Downtown Pittsboro Public Properties Pre-Development Analysis

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Town of Pittsboro

County of Chatham

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Executive Summary

1. Purpose and Use of the Report

The Town of Pittsboro and Chatham County jointly commissioned this predevelopment analysis to assess future use, redevelopment potential, and implementation considerations for several downtown and downtown-adjacent properties that could help define the future character of downtown Pittsboro. This analysis was prompted in part by the County's planned relocation of certain County operations from downtown sites to a planned County services complex outside Pittsboro. As those operations relocate, the Town and County have an opportunity to consider how the sites evaluated in this report could support broader public objectives, including civic use, housing, economic development, public spaces, downtown activation, infrastructure, and community character. Because downtown Pittsboro's value lies in its walkable scale, civic identity, local character, and relationship to the surrounding landscape, future decisions about these properties should support redevelopment that fits the town's existing character while allowing downtown to evolve.

The properties evaluated in this report include a range of downtown public assets and community-serving properties, such as County administrative and public safety facilities, Town-owned land, parking areas, former civic buildings, an active ABC Store, an active fire station, and property used by Chatham Habitat for Humanity. For purposes of this analysis, the properties have been organized into seven sites, as shown in Figure 1.

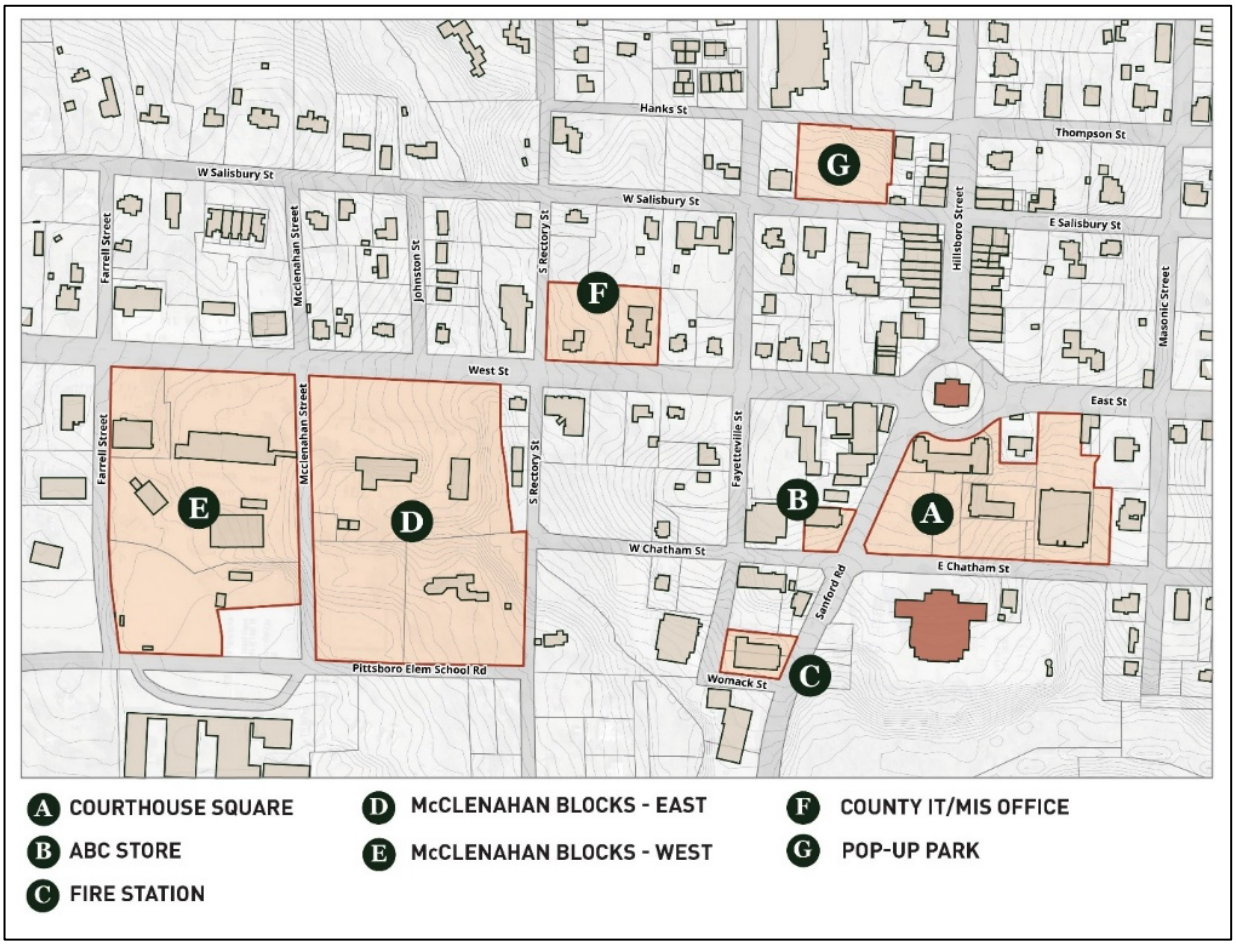


Figure 1 - Map of property sites included in this analysis.

Some sites consist of a single parcel, while others include adjoining parcels grouped by ownership, location, and development potential. The analysis considered adjacent privately owned properties that could affect access, parking, site planning, or assemblage potential. Adjacent properties are not evaluated in this report, and no redevelopment assumptions depend on their participation.

The analysis evaluates each site as a potential opportunity to use public-private real estate development on publicly controlled or community-serving properties to advance one or more community objectives. It considers existing public uses, ownership and control conditions, site and infrastructure constraints, regulatory requirements, environmental considerations, and each site's relationship to surrounding streets, properties, and public spaces. The analysis also incorporates market analysis, housing considerations, owner and community input, and conceptual development studies to assess which future uses appear supportable, which public objectives are most relevant, and what additional decisions or due diligence may be needed before a site is advanced for redevelopment.

This report is designed to help the Town and County make future decisions about the seven sites and the properties within them. The Development Opportunity Summaries in this report provide a detailed analysis of each site. They evaluate existing uses, ownership and control, site conditions, infrastructure, regulatory and environmental considerations, market and housing conditions, owner and community input, and conceptual development alternatives. The conceptual plans and potential uses discussed in the summaries are not prescriptive and are not intended to establish final development programs, required site configurations, or a requirement that any particular site be redeveloped through a public-private process. Instead, they summarize potential uses, configurations, opportunities, and constraints based on current information and market analysis, enabling the Town and County to make more informed decisions about whether and how individual sites should advance. The summaries also include annotated diagrams that identify relevant site-planning considerations, such as relationships to surrounding streets, properties, and public spaces; access, parking, and frontage; and potential public or off-site improvements. These diagrams are intended to help future discussions consider how development could respond to site-specific and surrounding conditions, fit within its surrounding context, and support applicable community objectives.

This Executive Summary synthesizes the Development Opportunity Summaries to inform future decisions by the Town and County regarding the seven sites. It highlights the principal themes across the sites, including their potential roles in downtown Pittsboro, the public objectives most relevant to future action, and the practical sequencing issues that should be addressed before advancing individual sites for potential public-private redevelopment.

2. Portfolio Context and Existing Conditions

All seven sites were reviewed using a consistent due diligence framework to identify material conditions that could inform or affect future use, redevelopment, public-private positioning, and implementation. The review focused on property ownership and current use; relationship to downtown and surrounding properties; site configuration; building conditions; access and circulation; parking; utilities and infrastructure; environmental considerations; regulatory context; public-realm relationships; adaptive reuse potential for key structures; and known operational dependencies. The review was supplemented by input from Town and County staff, elected officials, property representatives, and community members through project meetings, stakeholder discussions, public engagement activities, and survey responses. That input informed the report’s evaluation of existing uses, redevelopment constraints, public-space opportunities, pedestrian connections, site compatibility, and potential future roles for the properties.

Because the analysis covered multiple downtown sites and more than 20 parcels, the due diligence review was a planning-level review rather than a full parcel- or building-level environmental, engineering, legal, or financial investigation for each property. The review aimed to identify the

conditions most relevant to portfolio planning and future decision-making. For some sites, the review also considered selected redevelopment or adaptive reuse scenarios to test possible directions, but it did not evaluate every possible reuse, disposition, or development alternative. As individual sites are considered for redevelopment, the Town and County should confirm the available due diligence for each site and determine what additional review may be needed before advancing a capital project, disposition, or public-private development process.

A key finding from the due diligence review is that the sites are already tied to public or community-serving functions in downtown Pittsboro. The portfolio includes County administrative and public safety facilities, Town-owned property, parking areas, former civic buildings, an active ABC Store, an active fire station, and a retail store operated by Chatham Habitat for Humanity. As a result, any future redevelopment of a site will need to address the property's existing use, whether through relocation, replacement, continuation, integration into a new project, or another public-sector decision about the site's future role.

The due diligence review also explains why the sites should be considered in relation to the downtown as a whole. Courthouse Square is tied to the civic core and to the relationship between the Historic Courthouse and the new County Courthouse. The Pop-Up Park, County IT/MIS Office, ABC Store, and Fire Station sites affect smaller but visible downtown or downtown-edge locations, where frontage, parking, reuse, public space, and walkability are central considerations. The McClenahan East and West sites involve larger western downtown properties where public facilities, Habitat for Humanity operations, school circulation, parks, open space, parking, and potential housing opportunities overlap. Together, the due diligence review and related input provide the baseline for the portfolio themes, implementation considerations, and sequencing recommendations that follow.

3. Synthesizing Input

Community and stakeholder input generally supports using the seven sites to help create a more active, connected, and intentional downtown. The input strongly supports using future development to reinforce Pittsboro's civic identity, improve walkability, support housing or employment, strengthen public spaces, and add activity without undermining the scale, local texture, and distinctive character of downtown neighborhoods. This synthesis reflects three principal sources of input: community and stakeholder engagement, owner input from the Town and County, and market analysis. Community and site-specific input was gathered through online surveys, public board meeting opportunities, a November 13, 2025, community input event, fall pop-up events, site-specific surveys, and public exercises.

Across these sources of input, a consistent theme is that public control should be exercised with discipline and intentionality. The sources are summarized as follows:

- Community input supports change, consistently linking it to downtown character, civic places, pedestrian comfort, public gathering, adaptive reuse, housing, local business activity, and compatibility with surrounding neighborhoods and businesses.
- Owner input emphasizes purpose, timing, control, and accountability before private engagement.
- Market input identifies several supportable directions but cautions against relying too heavily on speculative commercial activity, large-format mixed-use assumptions, or untested hospitality concepts to achieve public objectives.

Figure 2 - In-person public input session held November 13, 2025.

The clearest recurring market demand is for housing, particularly where public or mission-aligned ownership can support affordable, workforce, senior, or mixed-income outcomes. That theme is strongest on the western sites, including the McClenahan Blocks, and in selected infill locations. Commercial, restaurant, entertainment, and active ground-floor uses remain important, primarily as supporting uses that extend downtown activity, complement street frontage, and serve residents, visitors, employees, and surrounding businesses. Civic, institutional, office, professional, medical, and community-serving uses are most relevant when they reinforce courthouse activity, employment, public services, or district identity. The planned relocation of County offices outside downtown is also an important market consideration because it may reduce the daytime employment base that supports retail, restaurant, and other commercial activity.

The central tension across the sites is the relationship between public purpose and market response. Community and owner input support redevelopment that advances public objectives, but the market analysis indicates that not every desired use will be equally viable on every site. Similarly, market-supported uses may need to be shaped by public objectives, site conditions, and community expectations before they become appropriate development programs. This means that market feasibility should inform the Town's and County's decisions, but it should not substitute for a clear public-sector decision about what each site is intended to accomplish.

That balance supports a selective, site-specific approach. Some opportunities may be best positioned around civic identity, public space, employment, and institutional activity. Others may be better suited to housing-oriented infill, adaptive reuse, incremental commercial activation, or a combination of uses aligned with a larger district strategy. The appropriate direction for each site should be based on alignment among public objectives, owner priorities, community expectations, market support, and site-specific constraints.

The input and market analysis should also be viewed as a current snapshot rather than a permanent determination. The findings provide a sound basis for near-term planning and decision-making, but the Town and County should confirm that relevant market conditions, community priorities, owner objectives, and site assumptions remain valid before advancing any major redevelopment, disposition, or public-private development process.

4. Portfolio Development Themes

The conceptual development scenarios prepared for the Development Opportunity Summaries use available due diligence information, community and stakeholder input, and market analysis to evaluate alternative development approaches across the seven sites. They illustrate the potential development scale, relationships among existing and future uses, connections between each site and its surrounding context, and ways in which public and private uses could be integrated. The scenarios provide a current conceptual view of opportunities and constraints across the sites.

The following conceptual master plan illustrates how the seven sites could relate to one another within the broader downtown context. It is not intended to prescribe a preferred development program, site plan, or implementation sequence. Instead, the illustration reflects the planning-level conclusion that each site should be evaluated in relation to downtown connectivity, public space, street frontage, open space, and transitions among civic, commercial, residential, and community-serving areas.

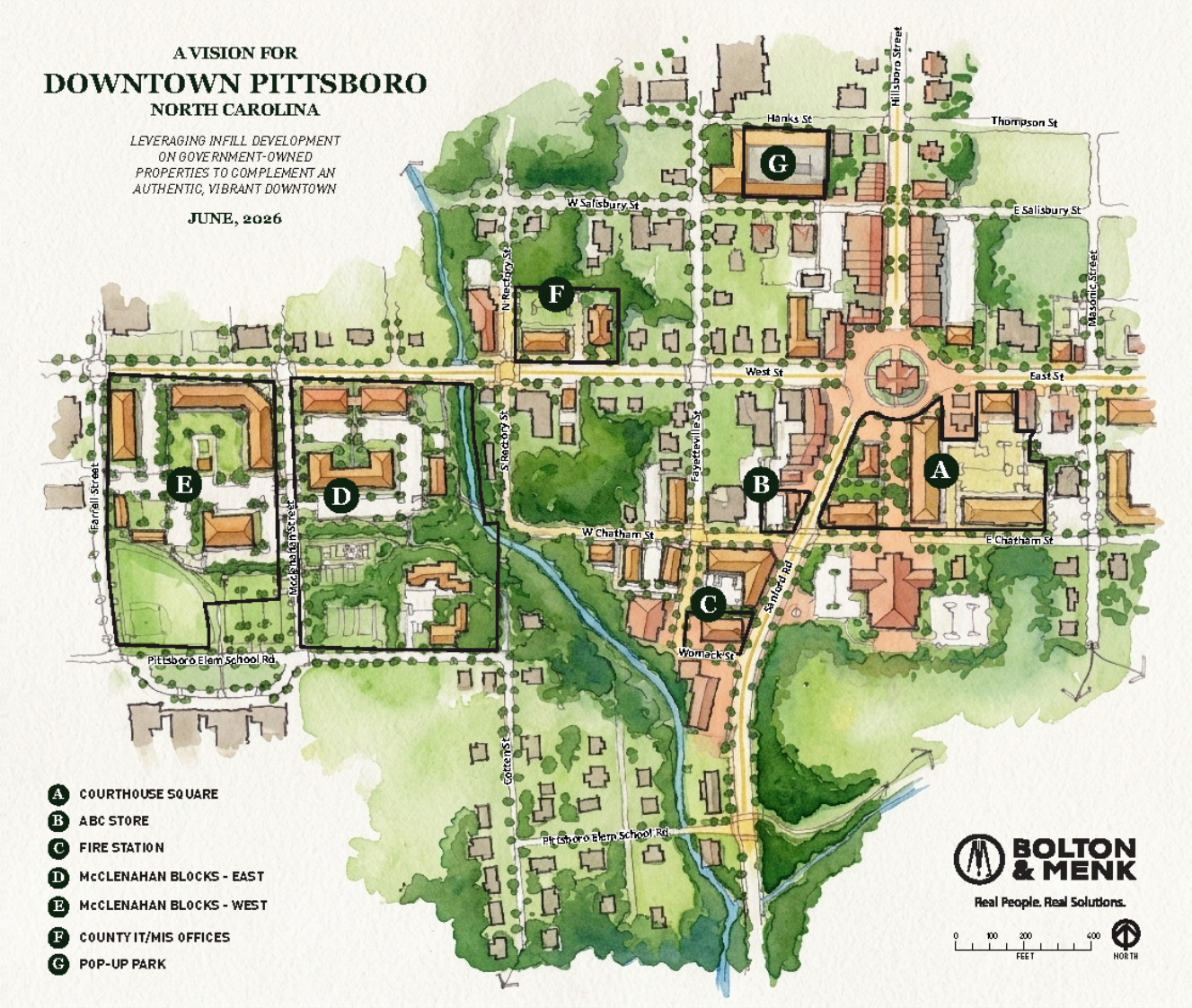


Figure 3 - Conceptual master plan showing all property clusters. This illustration provides a planning-level overview of how redevelopment of individual sites could affect downtown Pittsboro.

Several portfolio-level themes emerge from the conceptual development scenarios:

- The development capacity and direction of each site depend heavily on the anticipated public program for that site. When community goals are central to a site's future use, the Town and County should clearly define those requirements before pursuing public-private development.
- Housing is strongly supported across several sites, but the portfolio alone cannot solve the County's housing shortage. New residential development should therefore be intentionally tied to public objectives, such as affordability, downtown activation, or appropriate transitions between downtown and surrounding neighborhoods.
- Adaptive reuse should be evaluated on a case-by-case basis. Reuse should be required or strongly encouraged when it advances a primary public objective, such as preserving local identity, reinforcing downtown character, celebrating historic or civic value, or supporting a viable civic or community-serving use. Overreliance on adaptive reuse can undermine market feasibility, so it should be used deliberately rather than as a default requirement.
- Investments in public spaces, streetscapes, and pedestrian connections should be targeted to strengthen the development potential of the sites and improve their relationship to downtown. These improvements can help set expectations for future redevelopment, enhance marketability, and connect new development to Pittsboro's existing character and structure.
- The viability of new commercial and employment-focused development will depend on broader downtown economic conditions, not only on the redevelopment of individual sites. Future development strategies should account for changes in downtown employment, customer demand, and private investment rather than assume that commercial demand will remain unchanged.
- Shared parking should be evaluated on a case-by-case basis for each site to minimize the need to build new parking when uses, ownership, timing, and operations allow. At the same time, each site's development should identify how its parking demand will be addressed. Public investment in structured parking is not recommended as a strategy to incentivize development in any scenario.

The adaptive reuse analysis also helped identify a broader set of principles to guide future development in downtown Pittsboro. The purpose of reuse is not simply to preserve existing buildings for their own sake, nor should new development be expected to replicate historic forms. Instead, both reuse and new construction should be evaluated based on whether they contribute to continuity in the downtown environment, including pedestrian scale, street relationship, civic presence, public realm quality, material character, adaptability, and the relationship between development and open space.

Downtown's value is tied to its role as an authentic civic center, its layered character, its walkable scale, and its relationship to the surrounding landscape. Future public or public-private development should allow downtown to evolve while reinforcing those underlying qualities. In practical terms, this means that future projects should be expected to respond to their context through building placement, massing, frontage, materials, public space, pedestrian connections, transitions to surrounding neighborhoods, and durable design choices, rather than through a prescribed architectural style.

These considerations should serve as planning principles to inform future site-specific decisions, not as adopted design standards or fixed development requirements. As individual sites advance, the Town and County may benefit from developing a broader downtown development framework that aligns public objectives, desired uses, mobility, parking, the public realm, building scale, adaptive reuse, and design character across downtown. Such a framework would help future development partners understand how individual projects should contribute to downtown Pittsboro as a whole while preserving flexibility for market feasibility, site conditions, and public-sector priorities.

In addition to these planning and character considerations, successful redevelopment of any site will require a clearly defined and executable public-private structure. The conceptual development scenarios can help the Town and County communicate the scale of opportunity, the relevant public objectives, and the key constraints that should inform future engagement with potential development partners. They are not prescriptive or exclusive. As individual sites advance, the Town and County should update the underlying assumptions regarding market conditions, development costs, financing, site conditions, and public priorities. If used carefully, the scenarios can help attract qualified development partners and move the Town and County from conceptual planning toward definitive, market-feasible development programs.

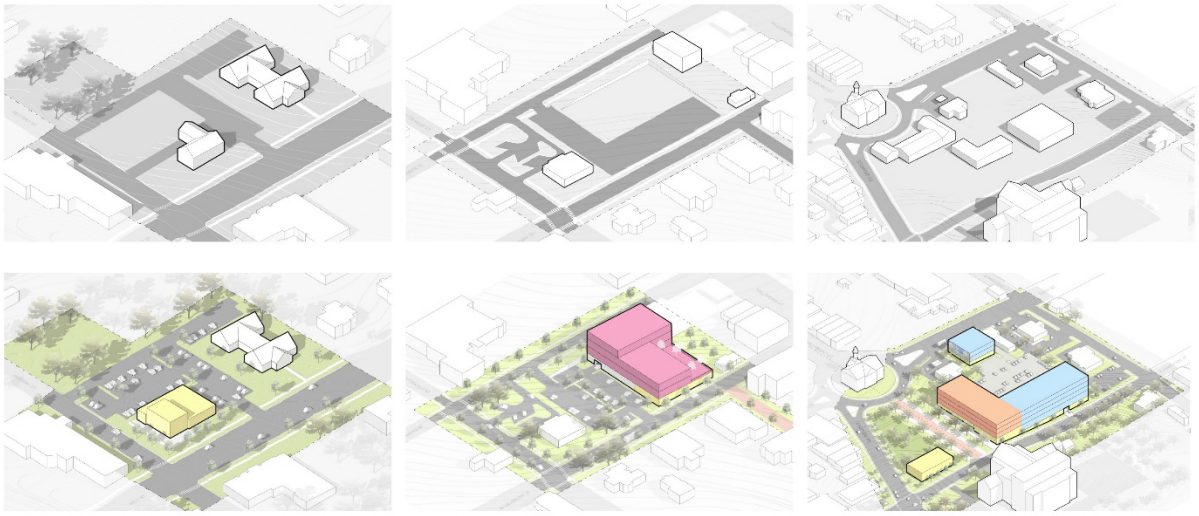


Figure 4 - Snapshot of conceptual development scenarios for three (3) site clusters. Additional scenarios for these and other clusters, along with more detailed information about each, can be found in the individual Development Opportunity Summaries.

5. Implementation Considerations

Before any site is advanced as a public-private redevelopment opportunity, the Town and County should address several threshold issues that will affect the level of developer interest, the credibility of the opportunity, and the likelihood of a successful redevelopment program.

Most importantly, the Town and County should determine how they intend to coordinate decisions affecting sites in the portfolio. The sites are not all owned by a single entity, and several future development decisions may affect downtown infrastructure, utilities, streets, parking, public space, zoning, economic development, and public facilities beyond the boundaries of a single property. Coordination does not require every site to become a joint Town-County project or to grant each entity approval rights over the other entity's property. It does require clarity ~~on~~ when one entity may proceed independently, when consultation is expected, and when a decision by one entity could materially affect the other entity's interests or responsibilities. Without that clarity, unresolved governance issues may disrupt future engagement with a private partner during the planning and development process.

The public program for each site must be sufficiently defined before the site is presented to the market. A developer solicitation is not the appropriate vehicle for determining basic public objectives, required civic uses, public-space expectations, or infrastructure commitments. If a site is expected to serve a primarily public purpose, the Town and County should evaluate whether public redevelopment, civic reuse, interim use, or another delivery path is more appropriate than a public-private development approach.

Site control must also be resolved in some cases before a site can be credibly positioned for redevelopment. Some sites are owned or used by entities outside the direct control of either the County or the Town, including the Pittsboro ABC Board, the Pittsboro Volunteer Fire Department, and Chatham Habitat for Humanity. In those cases, the development strategy should reflect the actual control structure rather than an assumed future assemblage. A public-private opportunity should be based on property interests that are controlled, available, or subject to a clear path to control.

The redevelopment program for a site must align with current market realities. Public objectives may justify shaping a development program beyond what the private market would pursue on its own, but requirements that materially exceed market expectations will undermine feasibility. This is especially important for commercial uses, ground-floor activation, hospitality, residential product types, and affordability expectations. The Town and County should distinguish among uses that are market-supported, those that require public participation to achieve, and those that should remain aspirational until additional feasibility work is completed.

Existing public and community-serving uses must be addressed before redevelopment is assumed to proceed. Several sites remain tied to active operations, public facilities, parking functions, or community services. A development partner cannot advance a site if the property's availability, the relocation of existing uses, or the integration of those uses into a new project is uncertain.

Public improvements must be addressed within a site's development framework, not deferred to later negotiation. Streetscape, utilities, stormwater, access, public-space improvements, and shared-parking assumptions may materially affect the feasibility of redevelopment. Before market engagement, the Town and County must determine which improvements are public responsibilities, which should be incorporated into the development program, and whether shared parking can reduce the amount of new parking required for a particular site or phase. This should not be interpreted as an assumption that the Town or County will provide structured parking to make a project feasible.

Finally, the Town and County should recognize that certain site conditions may materially affect whether, when, or how a site can proceed. Environmental conditions, regulatory requirements, adaptive reuse assumptions, building removal decisions, parking constraints, and infrastructure capacity need not be fully resolved before initial engagement on a site begins, but they should be sufficiently understood to avoid presenting the market with an opportunity that depends on unresolved assumptions. That approach is especially important when a site is expected to advance broader civic, housing, economic development, or downtown objectives. Once engagement with the private sector begins, unresolved assumptions will likely be priced into proposals, shifted back to the public sector, or resolved in ways that reduce the County's and Town's leverage over the final development program.

6. Strategic Direction

Based on the analysis in this report, potential public or public-private redevelopment of the seven sites should be sequenced according to the threshold implementation issues identified above, with earlier focus on sites that have the clearest path to control, programming, market testing, and implementation. Sites with fewer unresolved public-sector decisions can move earlier, while sites with more complex ownership, relocation, governance, infrastructure, or public-purpose issues should proceed later or through a more deliberate district framework.

Based on current information, the following sequence provides a recommended starting path for advancing the sites. The sequence is not a fixed schedule and should be updated as underlying issues are resolved, with the Pop-Up Park site best suited for earlier action and Courthouse Square requiring the most deliberate long-term framework:

1. Pop-Up Park site
2. County IT/MIS office site
3. Fire Station and ABC Store sites
4. McClenahan East and West sites
5. Courthouse Square site

This sequencing allows the Town and County to begin with sites where public-sector questions appear more manageable, while preserving time to define frameworks for sites with greater civic, operational, or district-scale implications. Early work on the Pop-Up Park site can help gauge market interest, clarify expectations for public-private development, and build practical implementation experience. The County IT/MIS Office site may also be appropriate for earlier action, but its direction should be coordinated with any decision on whether the site is reserved for public-sector use, including a potential relocated fire station. The Fire Station and ABC Store sites are strategically located but depend on decisions about relocation, control, replacement use, and the public framework for the southern edge of downtown. The McClenahan sites require a broader district framework for the western part of downtown. Courthouse Square should be treated as the most consequential long-term civic redevelopment opportunity and advanced only after the Town and County define its public role, civic-space expectations, parking approach, employment strategy, governance structure, and relationship to other downtown redevelopment decisions.

Once the prerequisites for advancing a site are met, the Town and County should generally use an RFQ-based process to identify a qualified development partner. An RFQ is the better initial tool because these sites are not simple surplus-property dispositions with fixed development parameters, and the public value of redevelopment may include civic, housing, economic development, public-realm, implementation, and long-term control objectives, in addition to land value. The purpose of the solicitation should be to identify a capable partner with relevant experience, financial capacity, sound judgment, and a demonstrated ability to navigate a public-private development process. A fixed RFP would place a heavier burden on respondents before the public program, site assumptions, and feasibility issues are sufficiently mature. That burden could reduce participation by qualified teams or produce proposals based on assumptions that later prove incorrect. The RFQ process should focus on the partner's quality and its ability to help refine and implement a development program, rather than requiring a final project before the public sector and private partner have tested feasibility together.

