

A BLUEPRINT FOR THE HEART OF
BURLINGTON, NORTH CAROLINA

downtown GET
BURLINGTON
vision & action plan

2019 - 2039

prepared by
BURLINGTON DOWNTOWN CORPORATION

DOWNTOWN VISION &
ACTION PLAN

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ACKNOWLEDGEMENTS

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MANY THANKS

BURLINGTON DOWNTOWN CORPORATION

Board of Directors
Design Committee
Economic Vitality Committee
Executive Committee
Grants Committee
Promotion Committee
Brand Action Plan Task Force

CITY OF BURLINGTON

City Council
Community Development
Economic Development
Engineering
Finance
Information Technology
Inspections
Planning
Public Information
Public Works
Recreation & Parks
Streets

DOWNTOWN BURLINGTON

Brand Development Team

CONSULTANTS & FACILITATORS

Roger Brooks International (RBI)
Bouvier Kelly



MANY THANKS

COMMUNITY PARTNERS



MANY THANKS

ADDITIONAL THANKS

This plan would not have been possible without the efforts of all the citizens who took part in the process and contributed their ideas and insights. We thank the dedicated Brand Development Team, Downtown Vision & Action Plan Task Force, selected by the Burlington Downtown Corporation Board of Directors; volunteers who sparked and refueled the momentum of this effort; community partners who graciously gave of their time and resources; and the consultants who brought their expertise and creativity to bear. The City of Burlington interdepartmental team, including the Department of Planning, Finance, GIS, and Public Works - to name a few - and the Burlington Downtown Corporation staff, worked seamlessly with the consultant team to collect the vast inventory, create the public engagement strategy, and organize and facilitate the public events that attracted more than 400 Burlington stakeholders. We hope you enjoy reading it as much as we enjoyed creating it.



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EXECUTIVE SUMMARY

DOWNTOWN BURLINGTON

The Downtown Vision & Action Plan ("The Plan") presents a vision for Downtown's next twenty years. The 2008 Downtown Master Plan provided a blueprint the community has followed over the past eight years. Many of the goals and objectives of the 2008 Plan have been accomplished. As implementers began projects to market the current successes and attract visitors, such as wayfinding, the need for a well-defined downtown brand emerged.

Downtown has changed much in the last few years and it was clear momentum was building for even more change. This Vision & Action Plan expands on the recommendations of the 2008 Downtown Master Plan and provides more details regarding economic sectors, infrastructure, community facilities, and businesses that should be pursued to fulfill the community's wishes for Downtown. It details a straight-forward approach to developing historic Downtown Burlington into the robust and vibrant center of Burlington's community life. It is a vision, a marketing tool, a foundation for economic development activity, but most of all, it is an action plan.

The Plan is built on extensive community input, economic feasibility, and the imaginations and enthusiasms of the downtown community, the Brand Development Team (BDT), and the Downtown Vision & Action Plan Task Force (DVATF). The Brand and the Plan are specific to Downtown Burlington, yet this is a living, breathing document, to be revisited annually to ensure that the actions outlined have been accomplished and to identify new actions needed to help us achieve what is described in the Brand Positioning Statement - the experience we promise to deliver to citizens and visitors when the vision is complete. The brand direction described within is intended to be a long-term endeavor, a visionary goal we will work 20 years to complete. The Brand has been developed from the voice of the community, and will remain intact. The development recommendations from the 2008 Master Plan have been revisited in light of recent changes and additions to Downtown, as well as what will be needed to accomplish the vision of the downtown brand. This plan represents an economic development foundation on which to guide future development and marketing decisions.



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Downtown Burlington is the Piedmont's central gathering place for artisans, innovators and entrepreneurs. Creative minds gravitate here to our venues, workshops, boutiques and galleries to nurture innovation and artistry. We are recrafting the quintessential Carolina experience based on the best of what's local. Here, you'll find a community of doers—businesses, residents and visitors – drawn by the connected, laid-back and friendly lifestyle Downtown Burlington offers.



BRAND POSITIONING STATEMENT



THE VISION FOR DOWNTOWN BURLINGTON

Creative minds gravitate here to our venues, workshops, boutiques and galleries to nurture innovation and artistry. Here, you'll find a community of doers -- businesses, residents, and visitors – drawn by the connected, laid-back, and friendly lifestyle Downtown Burlington offers.

A quirky blend of down-home welcome and determined entrepreneurship, Downtown Burlington's industrial history shines through, providing a rich context for enterprise and innovation.

Entrepreneurs in the world of music, the culinary arts, design, and technology are drawn to Downtown Burlington's early 20th Century architecture, intimate scale, wide, comfortable sidewalks, and our connected green-spaces designed for discovery, play and inspiration. Here you'll find eclectic eateries, performances around every corner, and craftsmanship in every shop. The intimate scale of our historic downtown feels smaller than it is and allows you to be part of the action or just enjoy the show. Downtown Burlington is known for its large collection of performance venues and many special events. With its many alfresco dining opportunities, Downtown Burlington is the natural hang-out spot for residents and visitors. We invite you to get in the mix!



THE BRAND

THE BRAND POSITIONING STATEMENT



**DOWNTOWN BURLINGTON IS THE PIEDMONT'S
CENTRAL GATHERING PLACE FOR
ARTISANS, INNOVATORS, AND TASTE-MAKERS.**

We are re-crafting the quintessential Carolina experience based on the best of what's local.

Creative minds gravitate to our venues, workshops, boutiques, and galleries, to nurture innovation and artistry.

Here you'll find a community of doers – businesses, residents, and visitors – drawn by the connected, laid-back and friendly lifestyle Downtown Burlington offers.



THE BRAND

BRAND IDENTITY

Following a thorough canvassing of concepts and ideas, two sets of designers and many hours resulted in the Brand Identity presented here. The final Brand Package was skillfully assembled by Bouvier-Kelly of Greensboro. When combined together, this process resulted in a comprehensive, deep-dive fact-finding and emotional discovery that became the foundation of the overall Brand, including the development of the project.

DELIVERABLES

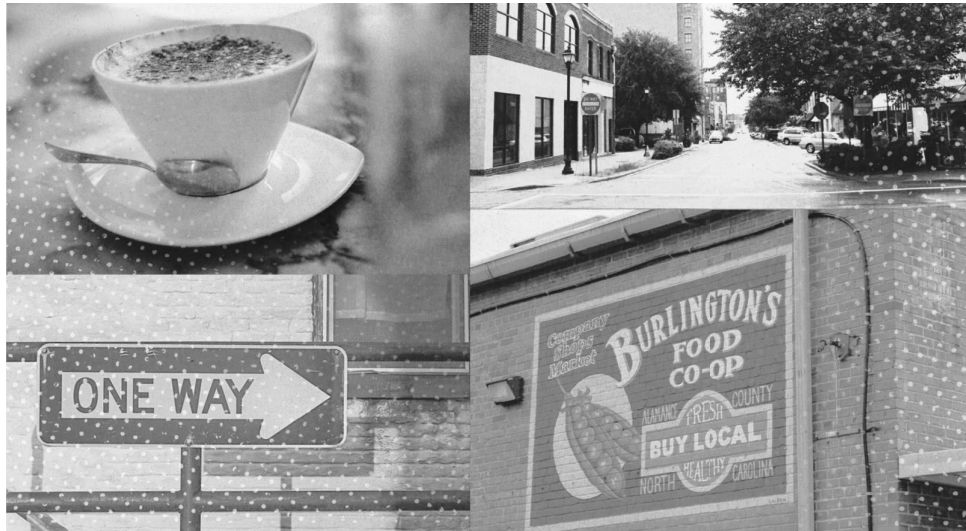
- Vision Statement and Brand Positioning Statement
- Brand Graphics
- Seven in Seven: The economic development strategy framework
- Branding, marketing, and product development recommendations
- "The Downtown Idea Book" photographic examples that local merchants can emulate to increase customer traffic into their establishments
- Recommended Master Plan Updates: Urban Design Strategies, Districts Plan, Opportunity Sites, Build-out Recommendations, and Development Program
- Assessment Findings and Suggestions Report (RBI, under separate cover)
- Brand Standards Manual (Bouvier-Kelly, under separate cover)



GRAPHIC IDENTITY



GRAPHIC IDENTITY



DOWNTOWN BURLINGTON IS OUR HOME,
AND WE WANT TO TELL EVERYONE HOW GREAT IT IS.

BURLINGTON
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GRAPHIC IDENTITY



If you're wondering what our brand is exactly, we invite you to look in the mirror. Our brand is you, our community. It's the people who have lent a hand to make change happen, who have put themselves into downtown Burlington.

When we present our brand to the world, we want YOU to feel represented. That's the reasoning behind the kaleidoscope of colors and the call to action, "GET IN." We want to show off all the amazing things Downtown Burlington can do when its residents come together.

OUR BRAND



BURLINGTON
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GRAPHIC IDENTITY



OUR VOICE

This is a conversation. We want the voice of the brand to begin with that in mind. When writing copy, get real, be spirited, and let your personality come out and shine. Reading through this guide should give you an idea of what we mean. Trying for something authentic is freeing for the reader and effective. Plus, it's more fun!



GRAPHIC IDENTITY

HELLO!

Welcome to Downtown Burlington! If you are reading this, you already know that exciting things are happening in our historic downtown! New construction! New businesses! New art! New events! We just can't contain ourselves! Our new brand is helping us tell the world what's happening downtown and what we have planned for the future. It's a fresh look and a bold step forward that represents all the incredible things that make this town great.

So what is our new brand? Look in the mirror...it's you! Our brand is our community and all of the people who have been busy making change happen downtown. We've worked hard to make sure you feel represented. That's the reasoning behind the kaleidoscope of colors and the call to action, "Get In." Downtown Burlington is not any ONE thing. We are eclectic and diverse and proud of it, and we want others to join us!

