courthouse renovation

## Design

**7. Goal: Historic Hayesville is Pedestrian Friendly**

**7.1. Using a Pedestrian Experience Task Force**

- 7.1.1. Eliminate pedestrian fragmentation—start with crosswalks and well marked safe walking routes

- 7.1.2. Encourage the Town of Hayesville to apply for a pedestrian planning grant from the NC Department of Transportation
- 7.1.3. Controversial Action: Discuss with the Town of Hayesville the merits of small scale annexation to increase the Powell Bill funds for street and sidewalk improvements

**8. Goal: *Historic Hayesville is Aesthetically Pleasing***

- 8.1.1. Establish a Façade Grant Program (Encourage Town of Hayesville and/or Clay County to provide matching funds)
- 8.1.2. Seek out quality design assistance to implement some of the design recommendations in the NC State Charrette and other design recommendations that have been suggested
- 8.1.3. Establish concrete ties with other Towns and organizations (local and regional) that are interested in downtown design issues

**Organization (Build Capacity to Do the Work)**

**9. Goal: *Historic Hayesville Stakeholders Have the Skills to Make Hayesville Thrive***

**9.1. Identify Training and Assistance Needs**

- 9.1.1. Consider sending stakeholder to the economic develop training sessions highlighted in this report
- 9.1.2. Use the Clay County Business Resource Guide to seek out avenues for merchant training
- 9.1.3. Attend NC Main Street Conference (January 2011, Shelby, NC)
- 9.1.4. Consider submitting an application to the Small Town Main Street Program

**10. Goal: *Historic Hayesville has the Human Resources to Make Hayesville Thrive***

**10.1. Build capacity through human resources**

- 10.1.1. Designate a volunteer point person
- 10.1.2. Use the newspaper and other media outlets to list downtown volunteer needs
- 10.1.3. Conduct an annual volunteer training session and appreciation event

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## Appendices

### Appendix One—Historic Districts

#### A Comparison of the National Register of Historic Places With Local Historic Landmark And District Designations

The National Register of Historic Places and local historic landmark and historic district designations are two very different programs that recognize and protect historic properties. Some historic properties and districts may receive both types of designation in communities where local historic preservation commissions have been established according to North Carolina enabling legislation. However, there is no direct correlation between National Register listing and local designation.

#### The National Register of Historic Places

The National Register of Historic Places is a federal program administered by the National Park Service in partnership with state governments. The National Register was created by the National Historic Preservation Act of 1966 to recognize and protect properties of historic and cultural significance that warrant consideration in federal undertakings such as highway construction and urban renewal projects, and to provide incentives for local and private preservation initiatives.

In each state the program is administered by a State Historic Preservation Officer (SHPO), who is usually an official in a state historical or environmental agency. In North Carolina, the State Historic Preservation Officer is the Director of the [N.C. Office of Archives and History](#). The SHPO is responsible for conducting the statewide survey of historic properties, coordinating nominations of eligible properties to the National Register, and conducting environmental review of federal and state projects that may affect properties listed or eligible for listing in the National Register. Nominations of properties to the National Register are prepared and reviewed at the local and state levels, but the final decision to list a property or district in the National Register is made by the National Park Service.

National Register listing is primarily an honor, meaning that a property has been researched and evaluated according to established procedures and determined to be worthy of preservation for its historical value. The listing of a historic or archaeological property in the National Register does not obligate or restrict a private owner in any way unless the owner seeks a federal benefit such as a grant or tax credit. For a private owner, the chief practical benefit of National Register listing is eligibility for a 20% federal investment tax credit that can be claimed against the cost of a certified rehabilitation of an income-producing historic building. There is also a 20% "piggyback" North Carolina investment tax credit for income-producing historic properties, and a 30% state credit for non-income-producing historic properties. For more information, see [Federal and State Historic Preservation Tax Credits](#).

For more information about the National Register, see the following numbered National Register Fact Sheets:

- 1: [What Is The National Register Of Historic Places?](#)
- 2: [National Register Criteria for Evaluation](#)
- 3: [How Historic Properties Are Listed In the National Register of Historic Places](#)
- 4: [The National Register Of Historic Places in North Carolina: Facts And Figures](#)

## Local Historic Preservation Commissions and Local Historic Landmarks and Districts

*The Preservation Commission.* Local governments may establish a historic preservation commission under North Carolina [G.S. 160A-400.1-400.14](#). A preservation commission may carry out a comprehensive preservation program, including recommending individual properties and areas for designation by local governing boards as landmarks and historic districts. While a preservation commission works with both districts and landmarks, there are also commissions that work solely with districts (called historic district commissions) and those that work solely with individual properties (called historic landmarks commissions or historic properties commissions).

A local government is not obligated to create a preservation commission, regardless of how many National Register properties and/or districts there might be in the community. Preservation commissions are generally established only where there is sufficient local interest in historic preservation and the local planning environment is responsive to this interest. A preservation commission is established by an ordinance passed by the local governing board. The organization, operations, and powers of the preservation commission are prescribed by the state enabling legislation. The commission makes recommendations to the local governing board that certain historic landmarks or districts be designated, and such designations are made by local ordinance.