For larger sites or assemblages, the Town and County should avoid granting a development partner practical or legal control over more land than the partner is prepared to finance and deliver within an agreed-upon schedule. A partner may be selected for a broader district or multi-phase opportunity, but control of individual parcels or phases should be tied to defined milestones, performance obligations, required public approvals, and continued feasibility. Depending on the site and the public objectives, the Town or County may also consider retaining long-term ownership through a ground lease or another structure that allows private development while preserving public control over the property. This protects the public from having major sites tied up by a partner unable to move the project forward, while still allowing a qualified partner to help shape a coordinated development framework.

This approach allows the Town and County to preserve public control where it matters, test feasibility with qualified private partners, and avoid committing sites before the public-sector issues affecting them are sufficiently resolved. The site sequence recommended above should serve as a starting framework, not a fixed schedule. As market conditions, development costs, facility relocation plans, site control, and public priorities change, the Town and County should update the sequence and advance each site only when its implementation considerations have been sufficiently addressed to support productive partner engagement.

7. Closing

The Town and County have a rare, once-in-a-generation opportunity to use publicly owned and community-serving properties in downtown Pittsboro to shape the next phase of the town's growth. These properties can help sustain the vitality of Pittsboro's historic downtown, support new places to live, work, and gather, strengthen local business activity, and guide change that reflects the town's civic identity, small-town character, and role as the heart of Chatham County. This report is intended to help the Town and County move forward with purpose: preserving what makes downtown Pittsboro distinctive, exercising public control with discipline and intentionality, and using public-private collaboration where it can support a more active, connected, and resilient downtown that evolves without losing the texture, scale, and civic character that make it recognizable.

Development Opportunity Summary: Courthouse Square (Site A)

1. Property Overview

Location	Downtown Pittsboro, NC, immediately south of the Historic Courthouse
Address	Multiple addresses
Size	Approximately 4.3356 acres
Parcel ID(s)	0062442; 0062439; 0062419; 0007892; 0008176; 0073183; 0007896; 0007886
Ownership	Chatham County
Use	County administrative and government functions; occupied by Town and County government uses.

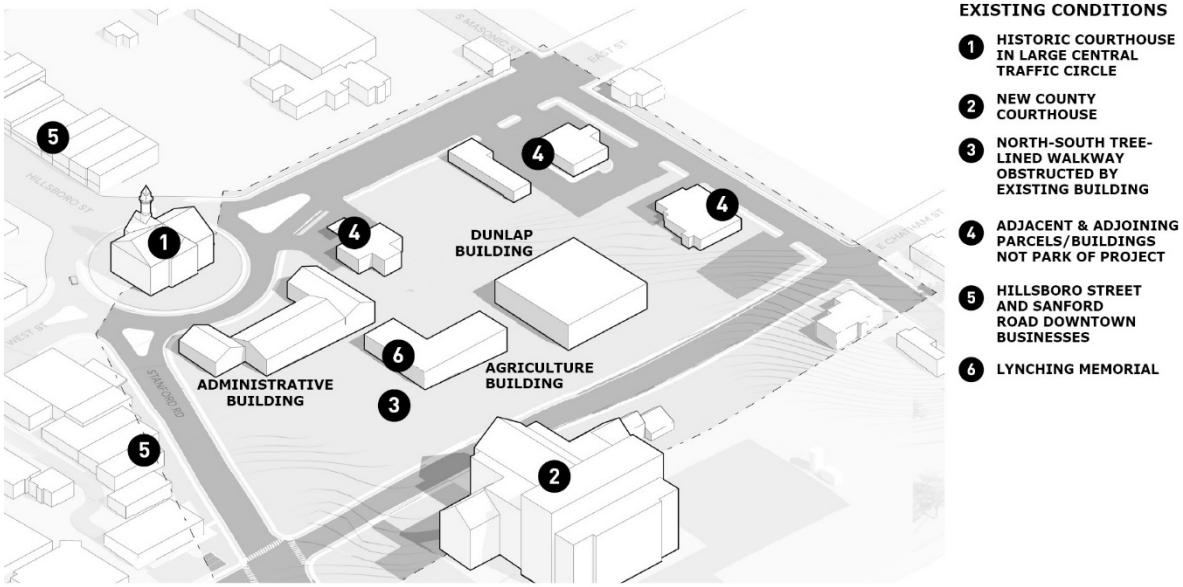
Figures and Illustrations: All images and diagrams included in this report are provided for planning and discussion purposes only. Aerial imagery is based on publicly available mapping sources, including Google Earth. Conceptual illustrations are intended to communicate potential site relationships, constraints, and planning considerations rather than final designs or approved development plans and are not drawn to scale.

2. Existing Site Context

The site is in the heart of downtown Pittsboro, directly south of the Historic Courthouse and north of the new County Courthouse. It is the most central civic redevelopment site in the portfolio and plays a unique role in connecting the historic and new courthouses, downtown businesses, and surrounding civic and commercial activity.

Relevant surrounding conditions include the Historic Courthouse and traffic circle to the north, the new courthouse to the south, downtown food and beverage businesses along Sanford Road to the west, and a mix of auto-oriented and transitional uses to the east, including a gas station, a fast-food drive-through restaurant, a funeral home, and surface parking. The site sits between strong civic anchors, yet currently lacks the urban form, frontage, and pedestrian structure expected of a central location.

Key adjacency, access, and compatibility considerations include the visual and physical relationship between the Historic Courthouse and the new courthouse; the downtown businesses along Sanford Road and Hillsboro Street; the East Street frontage; the lynching memorial; existing mature trees; the north-south pedestrian pathway; and the need to avoid creating a large, isolated superblock. The site's redevelopment should reinforce the civic core while repairing gaps in downtown frontage and pedestrian connectivity.



3. Existing Conditions and Constraints

Site

The property comprises eight County-owned parcels organized into a multi-building government complex, including administrative buildings, surface parking areas, drive aisles, residual parcels, and civic landscape elements. The site is generally flat and urbanized, with localized grade changes from the northern edge toward West Chatham Street. Its current configuration is fragmented and heavily allocated to surface parking and internal circulation.

Building

The primary buildings include the Dunlap Building, Annex/County Administration Building, Agricultural Building, and associated accessory structures. The buildings are generally institutional and office structures of masonry or concrete block, spanning multiple vintages, including the Agricultural Building (approximately 1950), the Dunlap Building (approximately 1978), and the Annex Building (approximately 1980). The buildings are generally average to fair in condition but are low-priority candidates for adaptive reuse because aging systems, institutional layouts, and site placement limit their ability to support the intended mixed-use and public-realm strategy.

Environmental

Environmental risk appears low based on the site's institutional office history. No known contamination, floodplain, wetland, stream buffer, or riparian buffer constraints have been identified. Potential hazardous materials issues include asbestos-containing materials or lead-based paint in older buildings. Mature trees along internal walkways and edges are valued site features and should be evaluated as part of the public-realm strategy.

Access and Circulation

The site has multiple access points within the downtown grid, including redundant curb cuts and an unclear hierarchy of internal drives. Vehicular circulation and surface parking dominate the site. Pedestrian movement occurs along sidewalks, crosswalks, and an internal north-south pathway, but the pathway is not fully integrated and is obstructed by existing building placement. A new driveway connection from the courthouse traffic circle should not be assumed.

Parking

The site provides substantial surface parking across several lots, including the Sanford Corner lot, the Agricultural Building lots, and the Dunlap Building lots. Parking occupies significant frontage and interior areas, undermining the pedestrian-oriented downtown environment. County ownership offers an opportunity to consolidate parking, introduce shared or structured parking, and relocate parking to the center of the block or to the rear of active building edges.

Infrastructure

Water, sewer, stormwater, electric, natural gas, and telecommunications infrastructure are generally available. Redevelopment may require confirming capacity and coordinating upgrades, particularly for water, sewer, stormwater, and electric service. A north-south sewer line beneath the existing pedestrian pathway underscores the importance of preserving that corridor as open space or public realm rather than building new structures over it.

Regulatory

The site is zoned C-4 Central Commercial and lies within the Downtown Overlay District. The regulatory framework supports mixed-use redevelopment in the downtown but requires active ground-floor frontage, street-oriented entrances, transparency, pedestrian orientation, contextual architecture, and parking located to the side or rear of buildings. The current site design is inconsistent with the overlay due to frontage parking, discontinuous building placement, and weak pedestrian orientation.

4. Stakeholder and Market Input

Community Input

Community input underscores the site's identity as the civic core of downtown and as one of the study area's largest and most flexible redevelopment opportunities. The Historic Courthouse, the new courthouse, their axial relationship, mature trees, and the existing walkway are repeatedly cited as key organizing elements. Input supports civic space, an improved public realm, downtown connectivity, and redevelopment that respects small-town scale and historic character.

Owner Input

Owner input frames the site as a strategic downtown core asset created by the relocation of County services and embedded within a broader Town-County redevelopment portfolio. The site is understood to be symbolic, functional, and politically sensitive. Owner priorities emphasize a clear purpose and program direction before private engagement, continued public control, alignment with local government objectives, coordinated redevelopment, and a structure that reflects public-sector constraints and accountability.

Market Input

Market input supports mixed-use redevelopment anchored by office, institutional, civic, and employment-generating uses, with supporting retail, restaurant, and public-facing components. The site's central location and scale support phased, multi-building redevelopment. Limited hospitality or residential components may be feasible as complementary uses, but they should be evaluated within the broader civic and employment strategy rather than treated as primary market conclusions.

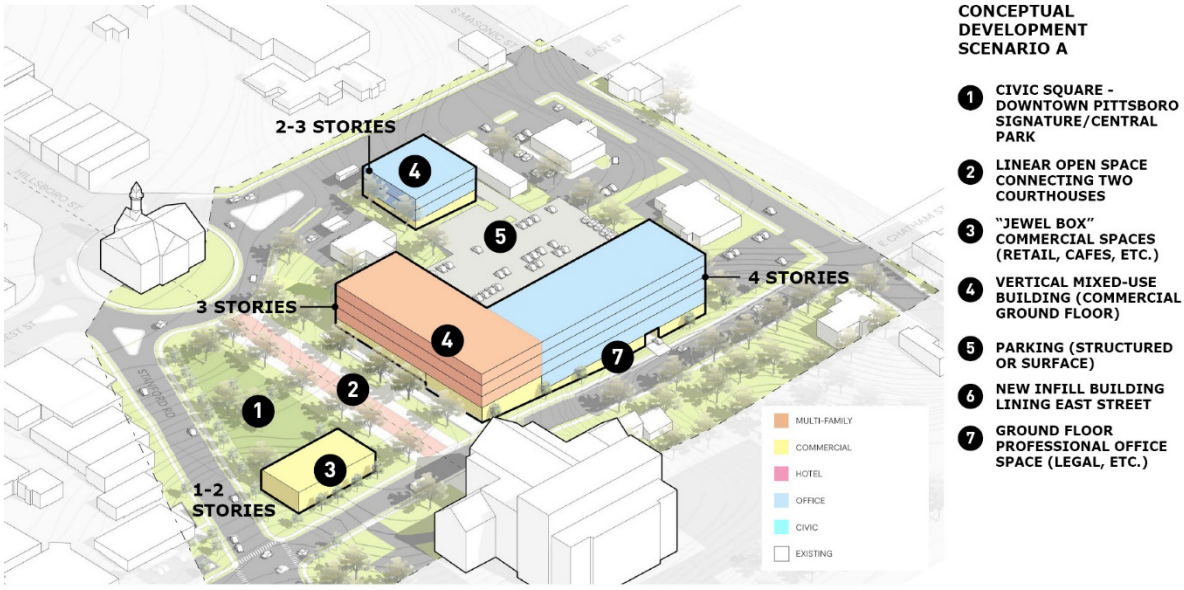
Synthesis

The strongest alignment centers on a civic-led mixed-use district that connects the Historic Courthouse and the new courthouse, repairs the site's fragmented urban form, creates a signature public space, and preserves downtown employment activity. The principal tensions include the timing of relocation, infrastructure readiness, parking strategy, appropriate building scale near the Historic Courthouse, and

the risk that private development objectives may not align with the site's civic role. The site should be positioned first as a civic and employment anchor, with mixed-use and public-facing components organized around that role.

5. Development Opportunity Scenarios

Scenario A: Courthouse Square Civic District



Description

This scenario would reposition the site as a civic-led downtown district centered on a signature public space, a linear open-space connection linking the Historic Courthouse and the new courthouse, and new mixed-use or office buildings that frame the civic realm. The concept would preserve or reinterpret the north-south pedestrian corridor, maintain separation from the Historic Courthouse, and place new development where it can support public activity without overwhelming the courthouse setting.

Supporting Factors

This scenario best aligns with the site's central civic identity, community input, and conceptual planning materials. It establishes a clear relationship between the Historic Courthouse and the new courthouse, provides downtown Pittsboro with a signature civic space, and uses public land to reinforce community identity. The site's size, ownership, and location support a coordinated public-realm strategy that smaller sites cannot.

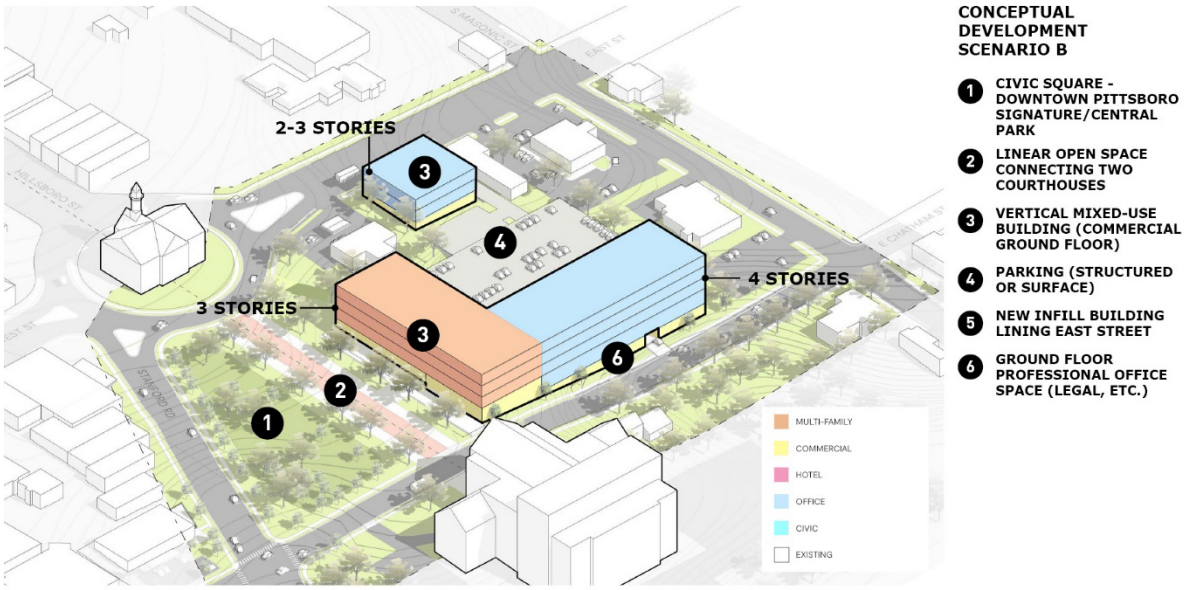
Key Challenges

A civic-led district will require strong public-sector leadership and may yield less direct land-sale value than a strategy focused primarily on private development value. The size, design, cost, maintenance, and programming of the public space must be carefully defined. New buildings must be scaled and sited to preserve courthouse sightlines, protect the Historic Courthouse's setting, and avoid creating a generic civic plaza disconnected from surrounding downtown activity.

Scenario Implementation Considerations

Additional planning should define the intended size, function, design, maintenance responsibilities, and programming model for the civic square and linear open space. The County and Town should evaluate which existing buildings must be removed, which mature trees can be preserved, how the north-south sewer corridor and pedestrian pathway shape the open-space system, and how adjacent development edges will activate the public realm.

Scenario B: Office/Institutional Mixed-Use Redevelopment



Description

This scenario would redevelop the site as a mixed-use employment district anchored by office, institutional, legal, civic, or professional services uses, with supporting ground-floor retail, restaurant, café, or other public-facing commercial uses. New buildings would be organized in a multi-building downtown pattern, with active frontage along key streets, public space integrated into the block, and parking located internally, behind buildings, or in a structured or shared facility.

Supporting Factors

Market input supports office, institutional, retail, and restaurant uses as plausible components of a mixed-use employment district, subject to later evaluation of absorption, achievable rents, tenant depth, parking, infrastructure, and phasing. The site's proximity to the courthouse complex provides a strong foundation for legal, professional, civic, institutional, and related office uses. A mixed-use employment district could preserve the daytime population while creating a more active and walkable downtown environment.

Key Challenges

Office absorption and achievable rents are moderate relative to larger metro markets, and the site may require phased delivery. The relocation of County offices could reduce downtown employment if replacement uses are not established. Ground-floor commercial should be calibrated to realistic

demand and should support, rather than overextend, the downtown retail market. Parking, infrastructure, and phasing will materially affect feasibility.

Scenario Implementation Considerations

Before advancing this scenario, the County and Town should evaluate the desired employment target, the amount of ground-floor commercial space, the potential role of public or institutional tenants, the parking strategy, infrastructure capacity, and whether any County or Town functions should remain on or near the site. Development should be phased to avoid releasing more office or commercial space than the market can absorb.

Scenario C: Phased Mixed-Use Redevelopment with Central Parking Strategy

Description

This scenario would treat the site as a phased redevelopment opportunity organized around a central parking strategy, new internal circulation, perimeter infill, and the gradual replacement of existing County buildings as operations relocate. In the near term, parking could be structured, integrated below buildings, or provided as surface parking, with liner buildings or active edges used where feasible to reduce visual impacts.

Supporting Factors

The site's scale and block configuration support phased implementation rather than a single, all-at-once redevelopment. Centralized parking could unlock development capacity, reduce frontage parking, support downtown businesses, and serve multiple civic and private uses. Phasing would allow the County to align redevelopment with relocation timing while preserving flexibility for future public-private implementation.

Key Challenges

A parking-centered strategy can conflict with community concerns if a structure is too visible, too large, or poorly integrated near historic and civic assets. The economics of structured parking may require public participation or shared funding. Phasing can create interim conditions that feel incomplete if public space, streetscape, building edges, and circulation are not coordinated from the outset. Existing utilities, including the north-south sewer corridor, may constrain the placement of buildings and parking.

Scenario Implementation Considerations

The County and Town should determine whether parking constitutes a public improvement, a development obligation, or a shared district resource. Additional analysis should assess parking demand, structural feasibility, potential liner buildings or active building edges, access from East Street and East Chatham Street, utility conflicts, phased construction, and the relationship among parking, public space, and new development.

6. Implementation Considerations

Ownership and Control

Chatham County owns the core site, but implementation will require clear coordination with the Town because the project affects downtown design, streets, utilities, the public realm, regulatory approvals, and broader economic development objectives. The County and Town should define decision-making authority, public objectives, disposition authority, public improvement responsibilities, and the role of any continued civic or governmental uses before advancing the opportunity.

Infrastructure and Public Improvements

Redevelopment will likely require coordinated upgrades to water, sewer, stormwater, electric service, sidewalks, streetscape, pedestrian crossings, internal circulation, public space, and potentially shared parking. Public-realm improvements should focus on the courthouse-to-courthouse connection, the north-south pedestrian axis, the East Street frontage, the East Chatham Street frontage, the Sanford Road relationship, and safer pedestrian movement around the traffic circle and surrounding streets.

Regulatory Considerations

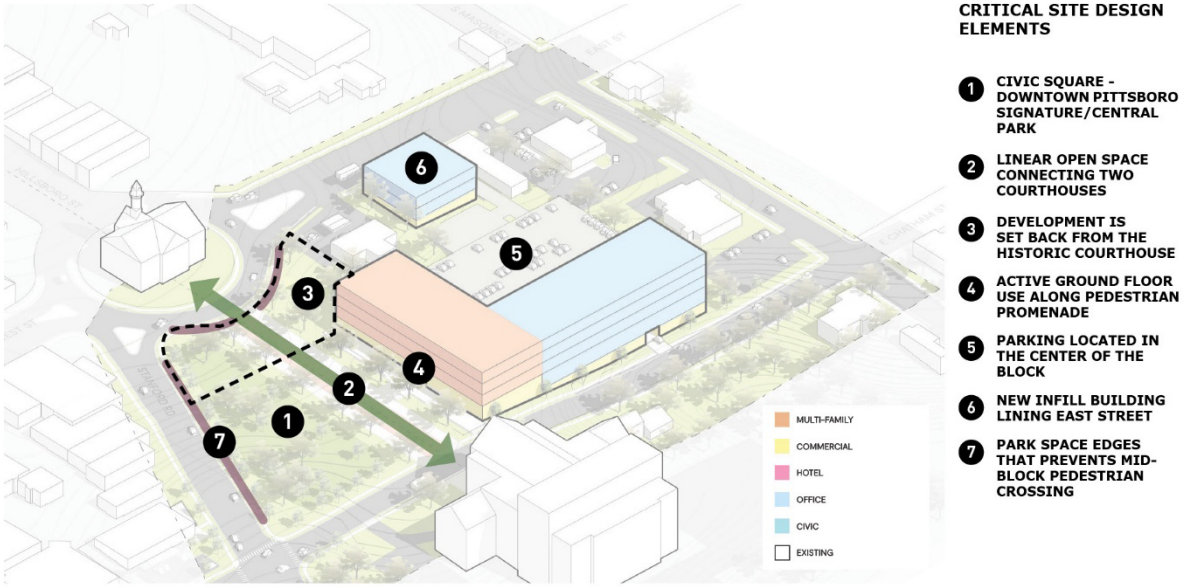
The existing C-4 zoning and Downtown Overlay generally support mixed-use redevelopment in the downtown, but the project will require careful compliance with overlay design standards, historic-context sensitivity, parking placement, frontage requirements, site plan review, subdivision or recombination, infrastructure approvals, and potentially phased approvals. Conditional zoning or other regulatory action may be appropriate if the final program, phasing, or public-private structure requires more precise development standards.

Key Dependencies

Key dependencies include the County office relocation, completion of facility planning, confirmation of which County or Town functions will remain downtown, an infrastructure capacity review, a parking strategy, public-space definition, alignment of Town-County governance, and protection of the courthouse sightline and pedestrian axis. The site should not be advanced as an immediately available redevelopment opportunity until operational relocation, public-sector objectives, parcel availability, and phasing assumptions are defined. The following illustration shows how a conceptual district framework could organize the courthouse-to-courthouse connection, civic square, internal parking, East Street infill, and pedestrian-oriented development edges around the site's principal implementation dependencies.

Implementation Timing

The site is a mid- to long-term redevelopment opportunity because County operations remain active and the timing of relocation is uncertain. Early planning, public-space definition, parking analysis, and infrastructure review can proceed before full vacancy, but substantial redevelopment depends on County relocation, funding, public-sector alignment, and a phased implementation strategy.



7. Strategic Direction and Partnering Approach

Strategic Direction

The site should be advanced as the central civic and mixed-use redevelopment opportunity in downtown Pittsboro, not as a conventional surplus-property disposition or as a commitment of the entire assemblage to a single development partner at the outset. The strongest approach is a civic-led, phased mixed-use district that preserves or replaces downtown employment, creates a meaningful courthouse-to-courthouse public realm, supports limited retail and restaurant activation, and organizes parking as a shared district resource. Because the site includes multiple parcels, existing public operations, potential retained civic uses, and private or public-private development opportunities, the County should preserve flexibility to implement the district in phases rather than commit the entire assemblage before the public-sector framework is clear. Hospitality or residential components may be evaluated as complementary uses, but they should not define the primary development direction unless additional feasibility analysis supports that approach.

Recommended Developer Engagement Strategy

Before beginning the development partner selection process, the County and Town should establish the basic public-sector framework for the site, including relocation timing; which parcels or buildings are likely to become available first; whether any governmental or institutional uses will remain; the intended role and size of the civic square; the courthouse-to-courthouse connection; parking strategy; infrastructure responsibilities; phasing assumptions; and decision-making authority between the County and Town. The development partner selection process should not be used to resolve fundamental public-sector governance, relocation, civic space, land control, or parcel availability questions.

The County and Town should also determine whether the site will be advanced as a single coordinated district opportunity, a phased district, or a series of separately controlled development parcels governed by a common public framework. A phased approach may be preferable if public uses vacate the site over time, if parcels have varying market potential, or if the County wants to avoid relying on a single development partner for the entire assemblage. Under that approach, the County could first

establish the district framework, public-realm plan, parking strategy, infrastructure plan, and design principles, then identify development partners for specific phases or parcels as they become available.

At this stage, an RFQ-based process is preferable to a direct RFP because relocation timing, parcel availability, civic-space expectations, parking structure, public-improvement responsibilities, infrastructure assumptions, and phasing remain unresolved. The RFQ should be framed around the development partner's intended role. The County should distinguish between a district development partner that can assist with district planning, public-realm coordination, infrastructure, and parking strategy, and phased implementation, and vertical development partners or operators responsible for discrete buildings, uses, or phases.

The RFQ should be directed to development partners with experience in civic mixed-use districts, downtown infill, office or institutional development, public-realm integration, structured or shared parking, phased implementation, and public-private coordination. It should assess qualifications, relevant experience, financial capacity, judgment, and an approach to refining feasibility and should not require final site plans, fixed parking designs, or a definitive development proposal.

After selecting the appropriate development partner or partners, the County and Town should use post-selection engagement to refine the district framework, define the first phase, evaluate the feasibility of office and ground-floor commercial uses, evaluate parking and infrastructure strategies, confirm public improvement responsibilities, and determine which parcels should be retained, reserved, or offered for development. That process should culminate in a non-binding development framework, term sheet, or memorandum of understanding before proceeding to statutory disposition, parcel-specific agreements, ground leases, sales, development agreements, or other definitive documents.

Key Issues for Market Testing

The pre-RFQ phase should resolve relocation timing, parcel availability, public-sector governance, civic-space expectations, parking strategy, infrastructure capacity, phasing assumptions, and any required regulatory pathway. The RFQ and post-selection engagement process should then focus on issues tied to the selected implementation structure, including whether a district development partner is needed, whether separate phase-specific development partners are preferable, achievable office or institutional demand, depth of ground-floor retail and restaurants, public-space activation, the economics of structured versus shared parking, private participation in public improvements, potential complementary hospitality or residential uses, and the balance among civic identity, project feasibility, courthouse setting, downtown compatibility, and long-term public control.