Burlington has an amazing story full of big ideas and daring innovation. We think it's time to show that off in a fresh, vibrant way. We want to show the world that there's no better time to "GET IN" the mix!



GRAPHIC IDENTITY

OUR STORY

Burlington has this amazing backstory that made us who we are today. Did you know nylons were invented here? How about that the flag on the moon was made in Burlington? Or that we played a role in developing test planes for World War II? From the very beginning to whatever we dream up next, Burlington's success revolves around home-grown creativity, collaboration, entrepreneurship and passion.



GRAPHIC IDENTITY



Creativity

Downtown Burlington is the perfect place to amazing things. We'll provide the canvas, you bring the paintbrush. Whatever you do, make it vibrant! Make it beautiful! And most importantly, make it your own.

Collaboration

Howdy, partner! All of the new energy and excitement downtown has been community-driven. In fact, you could say we are becoming a co-op community! Local people have joined forces to make change happen. The result: a community-owned grocery and a co-op brewery on the way. We are neighbors investing in one another. A community defining its own future.



Entrepreneurship

The hard work, vision and investment by local entrepreneurs is THE key ingredient to our success. Without those who stuck it out, never gave up, weathered uncertain times and remained resolute in their vision, the excitement of today and the enthusiasm for tomorrow would not be possible. We are a community that's ready to roll up its sleeves to help support all businesses that invest with us. So come "GET IN" the mix!

Passion

We want your fearless originality, your gigantic imagination, your biggest, boldest ideas and we're going to plant them in Downtown Burlington and help them spring to life. Our community has limitless potential and if our passion for a vibrant downtown isn't abundantly clear by now, you may need a shot of espresso!



GRAPHIC IDENTITY

THE LOGO

Our logo conveys the diversity of our ideas, potential, and people. Through the use of color, we've created a mark that captures the spirit and energy of our city. The letters blend and overlap to illustrate our heart for community collaboration. And our call to action message "GET IN" is accentuated right in the center of it all. There's a world of meaning sitting right in front of you. It's something to be proud of.



Final Logo Mark: The chosen logo in various alternative versions and applied to banners, shopper bags, business cards, t-shirts, bumper stickers, and other branded merchandise.

GRAPHIC IDENTITY



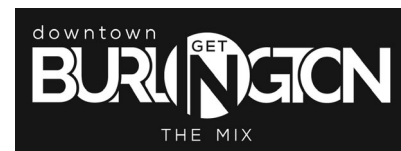
THE MIX



THE MIX



THE MIX



THE MIX



Final Logo Mark: The chosen logo in various alternative versions and applied to banners, shopper bags, business cards, t-shirts, bumper stickers, and other branded merchandise.

GRAPHIC IDENTITY



Final Logo Mark: The chosen logo in various alternative versions and applied to banners, shopper bags, business cards, t-shirts, bumper stickers, and other branded merchandise.

GRAPHIC IDENTITY



GRAPHIC IDENTITY

GET IN
SECONDARY LOGO

Our message is an exclamation of intent and a call to action. We want our residents and new investors to feel that exciting sense of urgency. Plus, we designed it so that you can make it your own. There is a built in versatility for businesses, events, activities, so that you can personalize a tag line that represents both yourself and the city. No matter who sees our message, they'll know that now is the time to "GET IN" the mix of what's happening in Downtown Burlington.



THE MIX



GRAPHIC IDENTITY

Get in to development to expansion
 Get in to organic **GET IN YOUR CITY** **Get in**
the artistry GET IN ON DISCOVERY Get in to downtown
Get in on opportunity GET IN - GET TOGETHER
GET IN ON PROGRESS
 Get in to Local *Get in and celebrate* Get in the spirit
Get in on character Get in to Creativity **GET IN THE SCENE**
GET IN - GET READY **Get in the excitement**
Get in to music **GET IN THE BEAT** **Get in** to growth
GET IN *Get in on the unique* and dine out **TO CRAFT BEER**
the culture Authenticity Get in - Get Crafty
Get in and create **GET IN THE FUTURE**
 Get in to entrepreneurialism
GET IN TO CULTIVATE



GRAPHIC IDENTITY



APPAREL & BRANDING EXAMPLES



"GET IN" stickers:
There are two options for the stickers: "Get In" with the logo or just the green "Get In" circle.

We suggest using "Get In" with the logo since it's new, and has yet to be branded. "Get In" can still stand out by keeping it green and making the other letters almost transparent. As you continue to brand the new look, you could then start using the "Get In" circle as a stand-alone item.

GRAPHIC IDENTITY



THE PLAN

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PLAN ORGANIZATION

The Plan is based on the process outlined by Roger Brooks, of Roger Brooks International (RBI), our coaches, and other facilitators through this process. The sidebar at right, shows Roger Brooks' 13 Steps, which we used to guide the work of the BDT.

The results of the first four steps of The Plan are outlined on the pages that follow; they represent the data and input that form the foundation on which the brand direction and Plan are based. Steps one and two briefly describe how the need for this plan was first recognized, the public input opportunities that provided much of the data, and the formation of the Brand Development Team. This is followed by a summary of the assets, demographics, and public input that helped influence our ultimate brand direction. Step four outlines the top brand ideas that the BDT considered.

We identify economic sectors or activity areas that will work synergistically to form a brand that is uniquely Burlington. This is followed by our Brand Positioning Statement or "Brand Promise" and a Vision Statement with representative photographs. Then we present the identity graphics and marketing materials to help establish the feelings and experiences we hope our citizens and visitors will take away with them. This is followed by an economic development strategy framework with suggested projects. A discussion of key recommendations with an implementation chart follows. This is a hearty "to-do" list that will be added to and updated over time. We have identified seven key economic development strategies to implement within the first seven years of the plan. We have also identified a checklist of "quick wins," short-term actions that can be accomplished in the first 12-18 months to lay the foundation for the costlier and time-intensive initiatives. In the back of the plan you will find supporting documents that provide more information regarding our process and the extensive public input we have received.

THE 13 STEPS Our Branding Process

1. Form the Brand Development Team
2. Branding Education
3. Assessment, Input, Current Market Analysis
4. The Brand Feasibility Test
5. Identify Your Champions: The Brand Leadership Team
6. Develop the "Brand Bank"
7. Write the Brand Promise
8. Create the look and feel of the brand
9. Develop the Action Plan
10. Make Something Happen
11. Keep the Energy High!
12. Tell the World
13. Revisit the Plan



PLAN CONTEXT

Burlington, NC is home to nearly 53,000 people^[1] and as the largest city, anchors Alamance County, home to 162,000^[2]. Located in the heart of the North Carolina Piedmont region, approximately halfway between Durham and Greensboro, NC, Burlington is historically known as the home of southern textiles. By the mid-20th Century, it was known as "The Hosiery Center of the South." While textiles still remain an important industry, industry changes in the mid-1980's through 2000's meant that they no longer dominated the economy.

Downtown Burlington, the historic heart of the community, has struggled to remain relevant over the past forty years, just like many if not most traditional city centers. The city joined the North Carolina Main Street (NCMS) Program in 1988 and the Burlington Downtown Corporation (BDC), a 501(c)3 nonprofit organization, was formed to oversee the revitalization process. In its early years, much progress was made including removing the Main Street pedestrian mall and most of the 1960's metal slipcovers from the early 20th Century buildings. Laboratory Corporation of America (LabCorp) moved its world-wide headquarters to Downtown, buying and renovating over thirty properties in the process. Many successful community events became established during the 1990's and 2000's, including the Dicken's Christmas event, the Antique Car Show, Spooktacular, and the Sunset Rhythms Concert series. The downtown business community went through many ups and downs during this period. A renewed effort began in 2006, after several years of dormancy, and the Downtown Master Plan was adopted in 2008. In 2017, a new executive director, Jessica Pasion, was hired to assist with the development and implementation of The Plan.

Over the past six years, Downtown has seen over \$17.5 million of private investment, over \$3 million of public investment, including new streetscape elements such as 103 planters and twelve pieces of public art sculptures. The City and the BDC created a matching grant program to assist property and business owners with needed renovations. These efforts resulted in over thirty new businesses, thirty property renovations, and four separate Awards of Merit from the NC Main Street Program between 2011 and 2015.

The citizens of Burlington have closely followed this success and have been excited to see Downtown come alive. They have supported the expanding event calendar and other downtown projects such as the Burlington Beer Works cooperative micro-brewery and restaurant that is to open mid-March 2019. This branding process came about through a public involvement process led by the Burlington Downtown Corporation called "We Are Downtown." As part of this process, the BDC invited Roger Brooks of Roger Brooks International (RBI) to speak to a gathering of approximately 100 citizens on "The 20 Ingredients of Successful Downtowns." Mr. Brooks sparked renewed excitement about Downtown Burlington's possibilities. The primary takeaway message the participants rallied around was the need for an economic development-based branding effort. Burlington was asked to decide "what it wanted to be when it grew up."

The planning process encompassed the initial public input and branding education phases which included the above mentioned talk by Roger Brooks, the two follow-up community workshops, an online branding survey, and market research conducted by undergraduates of the Elon University Love School of Business.