A community may designate local districts and landmarks that are not listed in the National Register. Since the state enabling legislation requires that a designation report be prepared before a local landmark or local district is designated, some local preservation commissions use a National Register nomination as the basis for the local designation report. (For this reason the two types of designations are sometimes confused.) However, National Register listing does not mean that local designation will necessarily follow.

*Local Landmarks.* Landmark designations apply to individual buildings, structures, sites, areas, or objects which are studied by the commission and judged to have historical, architectural, archaeological, or cultural value. Designation is an honor, meaning the community believes the property deserves recognition and protection. The local government designates landmarks through passage of an ordinance. Owners of landmarks are eligible to apply for an annual 50% property tax deferral as long as the property's important historic features are maintained. Recapture penalties may apply if the owner destroys the property or damages its historic value.

*Local Districts.* Historic district designation is a type of *zoning* that applies to entire neighborhoods or other areas that include many historic properties. The zoning provides controls on the appearance of existing and proposed buildings. Designation is an honor, meaning the community believes the architecture, history, and character of the area are worthy of recognition and protection. Historic district zoning can help to improve property values by stabilizing and enhancing the neighborhood's character, and it benefits property owners by protecting them from inappropriate changes by other owners that might destroy the special qualities of the neighborhood. Unlike landmark designations, local historic district designation has no effect on local property taxes for property owners within the designated district.

*Certificates of Appropriateness.* Owners of local landmarks and of property in local historic districts are required to obtain a certificate of appropriateness from their preservation commission before making significant changes or additions to a property, before beginning new construction, or before demolishing or relocating a property. The commission's review of proposed changes ensures that work on property in districts or on a designated landmark is appropriate to the special character of the district or landmark. A certificate of

appropriateness for demolition cannot be denied unless the property is deemed to be of statewide significance by the State Historic Preservation Officer. In all other cases, the commission may delay demolition or relocation for up to 365 days to explore alternatives to demolition or relocation.

*Federal and State Tax Benefits and Local Designations:* Locally designated landmarks and properties located within local historic districts are generally not eligible for [federal or state historic preservation tax credits](#) unless the landmark or district is *also* listed in the National Register of Historic Places. The only exceptions are those properties in local districts which are not listed in the National Register but which have been certified by the National Park Service as essentially meeting National Register criteria. There are only two such certified local districts in North Carolina: The North Blount Street area in Raleigh and the Goldsboro Historic District.

An owner of a property that is *both* locally designated *and* listed in the National Register who is seeking federal or state investment tax credits for a rehabilitation must acquire a local certificate of appropriateness *and* federal or state tax certification through separate applications. Approval for one does not imply or guarantee approval for the other, though in most cases local design review guidelines and federal rehabilitation standards are in concurrence and are mutually reinforcing.

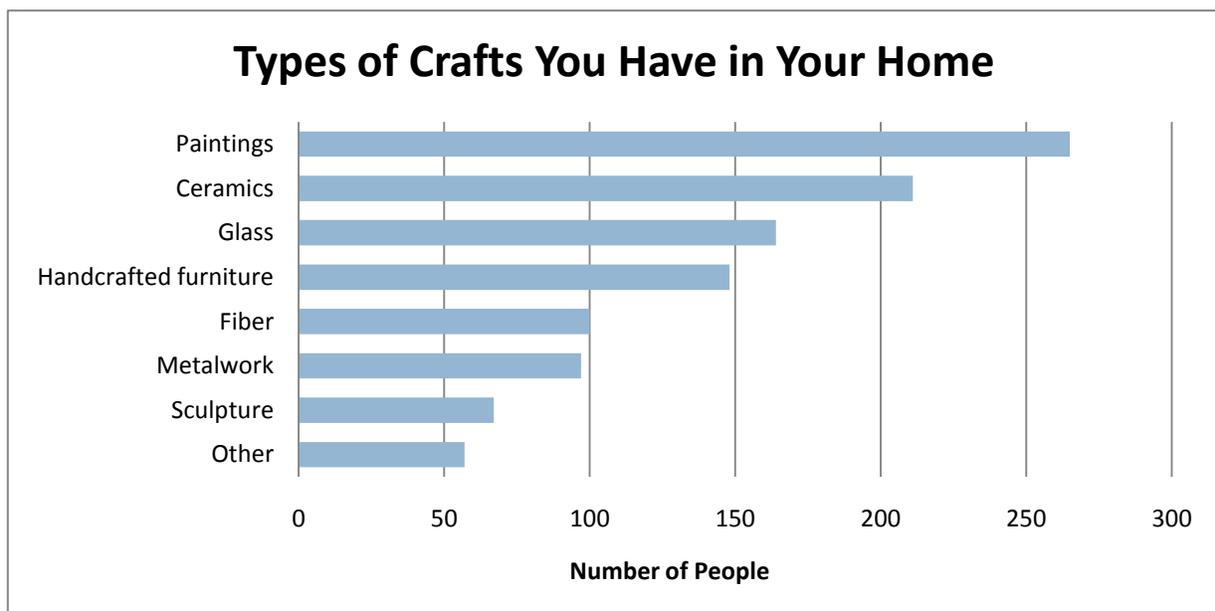
## Appendix Two—Art and Craft Profile

The fine arts and craft industry is an important segment of the Western North Carolina business market. The growing craft economy has impressive economic benefits which are documented in a recent study<sup>12</sup> written for the Center for Craft Creativity and Design, HandMade in America, and other partners. This report, *The Economic Impact of the Craft Industry in Western North Carolina*, has this to say about the craft industry in Western North Carolina:

“Craft is a growth industry for the 25 counties of Western North Carolina and has established this region as one of the leading centers for craft production and education in the United States. Western North Carolina’s Professional Craft Industry:

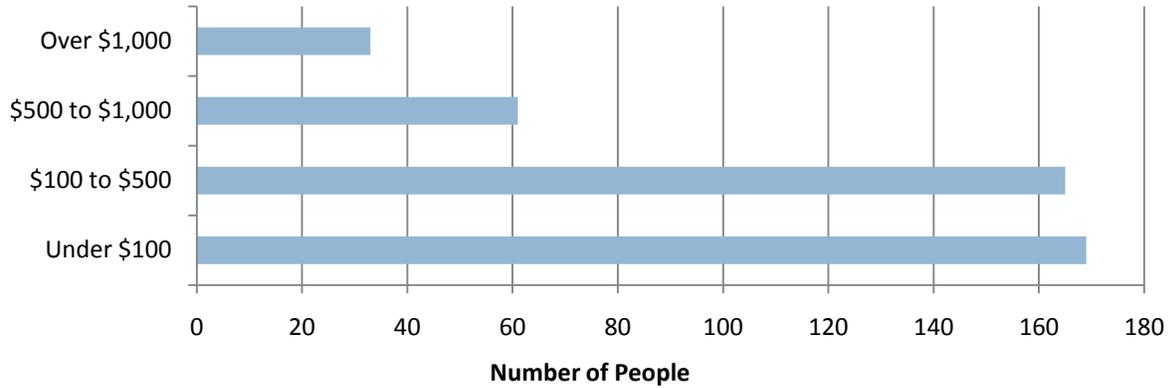
- provides jobs and encourages new business with a total annual economic impact of \$206.5 million in 2007, an increase from \$122 million in 1995
- attracts tourists, one of the region’s main sources of revenue
- represents a clean, sustainable industry that will remain in the region
- educates the public about the history and heritage of this unique and culturally rich area
- enhances learning for local elementary, high school and college- level students.”

Clay County is not an exception to this trend. From the John C. Campbell Folk School to well know galleries such as St. Pierre’s Wood Pottery or Goldhagen Art Glass Studio, to smaller home based art studios, Clay County’s craft market is a tremendous community asset. The information presented in the charts and tables below detail the arts and craft buying behaviors and preferences compiled from Consumer Survey responses. This can enhance Historic Hayesville’s revitalization and business recruitment efforts.

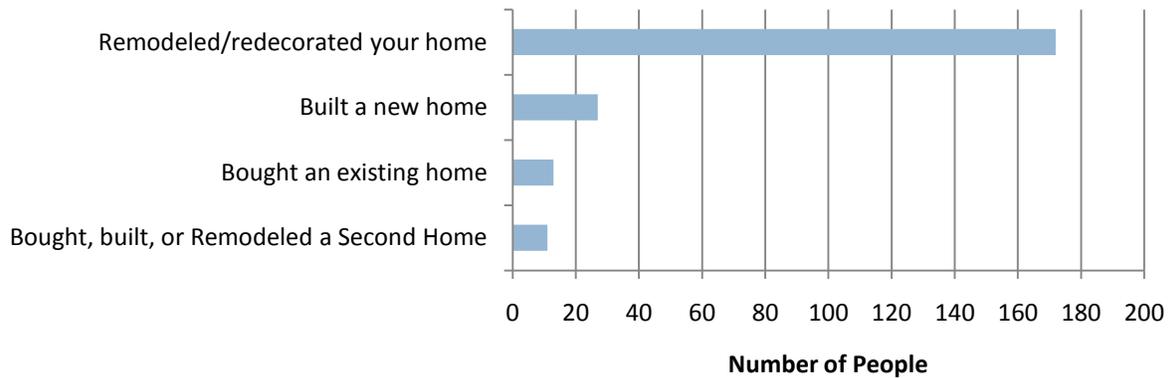


<sup>12</sup> Stoddard, Dr. James E.; Dr. Dinesh S. Davé; Dr. Michael R. Evans;. (2008). *The Economic Impact of the Craft Industry in Western North Carolina*. Prepared for the UNC Center for Craft, Creativity, and Design.: <http://www.craftcreativitydesign.org/pdf/2008EconomicImpact.pdf>