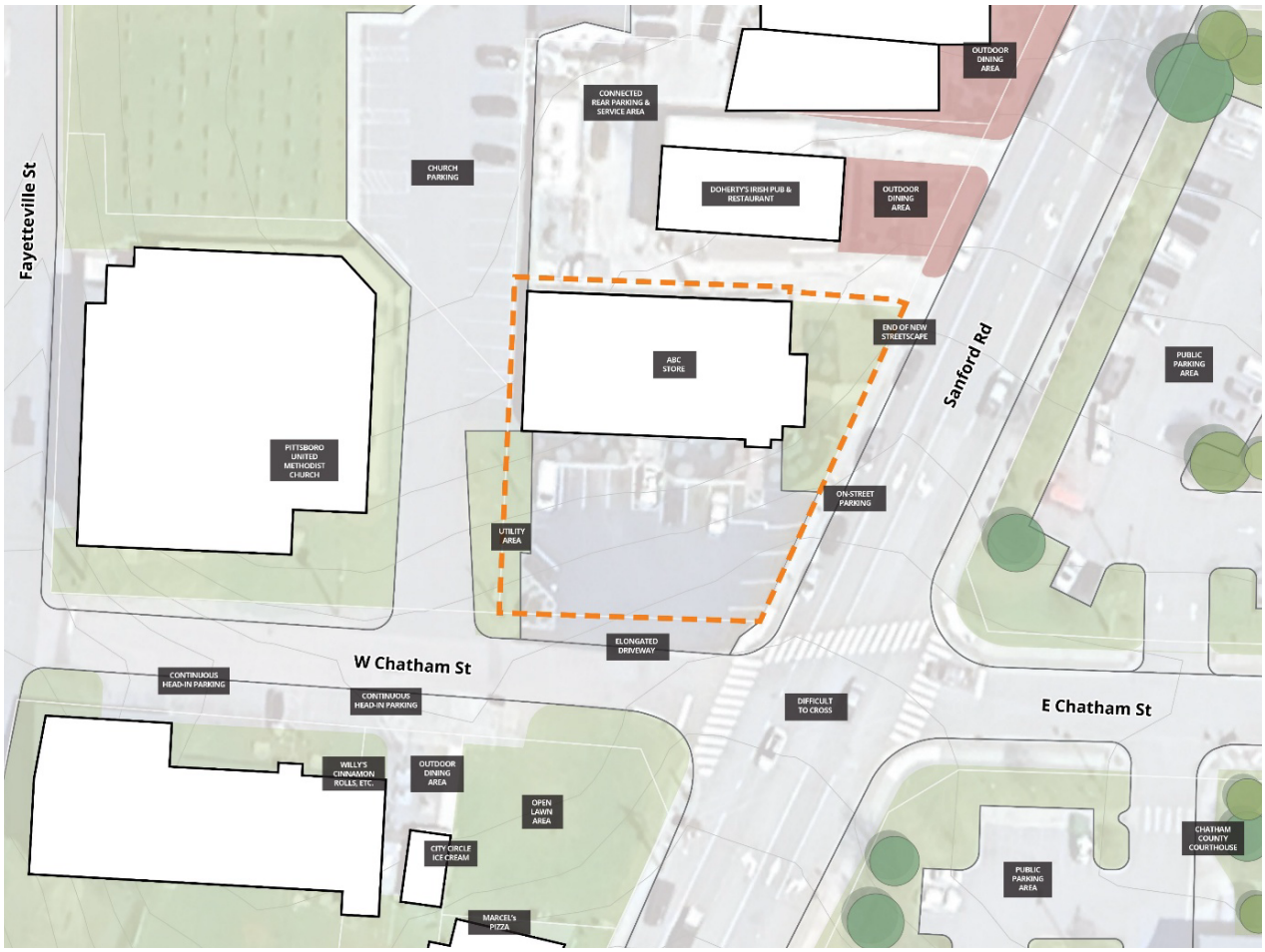
Development Opportunity Summary: ABC Store (Site B)

1. Property Overview

Location	Sanford Road, just south of downtown Pittsboro, North Carolina
Address	70 Sanford Road, Pittsboro, NC
Size	Approximately 0.336 acres
Parcel ID(s)	0062415
Ownership	Town of Pittsboro Board of Alcoholic Beverage Control
Use	Active ABC Store.

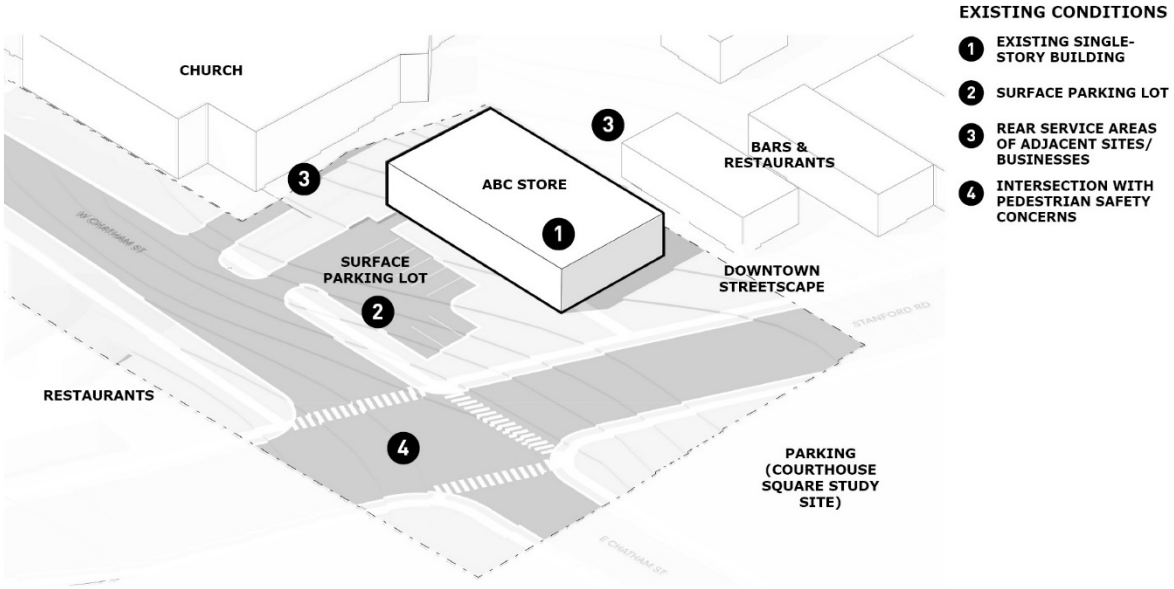
2. Existing Site Context

The site is located immediately south of the downtown core along Sanford Road and serves as a small but visible edge-of-downtown parcel. It marks the southern end of the current Main Street-style frontage and sits at a transition point between the more walkable downtown environment and the more auto-oriented Sanford Road corridor.



Relevant surrounding conditions include the Chatham County Government Complex to the east, food and beverage uses to the north, Pittsboro United Methodist Church to the west, and highway-oriented commercial and light commercial uses extending south along Sanford Road. The site is closely tied to downtown restaurant, retail, civic, and parking patterns, but its small size limits its potential as a standalone destination.

Key adjacency, access, and compatibility considerations include the intersection of Sanford Road and West Chatham Street, existing downtown restaurants and bars to the north, courthouse and public parking activity to the east, church parking to the west, and potential corridor improvements extending south toward the Fire Station site. The site's redevelopment value depends heavily on frontage quality, pedestrian safety, and the ability to mitigate the disruptive effect of surface parking at a visually important corner.



3. Existing Conditions and Constraints

Site

The property is a compact, rectangular to slightly irregular parcel with limited depth, a single existing building, and an asphalt parking area of approximately 5,100 square feet. The site is generally flat and highly developed, with limited vegetation and little room for expansion. The parcel's small size is the primary physical constraint.

Building

The existing building is an approximately 4,850-square-foot, single-story brick masonry commercial structure built in 1930. It appears suitable for continued use or adaptive reuse but may require upgrades to the façade, systems, accessibility, code compliance, and tenant-specific needs. The small footprint and typical single-story retail clear heights may limit some modern tenant requirements, but the building remains generally compatible with neighborhood-serving retail, restaurant, café, or small commercial service uses.

Environmental

No known contamination has been identified. The site's prior and current retail use appears to pose a relatively low risk. No floodplain, wetland, stream buffer, riparian buffer, or protected vegetation constraints have been identified, pending confirmation. Potential hazardous materials concerns are limited primarily to possible asbestos-containing materials or lead-based paint, given the building's age.

Access and Circulation

Vehicular access is via West Chatham Street, through a single driveway that serves the surface parking area. The driveway and parking configuration create a weak pedestrian environment at the corner and near the Sanford Road intersection. Pedestrian access exists but is limited. The relationship among the building, sidewalk, parking area, and intersection should be improved if the site is reused or redeveloped.

Parking

The site includes approximately 12 on-site parking spaces in a constrained surface lot. The parking area occupies a visually significant portion of the corner and disrupts the continuity of active downtown frontage. On-street parking and nearby downtown or government parking may help reduce reliance on on-site surface parking, but any off-site or shared parking strategy would need to be confirmed before the project is defined.

Infrastructure

Water, sewer, stormwater, electric, natural gas, and telecommunications infrastructure are generally available and appear adequate for existing or modest redevelopment. Redevelopment may trigger minor utility upgrades, including electric upgrades and stormwater improvements, as well as frontage-related public realm improvements. Fire hydrant access near the southeast corner of Sanford Road and Chatham Street may require additional review for the side of the downtown block.

Regulatory

The site is zoned C-4 Central Commercial and lies within the Downtown Overlay District. The regulatory framework supports downtown-oriented redevelopment and requires active frontage, pedestrian-scaled design, street-oriented entrances, transparency, and parking located to the side or rear where feasible. Auto-oriented uses and configurations inconsistent with a walkable downtown are restricted or discouraged. Redevelopment appears generally achievable under the existing regulatory framework, though minor waivers or adjustments may be needed for reuse, parking, access, or building placement.

4. Stakeholder and Market Input

Community Input

Community input frames the site as a high-visibility but secondary parcel at the downtown edge, with importance derived from its frontage and corner condition rather than from its size. The existing ABC Store use is not considered a defining community asset. Input supports a more active, pedestrian-oriented frontage, better integration with the restaurant cluster and the downtown streetscape, and a site design that reads as a continuation of downtown rather than as the start of the highway corridor.

Owner Input

Owner input frames the site as a small strategic linkage parcel within the Sanford Road corridor. The site is understood to be constrained for independent redevelopment but valuable for its frontage, location, and potential to extend downtown activity southward. Redevelopment depends on coordination with the ABC Board, the relocation or closure of the existing ABC Store, and a clear control path before any Town-directed redevelopment strategy can proceed.

Market Input

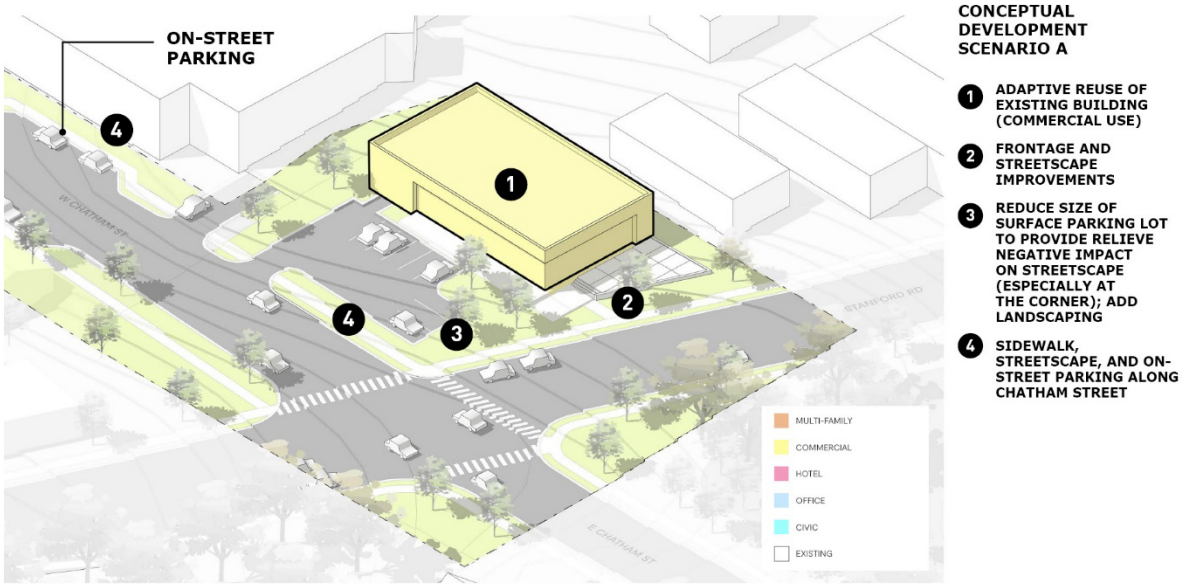
Market input supports small-scale uses, including dining, retail, entertainment, café, and commercial services, as the most directly applicable direction. Adaptive reuse or modest infill is more consistent with the site's size and market role than large-format redevelopment. The site can help expand and connect downtown activity, but it is not large enough to support a major vertical mixed-use or multi-phase project unless paired with a broader strategy.

Synthesis

The strongest alignment focuses on incremental commercial activation to complete the Main Street-style frontage along the southern edge of the downtown core. The principal tensions include ABC Store relocation, ABC Board control, parcel size, parking limitations, and the need to improve pedestrian safety and corner conditions without over-programming the site. The site should be positioned as a small but important downtown frontage opportunity, not as a major redevelopment site.

5. Development Opportunity Scenarios

Scenario A: Adaptive Reuse with Frontage and Parking Improvements



Description

This scenario would retain and adaptively reuse the existing ABC Store building for a new commercial, retail, café, restaurant, food-and-beverage, or service use. The existing parking area would be reduced, redesigned, landscaped, or supplemented with off-site parking where feasible. Sidewalk connections, streetscape, and building-frontage activation would be improved.

Supporting Factors

The existing building is serviceable, appropriately scaled for a small downtown-edge parcel, and well-positioned for neighborhood-serving commercial reuse. Market input supports small-scale dining, retail, and entertainment uses as plausible directions for the site, subject to later evaluation of tenant demand, parking, reuse cost, and relocation timing. Adaptive reuse would likely be less disruptive than full redevelopment and could quickly improve the site's contribution to the downtown if the ABC Store relocates.

Key Challenges

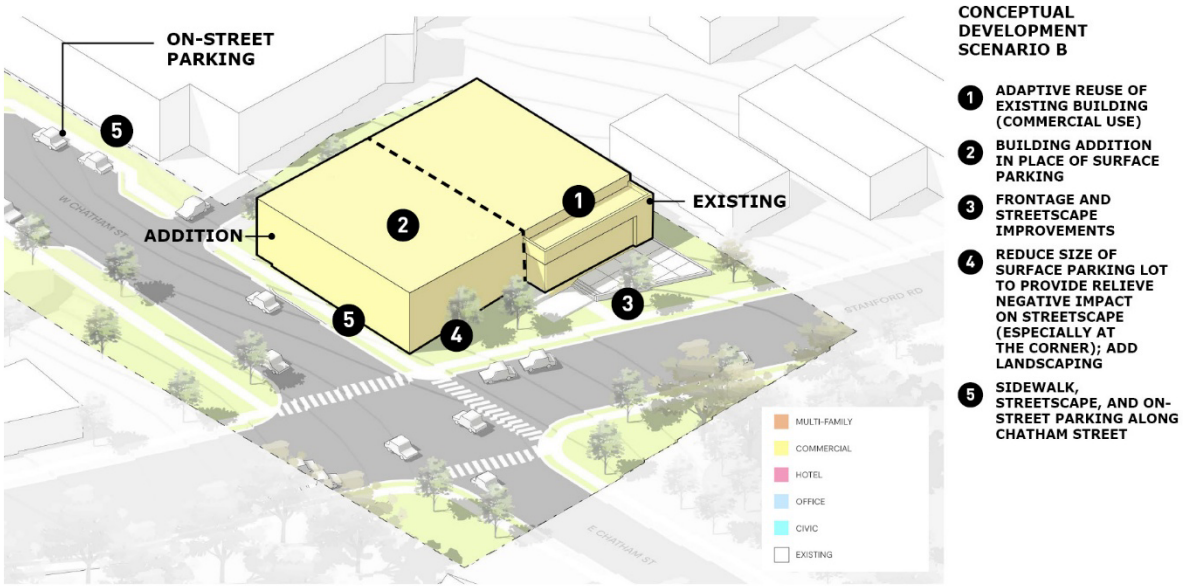
The building may require work to the façade and accessibility, code, building systems, and tenant improvements. The site's parking is constrained, and reducing surface parking to improve frontage may require reliance on on-street, shared, or off-site parking. The building's current configuration may not provide the level of transparency, entrance definition, or active frontage expected under the Downtown Overlay without modification.

Scenario Implementation Considerations

Reuse should be evaluated based on building condition, code, parking, tenant feasibility, and streetscape review before it is considered the preferred option. The design should reduce the visual dominance of the surface parking lot, improve the corner at Sanford Road and West Chatham Street,

strengthen the building's pedestrian connection to the sidewalk, and coordinate with downtown streetscape improvements.

Scenario B: Adaptive Reuse with Targeted Building Addition



Description

This scenario would retain the existing building while adding a modest expansion or frontage improvement, replacing some surface parking. The addition could support a larger commercial tenant, food and beverage use, a small retail cluster, or enhanced public-facing frontage, while preserving the existing structure.

Supporting Factors

A targeted addition could improve the site's frontage, increase leasable area, reduce the disruptive impact of the surface parking lot, and help the parcel integrate more effectively into the downtown street wall. The concept aligns with the site's role as the endpoint of the current Main Street-style environment and may enable a more active use without full demolition.

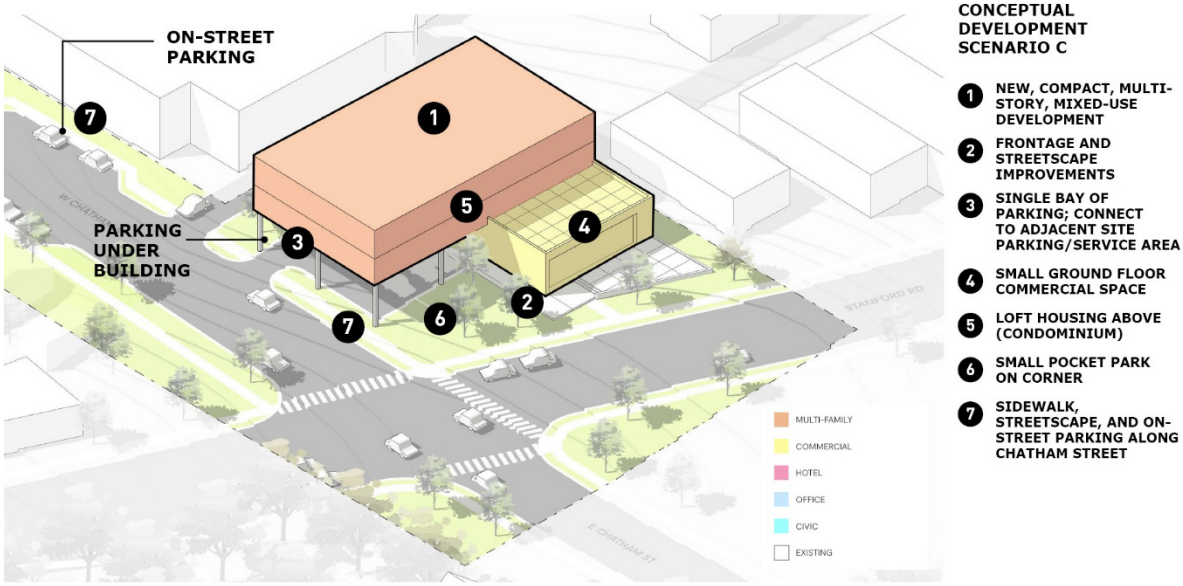
Key Challenges

The parcel is small, and any addition would exacerbate constraints on parking, access, loading, stormwater, and code compliance. The remaining developable footprint may be limited if rear access, service functions, or on-site parking must be preserved. The feasibility of an addition will depend on the building's structural capacity, tenant demand, construction costs, and the availability of shared, off-site, or on-street parking.

Scenario Implementation Considerations

Before advancing this scenario, additional evaluation should address building condition, expansion feasibility, parking strategy, access from West Chatham Street, potential connection to the rear service pattern of adjacent properties, streetscape design, and whether the addition meaningfully improves development value relative to its cost and complexity.

Scenario C: Compact Mixed-Use Redevelopment



Description

This scenario would demolish the existing building and redevelop the site with a compact mixed-use or small commercial building, potentially including ground-floor commercial space and upper-floor office, residential, or loft-style use. Parking could be minimized, located behind or within the building footprint, supported by on-street parking, or addressed through off-site arrangements.

Supporting Factors

Full redevelopment could offer the greatest flexibility to address the site's current frontage, access, parking, and pedestrian conditions, but only if the physical, parking, economic, and ownership constraints can be resolved. A new building could strengthen the Sanford Road street edge, create a more active corner, better align with Downtown Overlay objectives, and provide a more intentional transition from the downtown core to the Sanford Road corridor.

Key Challenges

The site is very small, and the buildable envelope is constrained by frontage requirements, access, parking, and service needs. A compact mixed-use concept may be physically feasible but financially and operationally challenging without creative parking solutions. Residential or office use above-ground-floor commercial should be approached cautiously, as the site may not support the scale, parking, or economics required for a meaningful mixed-use project.

Scenario Implementation Considerations

Before pursuing full redevelopment, the Town and the ABC Board should determine whether the site's strategic value justifies demolition rather than reuse. Additional analysis should address achievable building size, parking and access strategy, Downtown Overlay compliance, tenant demand, feasibility of upper-floor use, and the relationship to adjacent parking, service areas, and public realm improvements.

6. Implementation Considerations

Ownership and Control

The property is owned by the Town of Pittsboro Board of Alcoholic Beverage Control, not by the Town itself. Any Town-directed redevelopment strategy will require coordination with the ABC Board and may involve purchasing, exchanging, leasing, or another form of control. The ABC Board must identify and approve a replacement location, determine whether opening a new store is a condition of closing the current store, and agree to a disposition structure and acceptable sale or exchange terms before the site can be advanced.

Infrastructure and Public Improvements

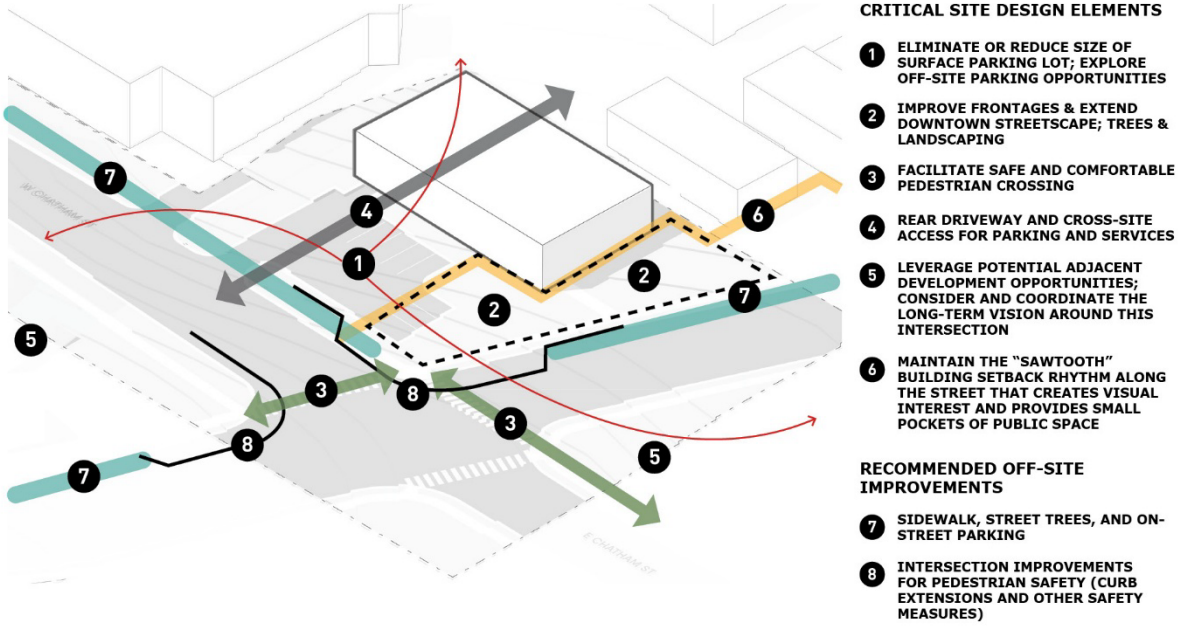
Redevelopment or reuse should be coordinated with enhancements to sidewalks, lighting, street trees, on-street parking, intersection safety, and broader downtown streetscape continuity along Sanford Road and West Chatham Street. Public realm improvements are central to the site's value because the parcel defines the current southern edge of the Main Street frontage. Pedestrian crossing improvements at the Sanford Road and West Chatham Street intersection should be evaluated as part of any project definition.

Regulatory Considerations

The existing C-4 zoning and Downtown Overlay provide a generally supportive framework for small-scale commercial reuse or redevelopment in the downtown. The principal regulatory constraints are frontage quality, transparency, pedestrian orientation, parking placement, access, and compatibility with a walkable downtown form. Minor waivers, adjustments, or administrative flexibility may be required, depending on whether the existing building is reused, expanded, or replaced.

Key Dependencies

Key dependencies include ABC Store relocation or closure, ABC Board approval, Town or third-party site control, determination of whether off-site or shared parking can support the preferred concept, evaluation of the feasibility of building reuse or addition, and confirmation of streetscape and intersection improvement responsibilities. Assemblage should not be assumed, as adjacent parcels appear unlikely to be available due to recent redevelopment, though cross-access or shared parking may still be explored. The following illustration shows how a conceptual site framework could address the site's frontage, parking, pedestrian crossing, rear access, and off-site improvement dependencies within the surrounding downtown block.



Implementation Timing

Redevelopment timing is primarily tied to the ABC Board's relocation timeline, which may span multiple years. Adaptive reuse or modest redevelopment could proceed more quickly once relocation and site control are resolved. A more intensive mixed-use redevelopment would require additional feasibility work and should be treated as a longer-term or higher-complexity option.

7. Strategic Direction and Partnering Approach

Strategic Direction

The site should be advanced as a small but strategically visible commercial opportunity at the edge of downtown. The most appropriate path for further evaluation is adaptive reuse or modest building expansion for food and beverage, retail, café, or small commercial services, paired with parking reduction, frontage activation, and pedestrian improvements. Full, compact mixed-use redevelopment may be considered, but it should not be treated as the baseline because parcel size, parking limitations, and economics pose meaningful feasibility constraints. The site's role is to complete and extend the downtown frontage, not to serve as a major redevelopment anchor.

Recommended Developer Engagement Strategy

Before beginning the development partner selection process, the Town and the ABC Board should establish the basic framework for relocation and site control, including whether the ABC Store will close or relocate, where a replacement store would be located, whether the replacement store must open before the current site is disposed of, and whether the Town, the ABC Board, or a third party will control the redevelopment process. The development partner selection process should not be used to resolve ABC Board relocation, site control, or owner decision-making issues.

At this stage, an RFQ-based process is preferable to a direct RFP because key issues, including ABC Store relocation, site control, parking strategy, reuse-versus-redevelopment direction, frontage improvements, and public improvement responsibilities, remain unresolved. The RFQ should be directed to the appropriate development partner audience based on the selected path and should focus on qualifications, relevant experience, financial capacity, judgment, and an approach to refining

feasibility. It should not require final site plans, fixed parking designs, or a definitive development proposal.

If the site advances through a Town-controlled redevelopment process, the RFQ should focus on development partners or operators with experience in small-lot downtown infill, food and beverage, retail, context-sensitive commercial reuse, and pedestrian-oriented frontage improvements. After selecting a preferred development partner, the Town and the ABC Board should use post-selection engagement to refine the reuse or redevelopment program, evaluate building conditions, determine parking and access strategies, define public improvement responsibilities, and negotiate a non-binding development framework before proceeding to statutory disposition or definitive agreements.