[1] <https://datausa.io/profile/geo/burlington-nc/>
[2] <https://www.census.gov/quickfacts/alamancecountynorthcarolina>



ECONOMIC DEVELOPMENT FRAMEWORK

THE VISION FOR DOWNTOWN BURLINGTON

THE FUTURE



SEVEN IN SEVEN

ECONOMIC DEVELOPMENT STRATEGY FRAMEWORK



RESTORE THE HEART
OF BURLINGTON



STIMULATE NEW
CONSTRUCTION



CREATE AN ARTS &
ENTERTAINMENT DISTRICT



BUILD EVENTS
CENTER & PLAZA



RE-UNITE
MAIN STREET



GROW OUR
DOWNTOWN NEIGHBORS



POSITION DOWNTOWN AS
AN INNOVATION VILLAGE



SEVEN IN SEVEN

SEVEN ECONOMIC DEVELOPMENT STRATEGIES
IN SEVEN YEARS

1

RESTORE THE HEART
OF BURLINGTON

Redevelopment efforts should be expanded to include all contiguous urban-developed land and surrounding neighborhoods. Develop small area plans that plan for future growth in a redevelopment context. Enhance connectivity between downtown commercial areas and neighborhoods through sidewalks and greenways, signage and public art.

2

STIMULATE NEW
CONSTRUCTION

Now is the time to move forward with marketing opportunity sites to qualified developers. Preferred uses will include residential units, upper-story office spaces and active ground-level spaces for restaurants, retail and entertainment venues. The place to begin is around the Depot Plaza area at Worth and Front Streets.

3

CREATE AN ARTS &
ENTERTAINMENT DISTRICT

This could include a culinary district, additional performance spaces, a community arts center, a maker's space, incentives for artists, an artist in residency program, makers space.

4

BUILD EVENTS
CENTER & PLAZA

"The central gathering place." To include indoor flexible meeting space for events, conferences, weddings, performances. This would be adjacent to a highly programmed events plaza that is surrounded by development opportunities.

5

RE-UNITE
MAIN STREET

In physical form, pedestrian connectivity and sight lines. Opening Main Street will have a catalytic effect on N. Main Street area, spurring revitalization on both sides of the railroad.

6

GROW OUR
DOWNTOWN NEIGHBORS

Add 75 to 150 units of diverse housing types, from town-homes, urban lofts, new construction and cottage living opportunities. Plan for the housing needs of the future.

7

POSITION DOWNTOWN AS
AN INNOVATION VILLAGE

Prepare to accommodate new development and economic activity. Include upgrades to infrastructure, such as high-speed fiber, that has become a necessity for today's businesses.

BURLINGTON
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DOWNTOWN VISION &
ACTION PLAN

IMPLEMENTATION

BURLINGTON
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WHO ARE WE TRYING TO ATTRACT?

The Brand Development Team analyzed Burlington and Alamance County's demographic profile, recent growth and development trends in Downtown Burlington, and citizen input through both surveys and workshops. They identified several key markets that will help grow downtown Burlington. They are (in order of importance):

GEOGRAPHIC

- The 52,000 people that live in Burlington
- Friends and family visiting Burlington
- Neighboring communities: Elon, Mebane, Hillsborough, Greensboro, Graham, Glen Raven
- People living in larger, nearby cities: Winston-Salem, Durham, Raleigh, Chapel Hill, High Point to name a few
- Visitors traveling through the area along I-40/I-85
- Visitors from throughout the Carolinas: Charlotte, Greenville, Spartanburg, that are within a 2-4 hour drive time.

DEMOGRAPHIC

- Young families (late-20s, 30s, early-40s)
- Young professionals (millennials) not yet starting a family
- Active Baby boomers with empty nests and nearing/entering retirement

PSYCHOGRAPHIC

- Entrepreneurial minded go-getters
- Makers and crafters of all kinds: industrial designers, brewers, distillers, chefs, artists, potters, foodies, musicians, performance artists
- Design professionals: architects, photographers, graphic artists, clothing makers, textile designers, etc.
- Localism proponents



DEVELOPMENT RECOMMENDATIONS

RESTORE THE HEART OF BURLINGTON

- Work with local stakeholders to create revitalization plans for North and South Main Street
- Eventually expand incentives and services to surrounding area
- Begin to develop a series of connected pocket parks throughout the city center
- Consider an Art & Industry District for the North Main area
- Identify areas for greenways and trails to connect downtown to surrounding neighborhoods
- Encourage new investment in historic neighborhoods surrounding downtown

STIMULATE NEW CONSTRUCTION

- Adopt a build-out plan for downtown showing opportunities for new development, parks, parking, etc.
- Prioritize opportunity sites from the Downtown Master Plan
- Put together site plans and desired development programs for each site
- Develop design guidelines for infill development
- Develop a parking plan for new development

CREATE ARTS & ENTERTAINMENT DISTRICT

- National live music & theater performances
- Expanded live theater space
- New movie cinema
- Artist live-work spaces
- Artist in residency program
- Community Arts Center
- "Eat Street" - Culinary District
- Meeting space
- New events plaza
- Boutique/conference hotel

BUILD EVENTS CENTER & PLAZA

- Plaza should be at least one acre
- Program with at least 250 event days per year
- Design so that multiple events can happen at once
- Surround with sites for new development and redevelopment
- Add additional indoor events/meeting space adjacent to plaza
- Open view up and down Main Street



DEVELOPMENT RECOMMENDATIONS



RE-UNITE MAIN STREET

- Work with local stakeholders to create revitalization plans for North and South Main Street
- Eventually expand incentives and services to surrounding area
- Begin to develop a series of connected pocket parks throughout the city center
- Consider an Art & Industry District for the North Main area
- Identify areas for greenways and trails to connect downtown to surrounding neighborhoods
- Encourage new investment in historic neighborhoods surrounding downtown

GROW OUR DOWNTOWN NEIGHBORS

- Add 150 new units in next five years
- Establish a revolving fund to purchase, market and incentivize properties
- Expand incentives for housing
- Add incentives for architectural services

POSITION DOWNTOWN AS AN INNOVATION VILLAGE

- Form an "Innovation Council" to guide needed investments
- Install high-speed fiber throughout downtown
- Add places to sit and gather throughout downtown
- Pursue an entrepreneurship center or "Impact Hub"
- Develop live-work spaces for entrepreneurs, teachers, etc.
- Recruit a maker's space
- Attract a college or university to hold classes downtown
- Catalyze co-working spaces
- Recruit boutique manufacturers





MARKETING RECOMMENDATIONS

RESTORE THE HEART OF BURLINGTON

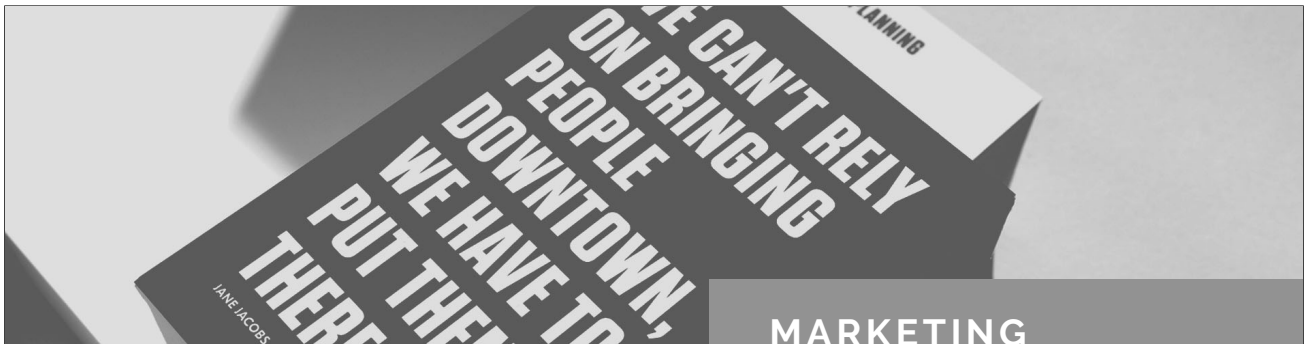
- As districts develop, provide gateway signage that reflects their character
- Develop walking maps/trails for the pocket parks
- Consider holding a "Build a Better Block" event
- Encourage neighbors to join "Next Door" to stay in touch

STIMULATE NEW CONSTRUCTION

- Put out a request for qualifications to the development community
- Develop an incentive program for investments over \$500,000 to attract developers
- Utilize plans for a public park or plaza as a marketing tool

CREATE ARTS & ENTERTAINMENT DISTRICT

- New boulevard banners
- Select a name for "The District"
- Way-finding to Downtown
- Gateway signage
- Updated visitor's guides
- Visit Downtown website
- Monthly gallery crawl
- Signature "GET IN" Festival



MARKETING RECOMMENDATIONS

BUILD EVENTS CENTER & PLAZA

- Relocate Farmer's Market to new plaza
- Market to regional and state-wide organizations for meetings and conferences
- Develop a brand and marketing platform just for The Plaza

RE-UNITE MAIN STREET

- As districts develop, provide gateway signage that reflects their character
- Develop walking maps/trails for the pocket parks
- Consider holding a "Build a Better Block" event
- Encourage neighbors to join "Next Door" to stay in touch

GROW OUR DOWNTOWN NEIGHBORS

- Target up to 3 projects to complete in next 18 months
- Market blueprints & pro formas to developers
- Hold upper-story housing and available space tours
- Market streamlined permitting processes

POSITION DOWNTOWN AS AN INNOVATION VILLAGE

- Establish networking & social opportunities for entrepreneurs
- Utilize entrepreneur, artisan and maker networks to market available spaces
- Establish a "Burlington Soup" community development event series





RESTORE THE HEART OF BURLINGTON

1

THE CONNECTED CITY

Expand Revitalization Beyond the Downtown Core
Let's apply what's worked to build a strong city center with distinct districts. Let's create a series of connected places, each with their own character. Let's add green spaces and gathering spaces. Let's work together to implement ideas at a grass roots level.