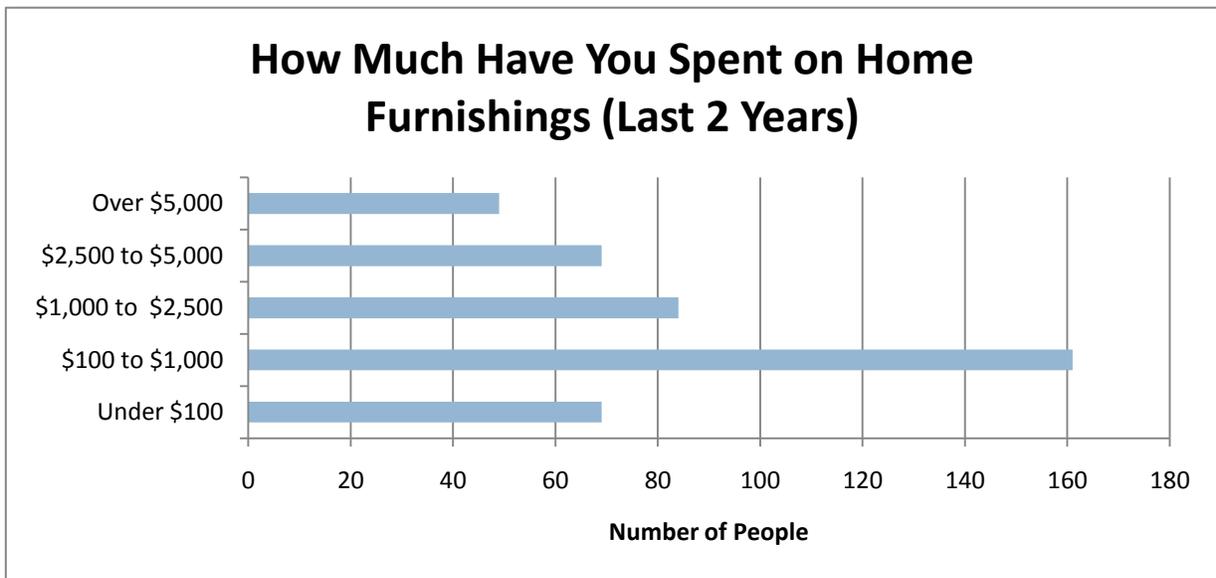
### Amount Spent on Crafts (In the Past 2 Years)



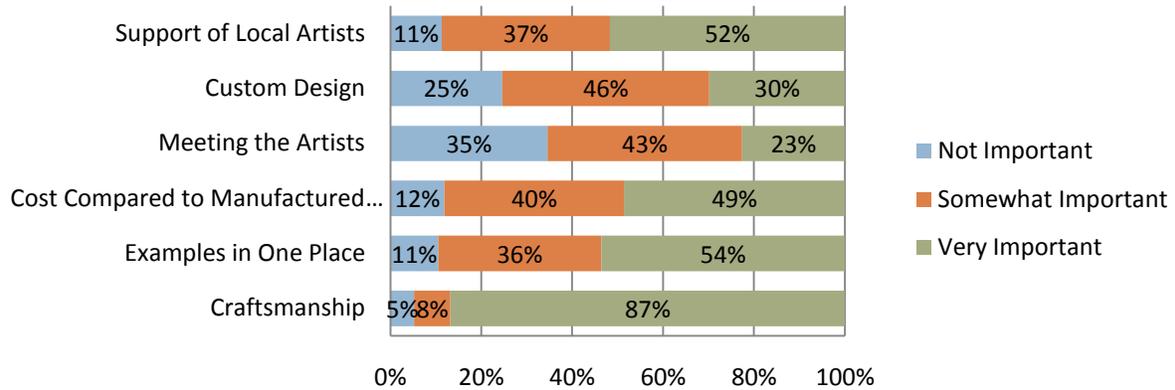
### Have You Done One of the Following (In the Past 2 Years)



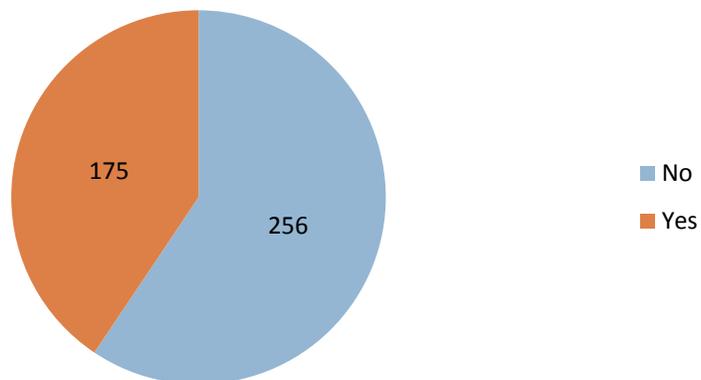
Where Do You Shop for Home Furnishings?							
Clay County and Other	North Carolina		Georgia		Tennessee		
Other	24	Dillsboro	1	Ellijay	1	Chattanooga	2
Historic Hayesville	43	Hickory	1	Gainesville	1	Mayville	1
Online	58	Alexander	1	Athens	1		
Local Artists, Galleries, Studios, Festivals	82	Macon County	1	Suwanee	1		
64/69 Business Corridors	167	Franklin	8	Buford	2		
		Asheville	9	Union County	4		
		Murphy	70	Towns County	5		
				Blairsville	10		
				Georgia	12		
				Atlanta	17		
				Hiawassee	19		
<b>TOTALS</b>	<b>374</b>		<b>91</b>		<b>73</b>		<b>3</b>



## How Important are the Following When You Buy Local Handcrafted Furniture



## Would You Take Art and Craft Classes In Hayesville?



## **Appendix Three—Mountain Landscapes Initiative<sup>13</sup> Main Street and Retail Development Except (Attached)**

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<sup>13</sup> The Mountain Landscapes Initiative (MLI) is a project of the Southwestern Commission and the Community Foundation of Western North Carolina. The MLI Toolkit is available online here: <http://www.regiona.org/MLI%20Toolbox.pdf>

## MAIN STREET

More than twenty-five years ago, the National Trust for Historic Preservation began to focus attention on creating a comprehensive, incremental approach to revitalizing America's main streets and commercial business districts. In North Carolina there are presently 57 participating Main Street communities implementing the Four Points of the Main Street Approach™ (organization, promotion, design, and economic restructuring) including Waynesville (since 1986), Franklin (since 1990), and Sylva (since 1995). The Main Street program is implemented at the state level through the North Carolina Department of Commerce.