Key Issues for Market Testing

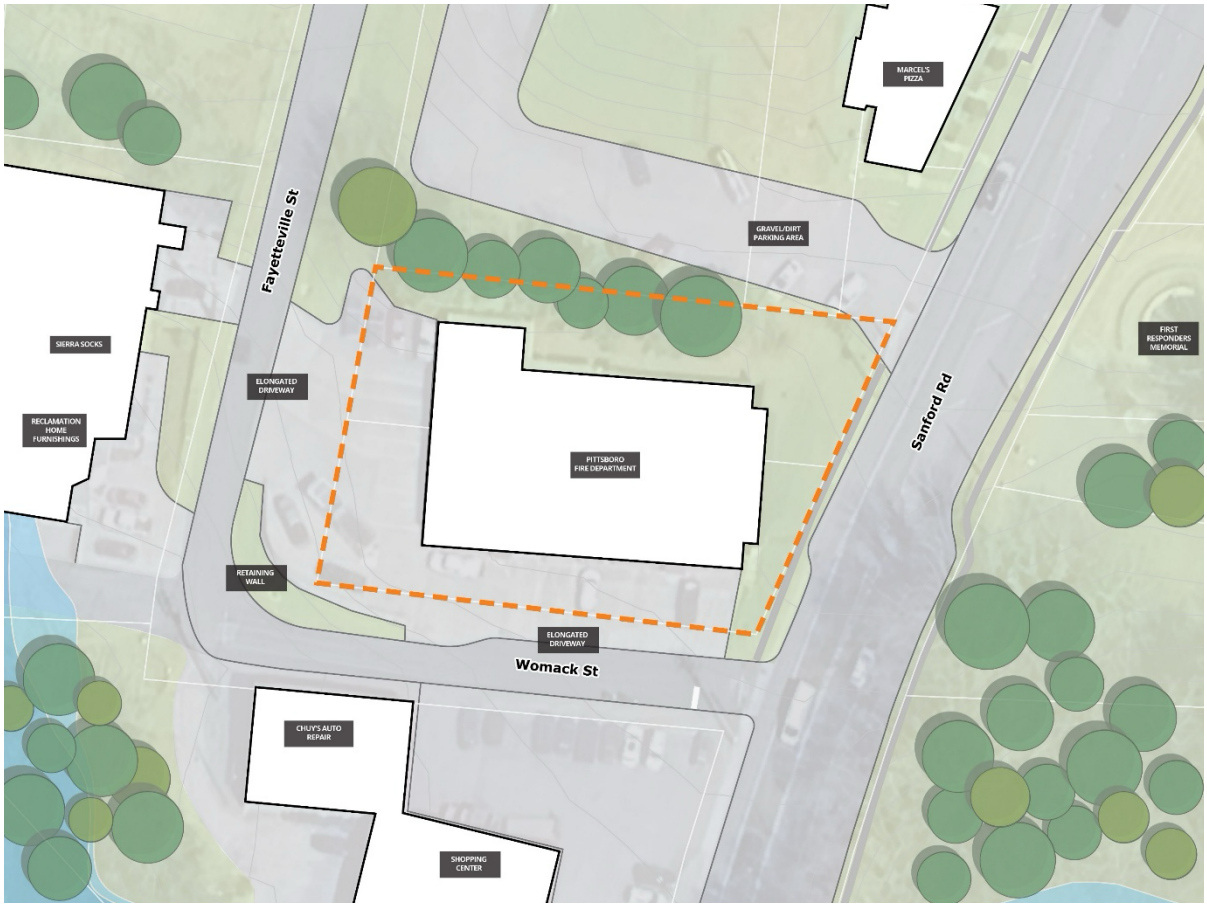
The pre-RFQ phase should resolve ABC Store relocation, site control, disposition authority, and the basic direction on reuse versus redevelopment. The RFQ and post-selection engagement process should then focus on issues specific to the selected path, including tenant viability, adaptive reuse costs, the feasibility of a building addition, parking reduction or off-site parking, rear service or cross-access opportunities, frontage activation, intersection safety, public realm responsibilities, and the balance among downtown continuity, commercial feasibility, and small-site constraints.

Development Opportunity Summary: Fire Station (Site C)

1. Property Overview

Location	Sanford Road, just south of downtown Pittsboro, NC
Address	150 Sanford Road
Size	Approximately 0.55 acres
Parcel ID(s)	0007708; 0062449
Ownership	Pittsboro Volunteer Fire Department, Inc.
Use	Active volunteer fire station serving the west side of downtown Pittsboro.

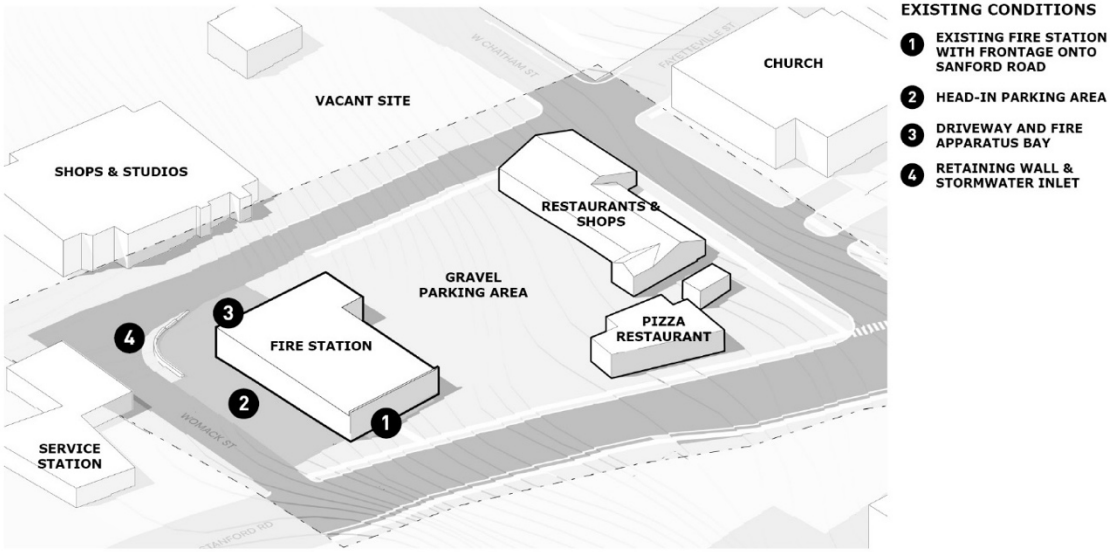
2. Existing Site Context



The site is located just south of the downtown core on the west side of Sanford Road, near the transition from the walkable downtown environment to more auto-oriented corridor uses to the south. Its location gives it potential as a small southern gateway or a downtown-edge infill site, but the current use and configuration are primarily operational rather than place-making.

Relevant surrounding conditions include the Chatham County Courthouse property to the east, downtown-supportive commercial and service uses to the north, highway-oriented commercial uses to the south and west, and nearby retail, restaurant, studio, and service activity along Fayetteville Street, Womack Street, and Sanford Road. The site is close enough to the downtown core to support small-scale commercial or dining uses, but its market role is incremental rather than catalytic.

Key adjacency, access, and compatibility considerations include the site's relationship to Sanford Road frontage, Womack Street, Fayetteville Street, Marcel's Pizza, nearby commercial activity, the courthouse area, and potential future redevelopment of adjoining parcels. The site's redevelopment potential improves materially when coordinated with nearby parcels, parking, and streetscape improvements, rather than when treated as an isolated 0.55-acre parcel.



3. Existing Conditions and Constraints

Site

The property consists of two small, irregularly configured parcels with limited frontage depth, high impervious coverage, and substantial paved apparatus and maneuvering areas. The site is generally flat, with a downward slope toward the southwest corner, a retaining wall and utility condition near that corner, and limited vegetation. Its small size is the principal physical constraint.

Building

The existing building is an approximately 9,360-square-foot, single-story fire station constructed in 1976, featuring a combination of rigid steel frame and masonry construction, open apparatus bays, and multiple overhead doors. The building is functional but dated, and its institutional layout limits adaptability for conventional commercial or residential use. The large interior volume and apparatus doors may support reuse for certain commercial, entertainment, gathering, brewery, maker, or restaurant-related uses, but the feasibility of reuse remains uncertain.

Environmental

Environmental conditions are a material consideration in redevelopment. The site received a No Further Action determination for a petroleum underground storage tank incident, but the NFA letter states that soil contamination remains above unrestricted-use limits and that the property containing the contamination is suitable only for industrial or commercial use unless land-use conditions change or additional requirements are met. Additional environmental review will be important before any residential use, property transfer, or change to a more sensitive use. Potential hazardous materials concerns also include asbestos-containing materials or lead-based paint associated with the 1970s building.

Access and Circulation

The site is shaped by fire apparatus movement, wide driveways, open, paved maneuvering areas, and a vehicle-dominant relationship to Womack Street and Sanford Road. Pedestrian conditions are minimal and discontinuous, particularly around the southeast corner and along Womack Street. Current circulation conflicts stem from emergency vehicle movements, nearby commercial activity, narrow or informal street conditions, and driveway and parking patterns.

Parking

Existing parking is informal and constrained, including rear driveway and head-in parking along Womack Street. On-site parking is insufficient to support more active commercial reuse without reconfiguration or shared parking, and the current pattern conflicts with pedestrian movement and adjacent commercial uses. Any future scenario should reduce or redesign head-in parking, improve parking controls, and avoid parking between the building and the primary frontage.

Infrastructure

The site is served by aging water and sewer infrastructure, including a six-inch cast-iron water line installed in 1949 and an eight-inch sewer system showing signs of deterioration. Intensified redevelopment may require upgrades to water, sewer, electric, stormwater, hydrant, and frontage systems. The stormwater inlet and fire hydrant at the southwest corner require improvement, and the natural gas line alignment near Fayetteville Street, Womack Street, and Sanford Road may pose a design consideration.

Regulatory

The site is zoned C-2 Highway Commercial and is outside the Downtown Overlay District, although the overlay boundary runs along the property's northern edge. C-2 allows auto-oriented frontage and conventional commercial standards that are not well aligned with the intended character of the downtown-edge redevelopment. A base zoning change or an extension of the Downtown Overlay should be considered before pursuing higher-quality pedestrian-oriented redevelopment.

4. Stakeholder and Market Input

Community Input

Community input frames the site primarily as an active public safety facility rather than a historic or architecturally sensitive asset. The existing building is seen as functional and utilitarian, with limited emphasis on preservation. Input supports a cleaner, more intentional site organization, improved frontage, better pedestrian conditions, and redevelopment that more directly connects the Sanford Road corridor to downtown.

Owner Input

Owner input frames the site first as an operational public-safety asset within a broader fire-service network. Redevelopment depends on maintaining effective emergency response coverage, completing fire service planning, identifying and securing a replacement station site, and coordinating among the Town, County, and volunteer fire department. The site should not be considered available for redevelopment until those public safety and control issues are resolved.

Market Input

Market input supports small-scale commercial, restaurant, dining, entertainment, and retail uses as the most directly applicable market direction for the site. The site's small size limits the intensity of standalone development, and residential feasibility appears secondary unless the property is assembled into a larger-block redevelopment. The site is best positioned as an incremental extension of downtown activity rather than as an independent destination.

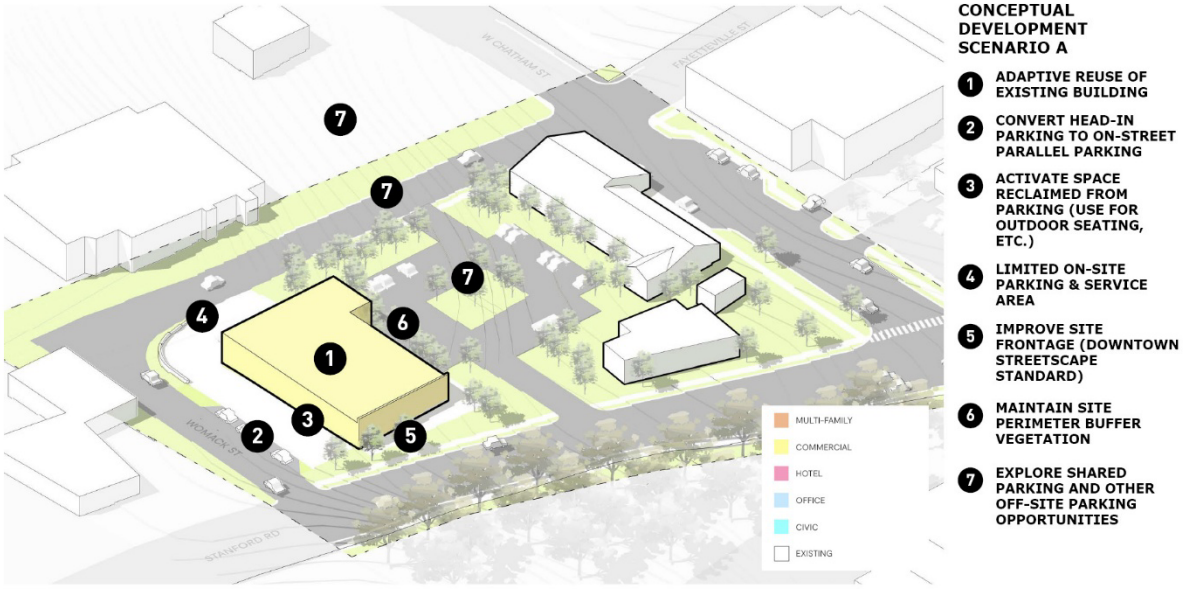
Synthesis

The strongest alignment is for an eventual transition from an operational fire station to a more active use at the downtown edge, provided that fire service relocation, site control, and environmental constraints are resolved first. If those issues are resolved, the most clearly supported redevelopment path is adaptive reuse or small-scale commercial infill tied to dining, entertainment, retail, or gathering uses.

Larger residential or mixed-use redevelopment depends on assemblage and should be evaluated separately from the standalone fire station property.

5. Development Opportunity Scenarios

Scenario A: Adaptive Reuse for Dining, Entertainment, or Gathering Use



Description

This scenario would retain and adaptively reuse the existing fire station building for restaurant, brewery, dining-entertainment, retail, maker, studio, event, or gathering-oriented commercial uses. Existing apparatus bays and garage doors could become active design features, while paved areas and frontage could be reconfigured for outdoor seating, pedestrian access, limited service areas, and an improved streetscape.

Supporting Factors

The building's open interior volume, overhead doors, and utilitarian character may support reuse for a distinctive commercial or gathering use. Market input supports restaurant, dining-entertainment, and retail uses as plausible directions for the Fire Station site, subject to further evaluation of tenant demand, parking, reuse cost, and environmental constraints. Reuse could extend downtown activity southward, connect to nearby studios and retail uses, and create a more active Sanford Road frontage without requiring full site assembly.

Key Challenges

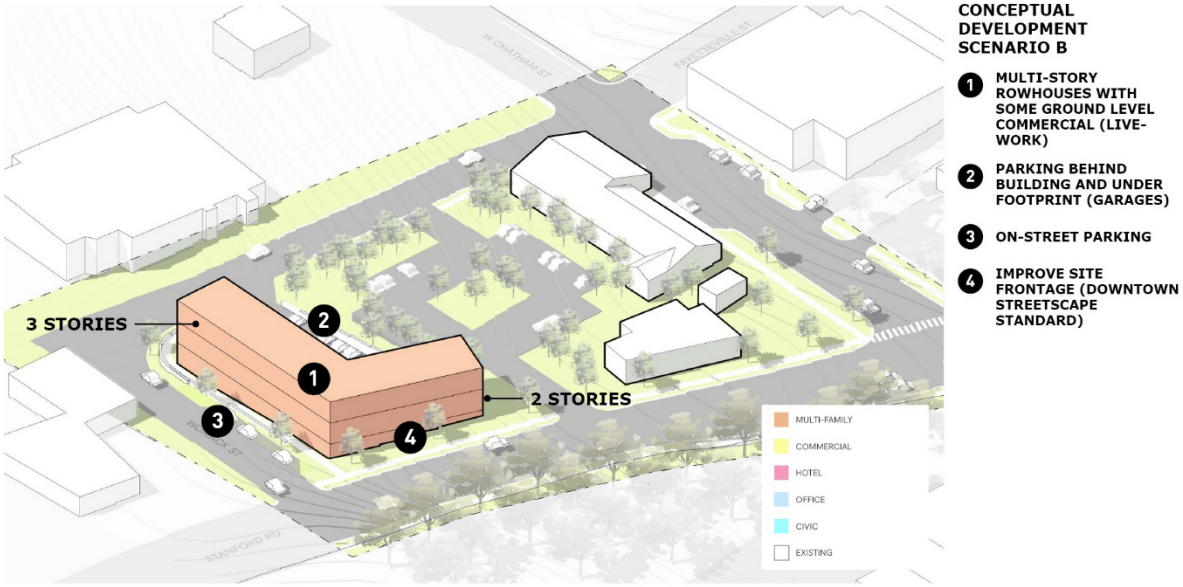
The building was not designed for modern commercial use and may require significant investment in accessibility, life safety, building systems, restrooms, kitchen or tenant improvements, façade improvements, and environmental/hazardous materials review. Parking is constrained, on-site circulation is inefficient, and outdoor activation would require converting paved driveway areas from operational use to pedestrian-oriented use. Petroleum contamination and land-use restrictions may

affect reuse, financing, transfer, or future occupancy assumptions.

Scenario Implementation Considerations

Adaptive reuse should be evaluated through building, environmental, code, parking, and tenant feasibility reviews before being treated as the preferred direction. The reuse strategy should address shared or off-site parking, frontage improvements, sidewalk connections, outdoor use areas, stormwater improvements, and whether the existing building can support a viable tenant without excessive public participation.

Scenario B: Standalone Small-Scale Commercial Redevelopment



Description

This scenario would demolish the existing building and redevelop the two-parcel site with a small-format commercial or mixed-use building oriented toward Sanford Road and Womack Street. Parking would be located behind or to the side of the building where feasible, with improved sidewalk connections, fewer driveway conflicts, and a more intentional downtown-edge frontage.

Supporting Factors

The site has strong visibility approaching downtown from the south and frontage along Sanford Road. Market input supports small-scale retail, restaurant, and dining-entertainment uses. A new building could better align with pedestrian-oriented frontage goals, address some of the operational constraints of the existing fire station and create a cleaner transition between downtown and the Sanford Road corridor.

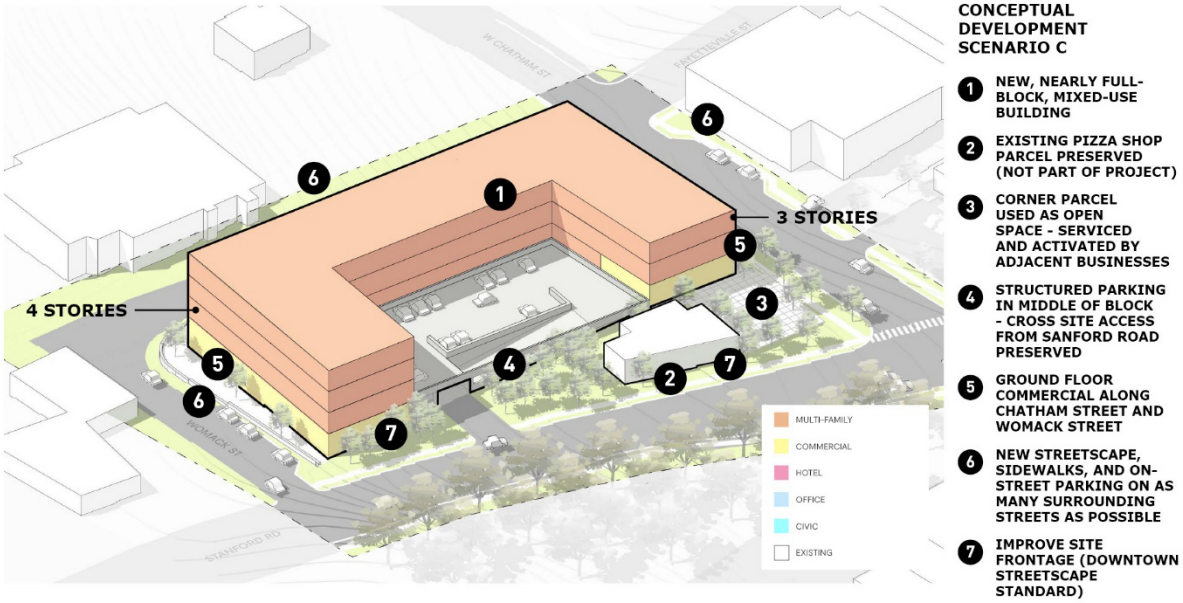
Key Challenges

The site is small, and the buildable footprint is materially constrained by setbacks, access, parking, utilities, and stormwater requirements. Current C-2 zoning permits auto-oriented forms that are inconsistent with the intended development character. Residential or multi-story mixed-use development is unlikely to be feasible on the standalone site without structured or underground parking, zoning changes, and careful environmental review.

Scenario Implementation Considerations

Before advancing this scenario, the Town should confirm site control, environmental constraints, parking strategy, zoning approach, and the level of public improvements required to support a standalone redevelopment. The design should avoid front-loaded parking and extend the downtown streetscape character south along Sanford Road.

Scenario C: Block Assemblage and Mixed-Use Redevelopment



Description

This scenario would treat the fire station property as part of a larger block assemblage that includes adjacent parcels, particularly those immediately north of the site. A larger assemblage could support a more substantial mixed-use or residential project, structured or internal parking, improved cross-site access, and coordinated frontage improvements along Sanford Road, Womack Street, Fayetteville Street, and nearby commercial edges.

Supporting Factors

The standalone fire station site is too small to support meaningful mixed-use intensity, but assemblage could expand the development footprint and improve parking, access, and massing. Conceptual planning materials identify full-block redevelopment as a possible long-term direction, including a larger mixed-use building with internal structured parking, ground-floor commercial space, improved streetscapes, and preservation of certain adjacent active commercial uses. Assemblage could also align with nearby retail, studio, and restaurant activity.

Key Challenges

Assemblage raises significant timing, control, valuation, negotiation, and relocation issues. The fire station property is privately owned by the volunteer fire department and remains operational. Adjacent parcels are separately owned and host existing businesses. A full-block concept may overstate near-term feasibility if ownership control, environmental issues, parking economics, and market interest are not resolved first.

Scenario Implementation Considerations

If block redevelopment is pursued, the Town should secure control of, or a binding path to control, the fire station property and any parcels included in the opportunity before advancing an assemblage-based implementation strategy. The Town should determine whether existing businesses, such as Marcel's Pizza, and nearby studios should remain, be excluded from the assemblage, or be incorporated via cross-access, shared parking, or edge activation. Assemblage should be treated as a separate strategic path, not as an assumption embedded in a standalone redevelopment of the fire station.

6. Implementation Considerations

Ownership and Control

The property is owned by the Pittsboro Volunteer Fire Department, Inc., not the Town. Town-controlled redevelopment requires the acquisition, exchange, or consolidation of fire services under Town control, or another binding control structure. If the Rectory Site remains the preferred replacement fire station location, the Town must also obtain control of that site from the County or establish another enforceable path for relocation before the existing fire station property can be treated as available.

Infrastructure and Public Improvements

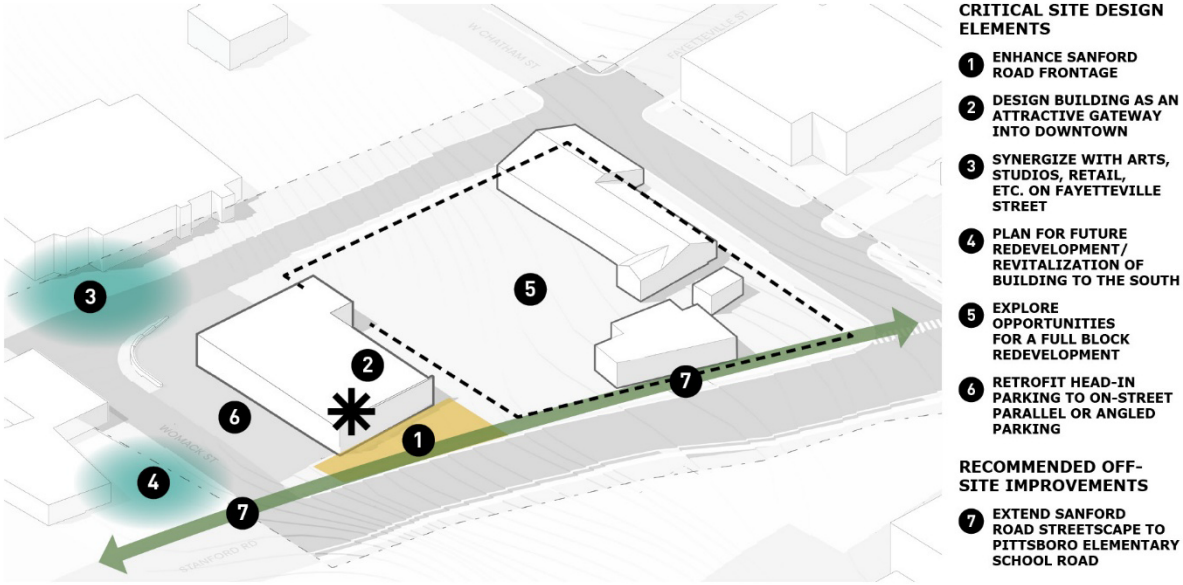
Redevelopment will likely require extending the streetscape along Sanford Road, installing sidewalks along the southern and eastern frontages, improving conditions on Womack Street and Fayetteville Street, upgrading stormwater inlets and hydrants, coordinating utilities, and establishing pedestrian connections to downtown, the courthouse area, and the Robeson Creek Greenway. The southern extension of the downtown streetscape should be treated as a core positioning element if the site is redeveloped.

Regulatory Considerations

Current C-2 zoning permits certain commercial development but does not align with the desired downtown-edge form. A Downtown Overlay extension, rezoning, or other regulatory adjustment should be considered to avoid suburban development patterns, reduce the risk of front-loaded parking, and support a pedestrian-oriented building and frontage. Any residential or more intensive mixed-use scenario will require additional review of zoning, density, parking, environmental conditions, and infrastructure capacity.

Key Dependencies

Key dependencies include fire service planning; control of the replacement station site; acquisition or control of the existing fire station property; resolution of volunteer fire department and Town decision-making authority; environmental disclosure and land-use limitations arising from the NFA condition; evaluation of adaptive reuse feasibility; and determination of whether the site will be advanced independently or only as part of a broader block assemblage. The following illustration shows how a broader conceptual block framework could relate the Fire Station site to Sanford Road frontage, gateway design, nearby Fayetteville Street activity, parking changes, and potential future assemblage opportunities.



Implementation Timing

The site is not available for redevelopment until the fire station relocation and site control are resolved. If those issues are addressed, adaptive reuse or small-scale standalone commercial redevelopment could be a shorter-term opportunity than a full-block assemblage. A larger mixed-use assemblage should be treated as a longer-term strategy because it depends on multiple ownership interests and broader block planning.

7. Strategic Direction and Partnering Approach

Strategic Direction

The site should be treated first as an operational public safety asset and second as a potential downtown-edge redevelopment opportunity. If relocation and site control are resolved, the most appropriate direction for further evaluation is small-scale commercial reuse or redevelopment that extends downtown activity south along Sanford Road and improves the pedestrian environment. Adaptive reuse of the existing fire station building is a credible option, but it should be validated against environmental, code, building, tenant, parking, and cost considerations. Larger residential or mixed-use development should be evaluated only if the Town elects to pursue a broader block assemblage and can secure control of the necessary parcels.

Recommended Developer Engagement Strategy

Before beginning the development partner selection process, the Town should complete or confirm fire service planning, identify and secure a replacement fire station site, obtain control of the existing fire station property, determine whether the project will be a standalone reuse or redevelopment opportunity or part of a broader assemblage, and decide whether zoning or Downtown Overlay changes should precede market engagement. The development partner selection process should not be used to resolve whether the fire station can relocate, whether the Town can control the property, or whether unrelated adjacent owners will participate.