DEVELOPMENT RECOMMENDATIONS

- Work with local stakeholders to create revitalization plans for North and South Main Street
- Eventually expand incentives and services to surrounding area
- Begin to develop a series of connected pocket parks throughout the city center
- Consider an Art & Industry District for the North Main area
- Identify areas for greenways and trails to connect downtown to surrounding neighborhoods
- Encourage new investment in historic neighborhoods surrounding downtown

MARKETING RECOMMENDATIONS

- As districts develop, provide gateway signage that reflects their character
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STIMULATE NEW CONSTRUCTION

2

THE NEIGHBORHOOD

Stimulate New Construction Downtown
We've done a good job getting our historic properties renovated and filled with businesses. Let's keep doing this and add new development. Building on these "opportunity sites" will create more vibrancy, more people living downtown, and an expanded tax base. When it comes to downtown, more is more.

DEVELOPMENT RECOMMENDATIONS

- Adopt a build-out plan for downtown showing opportunities for new development, parks, parking, etc.
- Prioritize opportunity sites from the Downtown Master Plan
- Put together site plans and desired development programs for each site
- Develop design guidelines for infill development
- Develop a parking plan for new development

MARKETING RECOMMENDATIONS

- Put out a request for qualifications to the development community
- Develop an incentive program for investments over \$500,000 to attract developers
- Utilize plans for a public park or plaza as a marketing tool





CREATE ARTS & ENTERTAINMENT DISTRICT



THE DISTRICT

Arts, Entertainment & Dining

Downtown will have something going on day and night. This will be the go-to destination, featuring lots of restaurant options, cultural events, live music, shopping, and theater.

DEVELOPMENT RECOMMENDATIONS

- National live music & theater performances
- Expanded live theater space
- New movie cinema
- Artist live-work spaces
- Artist in residency program
- Community Arts Center
- "Eat Street" - Culinary District
- Meeting space
- New events plaza
- Boutique/conference hotel

MARKETING RECOMMENDATIONS

- New boulevard banners
- Select a name for "The District"
- Way-finding to Downtown
- Gateway signage
- Updated visitor's guides
- Visit Downtown website
- Monthly gallery crawl
- Signature "GET IN" Festival



BUILD EVENTS CENTER & PLAZA



THE PLAZA

A New Events Center & Plaza

Let's build a new events center and plaza. This could be the central gathering place in the heart of downtown. A place for more and expanded events. It would become the most valuable real estate in downtown, providing demand for new development surrounding it.

DEVELOPMENT RECOMMENDATIONS

- Plaza should be at least one acre
- Program with at least 250 event days per year
- Design so that multiple events can happen at once
- Surround with sites for new development and redevelopment
- Add additional indoor events/meeting space adjacent to plaza
- Open view up and down Main Street

MARKETING RECOMMENDATIONS

- Relocate Farmer's Market to new plaza
- Market to regional and state-wide organizations for meetings and conferences
- Develop a brand and marketing platform just for The Plaza





RE-UNITE MAIN STREET



THE CONNECTED CITY

Expand Revitalization Beyond the Downtown Core
Let's apply what's worked to build a strong city center with distinct districts. Let's create a series of connected places, each with their own character. Let's add green spaces and gathering spaces. Let's work together to implement ideas at a grass roots level.

DEVELOPMENT RECOMMENDATIONS

- Work with local stakeholders to create revitalization plans for North and South Main Street
- Eventually expand incentives and services to surrounding area
- Begin to develop a series of connected pocket parks throughout the city center
- Consider an Art & Industry District for the North Main area
- Identify areas for greenways and trails to connect downtown to surrounding neighborhoods
- Encourage new investment in historic neighborhoods surrounding downtown

MARKETING RECOMMENDATIONS

- As districts develop, provide gateway signage that reflects their character
- Develop walking maps/trails for the pocket parks
- Consider holding a "Build a Better Block" event
- Encourage neighbors to join "Next Door" to stay in touch



GROW OUR DOWNTOWN NEIGHBORS



THE LOFTS

Build a Residential Population
Let's start a building boom for downtown residential: townhomes, urban lofts, upper-story renovations, and new multi-story buildings. Let's get people living downtown and making it "their neighborhood."

DEVELOPMENT RECOMMENDATIONS

- Add 150 new units in next five years
- Establish a revolving fund to purchase, market and incentivize properties
- Expand incentives for housing
- Add incentives for architectural services

MARKETING RECOMMENDATIONS

- Target up to 3 projects to complete in next 18 months
- Market blueprints & pro formas to developers
- Hold upper-story housing and available space tours
- Market streamlined permitting processes





POSITION DOWNTOWN AS AN INNOVATION VILLAGE

7

THE INNOVATION VILLAGE

Invest in "Innovation Infrastructure"

Let's build a place that attracts, engages, and feeds the idea people. We must invest in high speed internet, expanded water and sewer, and streetscapes made for gathering. We'll attract makers, techies, co-working spaces, business incubators, learning communities, schools, artisans and food entrepreneurs.

DEVELOPMENT

RECOMMENDATIONS

- Form an "Innovation Council" to guide needed investments
- Install high-speed fiber throughout downtown
- Add places to sit and gather throughout downtown
- Pursue an entrepreneurship center or "Impact Hub"
- Develop live-work spaces for entrepreneurs, teachers, etc.
- Recruit a maker's space
- Attract a college or university to hold classes downtown
- Catalyze co-working spaces
- Recruit boutique manufacturers

MARKETING

RECOMMENDATIONS

- Establish networking & social opportunities for entrepreneurs
- Utilize entrepreneur, artisan and maker networks to market available spaces
- Establish a "Burlington Soup" community development event series

BURLINGTON
downtown corp.

1

RESTORE THE HEART OF BURLINGTON

Redevelopment efforts should be expanded to include all contiguous urban-developed land and surrounding neighborhoods. Develop small area plans that plan for future growth in a redevelopment context. Enhance connectivity between downtown commercial areas and neighborhoods through sidewalks and greenways, signage and public art.

BURLINGTON
downtown corp.

ECONOMIC DEVELOPMENT FRAMEWORK

STRATEGY 1A: EXPAND REDEVELOPMENT AND REVITALIZATION OPPORTUNITIES THROUGHOUT THE CITY'S URBAN CORE

GOAL: Downtown Burlington will be the primary mixed-use center of the greater Alamance County region, with sufficient building space to satisfy future demand.

OBJECTIVE: Increase redevelopment activity in and around the downtown core district.

- POTENTIAL PROJECTS:**
- Work with property owners, residents and businesses to develop revitalization plans for N. Main and S. Main areas.
 - Expand existing incentive programs &/or create new incentives for new redevelopment areas.
 - Identify opportunity sites and develop site plans to market to developers.

STRATEGY 1B: DEVELOP A SERIES OF PLACES WITH A MULTI-MODAL TRANSPORTATION FOCUS

GOAL: Downtown will develop into a series of compact walkable places, each with a distinct identity linked together through pedestrian facilities.

OBJECTIVE: Utilize principles of urban design and place-making to encourage new and redevelopment to occur in a way that strengthens sense of place and identity.

- POTENTIAL PROJECTS:**
- Construct a transportation hub with multimodal accessibility
 - Incorporate the greenway plan, and Renew Maple Avenue.
 - Identify funding partner for infrastructure improvements
 - Identify locations public/greenspaces to serve as community anchors for development.
 - Develop a parks and greenway plan for the center city area.
 - Implement a pocket park strategy to increase greenspace and add to downtown vibrancy.
 - Work with existing residents and businesses to guide and develop community character.
 - Pursue opportunities to add public art, landscaping, and expand signage to enhance community character, interpret historic resources and to tell Burlington's story.

MAP 1: BURLINGTON, N.C. DOWNTOWN CENTER CITY AREA AND NEIGHBORHOODS



Expand revitalization strategies to all of the center city.

MAP 2: BURLINGTON, N.C. PROPOSED CHARACTER DISTRICTS



LEGEND: North Main District (DMA) Heart District South Main District (DMA)



ECONOMIC DEVELOPMENT FRAMEWORK



Pocket Park Strategy: Fill in some existing voids with gathering spaces

Potential pocket park sites

STRATEGY 1C: CONNECT THE DOWNTOWN CORE TO SURROUNDING NEIGHBORHOODS, TRANSIT, PARKS AND TRAILS

GOAL: Increase the walkability of the city center.

OBJECTIVE: Increase the number of business locations and residences connected via pedestrian facilities by 30% in five years.

- POTENTIAL PROJECTS:**
- Identify areas for pedestrian improvements
 - Identify barriers and opportunities
 - Develop project list; prioritize

STRATEGY 1D: DEVELOP A NEIGHBORHOOD IMPROVEMENT STRATEGY

GOAL: Strengthen surrounding neighborhoods to make them attractive for investment

- OBJECTIVES:**
- Increase home-ownership rates in surrounding neighborhoods.
 - Increase property values in surrounding neighborhoods.

- POTENTIAL PROJECTS:**
- Develop home ownership education and loan program
 - Partner with other agencies and non-profits to increase homeownership
 - Develop a neighborhood improvement grant program with a block-by-block focus

STRATEGY 1E: ENCOURAGE REDEVELOPMENT OF EXISTING NEIGHBORHOOD CENTERS

GOAL: Existing and historic neighborhood centers will become vibrant and attractive centers for neighborhood life.

- OBJECTIVES:**
- Increase occupancy rates of neighborhood center properties.
 - Improve attractiveness and physical condition of facades.
 - Improve appearance of public realm.

- POTENTIAL PROJECTS:**
- Identify existing neighborhood centers, such as East Davis Historic District, Trollinger Street neighborhood center and others.
 - Work with community to develop a needs assessment and improvement plan
 - Identify potential incentives and assistance



2

STIMULATE NEW CONSTRUCTION

Now is the time to move forward with marketing opportunity sites to qualified developers. Preferred uses will include residential units, upper-story office spaces and active ground-level spaces for restaurants, retail and entertainment venues. The place to begin is around the Depot Plaza area at Worth and Front Streets.