Providing technical assistance in downtown revitalization, the North Carolina Main Street Center offers two programs that work with selected towns across the state: Main Street, which focuses on communities under 50,000 that have downtown managers, and Small Town Main Street, which provides guidance to local committees in communities under 7,500 that do not have downtown managers.

The Small Town Main Street Program addresses the increasing number of small, rural towns that need downtown development support. Selected communities receive on-site technical assistance from the Small Town Main Street staff including: organizational development, market analysis, business assistance, promotions, and design.

Since the program began in 1980, North Carolina Main Street downtowns have experienced:

- A gain of \$1.1 billion in new investment,
- A net gain of 12,400 jobs,
- Renovation of 2,900 buildings, and
- A net gain of 3,000 businesses.

The North Carolina Main Street Center (NCMSC) provides:

- **Program Guidance:** Assists communities in developing a local program to manage the process of revitalization and helps them to develop a community-based vision for action. This includes assisting in organizational development and board training as well as supporting the development of goals, objectives and work plans. The Center provides on-going program evaluation and manager and board guidance.
- **Technical Assistance:** Provides technical assistance in the areas of organizational development, real estate development, market analysis, business retention and creation, promotions, and design, among others. The Main Street designer provides consultation and renderings to property owners to encourage facade renovation and reinvestment.
- **Training:** Offers training in the Main Street four-point approach, real estate and business development, design, and organizational development. Courses are held around the state and are offered to Main Street and non-Main Street communities alike.
- **Networking:** Through participation in the North Carolina Main Street program, communities have access not only to other in-state programs but also to over 1,200 communities across the country that

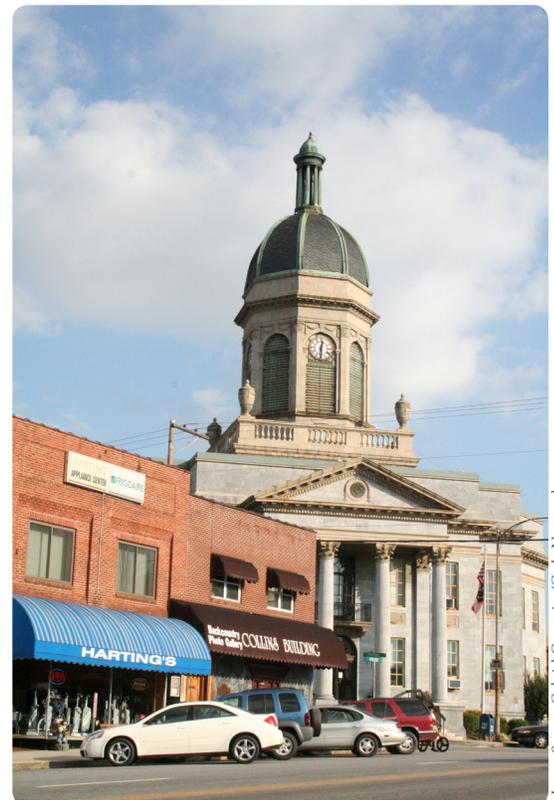
## 10.2 MAIN STREET & LOCAL RETAIL



Waynesville, NC



Franklin, NC



Murphy, NC

## THE MAIN STREET FOUR-POINT APPROACH™ TO COMMERCIAL DISTRICT REVITALIZATION

*The National Trust Main Street Center offers a comprehensive commercial district revitalization strategy that has been widely successful in towns and cities nationwide. Described below are the four points of the Main Street Approach which work together to build a sustainable and complete community revitalization effort. Coincidentally, the four points of the Main Street Approach correspond with the four forces of real estate value, which are social, political, physical, and economic.*

1. **ORGANIZATION** involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.
2. **PROMOTION** sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners, and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events, and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area.
3. **DESIGN** means getting Main Street into top physical shape. Capitalizing on its best assets—such as historic buildings and pedestrian-oriented streets—is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights, and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.
4. **ECONOMIC RESTRUCTURING** strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.

Source: [www.mainstreet.org](http://www.mainstreet.org)

are participating in Main Street. By sharing the lessons learned, communities can avoid many of the pitfalls and invest their resources more wisely.

- **Advocacy and Leadership:** Functions as a clearinghouse for ideas and success stories from which all can benefit. Staff members participate in local, regional, and national events to promote the importance of downtown revitalization and many successes of the North Carolina participants.

## INSTITUTE FOR LOCAL SELF-RELIANCE

Locally owned retail businesses selling local goods and services are a vital part of the region's economy, particularly in times of high energy and transportation costs. Unfortunately, there are many issues that challenge local retailers. In response to this challenge, The Institute for Local Self-Reliance (ILSR) proposes a set of new rules that builds community by supporting humanly scaled politics and economics. The rules call for:

- Decisions made by those who will feel the impact of those decisions,
- Communities accepting responsibility for the welfare of their members and for the next generation,
- Households and communities possessing or owning sufficient productive capacity to generate real wealth.