At this stage, an RFQ-based process is preferable to a direct RFP because fire station relocation, property control, environmental conditions, zoning strategy, parking approach, and potential assemblage assumptions remain unresolved. The RFQ should be directed to the appropriate

development partner audience based on the selected path. If the site is advanced as a standalone opportunity, the RFQ should focus on development partners with experience in small-scale downtown infill, adaptive reuse, restaurant- or entertainment-oriented reuse, and pedestrian-oriented commercial development. If the site is advanced as an assemblage, the RFQ should focus on development partners with experience in mixed-use infill, parcel assemblage, internal or shared parking, and phased implementation.

The RFQ should seek qualifications, relevant experience, financial capacity, judgment, and an approach to refining feasibility. It should not require final site plans, fixed parking designs, or a definitive development proposal. After selecting a preferred development partner, the Town should use post-selection engagement to refine the program, evaluate building reuse, confirm environmental and land-use limitations, determine the parking and access strategy, define public improvement responsibilities, and negotiate a non-binding development framework before proceeding to statutory disposition or definitive agreements.

Key Issues for Market Testing

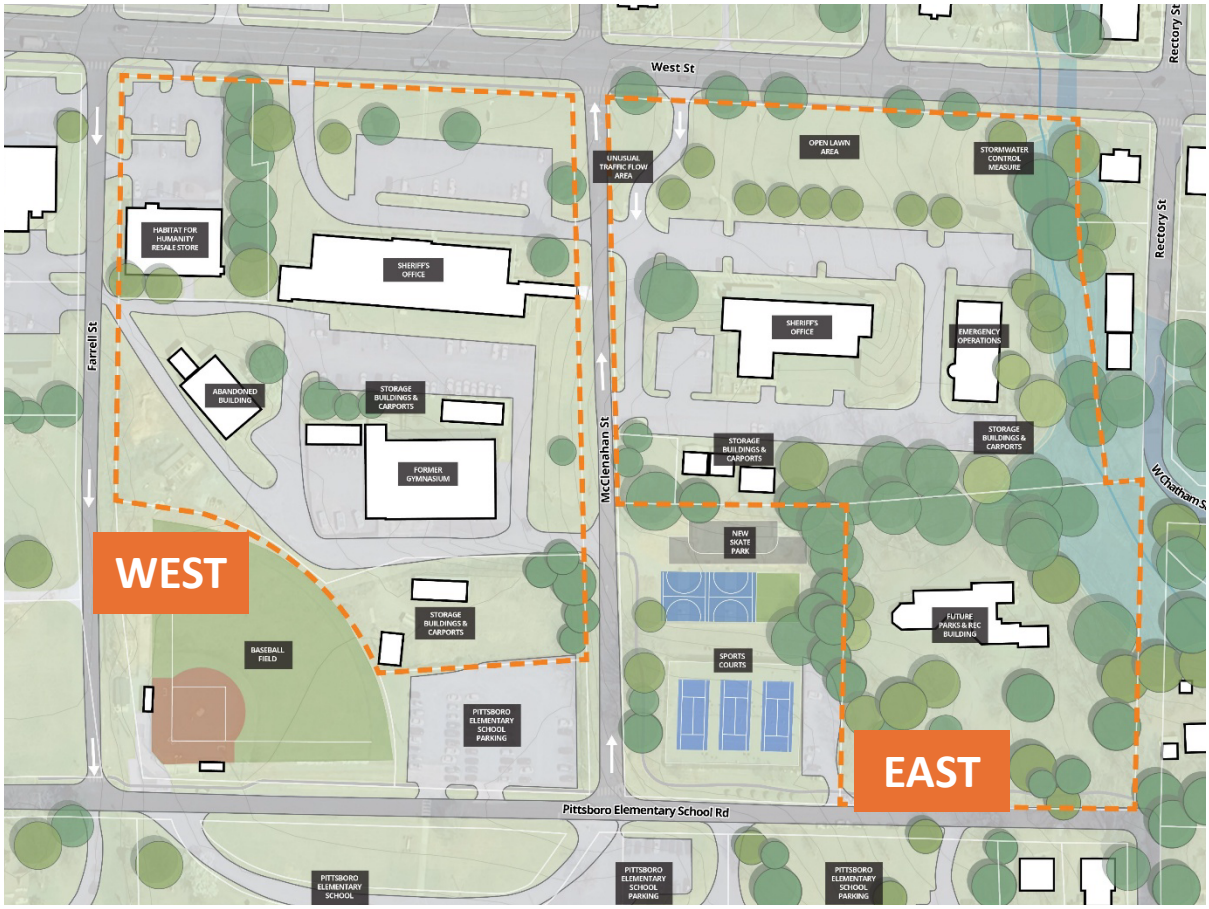
The pre-RFQ phase should resolve fire station relocation, site and replacement-site control, environmental disclosure, zoning strategy, and whether the project is standalone or assembled. The RFQ and post-selection engagement process should then focus on issues tied to the selected path, including adaptive reuse costs, tenant viability, restaurant or entertainment demand, parking strategy, shared or off-site parking, frontage activation, utility and stormwater upgrades, potential assemblage with northern parcels, and the balance among downtown extension, commercial feasibility, public safety continuity, and pedestrian-oriented design.

Development Opportunity Summary: McClenahan Blocks-East (Site D)

1. Property Overview

Location	Western and southwestern edge of downtown Pittsboro, NC, generally along West Street, McClenahan Street, and Pittsboro Elementary School Road
Address	295 West Street, 297 West Street, 274 Pittsboro Elementary School Road, 64 McClenahan Street, and McClenahan Street, Pittsboro, NC
Size	10.39 acres
Parcel ID(s)	0062414; 0062853; 0067218; 0075073
Ownership	Chatham County; Town of Pittsboro
Use	Sheriff's office and emergency operations center functions; Town-owned improved tract; public park and tennis court parcel; vacant parcel behind the law enforcement center; surface parking, service areas, and related accessory improvements.

2. Existing Site Context

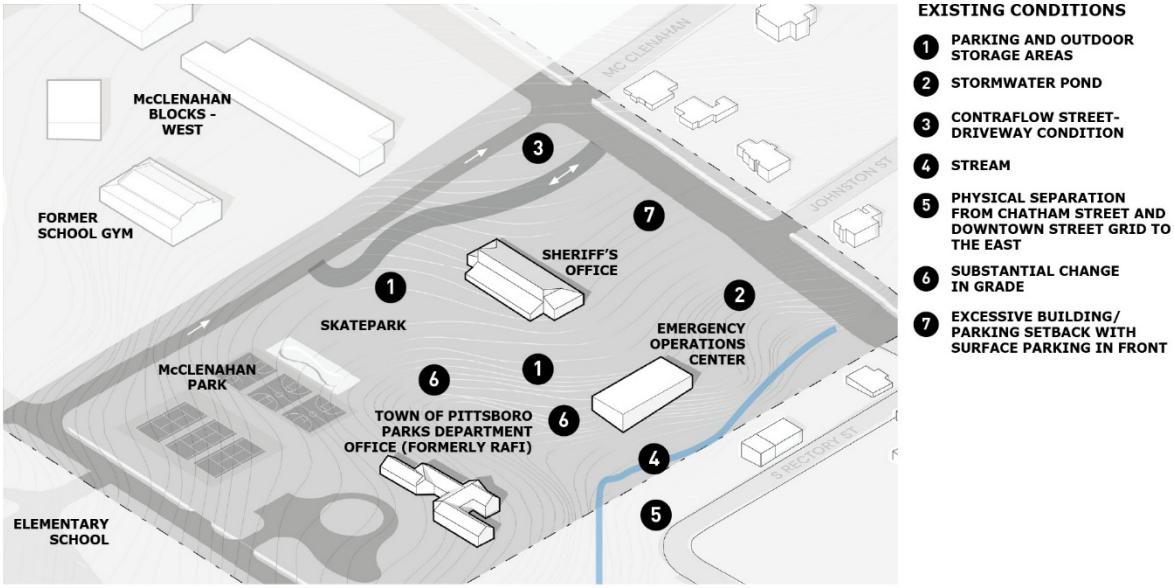


The site lies at the western and southwestern edge of downtown Pittsboro and forms the eastern half of the larger McClenahan Blocks district. Together with McClenahan Blocks-West, it represents a potential area for western expansion of downtown that could combine housing, public open space, civic facilities, adaptive reuse, shared parking, and improved pedestrian connections. The East assemblage is more directly shaped by the former sheriff's office, emergency operations functions, the former RAFI facility, McClenahan Park, the creek corridor, and environmental and open-space constraints.

Relevant surrounding conditions include McClenahan Blocks-West across McClenahan Street; Pittsboro Elementary School to the south; the former RAFI facility and creek corridor to the east; West Street to the north; and nearby residential, civic, park, school, and small-scale commercial uses. McClenahan Street serves as the dividing line between the East and West assemblages, but the two sites share circulation, parking, public realm, school access, and development-positioning issues. The combined district concept depends on whether McClenahan Street can become a more complete, two-sided connector rather than a barrier between separately planned properties.

Key adjacency, access, and compatibility considerations include the site's relationship to McClenahan Blocks-West, Pittsboro Elementary School circulation, McClenahan Park, the former RAFI facility, the creek corridor, nearby residential edges, and potential east-west connectivity toward Chatham Street and the future Courthouse Square. The East assemblage's gateway role depends on coordinated

redevelopment, improved pedestrian connections, protection or integration of open-space assets, and a circulation strategy that resolves current street and driveway conflicts while preserving flexibility for independent phasing or a larger East-West district strategy.



3. Existing Conditions and Constraints

Site

The assemblage includes large primary development parcels, developed institutional areas, park and recreation areas, paved parking and service areas, wooded and creek-adjacent areas, and open land. The northern development area measures approximately 400 feet by 500 feet. The grade slopes toward the east toward the creek, with a steep drop along the creek embankment and an east-west grade that separates portions of the site from the former RAFI facility.

Building

The site includes an approximately 8,939-square-foot former law enforcement building, an approximately 5,600-square-foot hardened emergency operations center, an approximately 5,014-square-foot former RAFI building, a small, unfinished storage building, and accessory improvements. The law enforcement and hardened buildings appear to have potential for adaptive reuse, subject to additional technical review. Existing structures vary in age, condition, function, and relevance to redevelopment.

ADAPTIVE REUSE POTENTIAL

1 FORMER SCHOOL GYM

2 SHERIFF'S OFFICE

3 EMERGENCY OPERATIONS CENTER

Environmental

Environmental risk is moderate due to long-term law enforcement, emergency operations, institutional, vehicle storage, and potential vehicle maintenance uses. Additional Phase I and, if warranted, Phase II investigations should be completed before full redevelopment or residential placement. Parcel 0062853 includes flood zone and floodway conditions, and portions of the site are likely influenced by the floodplain, riparian buffer, drainage, mature vegetation, and creek-related constraints. Potential hazardous materials concerns include asbestos-containing materials or lead-based paint in older structures.

Access and Circulation

The northern portion of the site is accessed via West Street and McClenahan Street, while the southern portion is accessed via Pittsboro Elementary School Road. Existing circulation is fragmented and vehicle-dominant, with dispersed parking, service areas, incomplete pedestrian connections, and ongoing access needs for sheriff and emergency operations functions until relocation occurs. McClenahan Street and nearby school traffic patterns create circulation constraints that must be addressed before redevelopment.

Parking

The sheriff's office and emergency operations areas contain approximately 108 parking spaces, with additional gravel and informal parking associated with the former RAFI facility and McClenahan Park. Existing parking exceeds current sheriff's office needs but is not organized to support an integrated district. Redevelopment should treat parking as a shared district resource where appropriate, relocating parking behind or within development blocks rather than allowing surface parking to dominate the West Street frontage.

Infrastructure

Water, sewer, electric, and telecommunications services are generally available, but capacity and condition should be evaluated for district-scale redevelopment. Existing utilities are adequate for current institutional use but may require upgrades for higher-density mixed-use, residential, office, medical office, or healthcare development. Stormwater management is limited under existing conditions and will need to address detention, water quality, existing drainage patterns, floodplain conditions, and the creek corridor.

Regulatory

The site is zoned O-I (Office-Institutional) and is not within the Downtown Overlay District. The current zoning is generally aligned with existing institutional use but is not well suited to walkable mixed-use redevelopment, housing, retail-intensive uses, entertainment uses, or urban frontage conditions. Rezoning or another entitlement action will likely be required for the development program contemplated in the planning materials.

4. Stakeholder and Market Input

Community Input

Community input indicates the highest level of engagement across the reviewed sites, with strong building-by-building responses and recognition of the site's scale, downtown proximity, and redevelopment significance. The input supports a cohesive, master-planned approach featuring an integrated public realm and an activity-generating environment, while reflecting sensitivity to building removal, civic identity, and compatibility with the downtown scale and character.

Owner Input

Owner input frames the site as the primary catalyst for redevelopment across the public land portfolio and as a central opportunity to redefine the western edge of downtown. The site is understood as a legacy institutional campus that requires comprehensive repositioning, coordinated governance by the Town and County, clear decision-making authority, and alignment between strategic intent and implementation.

Market Input

Market input identifies housing, particularly affordable or senior-oriented housing, as the clearest market-supported baseline for the site, with office, medical office, healthcare, and related service uses as potential complementary components. The site's scale supports a broader program mix than single-parcel infill, but environmental conditions, infrastructure readiness, entitlement requirements, absorption capacity, and phasing will affect what can be implemented.

SITE DEVELOPMENT FRAMEWORK

A **DEVELOPMENT AREA**

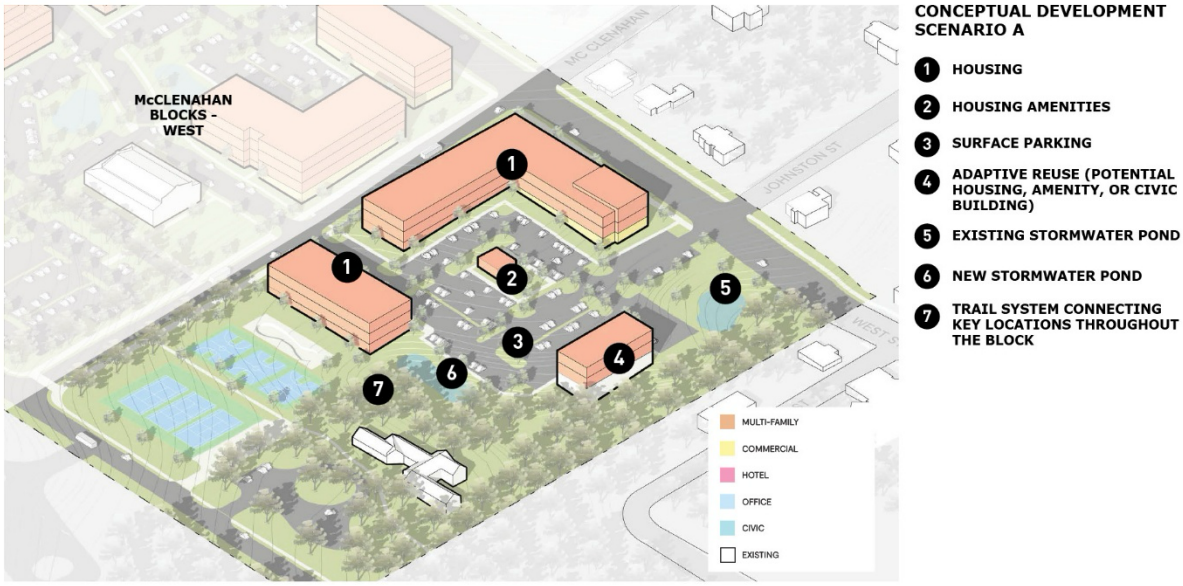
B **PARKS, OPEN SPACE, AND RELATED FACILITIES**

Synthesis

The strongest alignment focuses on district-scale redevelopment that extends downtown westward, introduces housing, thoughtfully preserves or replaces civic functions, improves the public realm and trail connections, and uses the combined McClenahan Blocks to create a coordinated western gateway rather than isolated infill. McClenahan Blocks-East is more complex regarding public facilities, open space, the creek, the floodplain, and adaptive reuse, while McClenahan Blocks-West provides a complementary context for housing, Habitat, the school edge, the former gymnasium, and shared parking. The principal tensions include relocating sheriff and emergency operations functions, the role of adaptive reuse, floodplain and creek-related constraints, environmental uncertainty, school circulation, and whether the East and West assemblages should proceed as one larger district, in coordinated phases, or as separate but related opportunities.

5. Development Opportunity Scenarios

Scenario A: Housing-Led Gateway District



Description

This scenario would involve the redevelopment of the site's northern and western portions as the eastern component of a housing-oriented McClenahan gateway district, featuring low- to mid-rise residential or mixed-use buildings, shared or internal parking, pedestrian connections, and integration with adjacent open space. The concept would use the West Street frontage and the McClenahan Street edge to create a more active western gateway to downtown while preserving the ability to coordinate building placement, parking, streetscape, and public-realm improvements with McClenahan Blocks-West.

Supporting Factors

Market analysis identifies housing, particularly affordable or senior-oriented housing, as the primary driver of development for the site. The site's scale, public ownership, and proximity to downtown, parks, schools, and public services support a housing-led redevelopment strategy. Conceptual planning materials indicate that housing can be organized around internal parking, stormwater areas, trails, and open space while preserving the southern park and civic functions.

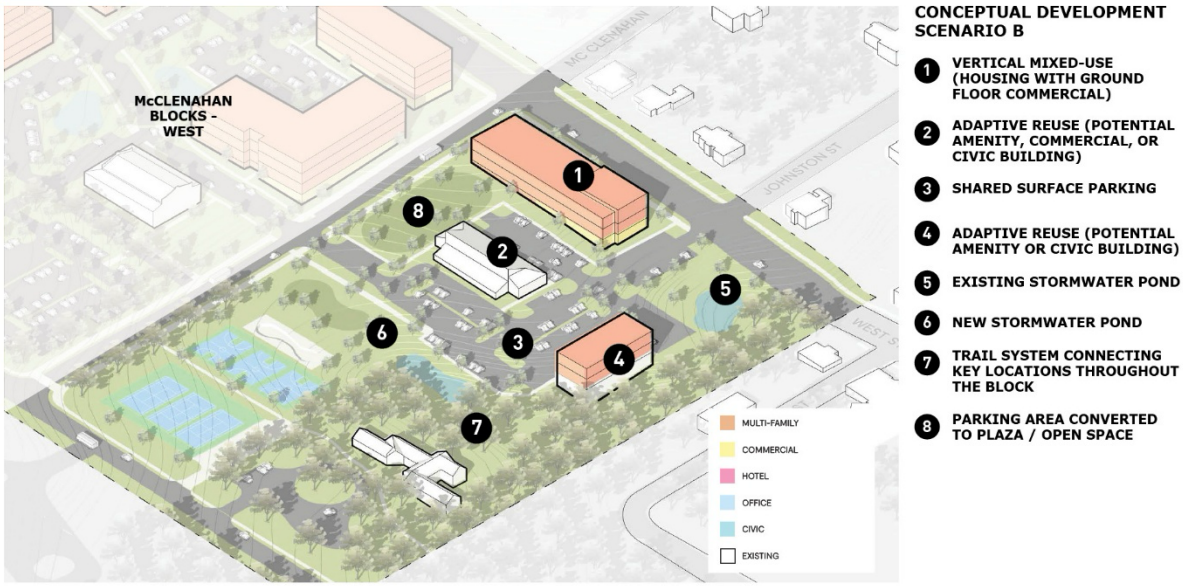
Key Challenges

This scenario depends on relocating or reconfiguring active sheriff and emergency operations functions. Residential placement may be constrained by environmental conditions, floodplain and drainage constraints, and the need for additional investigation. The site's current O-I zoning is not well-suited to the desired housing-led district form. Infrastructure, stormwater, and circulation improvements would be material project dependencies.

Scenario Implementation Considerations

Before advancing this scenario, the County and Town should confirm the timing of relocation, environmental assumptions, floodplain and riparian constraints, utility capacity, zoning strategy, and the relationship among the northern development area, McClenahan Park, the former RAFI facility, and McClenahan Blocks-West. The concept should preserve phasing flexibility and allow the site to transition from institutional use to redevelopment without assuming a single-point vacancy.

Scenario B: Full Mixed-Use District with Adaptive Reuse Anchors



Description

This scenario would combine new residential or mixed-use development with adaptive reuse of selected existing buildings, potentially including the former sheriff's office and the hardened emergency operations center. The reused structures could support civic, administrative, educational, community, amenity, or public-service uses within a broader mixed-use redevelopment framework.

Supporting Factors

The limited architectural review indicates that the sheriff's office building retains substantial integrity and appears to be a strong candidate for adaptive reuse after relocation. The hardened building also appears to retain substantial integrity and may support adaptive reuse or integrated redevelopment. These buildings could preserve civic identity, reduce demolition pressure, and provide community-oriented anchors within the broader gateway district.

Key Challenges

Adaptive reuse must be validated through structural, building systems, code, accessibility, hazardous materials, cost, and operational reviews. Existing institutional layouts may not readily support private commercial, residential, or mixed-use conversions. Retaining both buildings may constrain site layout, building configuration, parking, and stormwater solutions, and could reduce the ability to achieve a more complete urban frontage pattern.

Scenario Implementation Considerations

The County and Town should determine whether adaptive reuse is an objective, a preferred option, or a flexibility item before advancing a redevelopment strategy. Further technical review should address reuse costs, building systems, code compliance, intended occupancy, ownership and operating model, compatibility with surrounding development, and whether reuse strengthens or constrains the overall district plan.

Scenario C: Public Realm and Open Space Integrated Redevelopment

Description

This scenario would emphasize the East assemblage's relationship to McClenahan Park, the former RAFI facility, the creek corridor, trails, stormwater areas, and public open space, while coordinating those assets with development and shared parking opportunities on McClenahan Blocks-West. New development would be concentrated in the more developable northern and western portions of the East assemblage, while creek-adjacent and southern areas would support trails, park functions, stormwater, open space, and potential small-scale civic or community uses. The scenario should be evaluated as part of a broader McClenahan public-realm strategy rather than as an isolated open-space concept.

Supporting Factors

The site includes natural, recreational, and civic assets that can distinguish it from a conventional housing or office development. Conceptual planning materials identify trail connections, open-space integration, stormwater features, and public realm improvements as core design elements. A public realm-led approach could strengthen the western gateway, enhance pedestrian connections, and link the site to surrounding parks, schools, and downtown destinations.

Key Challenges

Open space and trail integration can reduce the developable area and may increase public improvement costs. Creek, floodplain, riparian buffer, drainage, and grade constraints may limit where buildings, parking, and residential uses can be located. This scenario requires clear decisions about which public improvements are necessary to support private development and which are broader objectives of the Town or County.

Scenario Implementation Considerations

Additional planning should define the permanent open-space network, trail alignments, stormwater strategy, connections to Chatham Street and the future Courthouse Square, and the roles of McClenahan Park and the former RAFI facility. Public improvement responsibilities should be resolved within the district framework before this scenario is advanced as a defined implementation strategy.

6. Implementation Considerations

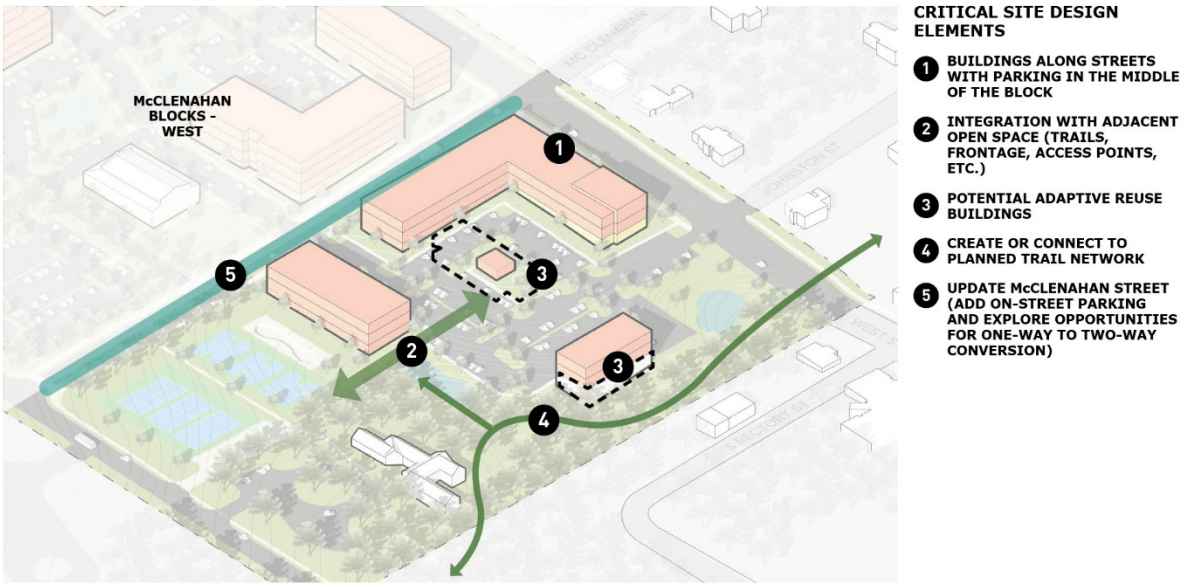
Ownership and Control

The assemblage includes both County- and Town-owned parcels. Coordinated redevelopment will require a defined control structure, an intergovernmental agreement, a disposition strategy, or another mechanism that establishes decision-making authority, public objectives, development responsibilities, and the relationship between County operational relocation and Town redevelopment goals. If the site advances with McClenahan Blocks-West, the parties should determine whether the two areas will be treated as a single district opportunity, as coordinated phases, or as separate but related projects.

Infrastructure and Public Improvements

Redevelopment will likely require major coordination of West Street frontage improvements, the

McClenahan Street redesign, internal streets, sidewalks, crosswalks, stormwater facilities, utility upgrades, trail connections, shared parking, and public open space. These improvements should be evaluated at the combined McClenahan district scale because the East and West assemblages share McClenahan Street, school circulation, West Street access, parking strategy, and pedestrian connectivity. Key district improvements may include converting McClenahan Street into a two-way complete street, improving crosswalks across West Street, eliminating the contra-flow driveway condition, constructing or preserving a north-south greenway along the creek, improving east-west connectivity toward Chatham Street and the future Courthouse Square, and strengthening programming at the former RAFI facility.



Regulatory Considerations

Rezoning or other entitlement action will likely be required to support mixed-use, residential, urban, retail, entertainment, or higher-density redevelopment. Current O-I zoning is likely incompatible with the desired district form and does not provide the urban frontage or mixed-use framework contemplated in the conceptual planning materials. Regulatory review should also address floodplain, floodway, riparian buffer, stormwater, parking, open space, and any use-specific limitations before final project definition.

Key Dependencies

Key dependencies include relocating sheriff and emergency operations functions, determining whether vacated buildings will be reused or cleared, completing environmental due diligence, confirming floodplain and developable area status, reviewing infrastructure capacity, aligning Town and County governance, coordinating with McClenahan Blocks-West, and resolving school-related circulation issues. The County and Town should also determine whether shared parking, public open space, McClenahan Street improvements, and east-west connectivity will be planned at the combined district scale before either assemblage is advanced independently. The following illustration shows how a conceptual district framework could relate McClenahan Blocks - East to McClenahan Blocks - West, McClenahan Street, adjacent open space, trail connections, adaptive reuse opportunities, and internal parking.

Implementation Timing

The site is tied to the early phases of County relocation and should be treated as a phased redevelopment opportunity rather than an immediately available single parcel. Timing will depend on the sheriff and emergency operations relocation, interim occupancy decisions, regulatory preparation, infrastructure planning, and whether the County and Town elect to advance the site independently or as part of a broader McClenahan district strategy.