STRATEGY 2A: FACILITATE AND ENCOURAGE INFILL IN THE MUNICIPAL SERVICE DISTRICT

- GOAL:** Increase the square footage downtown to increase density, add vibrancy and activity around the clock.
- OBJECTIVE:** Increase the amount of tenant-ready space downtown by 50% in ten years (adding 500,000 square feet of renovated and/or infill space).
- POTENTIAL PROJECTS:**
- Develop opportunity sites, prioritizing city-owned sites.
 - Develop design guidelines for infill projects.
 - Develop parking plan to serve new development.
 - Develop an example lease that specifies best business practices such as hours to be open, leaving lights on at night, participation in downtown events, etc.

STRATEGY 2B: DEVELOP MARKETING STUDIES FOR OPPORTUNITY SITES

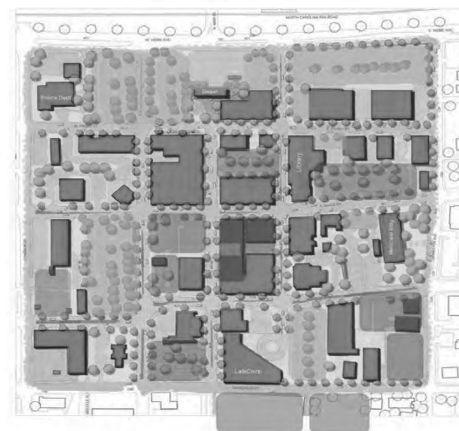
- GOAL:** Attract quality developers of residential and mixed use development to the opportunity sites in the downtown core.
- OBJECTIVE:** Produce marketing study with information relevant to top three opportunity sites.
- KEY STEPS:**
- Prioritize opportunity sites.
 - Engage firm to develop the following information for each site:
 - Illustrative renderings
 - Recommended site plans
 - Desired square footages of specific uses
 - Prof-forma analysis demonstrating project feasibility
 - Develop RFP that also includes:
 - Design Guidelines
 - Incentives or other assistance

STRATEGY 2C: DEVELOP INCENTIVES FOR INVESTMENTS OVER \$500,000

- GOAL:** Increase economic feasibility of desired infill projects.
- OBJECTIVE:** Desired infill projects will be competitive and generate serious interest from qualified developers.
- POTENTIAL PROJECTS:**
- Incentive grant program based on tax value of new projects
 - Revolving construction loan program based on number of units or square footage of restaurant space
 - Land buy down: Offer city-owned or BDC-owned property at a below-market value
 - Provide parking for desired new square footage
 - Reduce or eliminate certain fees

ECONOMIC DEVELOPMENT FRAMEWORK

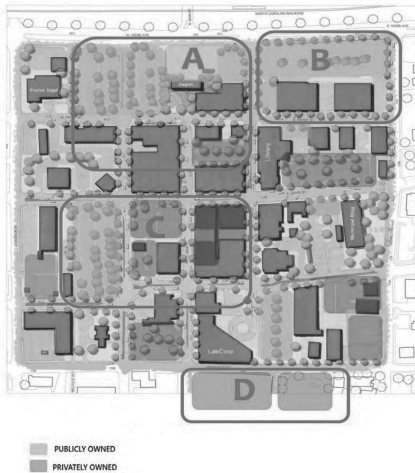
OPPORTUNITY MAP
Areas for Infill & Redevelopment



■ PUBLICLY OWNED
■ PRIVATELY OWNED



PRIORITY OPPORTUNITY SITES



**STRATEGY 2D: MAKE DEVELOPMENT/REDEVELOPMENT
PROCESS EASY**

GOAL: Downtown Burlington will be seen as an easy-to-develop location.

OBJECTIVES:

- Increase the competitiveness of Downtown Burlington in terms of attracting high quality development and redevelopment.
- Reduce permitting time and costs.

POTENTIAL PROJECTS:

- Offer streamlined/expedited permitting process.
- Ensure zoning codes are targeted to desired types and arrangements of uses.
- Offer on-site walk-through with city's development review team, including zoning and building inspections.

STRATEGY 2E: TAKE AN ACTIVE ROLE IN INITIATING THE DEVELOPMENT VISION OF THE PLAN

GOAL: Desired development will occur more quickly in downtown Burlington, consistent with the vision and goals of this plan.

OBJECTIVES:

- Establish a property development fund with a 2-year goal of \$500,000 and a 5 year goal of \$1,000,000.
- Establish an organizational structure to oversee and guide development decisions using the fund.

POTENTIAL PROJECTS:

- Create an Investor's Board targeted toward large donors (over \$10,000).
- Establish a 501(c)2 organization to govern a real estate/development fund.
- Establish a catalytic development company or technical board of directors to manage resulting construction projects.



**CREATE AN ARTS &
ENTERTAINMENT
DISTRICT**

This could include a culinary district, additional performance spaces, a community arts center, a maker's space, incentives for artists, an artist in residency program, makers space.



STRATEGY 3A: POSITION DOWNTOWN AS THE PREMIER ENTERTAINMENT DESTINATION IN THE REGION

GOAL: Build on downtown's existing assets to further develop downtown into the region's destination for arts, entertainment and culinary offerings.

OBJECTIVE: Increase the number of night-time establishments and facilities offering performances, food, drink and other fun experiences.

POTENTIAL PROJECTS:

- Implement way-finding connecting visitors from I85/40 and other parts of the city to downtown
- Diversify the programming base of The Paramount Theater to include a more diverse schedule that will draw a larger and broader demographic.
- Recruit restaurants that will feature live entertainment.
- Identify a space for and recruit an art-house movie theater or other cinema.
- Initiate a monthly or weekly gallery crawl.
- Recruit specialty establishments that provide a variety of environments for enjoying food and drink. (E.g., Wine bar or club, bistro with specialty cocktails, German beer garden, craft bottle shop, etc.).
- Identify, locate and develop active entertainment uses that will be an anchor for downtown. These could include a relocated ball park, an indoor entertainment facility or business, an out- door entertainment or recreation facilities.

STRATEGY 3B: CONTINUE TO MAKE DOWNTOWN A REGULAR DESTINATION FOR HIGH-QUALITY EVENTS TO ATTRACT RESIDENTS AND VISITORS

GOAL: Downtown is the place where something is always happening.

OBJECTIVE: Increase the number of events held downtown to 250 events days a year by 2020.

POTENTIAL PROJECTS:

- Add a St. Patrick's Day event.
- Hold Food Truck Rodeos throughout the warm months of the year.
- Create a "signature" festival that relates to the brand and the demographics we wish to attract.
- Program depot plaza facilities Wednesday through Sunday of each week.



STRATEGY 3C: DOWNTOWN WILL BE THE REGIONAL LOCATION OF CHOICE FOR ARTISTS AND ARTISAN-BASED BUSINESSES

GOAL: Create a sustainable base of artists and artisan-based businesses.

OBJECTIVE: Increase the number of artists working downtown by 100% (5) in the next 18 months.

POTENTIAL PROJECTS:

- Identify and initiate development for artist work-live spaces.
- Identify and implement incentives for artists, such as a tax-equivalent grant for living space.
- Develop and Artist in Residence program.
- Facilitate the development of a community-arts center and programs.
- Support the development of an arts and crafts festival.
- Recruit arts and crafts galleries &/or businesses that incorporate the arts.

STRATEGY 3D: DEVELOP FLEXIBLE-USE MEETING SPACE IN DOWNTOWN TO ATTRACT THE MEETING, CONVENTION , AND PERFORMANCE SECTORS

GOAL: Take advantage of Burlington's strategic location to develop resources that will lead to increases in over-night stays and complimentary expenditures associated with business and pleasure travel.

OBJECTIVE: Add sufficient space to allow downtown Burlington to host a wide range of small and mid-size events.

POTENTIAL PROJECTS:

- Conduct feasibility study to clarify supply and demand factors related to business and non- business activities that generate over-night stays.
- Identify current meeting space assets and catalogue capacity.
- Identify suitable locations for the addition of meeting space.
- Identify potential projects that can add to the inventory of meeting space.



STRATEGY 3E: ATTRACT A BOUTIQUE HOTEL TO DOWNTOWN TO SUPPORT THE MEETING, CONVENTION, AND WEDDING INDUSTRIES

GOAL: Take advantage of Burlington's strategic location to develop resources that will lead to increases in over-night stays and complimentary expenditures associated with business and pleasure travel.

OBJECTIVE: Recruit a hotel to downtown with a suitable number of rooms to support recommended events and meetings.

POTENTIAL PROJECTS:

- Conduct feasibility study to clarify supply and demand factors related to business and non-business activities that generate over-night stays.
- Identify a suitable site for hotel, either in an infill or redevelopment context.
- Use feasibility study and brand marketing materials to initiate discussions with hotel groups.
- Identify potential incentives that will help attract hoteliers.

STRATEGY 3F: DEVELOP A CULINARY DISTRICT FEATURING NEW RESTAURANTS, CULINARY-BASED BUSINESSES, AND INSTITUTIONS

GOAL: Establish downtown as the area's go-to place for dining experiences.

OBJECTIVE: Recruit five new culinary-based businesses in the next three years.

POTENTIAL PROJECTS:

- Identify market opportunities.
- Develop incentives targeted to restaurateurs.
- Encourage the development of outside dining through pocket parks, sidewalk widening, relaxation of permits, and development grants.



BUILD EVENTS CENTER & PLAZA

"The central gathering place." To include indoor flexible meeting space for events, conferences, weddings, performances. This would be adjacent to a highly programmed events plaza that is surrounded by development opportunities.