These are the principles of “new localism.” They call upon us to begin viewing our communities and our regions not only as places of residence, recreation, and retail but also as places that nurture active and informed citizens with the skills and productive capacity to generate real wealth and the authority to govern their own lives.

## STRATEGIES FOR ENCOURAGING LOCAL RETAIL

- The chambers of commerce and economic development organizations should continue to take the lead in helping existing businesses thrive, and should enhance services and products for these businesses, including training through mentoring, youth entrepreneurship,

physical incubators, and links with colleges; and investing by developing mechanisms for mobilizing local capital into startup businesses.

- Direct technical assistance should include loan packaging, small business education, help with merchandising and marketing, staff training, identification of financial support programs, and regulatory assistance.
- New retail should be proactively targeted by noting gaps in the store mix, identifying expiring leases, recruiting retailers, and working to create agglomerations in categories such as apparel, which benefit from co-locating.
- A formula retail ordinance to ban chain shops and restaurants is a blunt instrument that would divert political energy. The objectives of such an ordinance could be met through other means such as incubation and nurturing local businesses.
- Pedestrian enhancements such as crosswalks and bulb-outs to slow traffic should be encouraged or enhanced.
- One-way streets wider than 32 feet should be changed to two-way. This would slow traffic, decrease congestion, improve connectivity—and would make roadways safer for pedestrians.
- A parking management district could handle shared parking arrangements between landowners, valet parking, insurance, and other maintenance costs for lot owners that agree to participate in a shared-use program.
- Small-scale retail depends on foot traffic: urban dwellers shop on foot far more often than people in the suburbs or town settings, and car use decreases markedly as density increases. If managed properly, density would enhance the area by creating greater transit choice, housing options, and customer bases for retailers.
- Encouraging air rights development over existing one-story structures worthy of preservation is another way to gain more density without tear downs. These upper floors also could be set back from the property line if necessary to block distracting views from street level.
- Downzoning reduces teardowns and increases community control over development decisions; but the fiercer competition for space and reduced economies-of-scale results in higher rents and housing costs and makes it harder for local businesses to compete against chain retail.

*Information in this section is from the Urban Land Institute Technical Assistance Panel in Chicago and the Campaign for Sensible Growth.*

National Main Street Center: [www.mainstreet.org](http://www.mainstreet.org)

North Carolina Main Street Center: [www.nccommerce.com/en/CommunityServices/CommunityPlanningAssistance/NCMainStreetCenter/](http://www.nccommerce.com/en/CommunityServices/CommunityPlanningAssistance/NCMainStreetCenter/)

Small Town Main Street Program: <http://www.nccommerce.com/en/CommunityServices/CommunityPlanningAssistance/NCMainStreetCenter/WhatistheSmallTownMainStreetProgramjlititem.htm>

The New Rules Project: [www.newrules.org](http://www.newrules.org)