7. Strategic Direction and Partnering Approach

Strategic Direction

McClenahan Blocks-East should be advanced as the eastern component of a potential larger McClenahan district and as the more complex assemblage of public facilities, creek-edge open space, and adaptive reuse. It may proceed independently as an initial phase or as part of a coordinated East-West district with McClenahan Blocks-West. Housing appears to be the clearest market-supported baseline, particularly affordable, senior, or mixed-income housing, but the development direction should preserve flexibility for office, medical office, healthcare, civic, community-serving, public-realm, trail, and adaptive reuse components where they strengthen the overall district strategy.

The site should not be positioned as a single, all-at-once disposition or committed to a single development partner unless the County and Town first determine that the full East assemblage, or the broader East-West district, is available, sufficiently defined, and appropriate for that structure. Different portions of the East assemblage may become available at different times due to the relocation of sheriff and emergency operations, the role of the former RAFI facility, McClenahan Park, creek, and floodplain constraints, adaptive reuse decisions, and coordination with McClenahan Blocks-West. The County and Town should preserve flexibility to implement the site in phases, retain or reserve public assets as needed, and coordinate district-wide improvements without prematurely committing the entire assemblage to a single development partner.

Recommended Developer Engagement Strategy

Before beginning the development partner selection process, the County and Town should establish the public-sector framework for McClenahan Blocks-East and its relationship to McClenahan Blocks-West. That framework should address relocation timing; parcel availability; whether the East and West assemblages will be advanced together or separately; which public parcels and buildings are included; whether adaptive reuse is required or optional; the intended roles of the sheriff's office building, hardened emergency operations building, former RAFI facility, McClenahan Park, the creek corridor, and other open-space areas; and the likely zoning, infrastructure, stormwater, floodplain, and public-realm path.

The development partner selection process should not be used to resolve fundamental Town and County governance questions, determine whether public facilities will remain or relocate, decide whether the East and West assemblages will be combined, or establish basic public-control assumptions. Those issues should be resolved before formal partner selection so that potential development partners understand whether they are responding to a standalone East assemblage, a first phase within a broader McClenahan district, or a larger coordinated East-West redevelopment opportunity.

At this stage, an RFQ-based process is preferable to a direct RFP because the site has too many unresolved ownership, relocation, environmental, public-realm, infrastructure, and phasing issues to support a fixed development proposal. The RFQ should be used to identify the appropriate development partner or partners based on qualifications, relevant experience, financial capacity, judgment, and an approach to refining feasibility. Detailed concept development, phasing, public improvement responsibilities, parcel-specific structure, and agreement terms should be refined through post-selection engagement with the selected development partner(s).

The County and Town should determine the appropriate partnering structure before issuing the RFQ. One option is to first establish a common McClenahan district framework that includes public-realm principles, circulation, utilities, stormwater, parking, open space, trail connections, school circulation, and design expectations, and then identify one or more development partners for specific phases. Another option is to identify a district development partner for McClenahan Blocks-East only, while preserving physical and contractual flexibility to coordinate with McClenahan Blocks-West. A third option is to defer formal partner selection until both assemblages can be presented as a larger, coordinated district. The preferred structure should reflect parcel availability, relocation timing, ownership control, environmental constraints, market readiness, and the County's and Town's tolerance for relying on a single partner versus multiple phase-specific development partners.

If the County and Town proceed with an RFQ, it should be structured around the intended role of the development partner. The County and Town should distinguish between a district development partner that can assist with planning, infrastructure coordination, phasing, and implementation, and vertical development partners or operators responsible for specific housing, adaptive reuse, civic, healthcare, office, commercial, or community-serving components. The RFQ should seek qualifications, relevant experience, financial capacity, judgment, and an approach to refining feasibility. It should not require final site plans, fixed parking designs, or a definitive development proposal.

After selecting the appropriate development partner or partners, the County and Town should use post-selection engagement to refine the district framework or applicable phase; confirm whether McClenahan Blocks-East proceeds independently or in coordination with McClenahan Blocks-West; evaluate housing and complementary uses; evaluate adaptive reuse; confirm environmental, floodplain, and riparian constraints; define public improvement responsibilities; establish phasing; and determine which parcels or assets should be retained, reserved, or offered for development. That process should culminate in a non-binding development framework, term sheet, or memorandum of

understanding before proceeding to statutory disposition, parcel-specific agreements, ground leases, sales, development agreements, or other definitive documents.

Key Issues for Market Testing

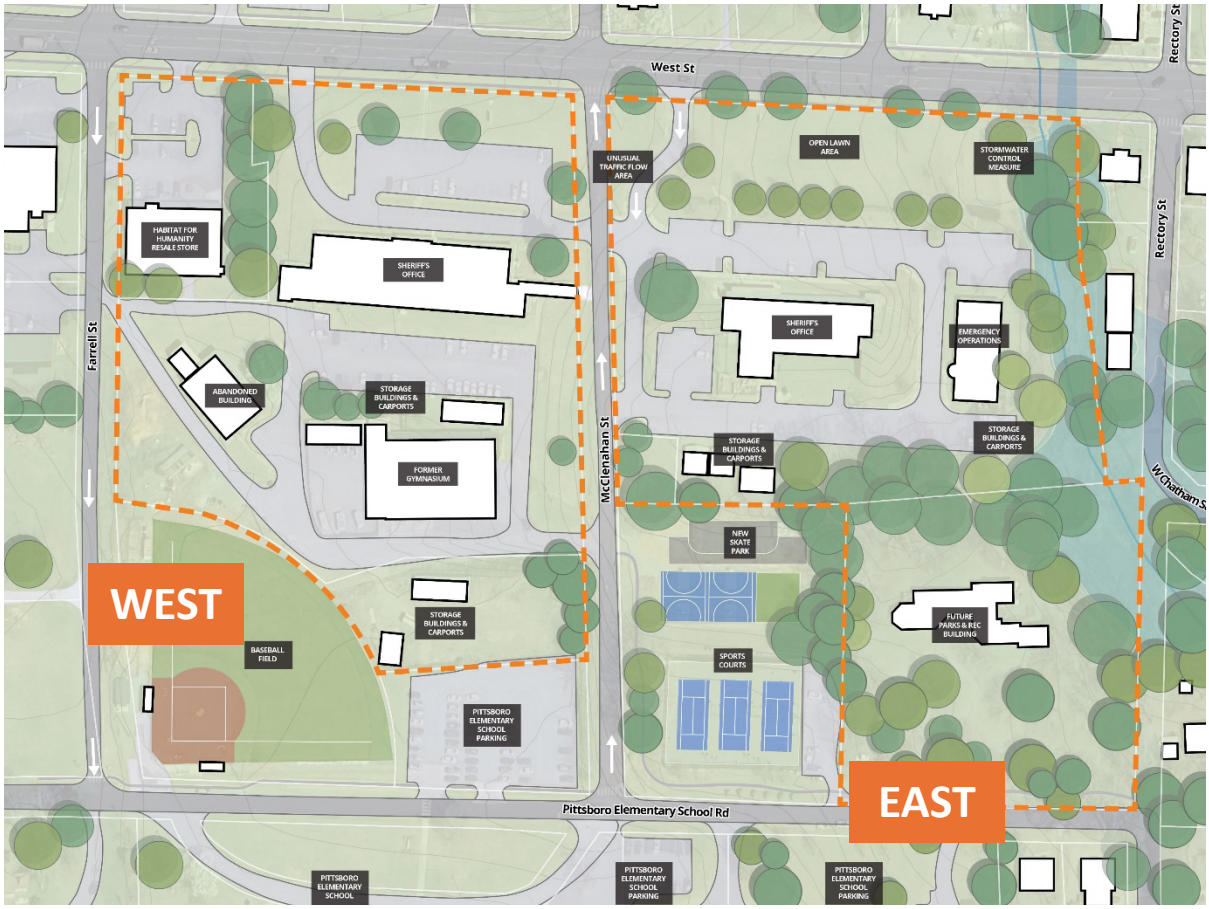
The pre-RFQ phase should determine whether McClenahan Blocks-East should proceed independently, as an initial phase of a larger McClenahan district, or as part of a coordinated East-West assemblage. The RFQ and post-selection engagement process should then focus on issues tied to the selected direction, including the feasibility of affordable or senior housing, achievable development scale, office or healthcare demand, adaptive reuse costs and viability, shared parking, trail and open-space integration, school circulation, stormwater strategy, floodplain and riparian constraints, public improvement responsibilities, and the appropriate balance among gateway identity, project feasibility, civic continuity, downtown compatibility, and long-term public control.

Development Opportunity Summary: McClenahan Blocks-West (Site E)

1. Property Overview

Location	Western side of downtown Pittsboro, NC, generally along West Street, Farrell Street, McClenahan Street, and Pittsboro Elementary School Road
Address	369 West Street, 425 West Street, 152 Farrell Street, and 61 McClenahan Street
Size	Approximately 8.87 acres (based on the three reviewed parcels)
Parcel ID(s)	0062426; 0062526; 0096813
Ownership	Chatham County; Chatham Habitat for Humanity; Town of Pittsboro
Use	County schools administrative and maintenance functions; Habitat for Humanity ReStore and related office, retail, and storage use; Town-owned improved parcel; parking, service areas, accessory structures, and open space.

2. Existing Site Context

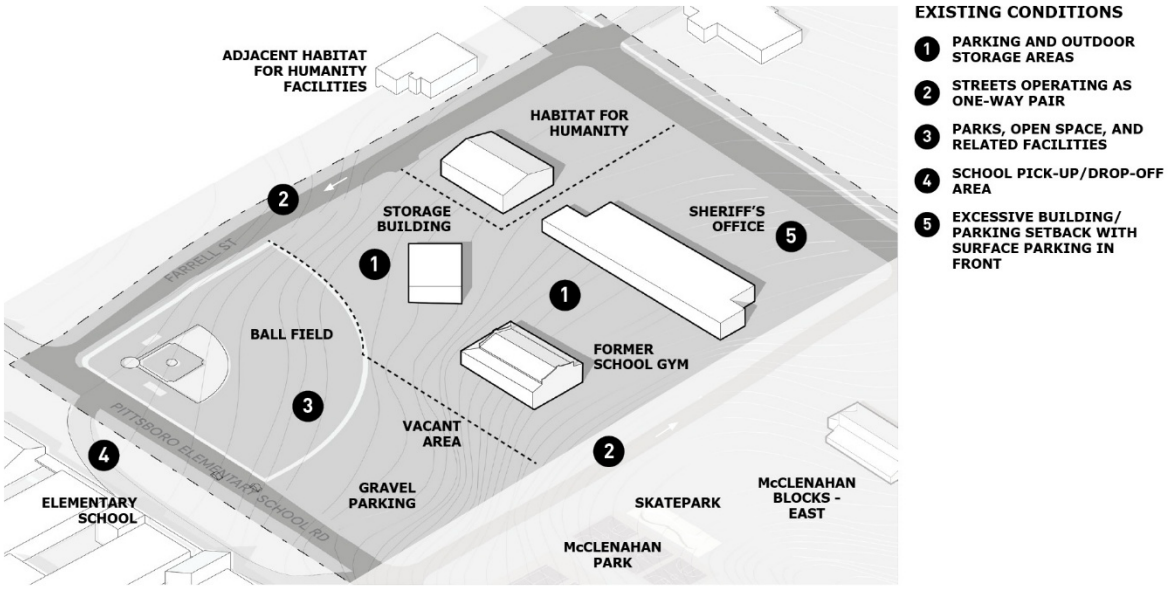


The site lies on the western approach to downtown Pittsboro and comprises the western half of the larger McClenahan Blocks district. Together with McClenahan Blocks-East, it represents a potential western downtown expansion area that could integrate housing, public open space, adaptive reuse, shared parking, school-edge improvements, and coordinated circulation. The West assemblage is more directly shaped by Chatham Habitat for Humanity's ownership and operations, former school-related buildings, the former gymnasium, Farrell Street, McClenahan Street, school circulation, and open-space and parking functions.

Relevant surrounding conditions include McClenahan Blocks-East across McClenahan Street; Pittsboro Elementary School and associated parking to the south; Habitat for Humanity facilities and residential uses to the west; West Street frontage to the north; and McClenahan Park and other nearby public open-space assets. McClenahan Street serves as the dividing line between the East and West assemblages, but it also offers the clearest opportunity to connect the two sites as a single district through a complete-street strategy, shared parking, crosswalks, internal pedestrian connections, and coordinated public-realm improvements.

Key adjacency, access, and compatibility considerations include the site's relationship to McClenahan Blocks-East, the school, the existing ballfield and park facilities, McClenahan Street Park, the former RAFI facility, Habitat for Humanity's ownership and operations, and the potential to coordinate with creek-edge and trail improvements on the East assemblage. The West assemblage's development

potential depends on whether ownership, circulation, Habitat participation, school access, open space, and shared parking can be coordinated as part of either an independent West strategy or a larger East-West district plan.



3. Existing Conditions and Constraints

Site

The assemblage comprises large, generally usable development parcels forming the western portion of a larger block. The primary development area is roughly rectangular, measuring approximately 500 feet by 550 feet. Grade generally slopes from Farrell Street toward McClenahan Street. Existing conditions include extensive paving, service areas, large setbacks, surface parking, storage areas, open space, and tree cover.

Building

The site comprises multiple buildings and accessory structures of varying age, construction, condition, and reuse potential. Chatham County's parcel includes two primary one-story buildings from the early 1950s, along with associated shops, storage, sheds, canopies, and service areas. The Habitat parcel includes a 2008 office, retail, and storage building. The former elementary school gymnasium is the only structure identified in the current planning materials as having meaningful adaptive reuse potential.

ADAPTIVE REUSE POTENTIAL

1 FORMER SCHOOL GYM

2 SHERIFF'S OFFICE

3 EMERGENCY OPERATIONS CENTER

Environmental

Environmental risk is moderate due to long-term institutional, law enforcement, emergency operations, vehicle storage, and potential maintenance uses. An additional Phase I, and if warranted, a Phase II investigation should be completed before full redevelopment. No floodplain, wetland, stream buffer, or riparian buffer constraints have been identified. Potential hazardous materials concerns include asbestos-containing materials or lead-based paint in older structures. Residential use may be affected by environmental conditions until further investigation is completed.

Access and Circulation

The site is accessible from West Street, Farrell Street, McClenahan Street, and Pittsboro Elementary School Road. Existing circulation is shaped by service access, loading areas, school drop-off and pick-up patterns, and the Farrell-McClenahan one-way pair. McClenahan Street currently creates problematic conditions near West Street, including a contra-flow driveway and pedestrian conflicts. The gravel school parking lot also contains a mid-block pedestrian crossing that terminates at a driveway.

Parking

The site contains substantial surface parking, including parking associated with the former sheriff's office, Habitat for Humanity, and the elementary school's gravel lot. Existing parking is not reported as deficient, but it is distributed across the block in a way that aligns with current institutional, service, and school-related uses. Future redevelopment should consolidate parking into shared, better-connected facilities located behind or beside buildings rather than between buildings and streets.

Infrastructure

Water, sewer, stormwater, electric, and telecommunications infrastructure are available, but several systems may require coordinated upgrades. Older six-inch cast-iron water lines along West Street and McClenahan Street have capacity and condition concerns, and several hydrants are reported as leaking, broken, hard to open, or otherwise needing attention. Stormwater management is limited under existing conditions, and redevelopment will require detention, water-quality measures, and coordinated drainage design.

Regulatory

The site is outside the Downtown Overlay District. The parcels are split between O-I Office-Institutional and C-2 Highway Commercial zoning. Current zoning permits some institutional and commercial uses but may not support the desired mixed-use program, including housing, retail, medical office, or service uses, without rezoning or other entitlement action. Current standards are not tailored to walkable mixed-use development and allow more auto-oriented frontage conditions than the planning vision for the site.

4. Stakeholder and Market Input

Community Input

Community input treats the site as part of a larger district rather than as isolated parcels. Comments focus on building-by-building judgment, with older school-related and service buildings generally viewed as candidates for removal and with stronger support for retaining selected legacy structures, particularly the former gym. Input also reflects interest in housing, mixed-use activity, green space, public gathering, walkability, and better integration with surrounding civic and recreational assets.

Owner Input

Owner input frames the site as a secondary but integral component of the broader western downtown redevelopment strategy. The site is understood to be operationally constrained, fragmented among ownership interests, and dependent on coordination with adjacent public assets and broader sequencing. The primary owner objective is to extend downtown activity westward in a coordinated manner rather than pursue parcel-by-parcel redevelopment.

Market Input

Market input identifies housing as the clearest market-supported baseline, with affordable, workforce, or senior housing most directly aligned with demand and with the public or mission-aligned ownership context. Office, medical office, healthcare, and related services may also be supportable as complementary uses. The site's scale supports district-level redevelopment when coordinated with adjoining parcels, but broad speculative retail appears less supportable than selective commercial or service uses tied to housing, employment, public amenities, and the former gymnasium.

SITE DEVELOPMENT FRAMEWORK

A DEVELOPMENT AREA

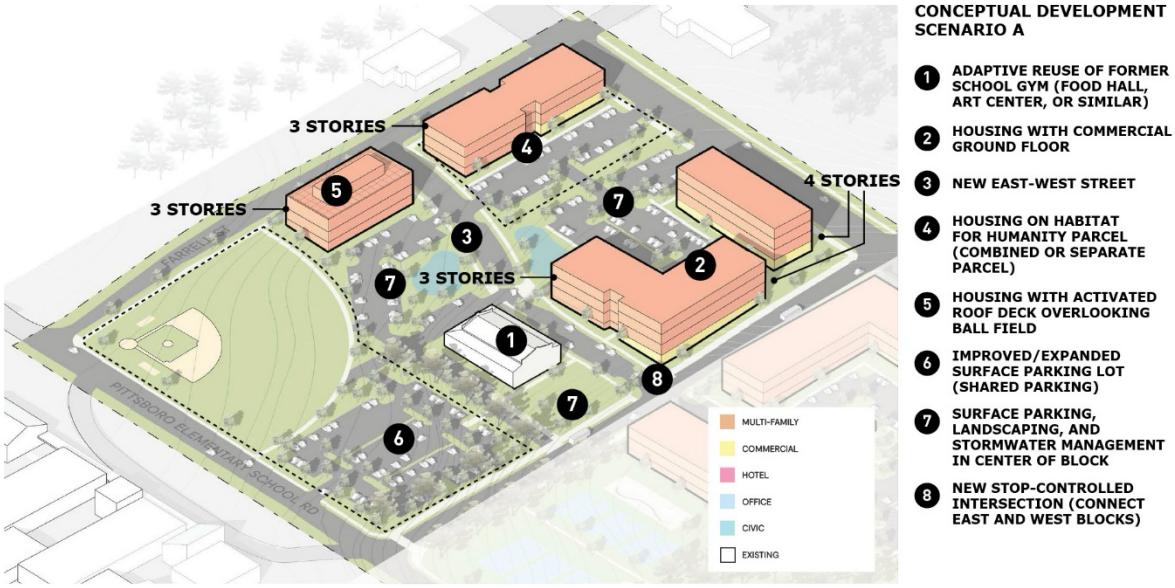
B PARKS, OPEN SPACE, AND RELATED FACILITIES

Synthesis

The strongest alignment centers on a coordinated, housing-oriented district strategy that extends downtown westward, improves walkability, integrates public open space, and uses public or mission-aligned land to support affordable, workforce, or senior housing. McClenahan Blocks-West offers stronger mission-aligned housing, school-edge, former-gymnasium, and shared-parking contexts, while McClenahan Blocks-East offers complementary civic, adaptive-reuse, park, creek, and trail assets. The principal tensions include ownership fragmentation, active County and Habitat operations, school-related circulation, environmental uncertainty, zoning limitations, the role of the former gymnasium, and whether the East and West assemblages should proceed as one larger district, in coordinated phases, or as separate but related opportunities.

5. Development Opportunity Scenarios

Scenario A: Coordinated Housing-Led Mixed-Use District



Description

This scenario would involve the redevelopment of the northern portion of McClenahan Blocks-West as a coordinated, housing-oriented district featuring 3- to 4-story residential or mixed-use buildings, selective ground-floor commercial or service uses in visible locations, a new east-west street or internal connection, parking behind buildings, and shared public-realm improvements. The southern portion of the block would remain primarily park, open space, ballfield, school-related, and shared parking functions. The concept should be coordinated with McClenahan Blocks-East so that McClenahan Street, shared parking, open space, and pedestrian connections function as district assets rather than parcel boundaries.

Supporting Factors

The site's scale, public and mission-aligned ownership context, and relationship to McClenahan Blocks-East support a coordinated, housing-oriented strategy. The northern portion of the West assemblage can accommodate new residential or mixed-use buildings, while the southern portion can continue to support open space, school-edge uses, shared parking, and public-realm functions. This approach also allows Habitat's role to be addressed within a broader district strategy rather than as a separate parcel issue.

Key Challenges

This scenario requires coordinated ownership participation among Chatham County, Chatham Habitat for Humanity, and the Town of Pittsboro. Existing County and Habitat operations, zoning limitations, school circulation, environmental uncertainty, and infrastructure upgrades could affect timing and feasibility. Commercial frontage should be limited to locations where visibility, access, and demand support it; the market materials do not support broad speculative retail across the site.

Scenario Implementation Considerations

Before advancing this scenario, the public owners and Habitat should define the development area, ownership structure, level of Habitat participation, the role of the southern open-space and parking areas, and whether a new east-west street is a public improvement, a private street, or part of the development program. Additional work should address environmental conditions, infrastructure capacity, zoning strategy, parking supply, school circulation, and phasing.

Scenario B: Adaptive Reuse Anchor with Incremental District Infill

Description

This scenario would retain and adaptively reuse the former elementary school gymnasium as a civic, cultural, food hall, event, recreation, arts, youth programming, or community-serving anchor, with new housing and limited commercial or service infill developed around it. The gym would serve as a focal point and an activating element within a broader redevelopment strategy rather than as an isolated preservation project.

Supporting Factors

The limited architectural review concluded that the former gymnasium appears to retain sufficient overall integrity to be considered for adaptive reuse, pending further evaluation and investment. The gym's open-span volume, civic character, and relationship to parks and recreation assets make it the strongest candidate for reuse on the site. Reusing the gym could help preserve community identity while supporting a more active mixed-use district.

Key Challenges

The gym requires further technical evaluation, including structural, building systems, code, accessibility, cost, and hazardous materials reviews. Adaptive reuse may constrain site layout, parking, grading, and phasing. The building's ultimate viability will depend on the intended use, capital costs, operating model, and whether a public, nonprofit, or private entity is prepared to own or operate the facility.

Scenario Implementation Considerations

The former gymnasium should be evaluated before the Town or County commits to demolition or treats the building as a mandatory reuse condition. Additional evaluation should identify potential uses, capital costs, code compliance requirements, operating responsibilities, ownership structure, and how the building relates to the new east-west street, public open space, shared parking, and surrounding infill development.

Scenario C: Phased Public/Mission-Aligned Development with Habitat Participation

Description

This scenario would structure redevelopment around phased participation by Chatham County, the Town, and Chatham Habitat for Humanity, while preserving coordination with McClenahan Blocks-East. Habitat's parcel could remain under Habitat control, be included through a ground lease, sale, property exchange, joint development structure, or be reserved for a later phase. The overall site plan would preserve the ability to integrate Habitat's parcel, the former gymnasium, shared parking, school-edge functions, and public open space into a larger McClenahan district without requiring immediate full consolidation.

Supporting Factors

Habitat's ownership and mission align with the market-supported need for affordable and workforce housing. The planning materials recognize that Habitat participation could take multiple forms without necessarily requiring a change in ownership. A phased strategy could allow the County and Town to

advance public improvements, including parking, circulation, and initial development, while preserving flexibility for Habitat's future role.

Key Challenges

A phased approach can reduce clarity in implementation and may make it harder to design infrastructure, parking, open space, and access efficiently. If Habitat's parcel remains unresolved, the district could develop around a long-term ownership gap or require later retrofitting. If Habitat is included, the parties will need to address valuation, control, mission alignment, development rights, timing, and implementation responsibilities.

Scenario Implementation Considerations

The public owners and Habitat should determine whether Habitat's parcel is included in the initial opportunity, reserved for a future phase, or excluded but "future-proofed" through street, parking, access, and utility design before this scenario is advanced as a defined implementation strategy. The site plan should avoid creating conditions that would prevent later integration of Habitat's parcel, the former gymnasium, shared parking, school-edge functions, or public open space into the broader McClenahan district.

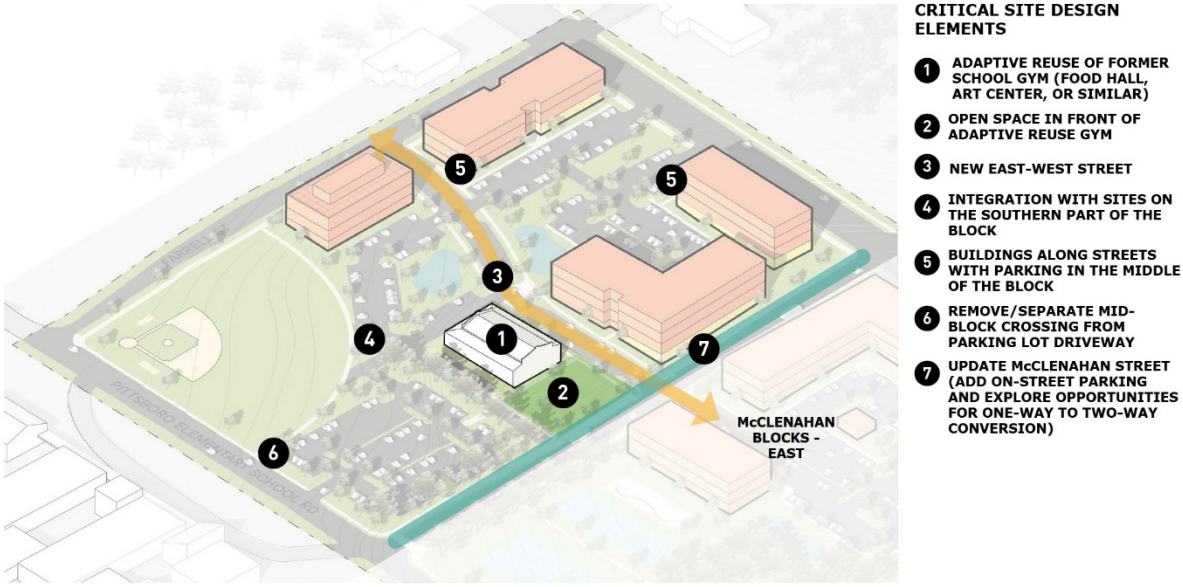
6. Implementation Considerations

Ownership and Control

Coordinated redevelopment will require consolidated ownership, a development agreement among public and mission-aligned owners, or another control structure that enables the site to be presented as a coherent development opportunity. Chatham County, the Town of Pittsboro, and Chatham Habitat for Humanity each control key pieces of the western assemblage. Before advancing the opportunity at the district level, the owners should define decision-making and disposition authority, Habitat participation, and the implementation approach, whether through a unified district structure, multiple phase-specific structures, or phased public-private implementation.

Infrastructure and Public Improvements

Redevelopment will likely require coordinated infrastructure upgrades, including water line capacity and condition review, hydrant repair or replacement, stormwater detention and water-quality measures, electrical coordination, sidewalks, streetscape improvements, internal street construction, school circulation improvements, and shared parking. These improvements should be evaluated at the combined McClenahan district scale because the East and West assemblages share McClenahan Street, West Street access, school circulation, parking strategy, and pedestrian connectivity. Key public improvements may include a new or improved east-west connection, conversion or redesign of McClenahan Street as a two-way complete street, removal of the contra-flow driveway condition, improved crosswalks across West Street, expansion or completion of shared parking, and improved pedestrian connections to the school, parks, former RAFI facility, creek corridor, and the broader downtown network.