STRATEGY 4: DEVELOP A CENTRAL EVENTS PLAZA AND PARK AS THE CULTURAL AND SOCIAL HUB OF DOWNTOWN.

GOAL: Provide a regularly programmed central gathering place as the focus of community celebrations, cultural life and catalyst for future development.

OBJECTIVE: Within five years, open a multi-purpose, well-programmed events plaza that is surrounded by active uses

POTENTIAL PROJECTS:

- Approve depot area site plan and plaza location
- Develop feasibility study/survey community needs
- Create a request for proposals that details desired uses, site arrangement, design guidelines for opportunity sites.



The historic passenger depot and new events plaza. Photo rendering: Roger Brooks International

5

RE-UNITE MAIN STREET

In physical form, pedestrian connectivity and sight lines. Opening Main Street will have a catalytic effect on N. Main Street area, spurring revitalization on both sides of the railroad.

STRATEGY 5: RE-UNITE MAIN STREET

GOAL:

Recreate the sense and understanding that N. and S. Main Street are one street, which is the principal street for the City of Burlington.

OBJECTIVES:

- Within two years, the sight lines up and down Main Street will be restored
- Within seven years, Main Street will once again be a drivable, continuous street.

POTENTIAL PROJECTS:

- Develop a site plan for the Depot Area that restores sight lines and locates the Historic Passenger Rail Depot out of what was the center of Main Street.
- Relocate the Historic Passenger Depot to a more appropriate location.
- Develop a transportation study to create a new intersection
- Develop streetscape plans for Main Street



GROW OUR DOWNTOWN NEIGHBORS

Add 75 to 150 units of diverse housing types, from townhomes, urban lofts, new construction and cottage living opportunities. Plan for the housing needs of the future.

STRATEGY 6: PROVIDE DIVERSE HOUSING OPTIONS IN A WALKABLE ENVIRONMENT

GOAL: Increase downtown living options to support 250 new downtown residents in five years.

OBJECTIVE: Add 150 new housing units of diverse types by the end of 2026.

POTENTIAL PROJECTS:

- Work with property owners and building professionals to identify 3-5 projects suitable for new housing that can be completed in the next 18 months
- Hire an architect to create blueprints and pro formas for each project (\$2500/project)
- Market properties both locally and regionally through direct contact with at least 10 developers.
- Hold an Upper Story Tour and Available Space Tour(s) – Show Before and After Possibilities
- Increase housing incentive to \$10,000 per unit, delivered up-front as a loan and re-paid upon occupancy.
- Negotiate loan agreement/timeline with interested developers(s)
- Work with developers/realtors to market property through social media, events, billboards, etc.



POSITION DOWNTOWN AS AN INNOVATION VILLAGE

Prepare to accommodate new development and economic activity. Include upgrades to infrastructure, such as high-speed fiber, that has become a necessity for today's businesses.

STRATEGY 7A: POSITION DOWNTOWN AS AN "INNOVATION VILLAGE"

GOAL: Downtown will be the natural location of choice for innovators and entrepreneurs.

OBJECTIVE: The City of Burlington and partners will develop and implement an economic development readiness plan that outlines necessary steps and resources needed to attract new talent, energy and ideas to the downtown core.

POTENTIAL PROJECTS:

- Form an "Innovation Council" that includes representatives from public, private, and non-profit sectors and from all areas of Alamance County.
- Develop an Economic Development Readiness Plan aimed innovation, entrepreneurship, start-ups, and boutique manufacturing.
- Explore long term funding strategies for completing plan initiatives.

STRATEGY 7B: INSTALL INNOVATION INFRASTRUCTURE

GOAL: Provide essential infrastructure to support downtown's business and residential development goals.

OBJECTIVE: The urban core will be serviced with modern infrastructure needed to support future development and business activity within seven years.

POTENTIAL PROJECTS:

- Install high speed fiber throughout downtown.
- Upgrade water and sewer lines to accommodate new development.
- Improve streetscapes to support a vibrant pedestrian district.
- Add outdoor dining to streetscapes.
- Add places to sit throughout downtown.



STRATEGY 7C: FOSTER A CULTURE OF INNOVATION THAT WILL ATTRACT ENTREPRENEURS TO DOWNTOWN

GOAL: Downtown will be the natural location for entrepreneurs to further their business goals.

OBJECTIVE: Provide opportunities to bring people together to discuss opportunities, challenges and potential solutions aimed at community and economic development.

POTENTIAL PROJECTS:

- Develop a "Burlington Soup" network and fellowship meeting for all citizens based on grass roots community development.
- Develop speaker/event series that regularly brings in presentations on innovation and "new economy" topics.
- Expand partnerships with Elon University and ACC.
- Market entrepreneur services and culture through magazines, social media, news articles
- Tell the story of area entrepreneurs.

STRATEGY 7D: POSITION DOWNTOWN AND CENTRAL BURLINGTON AS THE BUSINESS LOCATION OF CHOICE FOR BOUTIQUE MANUFACTURERS

GOAL: Downtown Burlington will provide space and services suited to small scale manufactures looking to grow their business.

OBJECTIVES:

- Increase jobs and economic opportunity in Burlington's urban core
- Match entrepreneurs with suitable locations for small and/or light manufacturing

POTENTIAL PROJECTS:

- Develop feasibility study
- Identify potential spaces
- Develop list of potential industries/targets
- Identify and develop catalyst project (i.e., incubator for sewing entrepreneurs)



**STRATEGY 7E: DEVELOP AND OR RECRUIT ENTREPRENEURSHIP
SUPPORT FACILITIES AND BUSINESSES TO THE URBAN CORE**

- GOAL:** Downtown will become a magnet for entrepreneurs and change agents.
- OBJECTIVE:** Develop central gathering places for the exchange of ideas, provision of resources and information regarding business start-up and scaling.
- POTENTIAL PROJECTS:**
- Catalyze co-working and/or entrepreneurship center that incorporates: co-working space, event space, rentable offices, meeting space, and business services
 - Catalyze a makers space in downtown.
 - Encourage the development of desirable work spaces for entrepreneurs wishing to locate downtown.
 - Consider the development of work-live spaces for entrepreneurs in retail, manufacturing, business services, the arts and technology.

**STRATEGY 7F: TRANSFORM DOWNTOWN INTO THE REGION'S HUB FOR
EDUCATION AND LIFE-LONG LEARNING**

- GOAL:** Downtown will become Burlington's central gathering place for those seeking opportunities to enrich their lives
- OBJECTIVE:** Downtown Burlington will offer a variety of educational and social opportunities that will attract young and educated talent to the region.
- POTENTIAL PROJECTS:**
- Recruit college or university program to downtown
 - Locate a learning community, such as "Think House" in Durham
 - Develop a program to recruit top young teachers by providing housing and community
 - Develop and market business opportunities that provide services to enrich one's life, such as yoga, meditation, sports, dancing, music lessons, tai Kwando, etc.



**DOWNTOWN VISION &
ACTION PLAN**

THE PROCESS

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SCOPE OF WORK

Following Roger Brooks' initial presentation, "The 20 Ingredients of Successful Downtowns" in March 2013, and his presentation of his Assessment Findings and Suggestions in August 2013, the BDC engaged RBI in a coaching contract and placed a call for applications to be considered for the Brand Development Team. The BDT of fourteen individuals was selected from a pool of thirty-three applicants based on their commitment to Downtown, service with the BDC, as well as involvement in recent meetings and Downtown events.



COMMUNITY ASSESSMENT

The Assessment provides an unbiased overview of the Burlington area – how it is seen by a visitor. It includes a review of local marketing efforts, signage, attractions, critical mass, retail mix, ease of getting around, customer service, visitor amenities such as parking and public washrooms, overall appeal, and the community's ability to attract overnight visitors.

In performing the Opportunity Assessment, Brooks looked at the area through the eyes of a first-time visitor. No prior research was facilitated and no community representatives were contacted, except to set up the project. The towns and surrounding areas were "secretly shopped." The following discussion is taken from the full Assessment Findings and Suggestions Report (RBI, September 2013). The full report can be found on the Burlington Downtown Branding webpage, accessible from www.burlingtondowntown.com.

The experiences and perceptions of a first-time visitor are important since any person looking to relocate their business, industry, or residence will first come to a prospective community as a visitor. Tourism is the front door to all economic development efforts.

The first part of the Assessment was a marketing assessment that included an analysis of the RBI team's extensive on-line research. The Team reviewed all the marketing materials they could find for the downtown Burlington area. The review of this material determined how effective the marketing was in convincing a potential visitor that the area would be worth a special trip, a stop, or an overnight stay. The key to the Marketing Assessment was to determine if Burlington has a primary

COMPONENTS OF ASSESSMENT

- Opportunity Assessment
- On-Site Assessment
- Community Engagement Workshops
- Findings
- Recommendations

lure that incites prospective visitor(s), whether or not the reward of the Downtown's offerings is worth a special trip of a two-hour plus drive to the destination. The question on most visitor's minds is "What do you have that I can't get closer to home? What makes you worth a special trip?"

The second part of the assessment process is the on-site assessment. During this phase of the assessment, the RBI Team spent several days in the area looking at enticements from the highways (signs, billboards, something that would get a visitor to stop), beautification and overall curb appeal, wayfinding (ease of getting around), visitor amenities (public washrooms, visitor information, parking), activities, overall appeal, retail mix (lodging, dining, shopping), critical mass, customer service, area attraction, pedestrian friendliness, gathering spaces, evening activities, and the availability of marketing materials and their effectiveness.

An entire community benefits from tourism which stimulates visitors spending money at local gift shops, restaurants, hotels, etc. Therefore, the on-site assessment included a candid look at private businesses, public spaces, and amenities. The observations and suggestions from this assessment greatly influenced the work of the BDT and the final recommendations of The Plan.