## ANDREWS VALLEY INITIATIVE

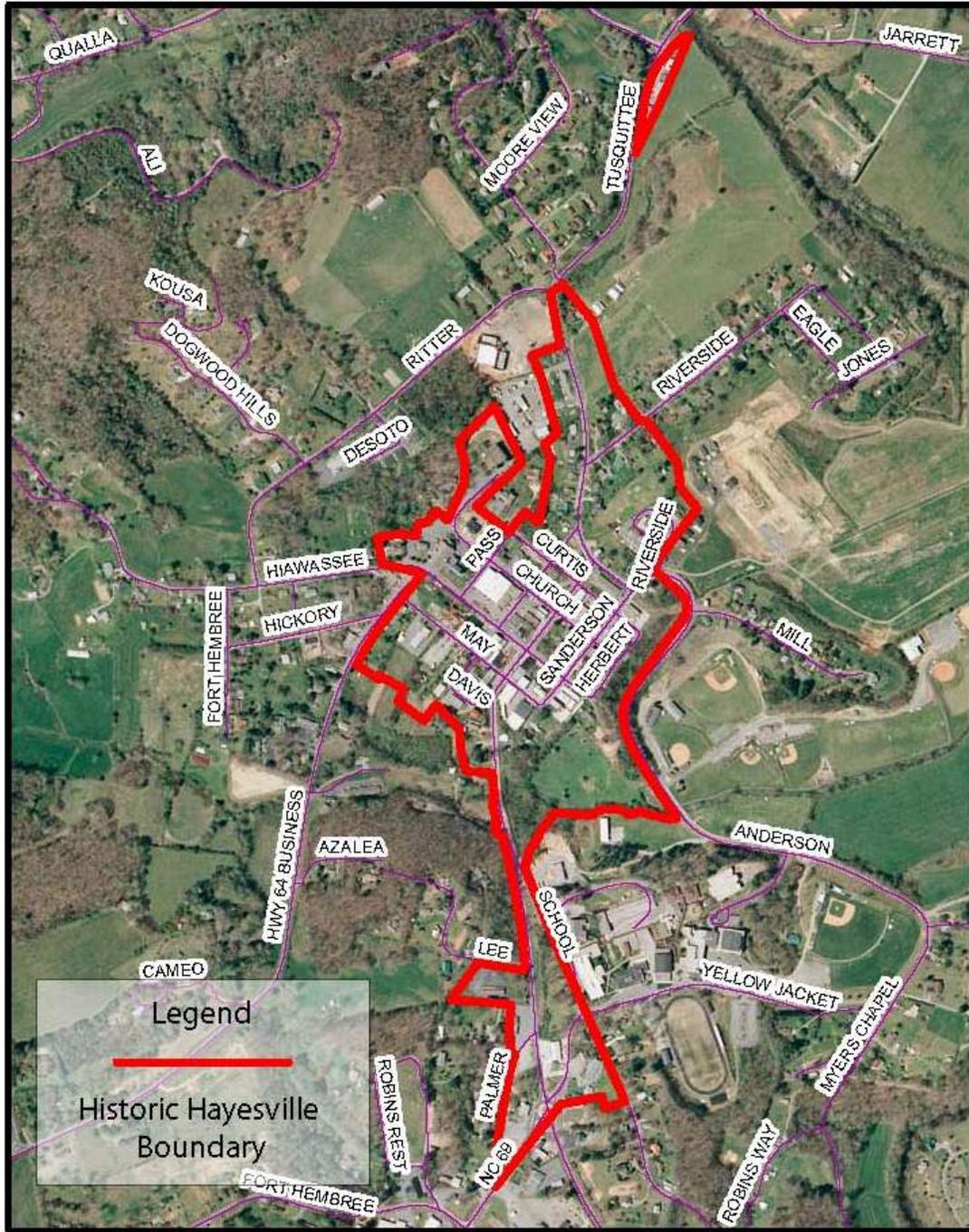
The Andrews Valley Initiative, AVI, is a North Carolina community organization whose mission is to create a public-private collaborative process that builds on trusting relationships and friendships between business interests and the entire community. AVI will develop personal networks that explore economic opportunities that anticipate and meet the needs of the community. Its goals are to assist the people of the community to clearly understand its situation and determine what to do about it; to guide our local rural community into the emerging global marketplace, exploring its opportunities while retaining its character and heritage.

Through a collaborative and interactive process with the community that began in 2003, AVI has formulated an overall strategy that we have termed “the three-legged stool:” a growing green initiative to address community environmental issues and self-sustainability; a multi-media art museum; and a concept we call “safe haven” to act as the communities economic engines. For more information, please visit [www.andrewsvalley.com](http://www.andrewsvalley.com).