Regulatory Considerations

The current zoning is split between O-I and C-2 and is not tailored to walkable mixed-use development. A coordinated redevelopment strategy may require rezoning, conditional zoning, text interpretation, or other entitlement actions to support uses such as housing, mixed-use, office, medical office, healthcare, limited commercial, and adaptive reuse. Regulatory review should occur before final project definition so the development strategy is not based on a program that later proves inconsistent with applicable zoning.

Key Dependencies

Key dependencies include relocating or reconfiguring active County uses, agreeing with Habitat on its role and parcel, determining whether the former gymnasium will be reused, completing environmental due diligence, resolving school circulation conflicts, confirming infrastructure capacity, and coordinating with McClenahan Blocks-East. The development strategy should also clarify whether the southern ballfield, open space, school-related parking, shared parking, and McClenahan Street improvements are permanent public or district functions, and whether those elements should be planned jointly with the East assemblage before either site proceeds independently. The following illustration shows how a conceptual district framework could relate McClenahan Blocks - West to McClenahan Blocks - East, McClenahan Street, adjacent open space, trail connections, adaptive reuse opportunities, and internal parking.

Implementation Timing

The site is best treated as a mid- to long-term redevelopment opportunity unless ownership, operational, environmental, infrastructure, and zoning issues are resolved early. A phased approach may enable initial improvements or discrete redevelopment steps, but full district implementation will require coordinated owner action and a clear public improvement strategy.

7. Strategic Direction and Partnering Approach

Strategic Direction

McClenahan Blocks-West should be advanced as the western component of a potentially larger McClenahan district and as the more mission-aligned assemblage of housing, the former gymnasium, the school edge, and shared parking. It may proceed independently as an initial phase or as part of a coordinated East-West district with McClenahan Blocks-East. Housing appears to be the clearest market-supported baseline, particularly affordable, workforce, senior, or mixed-income housing. However, the development direction should preserve flexibility for selective office, medical office, healthcare, community-serving commercial, public-realm, open-space, and adaptive reuse elements. The former gymnasium should be considered a potential district anchor, subject to additional technical and financial validation. Habitat for Humanity's role should be addressed directly, as it may materially affect ownership structure, housing affordability objectives, phasing, and site design.

The site should not be treated as a simple parcel disposition or committed to a single development partner until the ownership and phasing framework is clear. The assemblage includes County, Town, and mission-aligned ownership; active County and Habitat operations; school-related circulation; open-space functions; potential reuse of the gymnasium; and possible coordination with McClenahan Blocks-East. These conditions support a phased strategy that enables owners to preserve public and mission-aligned objectives, advance discrete components as they become ready, and coordinate district-wide improvements without prematurely committing the entire opportunity to a single development partner.

Recommended Developer Engagement Strategy

Before beginning the development partner selection process, the County, Town, and Habitat should establish the public-sector and mission-aligned owner framework for McClenahan Blocks-West and define its relationship to McClenahan Blocks-East. That framework should address the development area; ownership and control structure; the intended role of Habitat's parcel; the preferred treatment of

the former gymnasium; the roles of the southern open space, ballfield, school-related parking, and park areas; public improvement responsibilities; school circulation; and whether the East and West assemblages will be advanced together, separately, or as coordinated phases of a larger McClenahan district.

The development partner selection process should not be used to resolve issues related to owner participation, Habitat participation, public control, school circulation, open space, or basic phasing. Those issues should be addressed before formal partner selection so potential development partners understand whether they are responding to a standalone West assemblage, a first phase within a broader McClenahan district, a mission-aligned housing opportunity, or a larger, coordinated East-West redevelopment opportunity.

At this stage, an RFQ-based process is preferable to a direct RFP because the site has too many unresolved issues related to ownership, Habitat participation, school circulation, public open space, infrastructure, environmental factors, and phasing to support a fixed development proposal. The RFQ should be used to identify the appropriate development partner or partners based on qualifications, relevant experience, financial capacity, judgment, and an approach to refining feasibility. Detailed concept development, phasing, public improvement responsibilities, parcel-specific structure, and agreement terms should be refined through post-selection engagement with the selected development partner(s).

The owners should determine the appropriate partnering structure before issuing the RFQ. One option is to first establish a common McClenahan district framework covering circulation, utilities, stormwater, parking, open space, school access, design expectations, Habitat participation, and phasing principles, then identify one or more development partners for specific phases. Another option is to identify a development partner for McClenahan Blocks-West only, while preserving physical and contractual flexibility to coordinate with McClenahan Blocks-East. A third option is to structure the initial opportunity around a mission-aligned or affordable housing phase, with the gymnasium, Habitat parcel, open-space areas, and other development parcels reserved for later phases. The preferred structure should reflect the participating owners, parcel availability, public-use retention, environmental conditions, market readiness, Habitat's mission objectives, and the County's and Town's tolerance for relying on one development partner versus multiple phase-specific development partners.

If the owners proceed with an RFQ, it should be structured around the intended role of the development partner. The owners should distinguish between a district development partner that can assist with coordinated planning, public improvements, infrastructure sequencing, Habitat participation, and phased implementation, and vertical development partners or operators responsible for specific housing, adaptive reuse, healthcare, office, commercial, community-serving, or public-realm components. The RFQ should seek qualifications, relevant experience, financial capacity, judgment, and an approach to refining feasibility. It should not require final site plans, final parking designs, or a fixed development proposal.

After selecting the appropriate development partner or partners, the owners should use post-selection engagement to refine the district framework or applicable phase; confirm whether McClenahan Blocks-West will proceed independently or in coordination with McClenahan Blocks-East; evaluate housing and complementary uses; evaluate the former gymnasium reuse strategy; confirm parking and access assumptions; define public improvement responsibilities; resolve Habitat participation; establish phasing; and determine which parcels or assets should be retained, reserved, or offered for development. That process should result in a non-binding development framework, term sheet, memorandum of understanding, ground lease framework, or other preliminary agreement before proceeding to statutory disposition, parcel-specific agreements, sales, ground leases, development agreements, or other definitive documents.

Key Issues for Market Testing

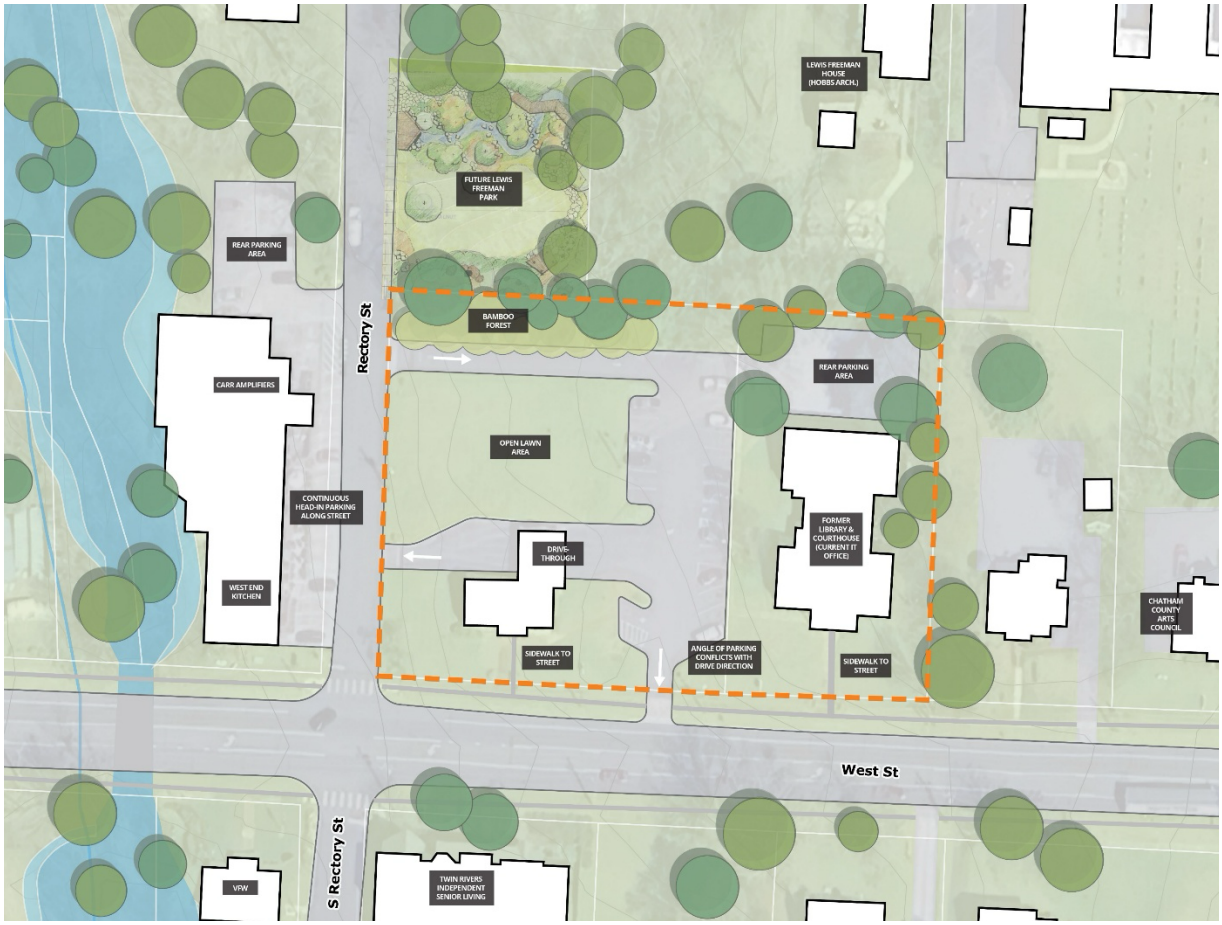
The pre-RFQ phase should determine whether McClenahan Blocks-West should proceed independently, as an initial phase of a larger McClenahan district, or as part of a coordinated East-West assemblage. The RFQ and post-selection engagement process should then focus on issues tied to the selected direction, including the feasibility of affordable, workforce, or senior housing; achievable density; limited commercial or service demand; medical or office viability; adaptive reuse costs and operating feasibility for the former gymnasium; Habitat participation; shared parking; school circulation; infrastructure sequencing; public improvement responsibilities; and the appropriate balance among downtown extension, housing affordability, community-serving uses, public open space, project feasibility, and long-term public control.

Development Opportunity Summary: County IT/MIS Office (Site F)

1. Property Overview

Location	Western edge of downtown Pittsboro, North Carolina, at West Street and Rectory Street
Address	158 West Street and 192 West Street, Pittsboro, NC
Size	Approximately 1.55 acres
Parcel ID(s)	0007681; 0062433
Ownership	Chatham County
Use	County IT/MIS offices in the former library/courthouse building; former drive-through tax/payment building; shared parking, paved circulation areas, and open landscape areas.

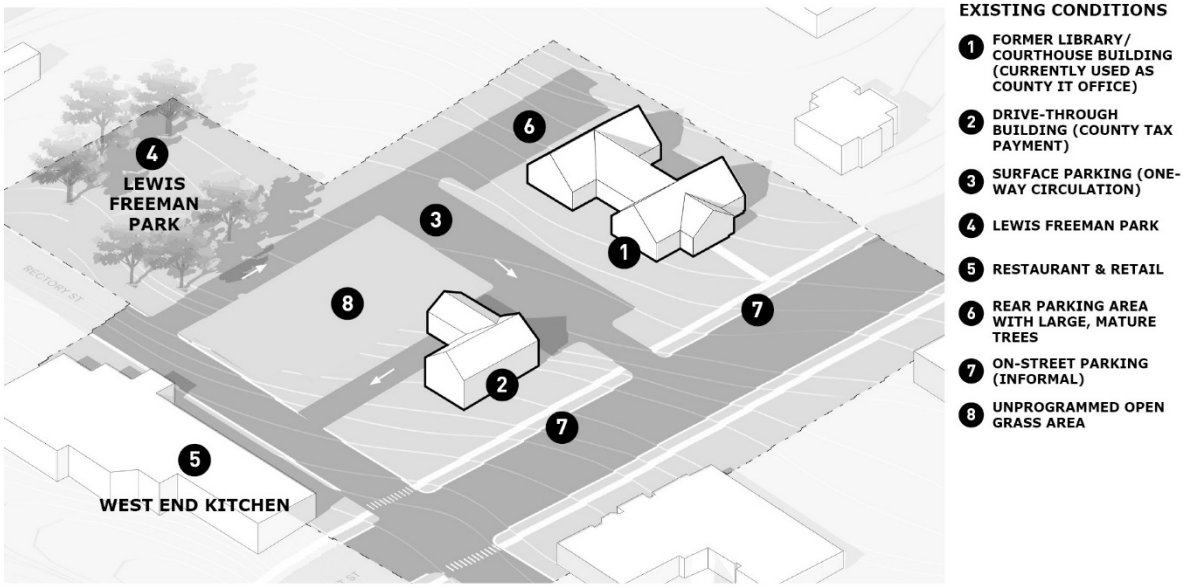
2. Existing Site Context



The site is located along West Street on the western edge of downtown and serves as a transition point among the downtown core, Lewis Freeman Park, nearby commercial activity, and lower-intensity residential and office uses. Its location suggests a role as a western downtown connector rather than a primary downtown anchor.

Relevant surrounding conditions include Lewis Freeman Park to the north, small-scale office and civic uses nearby, neighborhood-scale residential and office uses to the west, and restaurant and retail activity near West Street and Rectory Street. The site is close enough to the downtown core to support additional activity, but its edge condition requires careful attention to scale, frontage, and compatibility with adjacent lower intensity uses.

Key adjacency, access, and compatibility considerations include the site's relationship to Lewis Freeman Park, the West Street frontage, the Rectory Street corner, nearby restaurant and retail uses, and the transition to surrounding residential and office uses. The site's current internal circulation and parking pattern undermine walkability, but the parcel configuration allows significant reorganization without requiring additional assemblage.



3. Existing Conditions and Constraints

Site

The site comprises two parcels that function as a single integrated area, featuring the former library/courthouse building, a smaller drive-through structure, central parking and circulation areas, and mature trees, particularly in the northeastern portion of the site. The site is generally flat, with no major grading constraints. Its current configuration is inefficient but highly reconfigurable.

Building

The primary building is a brick masonry former library/courthouse, constructed in 1970 and now used for County IT/MIS functions. The building appears viable for adaptive reuse, though its institutional layout and ceiling conditions may limit certain retail, hospitality, or restaurant conversions without significant modification. The smaller drive-through structure has lower reuse value and is likely to be removed in most redevelopment scenarios.

Environmental

Environmental risk appears limited given the institutional use history. No known constraints related to floodplains, wetlands, stream buffers, or riparian buffers have been identified. The principal environmental considerations are the preservation or mitigation of mature trees and the potential presence of asbestos-containing materials or lead-based paint associated with the 1970-era building.

Access and Circulation

Existing parking includes surface parking, informal rear parking, and inefficient drive aisles serving both the primary building and the former drive-through structure. The site has approximately 25 marked spaces, with additional informal parking in the rear. Future redevelopment will need to rationalize shared parking, clarify any relationship to Lewis Freeman Park parking, and locate parking to the side or rear rather than along the primary frontage.

Parking

The site has approximately 25 marked parking spaces, with additional informal rear parking. Parking is inefficiently organized, with a one-way internal circulation pattern, a mix of angled and head-in spaces,

and drive aisles that occupy substantial site area relative to the number of spaces provided. Future redevelopment should rationalize parking, clarify whether any parking supports Lewis Freeman Park or other nearby public uses, and locate parking to the side or rear rather than allowing it to dominate the West Street or Rectory Street frontage.

Infrastructure

Water, sewer, stormwater, electric, natural gas, and telecommunications infrastructure are generally available. Potential issues include overhead electric lines, possible need for electric upgrades or undergrounding, stormwater management for a site with substantial impervious area, and a nearby fire hydrant that is difficult to open. Infrastructure conditions appear manageable but should be confirmed before final project definition.

Regulatory

The site is identified as C-1 Neighborhood Commercial and falls within the Downtown Overlay District, but the zoning designation requires confirmation because the C-1/N-1 treatment is unclear under the current ordinance. Overlay requirements favor active frontage, street-oriented entrances, pedestrian-scaled design, contextual architecture, and parking to the side or rear. Zoning clarity is a threshold issue before final project direction.

4. Stakeholder and Market Input

Community Input

Community input reflects a strong attachment to the former library/courthouse building as a memory and civic identity marker, with a recurring distinction among the primary building, the smaller drive-through structure, and the central open space. Input generally supports preserving or adaptively reusing the primary building, removing or replacing the smaller drive-through structure, protecting the scale and character, and creating a more walkable connection to West Street and Lewis Freeman Park.

Owner Input

Owner input frames the site as a flexible yet secondary public asset within the western downtown portfolio. The site is not positioned as the primary catalyst site but as a strategic location whose role should respond to decisions regarding nearby public properties, potential civic uses, and the broader downtown sequencing.

Market Input

Market input supports moderate-scale mixed-use redevelopment that may combine housing with retail, restaurant, or other active commercial uses. Adaptive reuse of the former library/courthouse building, with complementary infill, appears feasible at this scale. The site is not suited for large-format development, but it can extend downtown activity and provide a smaller, walkable destination along the western approach.

Synthesis

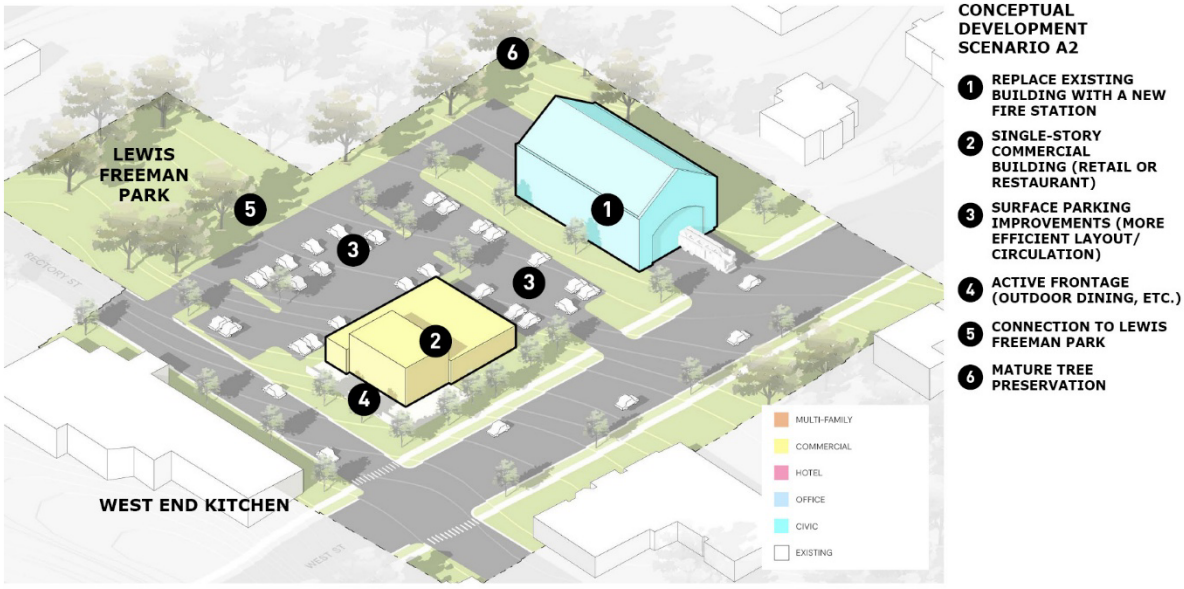
The strongest alignment centers on a modest, context-sensitive redevelopment strategy that improves the West Street frontage, strengthens the connection to Lewis Freeman Park, and preserves optionality for adaptive reuse of the former library/courthouse building. The principal tension lies among the site's potential civic role, the community's preservation sensitivity, and the market-supported opportunity for mixed-use infill. A fire station use remains a possible public-sector scenario, but it should be carefully evaluated against the site's potential for commercial activity, housing, walkable frontage, and a neighborhood-oriented downtown extension.

5. Development Opportunity Scenarios

Scenario A: Adaptive Reuse with Targeted Commercial Infill

CONCEPTUAL DEVELOPMENT SCENARIO A1

1. ADAPTIVE REUSE OF EXISTING BUILDING (COMMERCIAL, OFFICE, OR CIVIC USE)
2. SINGLE-STORY COMMERCIAL BUILDING (RETAIL OR RESTAURANT)
3. SURFACE PARKING IMPROVEMENTS (MORE EFFICIENT LAYOUT/ CIRCULATION)
4. ACTIVE FRONTAGE (OUTDOOR DINING, ETC.)
5. CONNECTION TO LEWIS FREEMAN PARK
6. MATURE TREE PRESERVATION



CONCEPTUAL DEVELOPMENT SCENARIO A2

1. REPLACE EXISTING BUILDING WITH A NEW FIRE STATION
2. SINGLE-STORY COMMERCIAL BUILDING (RETAIL OR RESTAURANT)
3. SURFACE PARKING IMPROVEMENTS (MORE EFFICIENT LAYOUT/ CIRCULATION)
4. ACTIVE FRONTAGE (OUTDOOR DINING, ETC.)
5. CONNECTION TO LEWIS FREEMAN PARK
6. MATURE TREE PRESERVATION

Description

This scenario would preserve and adaptively reuse the former library/courthouse building for commercial, office, civic, cultural, restaurant, or community-serving uses, while removing the smaller drive-through structure and adding a modest new commercial building near the Rectory Street and West Street corner. Parking would be reorganized to the sides and rear, with improved pedestrian connections and potential outdoor activity areas.

Supporting Factors

This scenario best aligns with community attachment to the former library/courthouse building while making the site more active and better connected to West Street and Lewis Freeman Park. It preserves the primary structure, removes the lower-value drive-through, maintains a moderate scale, and provides a manageable path for incremental investment. The concept also supports a transitional role between the downtown core and future west-end redevelopment.

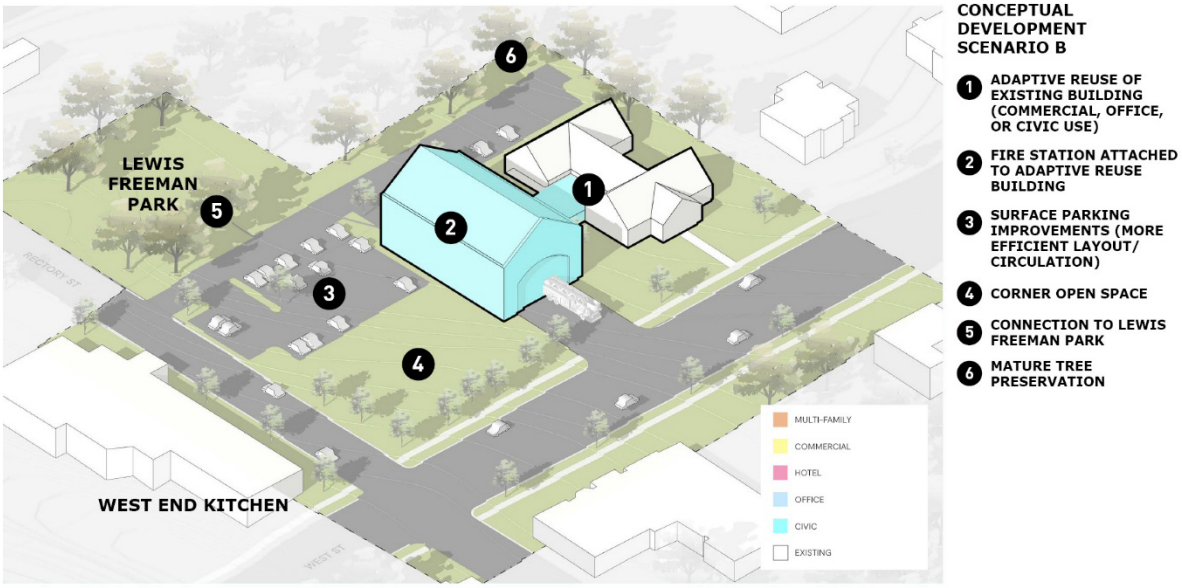
Key Challenges

Adaptive reuse may require façade improvements, interior reconfiguration, ADA and code upgrades, and a potential environmental review of building materials. The existing building's layout may limit certain uses, and the financial return on a modest reuse and infill approach may be lower than that of full redevelopment. Parking, shared access, and the relationship to Lewis Freeman Park would need to be clarified.

Scenario Implementation Considerations

The County would need to resolve the timing of the IT/MIS relocation before reusing or redeveloping the primary building. Additional evaluation should address building condition, adaptive reuse costs, feasible tenant types, treatment of mature trees, parking reconfiguration, and the desired role of the Rectory Street corner. This scenario could support phased implementation if the former library/courthouse building and the western parcel are treated separately.

Scenario B: Full Mixed-Use Redevelopment



Description

This scenario would demolish existing buildings and redevelop the site with a new low- to moderate-scale mixed-use or commercial building, potentially including residential, office, retail, restaurant, or other active ground-floor uses, with parking located behind or beside the building. The redevelopment would create a stronger street edge along West Street and could enhance the site's role as a western extension of downtown activity.

Supporting Factors

Market analysis indicates that mixed-use development with housing, retail, or restaurant uses may be supportable for this site, subject to further evaluation of scale, tenant demand, parking, and project economics. The site's size, frontage, flat topography, and ability to reorganize parking support a more comprehensive redevelopment strategy. A new building could better meet Downtown Overlay goals for active frontage, pedestrian orientation, and parking placement.

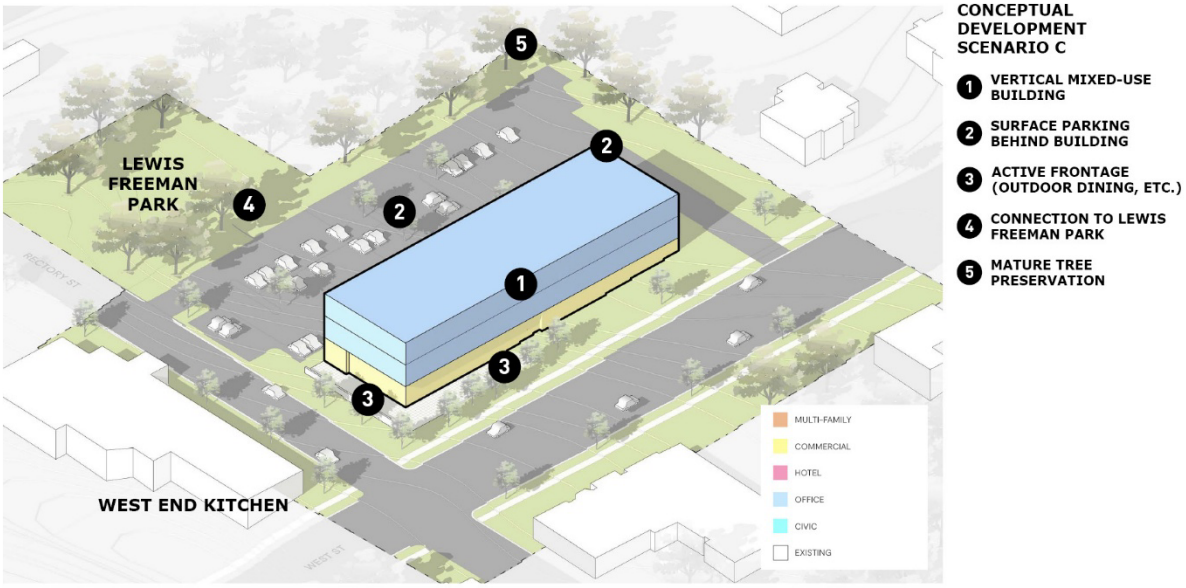
Key Challenges

Full redevelopment would conflict with the community's attachment to the former library/courthouse building and may pose political or approval risks if perceived as unnecessary demolition. The site's market depth supports moderate development rather than a large or highly intensive project. Zoning uncertainty, historic-context sensitivity, and the transition to nearby residential and park edges would need to be addressed before advancing a redevelopment-focused strategy.