1

NO REAL FOCUS FOR DOWNTOWN

2

LACK OF NIGHTTIME ACTIVITIES

3

LACK OF CRITICAL MASS

4

UNPREPARED FOR VISITORS

COMMUNITY ASSESSMENT

In August 2013, the Roger Brooks International (RBI) Team was retained by the Burlington Downtown Corporation to perform a Community Assessment of Downtown Burlington, which included an Assessment, Findings, and Suggestions workshop and follow-up report.

The Assessment focused on product development - finding ways to entice visitors to extend their time in Downtown Burlington by providing secondary activities beyond boutique shopping and local events (such as B-Town Event's roster of seasonal community events including 4th Fridays, St. Paddy's Day Parade & Bash, etc.).

Four primary themes evolved from the Assessment.

Addressing these four areas will be critical to helping Downtown become successful and vibrant.



COMMUNITY ASSESSMENT

1

NO REAL FOCUS
FOR DOWNTOWN

FIRST THEME:
NO REAL FOCUS FOR DOWNTOWN

It is unclear who downtown is trying to attract. Is it a kids and family focus? A young adult focus? Entertainment? Art? Establishing a brand direction and carrying out steps to fulfill a brand promise will help Burlington more quickly achieve the vibrant downtown it desires.



COMMUNITY ASSESSMENT

2

LACK OF NIGHTTIME
ACTIVITIES

SECOND THEME:
LACK OF NIGHTTIME ACTIVITIES

A full 70% of consumer spending, both locals and visitors takes place after 6:00pm. During the assessment, a weekday downtown visit revealed only six establishments are open after 6:00pm, including two tattoo parlors, a second-hand shop, two restaurants, and a pub. The spending habits of Americans is skewing into later and later hours of their day. This is why all successful malls are now open from 10:00am until 9:00pm, seven days a week.

Visitors to Burlington might be involved during the day with sports tournaments, enjoying outdoor recreational activities, touring area wineries, or attending regional conferences or meetings. For locals, we're generally at work or at school. During these hours we're spending very little money. We spend it when we're done with our daytime activities.

Visitors spend the night where there are things to do after 6:00pm. If those activities are not available locally, then we are likely to head back home to Greensboro, Chapel Hill, or Charlotte - or stay where there are things to do during the evening hours. Typically, out-of-town guests prefer to be active during evening hours rather than hunker down in his/her hotel room. Overwhelmingly, overnight visitors spend three-times that of day visitors.



COMMUNITY ASSESSMENT



LACK OF CRITICAL MASS

THIRD THEME: LACK OF CRITICAL MASS

The number one activity of out-of-town visitors to a pedestrian-friendly, intimate setting is shopping, dining, and entertainment – activities and experiences found in downtown environments. 80% of all non-lodging visitor spending takes place in the above mentioned settings, which is why downtowns and tourism are so closely (or should be!) intertwined and paired with one another.

While the Assessment revealed a few anchor businesses/experiences that bring people downtown, the critical clustering of the shopping and dining locations near these anchors is weak. The general rule of thumb for a successful pedestrian-friendly shopping district is that within a two-to-three block area, allowing visitors to experience the 10 + 10 + 10 Rule:

Ten destination retail shops: galleries, antiques, collectibles, home accents and furnishings, artists in action, book stores, logo gear (clothing), souvenirs, outfitters, tour operators, activity shops such as kites, jewelry, wine or chocolate shops, and other specialties.

+

The second ten is for food: ice cream, fudge and candy stores, soda fountains, sit-down dining, coffee shops, cafes, bistros, delis, etc.

+

And the final ten are businesses open after 6:00pm, including entertainment: bars, dance clubs, theaters (movies and performing arts), retail shops with activities (piano bar in a wine shop), etc.

The important point is to group these businesses together to create the critical mass in a pedestrian-friendly setting, attracting visitors and locals to make it worth their while to stop and shop.



COMMUNITY ASSESSMENT



UNPREPARED FOR VISITORS

FOURTH THEME: UNPREPARED FOR VISITORS

Tourism is an economic development activity. The goal of successful tourism is for people to come into the community, spend money, and go home. A tourism-friendly town will attract non-tourism industries faster than others— new businesses will see the community as a visitor before they make a final determination about the community. Tourism is the front door to your economic development efforts.

Suggested improvements to make downtown Burlington visitor-friendly include comprehensive wayfinding, a visitor-friendly approach to parking, training shop employees to be “downtown ambassadors,” educating hotel operators about downtown activities and destinations, and staging vacancies and construction sites with information about what is coming, community history and on-going events.



PUBLIC ENGAGEMENT & INVOLVEMENT



2 COMMUNITY WORKSHOPS WITH RBI



BRANDING AND MARKETING SURVEY



235 COMMUNITY MEMBER RESPONSES



PUBLIC ENGAGEMENT & INVOLVEMENT

COMMUNITY INPUT & WORKSHOPS

Following Roger Brooks' initial community visit in March 2013, the BDC convened two community workshops to build on the excitement and interest generated during the initial visit. Two comprehensive community workshops held in March and May of 2013 provided a detailed picture of what the community wants.

Approximately fifty people attended each community workshop, over half of the attendees were comprised of downtown business and property owners. The ideas of these crucial stakeholders and community members greatly impacted the final result. The two community workshops were followed by an on-line Branding and Marketing Survey, which received participation from 235 community members. The feedback was vetted against the collected market data which included Brand Feasibility Questions provided by Roger Brooks. Together, this information helped determine the ultimate brand direction.





BRAND DEVELOPMENT

DEFINING TODAY, PLANNING FOR TOMORROW

INTRODUCTION

It is clear that over the past several years, downtown supporters and investors have positioned the area for development into a vibrant community center. The energy and sense of possibility are palpable. What is needed is a clear vision and set of directions that will help focus future efforts. This all starts with a clear brand direction that communicates what citizens want Downtown Burlington to be known for.

SHAPING OUR BRAND STORY

Born on the railroad, long-sustained by textiles, this former mill town is fast becoming a magnet for passionate people with a plan, for their life, their work and their community. Creative minds gravitate here get their groove on, to refine their craft and to be the change.

BURLINGTON HAS A STORY TO TELL

It begins with a determined, optimistic, and inspired group of people who see their future in the historic architecture of yesterday. Their love of home drives them to invest their talents and resources into building a vibrant, enriching community. In the last seven years, Downtown Burlington has undergone a metamorphosis. What was once a relatively empty backdrop for LabCorp offices has been dusted off, repaired, restored, and re-imagined for a burgeoning boutique shopping scene, new restaurants, pubs, and coffee shop. Out-door cafes are popping up and the event calendar is full of opportunities for live theater, music, and beer festivals, to name a few. As downtown began to develop these early pioneers wondered,

what's next?



BRAND DEVELOPMENT

They set out on an adventure to explore the possibilities. The idea was to develop a vision for what we wanted downtown to become, how we wanted it to grow, and what we wanted to be known for. In short, what is the RAND of Downtown Burlington? The Brand Development Team (BDT) felt strongly that, in addition to a well-thought-out long-term plan, it would be critical to articulate where we Downtown Burlington is today and devise a marketing strategy and campaign for use now, to ensure current goals are being met on the road towards the long-term vision.

Creating a brand from scratch was more challenging than it would seem on the surface. After extensive community input, including several surveys and two workshops, the Brand Development Team (BDT) was formed. It was important that the brand be feasible, both economically and in terms of the public's willingness to embrace the idea. Following Roger Brooks' 13-Step Process, we arrived at the following brand promise/positioning statement:

THE BRAND POSITIONING STATEMENT

Downtown Burlington is the Piedmont's central gathering place for artisans, innovators and entrepreneurs. Creative minds gravitate here to our venues, workshops, boutiques and galleries to nurture innovation and artistry. We are re-crafting the quintessential Carolina experience based on the best of what's local. Here, you'll find a community of doers—businesses, residents and visitors—drawn by the connected, laid-back and friendly lifestyle Downtown Burlington offers.





BRAND DEVELOPMENT

OUR KEY INGREDIENTS

Burlington has made tremendous progress transforming their downtown with the help of the 2008 Downtown Master Plan, the support and involvement of the City of Burlington and the leadership of the Burlington Downtown Corporation. These successes came about because the citizens of Burlington embraced the vision of a vibrant, successful downtown, and put their whole selves into the transformation. Looking back, we can identify a number of characteristics of the people involved that proved instrumental in defining Downtown's present character and personality. They are as follows:

COMMUNITY-DRIVEN

Downtown B-town is becoming a co-op community! Local people have joined forces to make change happen. The result: a co-op brewery on the way. Neighbors investing in one another. A community defining its own future.

A WILLINGNESS TO LEAP

Great ideas need courage to make them real. Burlington is chock full of spunky people ready for the next idea. Here you will find a community of supporters who won't just cheer from the sidelines. They will jump in with you!

ENTREPRENEUR-LED

The hard work, vision and investment of resources by local entrepreneurs are THE key ingredients in downtown Burlington. Without those who stuck it out, never gave up, weathered uncertain times and remained resolute in their vision, the excitement of today and the enthusiasm for tomorrow would not be possible.

INSPIRED BY THE PAST, FOCUSED ON THE FUTURE

The textile mills, warehouses, and former department stores stand testament to downtown's past. This history keeps us grounded. Our watchwords have become "revitalize, rethink, re-purpose." We are re-purposing the historic infrastructure and along the way, re-crafting the definition of "the good life."

SEIZING THE MOMENTUM

We are building on early successes. Downtown Burlington is becoming a magnet for designers, artists, innovators, makers and entrepreneurs of all stripes. Every day new creative minds discover the brick, iron and timbers of our industrial past and devise their own adventure.