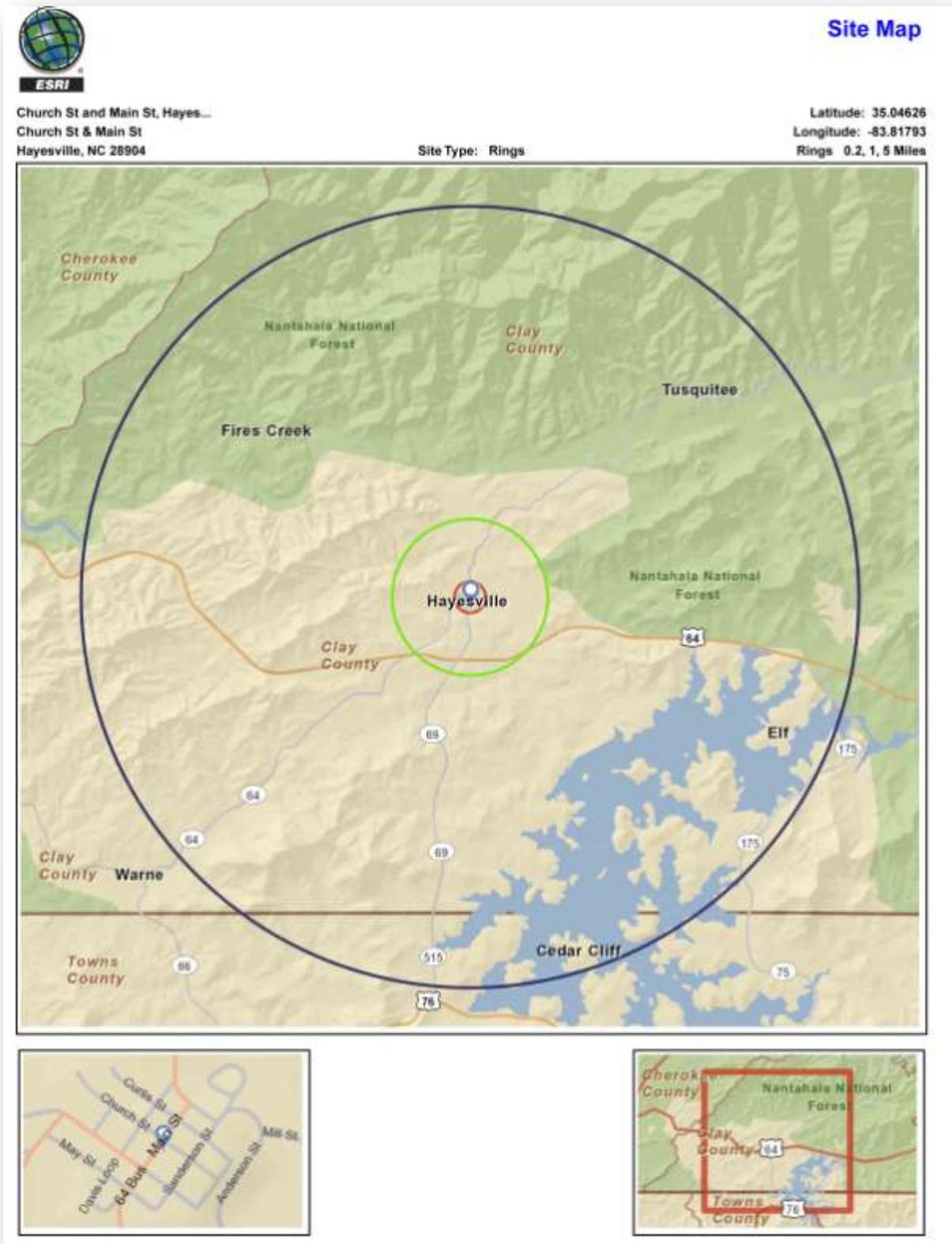


## RESOURCES

# Historic Hayesville



Map 2—Market Areas (Radius Rings)

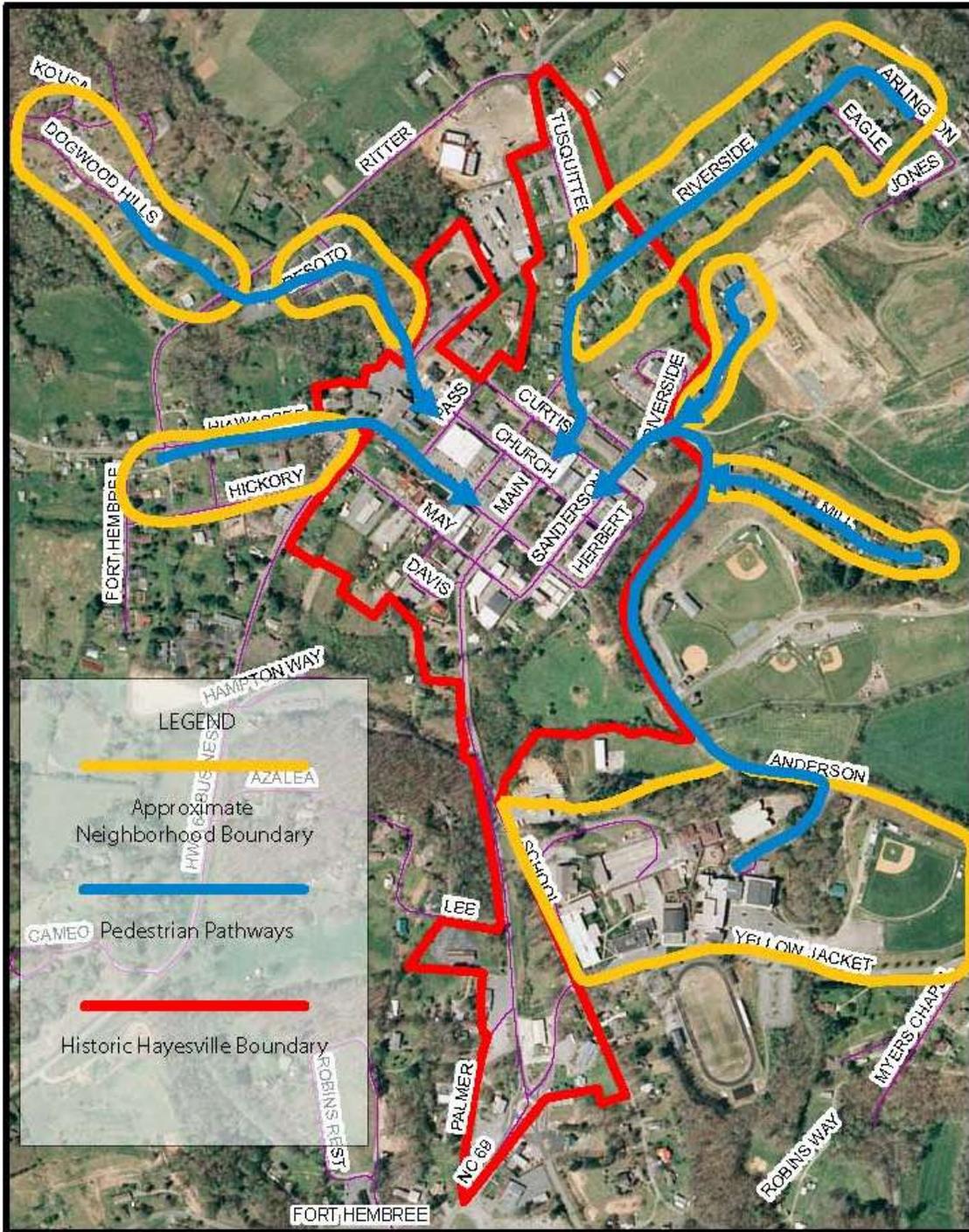


Source: ESRI Business Analyst



Map 4—Historic Hayesville Neighborhood Connections

### Historic Hayesville Pedestrian Connections



### Historic Hayesville Existing and Planned Pedestrian Points