Scenario Implementation Considerations

Before pursuing full redevelopment, the County and Town should determine whether preserving the former library/courthouse building is an objective, a constraint, or a negotiable issue. Additional analysis should address zoning status, achievable development scale, parking requirements, residential and commercial feasibility, public-realm obligations, and compatibility with Lewis Freeman Park and with adjacent neighborhood-scale uses.

Scenario C: Public-Sector Use with Site Reconfiguration



Description

This scenario would use the site for a public-sector function, potentially including a relocated fire station or another civic use, while reconfiguring parking, improving circulation, and, where feasible, preserving or adapting the former library/courthouse building. Depending on the program, this could involve replacing existing buildings or integrating a new civic structure through adaptive reuse.

Supporting Factors

The site is publicly owned, located near downtown, and already used for County functions. A civic use could preserve public control, support service delivery, and maintain the site's public-facing role. Conceptual planning materials outline fire station alternatives, including replacing the existing building or attaching to an adaptive reuse building.

Key Challenges

A fire station or other operational civic use may conflict with community expectations for walkable commercial frontage, adaptive reuse, open space, and neighborhood compatibility. Emergency access, vehicle movement, building form, noise, and site operations could affect the site's relationship to Lewis Freeman Park, West Street, and nearby residential or small-scale commercial uses. A public-sector use could also reduce the site's capacity to support downtown activity, housing, or private investment.

Scenario Implementation Considerations

The County and Town should evaluate the public-sector use against alternative downtown development objectives before treating it as the preferred option. If a fire station remains under consideration, additional planning should address operational requirements, site access, building footprint, compatibility with adjacent uses, preservation impacts, and whether the site should be conveyed to or controlled by the Town for that purpose.

6. Implementation Considerations

Ownership and Control

The site is owned by Chatham County, which provides unified control of both parcels. If the site is redeveloped for a Town use, such as a fire station, a conveyance, lease, interlocal arrangement, or another control structure would need to be established. Coordination between the County and the Town will be required to determine the site's role, decision-making authority, design expectations, and its relationship to the broader downtown portfolio.

Infrastructure and Public Improvements

Redevelopment may require streetscape improvements along West Street and Rectory Street, continuous sidewalk upgrades, stormwater upgrades, electrical upgrades or undergrounding, and possible coordination of utilities. Public realm improvements should focus on the West Street frontage, the Rectory Street corner, pedestrian connections to Lewis Freeman Park, and the replacement of vehicle-dominant circulation with a more walkable site pattern.

Regulatory Considerations

Zoning clarity is the threshold regulatory issue. The site has been identified as C-1 Neighborhood Commercial, but the referenced zoning designation is not clearly reflected in the current ordinance. Before finalizing the project definition, the County and Town should confirm the applicable zoning district, permitted uses, approval pathway, Downtown Overlay requirements, parking standards, and any rezoning or text amendment issues.

Key Dependencies

Key dependencies include relocating or resolving existing County IT/MIS operations; determining whether the site will be retained for public-sector use or offered for redevelopment; confirming zoning; evaluating the former library/courthouse building for reuse; and clarifying whether parking or access must support Lewis Freeman Park or nearby public uses.

Implementation Timing

The site is not immediately available for full redevelopment because the primary building remains occupied by County IT/MIS operations. A phased approach may be feasible if the western drive-through portion is developed first, but shared access and parking would need to be addressed. Full redevelopment, adaptive reuse, or a civic-use conversion should be treated as a mid-term option unless operational relocation and public-sector direction are resolved.

7. Strategic Direction and Partnering Approach

Strategic Direction

The site should be positioned as a moderate-scale western downtown opportunity focused on adaptive reuse, targeted infill, and improved connections to Lewis Freeman Park and West Street. The strongest near-term direction appears to be adaptive reuse of the former library/courthouse building, combined with replacing the drive-through structure and reconfiguring parking and public-realm areas. Full redevelopment remains a viable alternative, but it is more sensitive to community concerns and should not be advanced without a clear policy decision on preservation. A fire station or other public-sector use should be evaluated separately from a private or public-private redevelopment strategy because it would involve a different user, control structure, site program, and public purpose.

Recommended Developer Engagement Strategy

Before beginning the development partner selection process, the County and Town should determine whether the site will remain available for private or public-private redevelopment, be reserved for public-sector use, or be advanced through a limited phased approach. If the preferred direction is private or public-private redevelopment, adaptive reuse, or targeted infill, the RFQ should be directed to development partners with experience in small-scale downtown infill, adaptive reuse, commercial activation, and context-sensitive mixed-use development. The RFQ should not ask potential development partners to decide whether the site should be used as a fire station.

At this stage, an RFQ-based process is preferable because the County and Town have not resolved the preservation objective, zoning pathway, public-sector use question, parking strategy, or whether the western drive-through parcel should be advanced separately. The RFQ should focus on qualifications, relevant experience, financial capacity, judgment, approach to adaptive reuse and infill, ability to work with public owners, and approach to refining feasibility. It should not require final site plans, fixed parking designs, or a definitive development program.

After selecting a preferred development partner, the County and Town should use post-selection engagement to refine the program, assess feasibility assumptions, evaluate reuse costs, confirm the parking and access strategy, define public improvement responsibilities, and negotiate a non-binding development framework, term sheet, or memorandum of understanding before proceeding with any statutory disposition or definitive agreements.

Key Issues for Market Testing

The pre-RFQ phase should determine whether the former library/courthouse building is intended for preservation, whether the drive-through parcel can be advanced independently, whether the site is reserved for a fire station or other public use, and which zoning pathway applies. If the site proceeds toward private or public-private redevelopment, the RFQ and post-selection engagement process should focus on issues aligned with the selected direction, including feasible adaptive reuse programs, modest commercial or restaurant infill, residential or mixed-use depth, parking reconfiguration, reuse costs, treatment of mature trees, relationship to Lewis Freeman Park, public improvement responsibilities, and the appropriate balance among downtown activation, preservation sensitivity, neighborhood compatibility, and project feasibility.

Development Opportunity Summary: Pop-Up Park (Site G)

1. Property Overview

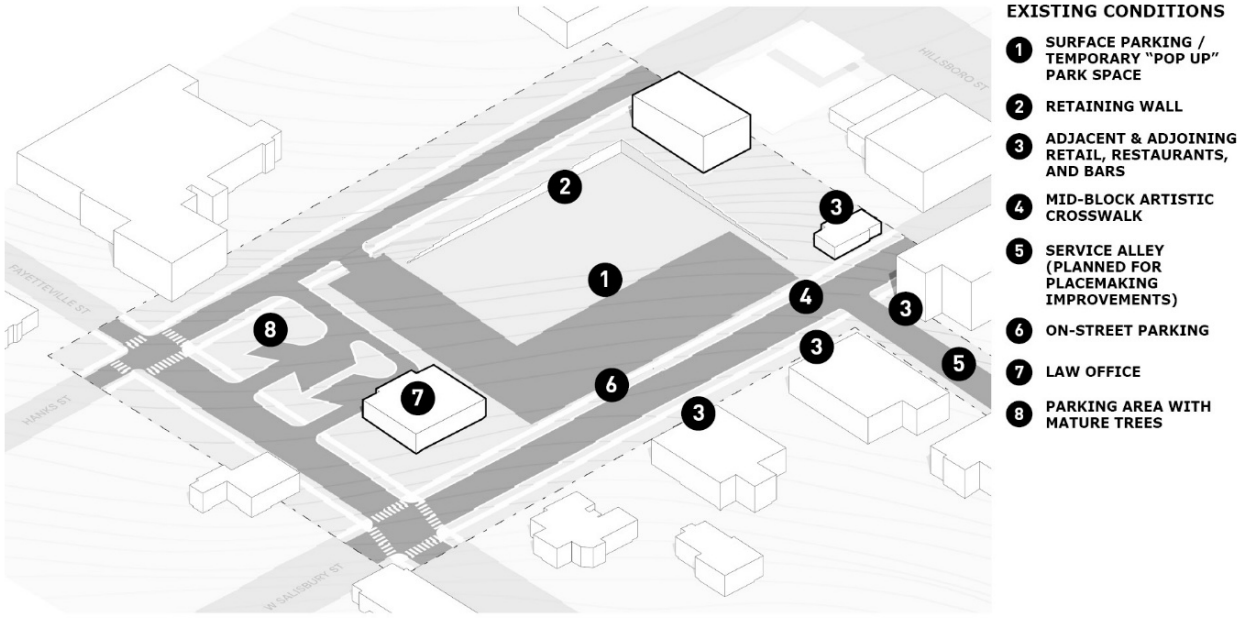
Location	Downtown Pittsboro, NC; west of Hillsboro Street between West Salisbury Street and Hanks Street
Address	50 W Salisbury Street
Size	Approximately 1.26 acres
Parcel ID(s)	0007906
Ownership	Town of Pittsboro
Use	Paved surface lot currently serving as a temporary pop-up park and public space; previously identified as parking and as a potential future Town Hall site.

2. Existing Site Context

The site is located in the downtown core, just off Hillsboro Street, and offers a side-street redevelopment opportunity along West Salisbury Street. Although the site lacks direct frontage on Pittsboro's primary downtown street, it is close enough to the courthouse, downtown businesses, restaurants, and civic activity to support a more active use.

Relevant surrounding conditions include adjacent and nearby retail, restaurant, office, civic, light industrial, residential, and parking uses. The site is part of a small commercial pocket along West Salisbury Street and is positioned to help strengthen a two-sided downtown street environment if redevelopment creates active frontage and pedestrian-oriented edges.

Key adjacency, access, and compatibility considerations include the relationship to the Gunn & Messick law office parcel to the west, the gas station and office uses to the east, restaurants and retail across West Salisbury Street, and Hanks Street to the north. The western parcel may offer an opportunity for assemblage that improves access, massing, parking efficiency, and flexibility in frontage.



3. Existing Conditions and Constraints

Site

The site is generally rectangular, paved, and open, with frontage on both West Salisbury Street and Hanks Street. The grade change between the site and Hanks Street is a significant physical condition and may support parking or building configurations that use the grade rather than treating it solely as a constraint. The site contains limited landscaping, and mature trees near the western edge appear to be associated with the adjacent parcel.

Building

No existing building is on the site. Redevelopment would involve site clearance and reconfiguration rather than adaptive reuse.

Environmental

No on-site contamination has been identified, and the property is not listed in regulatory databases. The primary environmental concern is the potential for off-site contamination from upgradient adjacent or nearby uses, including a gasoline station with a documented petroleum release and a former hazardous waste generator. No floodplain, floodway, wetlands, regulated stream buffers, or protected vegetation constraints have been identified on the site. A Phase II investigation has not been completed.

Access and Circulation

Existing access is available from both West Salisbury Street and Hanks Street. The current curb cuts are wide and offset, and the mid-block painted pedestrian crossing conflicts with the existing driveway. Future access should, where possible, reduce or eliminate vehicle conflicts along West Salisbury Street, with Hanks Street serving as a potentially stronger service and parking access point.

Parking

The site currently has approximately 65 surface parking spaces and serves as partial downtown parking. There is currently no intention to keep the site primarily for public parking. Future redevelopment will need to address parking replacement, the feasibility of structured or embedded parking, and the role of

on-street parking along West Salisbury Street and Hanks Street.

Infrastructure

Water, sewer, stormwater, electric, natural gas, and telecommunications infrastructure are generally available, but redevelopment may require water line extensions, replacement of aging terracotta sewer infrastructure, stormwater modifications, electric capacity upgrades, and the burial or relocation of overhead telecommunications lines. Utility and streetscape work should be coordinated with adjacent public improvements.

Regulatory

The site is zoned C-4 Central Commercial and lies within the Downtown Overlay District. The regulatory framework supports downtown-oriented development but requires active frontage, pedestrian-scaled design, context-sensitive architecture, and parking placed behind or beside buildings rather than between buildings and the street. The existing parking-dominated condition is inconsistent with the Downtown Overlay's intent.

4. Stakeholder and Market Input

Community Input

Community input reflects the site's uncertain identity as both a temporary public space and a parking lot. The site is viewed as under-realized, exposed, paved, and lacking shade or consistent activation. Input supports a more intentional downtown role, with sensitivity to scale, pedestrian comfort, small-town character, and the loss of existing public space or parking.

Owner Input

Owner input frames the site as a flexible, publicly controlled parcel with few embedded constraints and no dependency on relocation. The site is understood as part of a broader downtown redevelopment portfolio rather than a standalone civic space. Its public ownership creates flexibility but also requires careful coordination on disposition, timing, political expectations, and alignment with broader Town and County objectives.

Market Input

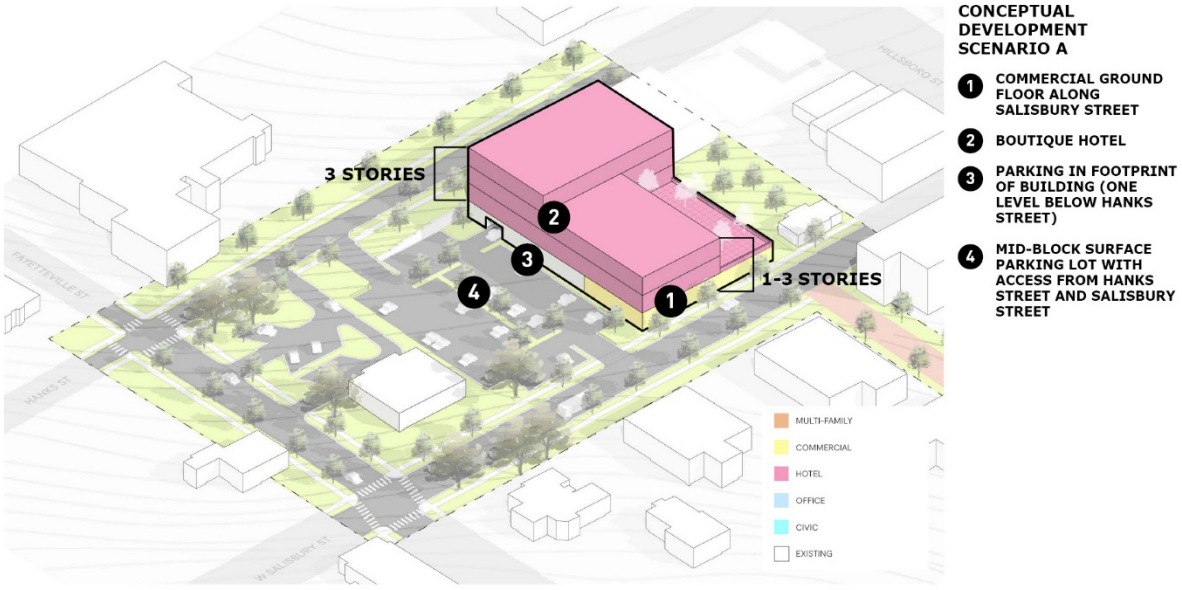
Market input points to residential or mixed-use residential infill as the clearest market-supported baseline, given the site's size, downtown location, and market depth. Standalone commercial or office use appears limited, while hospitality may be an attractive concept that requires further validation. The market context supports small-scale commercial activation as part of a broader mixed-use or lodging concept, but does not indicate independent demand for a large commercial program.

Synthesis

The strongest alignment focuses on replacing the current interim condition with a more intentional downtown use that strengthens West Salisbury Street, improves pedestrian conditions, and supports surrounding businesses. Residential or mixed-use residential infill appears to be the clearest baseline for further evaluation. A hotel or hospitality-oriented concept may offer greater catalytic value, but that direction requires additional hospitality feasibility analysis before informing the development strategy. The site should be advanced around a defined development direction rather than used to evaluate fundamentally different project types simultaneously.

5. Development Opportunity Scenarios

Scenario A: Boutique Hotel with Ground-Floor Commercial



Description

This scenario would position the site for a boutique hotel or a hospitality-oriented development featuring active ground-floor commercial frontage along West Salisbury Street. Parking could be integrated within or below the building footprint, leveraging the grade change between West Salisbury Street and Hanks Street. The concept could be evaluated as a catalytic downtown use but should be treated as a scenario requiring additional hospitality feasibility analysis rather than as a confirmed development direction.

Supporting Factors

The site is centrally located, publicly controlled, and near downtown restaurants, retail, civic destinations, and the courthouse. A hotel could support visitor activity, extend downtown business activity, and reinforce West Salisbury Street as an active side street in downtown. Conceptual planning suggests that the site's grade and geometry may support building-integrated parking and active street frontage.

Key Challenges

Hospitality demand has not been confirmed by a dedicated hotel or lodging feasibility study. The site is relatively small, and the economics of a hotel with structured or embedded parking may be sensitive to room count, construction costs, operating assumptions, and public participation. Scale, massing, and traffic must be carefully managed, given the nearby residential and small-scale commercial context.

Scenario Implementation Considerations

A hospitality feasibility study should be completed before the Town treats a hotel or hospitality-oriented use as the primary development direction. Additional analysis would need to evaluate likely room count, operating assumptions, parking requirements, access configuration, public improvement

responsibilities, potential public participation, and compatibility with the surrounding downtown scale.

Scenario B: Residential or Mixed-Use Residential Infill

Description

This scenario would position the site for residential infill, potentially with limited ground-floor commercial or active frontage along West Salisbury Street. The program could include multifamily, townhome-style, or mixed-use residential development, depending on parking, massing, and affordability objectives.

Supporting Factors

Market analysis points to residential as the clearest use supported by the site's size and configuration. Residential development would increase the downtown population, support nearby businesses, and help convert the site from an interim surface condition to a permanent downtown use. The site's public ownership may allow the Town to influence affordability, design, and public-realm outcomes.

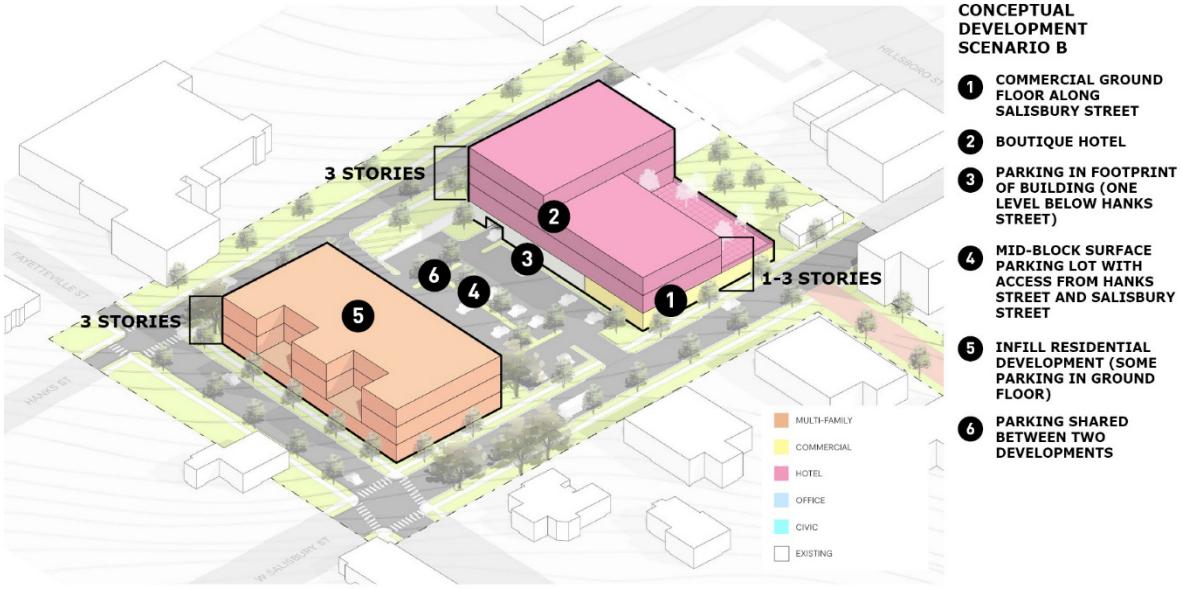
Key Challenges

The site is small, and achievable residential pricing may be constrained by local affordability thresholds and construction costs. Ground-floor commercial may be desirable for placemaking but may not be independently supportable at significant depth. Parking strategy will materially affect density, project cost, and feasibility.

Scenario Implementation Considerations

Additional evaluation would be needed to determine achievable residential density, affordability objectives, parking requirements, frontage activation, and the extent to which limited ground-floor commercial can be incorporated while maintaining project feasibility.

Scenario C: Phased Block Strategy with Assemblage and Shared Parking



Description

This scenario would treat the Pop-Up Park site as part of a broader block strategy that involves the Town-owned parcel, a potential assemblage with the Gunn & Messick parcel to the west, and coordinated improvements to West Salisbury Street, Hanks Street, and the adjacent alley network.

Supporting Factors

The adjacent western parcel could improve access, massing, parking layout, and flexibility in frontage. A broader block approach could support shared parking, enhance pedestrian connections, preserve or integrate mature trees, and create a stronger transition between commercial and residential edges. This scenario aligns with the site's role within a larger downtown redevelopment portfolio.

Key Challenges

Assemblage introduces uncertainty around timing, control, valuation, and negotiation. The Town should determine before advancing this scenario whether the Gunn & Messick parcel will be included, reserved for a future phase, or excluded from the initial redevelopment strategy.

Scenario Implementation Considerations

If the Gunn & Messick parcel is included in the redevelopment strategy, the Town should obtain control of, or a binding path to control, that parcel before the opportunity is advanced on that basis. Shared parking, access from Hanks Street, activation of West Salisbury Street, mature tree treatment, and alley improvements should be evaluated as part of a coordinated block plan.

6. Implementation Considerations

Ownership and Control

The Town owns the core parcel, which provides control over its disposition and aligns with Town objectives. Coordination with the County may be needed to align redevelopment expectations, design standards, and public-sector roles across the downtown portfolio. If the Gunn & Messick parcel is included in the redevelopment strategy, control or a defined path to control should be resolved before the opportunity is advanced on that basis.

Infrastructure and Public Improvements

Redevelopment will likely require improvements to water, sewer, stormwater, electric capacity, telecommunications, sidewalks, on-street parking, and streetscape conditions. Improvements to the West Salisbury Street frontage should be treated as central to the project, not as secondary mitigation. Coordination with the planned Hillsboro Street streetscape, alley, and multimodal improvements should occur before a project is initiated.

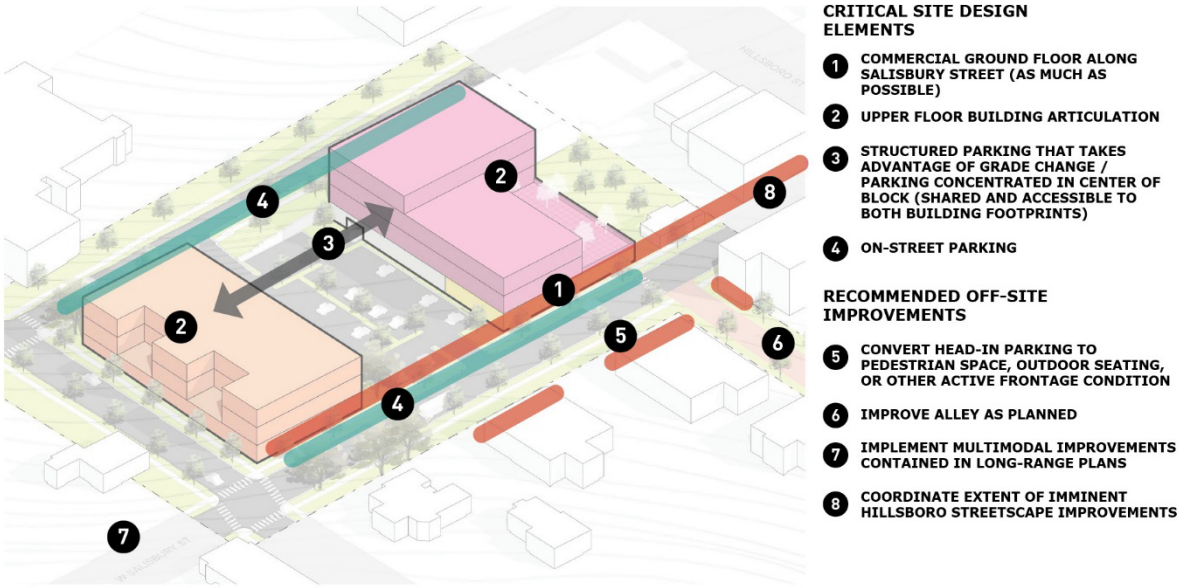
Regulatory Considerations

Existing zoning and the Downtown Overlay appear to be generally supportive of downtown redevelopment, but the final program may require site plan approval, discretionary review, or rezoning, depending on use, intensity, parking configuration, and design approach.

Key Dependencies

Key dependencies include determining the primary development direction, deciding whether the Gunn & Messick parcel is included in the initial opportunity or reserved for a later phase, evaluating infrastructure capacity, defining public improvement responsibilities, and completing any additional feasibility analysis needed before final project definition. Environmental uncertainty appears limited but should be addressed through appropriate disclosure and, if needed, supplemental investigation. The following illustration shows how a conceptual site framework could relate active Salisbury Street frontage, Hanks Street grade conditions, internal parking, alley improvements, Hillsboro Street

coordination, and pedestrian-oriented frontage improvements.



Implementation Timing

The site has no active operational relocation requirement and could be advanced in the near term. Timing will depend on whether the Town wishes to advance the site independently, complete additional feasibility analysis, or coordinate redevelopment with adjacent properties and broader downtown improvements.

7. Strategic Direction and Partnering Approach

Strategic Direction

The site should be advanced as a flexible downtown redevelopment opportunity, but the Town should not use a single RFQ to compare fundamentally different development directions, such as hospitality and residential development. Residential or mixed-use residential infill appears to be the clearest baseline for further evaluation. A boutique hotel or hospitality-oriented concept may have strategic value, but it should be evaluated through a hospitality feasibility study before being included as the primary focus of a development partner selection process. Any direction carried forward should preserve the core planning principles of active West Salisbury Street frontage, pedestrian-oriented edges, parking located away from the primary frontage, use of the Hanks Street grade condition where feasible, and compatibility with the surrounding downtown scale.

Recommended Developer Engagement Strategy

Before beginning the development partner selection process, the Town should decide whether the opportunity will be positioned primarily as residential or mixed-use residential infill, or as a hospitality-led project. If the Town intends to preserve the hotel concept beyond an illustrative scenario, a targeted hospitality study should be completed first. At this stage, an RFQ-based process is preferable to a direct RFP because the site's ultimate development direction, parking approach, public improvement obligations, and potential assemblage assumptions remain unresolved. The RFQ should be directed to the appropriate development-partner audience and should seek qualifications, relevant experience,

judgment, and an approach to refining feasibility, rather than final site plans, final parking designs, or a fixed development proposal.

After selecting a preferred development partner, the Town should use post-selection engagement to refine the development concept, evaluate feasibility assumptions, assess parking and access strategies, define public improvement responsibilities, and negotiate a non-binding development framework, term sheet, or memorandum of understanding before initiating the applicable statutory disposition process and negotiating definitive agreements.

Key Issues for Market Testing

The pre-RFQ phase should resolve whether a hotel-led opportunity is sufficiently supported to target development partners with hospitality experience, or whether the site should proceed as a residential or mixed-use residential opportunity. The RFQ and post-selection engagement process should then focus on issues tied to the selected direction, including achievable development scale, ground-floor activation, parking economics, use of the Hanks Street grade change, public improvement responsibilities, potential inclusion of the Gunn & Messick parcel, and the appropriate balance among downtown activation, project feasibility, community sensitivity to scale, parking, and loss of interim public space.