THE OLD BRAND

We asked survey respondents what downtown Burlington's current brand is. What they think when they hear downtown Burlington. The following phrase pretty much sums it up:

One can easily see why this might not be an optimal brand promise for what residents want to experience downtown. We have been making progress. It is clear we are moving in a new direction, but towards what? Who does Downtown Burlington want to be when it grows up?

The BDC's new grant program, beautification efforts, and significant investments by local entrepreneurs have made a huge difference. In the last seven years the downtown area has seen over \$17.5 million of private investment, the addition of forty net new businesses and the addition of 119 jobs. A boutique retail and home furnishings market has begun to emerge, several nightspots have been added and we are currently in a phase of development that will result in several new restaurants. It is clear that with a focused direction, much more is possible.

OFFICE PARK
HOME OF LABCORP

Downtown Burlington is the home of the global headquarters of the Laboratory Corporation of America. It has the feel of a corporate campus and there is not much to do.
It is dead at night.





THE EMERGING BRAND

We then asked respondents what they would like downtown to be known for. After much analysis and considering several different areas of focus the Brand Development Team identified four areas of activity or pillars, that working synergistically will transform downtown Burlington into "a regional destination with an entrepreneurial, artistic, creative spirit that is laid back and fun."

THE CENTRAL GATHERING PLACE

FOR ARTISANS, INNOVATORS & TASTE-MAKERS

Downtown Burlington is the Piedmont's central gathering place for artisans, innovators and taste-makers. Creative minds gravitate here to get their groove on, refine their craft and to discover the next great taste.



THE EMERGING BRAND

IN A NUTSHELL



ECONOMIC SECTORS

Artisan made products & experiences, music & performance, design & innovation, culinary arts, and learning for inspired living



SLOGAN

Get in the mix!



KEY MESSAGE

The central gathering place for artisans, innovators and tastemakers



DEFINITIONS

MARKETING TOOLS



POWERLINE

A written or spoken phrase, line or expression so artful and so compelling that it triggers the emotional side of your brain and creates a call to action. Should be unforgettable.



SLOGAN

memorable phrase expressing an idea, purpose or claim.



TAGLINE

A claim about exactly what the branded product or place stands for as well as a promise of what to expect when experiencing the brand first hand. Four or fewer words is best. If you have to explain.



LOGO

Your brand mark or brand identity. Should be one simple graphic. Keep it simple. Must evoke a feeling. Will most always be used with other graphics.

BUILDING BLOCKS TO A BRAND



BRAND

Downtown Burlington's reputation in the market place. It is what we are known for. It is the "feeling a potential visitor has about Burlington when they hear our name." Must be specific & based on experiences, feelings.



BRAND PROMISE

The experience and activities we promise to deliver. It is the paragraph that describes what Burlington will be in ten to fifteen years down



LOGOS & SLOGANS

Your brand mark or brand identity. Should be one simple graphic. Keep it simple. Must evoke a feeling. Will most always be used with other graphics.



MARKET STUDY



OVERVIEW

It's important to remember that locals are visitors too and should be treated as such. If local residents are unwilling to hang out in their own downtown, neither will the visitors. We are now in the age of the Third Place. The first place is home, the second place is where we work, and the third place is the place we go to hang out. In order to entice members of the Creative community - folks in their 20's, 30's, and 40's, to visit Downtown, Third Places are necessary. Starbucks built an entire brand around Third Places, and it is a top priority for Burlington.

During the assessment process dozens of local residents and downtown workers were surveyed about where they spend free time after work and on weekends. Seventy-seven of the 235 survey respondents specifically mentioned a Downtown location. Destinations receiving the most mentions (in order of popularity) were the Company Shops Market, 4th Fridays, May Memorial Library, Burlington Public House, and the Rusted Bucket.



MARKET STUDY



DOWNTOWN IS THE HEART
OF THE COMMUNITY



GO-TO GATHERING PLACE
FOR THE COMMUNITY



THIRD PLACE HUB
FOR THE REGION

OVERVIEW CONTINUED

The RBI Team utilized their analysis of their findings to guide the BDC through a custom brand development process. The overarching goal of this initiative was to ensure that Downtown Burlington becomes an outstanding destination for visitors and residents. Downtown Burlington is the heart of our community; and as such, it is our responsibility to ensure that the offerings and experiences available here engage and nurture all Alamance County residents - especially during their nights and weekends. Providing experience-focused offerings will not only engage members of our community, but will provide individuals, families, and friends with much-needed respite from their busy lives and provide the environment necessary to cultivate and grow new and/or existing relationships. Once Downtown Burlington becomes the go-to gathering place for our community, visitors and tourists will follow suit. The opportunity for Downtown Burlington to become The Central Third Place hub for this region of the State is ripe. The increase in popularity will undoubtedly assist in increasing property values, retail sales, and business development - all of which are necessary to increase, not only the Municipal Service District (MSD) tax-base, but the entire City's value as well.



MARKET STUDY

GOALS OF THIS INITIATIVE

While several major objectives will be accomplished from the efforts of the re-branding process, a key goal is to reverse the leakages of businesses from downtown and local markets, while also rerouting dollars back into the Downtown economy by way of local and visitor spending. Additionally, this work will accomplish the following:

- to serve as a mechanism to attract development to the Downtown Core and surrounding urbanized neighborhood(s)/land in need of revitalization;
- to create and foster a brand specific to Downtown Burlington;
- to increase tourism-spending in Downtown Burlington and the surrounding local markets;
- to attract brand-specific industry to the City's Center; and
- to ensure that Downtown Burlington is THE go-to place where folks choose to spend their time and resources.

IMPORTANCE OF DOWNTOWNS

The heart and soul of any community, besides its people, is its downtown. Downtowns are the litmus test for a community's economic development efforts. The health of a downtown easily translates to the health of a community. Tourism is a nearly \$855-billion-dollar industry in the US, and supports millions of jobs. Ninety percent of tourism-industry businesses are small businesses, of which, 90% have less than fifteen employees. Furthermore, tourism provides an opportunity for entrepreneurs to get started, for small family-run businesses to thrive, for artisans and craftspeople to find a market, and creates a basis for unique niche-retail environments, including wineries, artists, crafts, etc.

The number one diversionary activity of visitors (not the reason we visit, but the top activity while we're in town) is

shopping, dining, and entertainment in a pedestrian-friendly, intimate setting: Downtown Burlington. Care should be taken to ensure that these visitors have the best experience possible. The BDC and the CVB should be joined at the hip. Visit Asheville, NC to experience how downtown and tourism are interwoven.

Additionally, companies considering Alamance County as a new location for their business will undoubtedly visit Downtown Burlington. Company representatives (and their possible families) will rely on their first-time perception of downtown as a factor once considering their top-choice locations. Although a downtown will likely not be the initial reason a community is considered, it most certainly can, and has been, the asset that "closes the sale."



MARKET STUDY

BACKGROUND

Burlington, NC is located in the heart of the North Carolina Piedmont region, approximately halfway between Durham and Greensboro, NC. Burlington and the surrounding area emerged after the Civil War as a hub for the southern textile industry. The first colored printed cloth to be manufactured in the south was created in Alamance County. With an estimated population of 52,000 people, Burlington is the largest municipality in Alamance County, which is otherwise composed of small towns, hamlets, and rural areas north and south. Together, the main municipalities of Alamance County form a charming collection of communities, whose downtowns provide an intriguing look into southern small-town and city living.

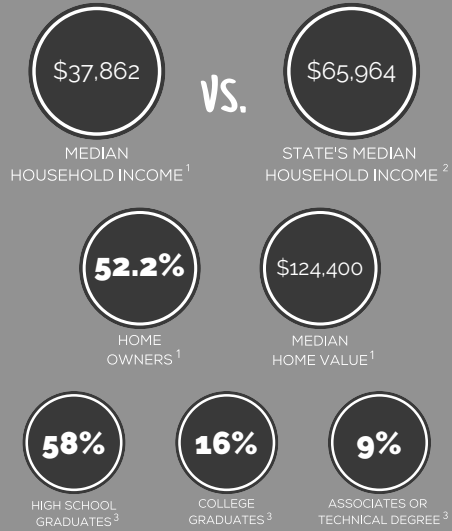
KEY STATS

As of 2017, the current population of Alamance County is 162,390.

Burlington is located in the middle of the strategic I40/85 corridor, with 2.55 million people within a sixty-minute drive time.

DEMOGRAPHIC MIX

data represents residents within a 20-minute drive to downtown



1 - <https://datausa.io/profile/geo/burlington-nc/#housing>
2 - <https://www.deptofnumbers.com/income/north-carolina/>
3 - <https://datausa.io/profile/geo/burlington-nc/#education>



MARKET STUDY

WHAT'S THERE TO DO IN BURLINGTON?

Burlington was once the main commercial market for the surrounding county. While many of the area's textile mills had their own small neighborhood commercial areas, Downtown Burlington was filled with major department stores, shoe stores and at one point, four movie theaters. For the area's farmers and mill workers, Downtown Burlington was the destination and purpose for when they "came to town."

Over the years, with its close proximity to larger cities such as Greensboro, Winston-Salem, Chapel Hill, and Durham, Burlington, became a family-friendly half-way point known for its robust recreation and parks program, leafy suburbs, and low taxes.

The Burlington/Alamance County area boasts a number of natural, historic and industry related activities that locals and visitors take advantage of. Survey participants mentioned many of these destinations when describing "where they hang out on weekends." These include:

- The Alamance County Historical Museum
- The Cedarock Park for hiking, horseback riding and touring the historic farm.
- The Glencoe Mill Village, Textile Heritage Museum and walking trails along the Haw River
- The Haw River Paddle Trail
- The Haw River Winery tour
- Local music and arts festivals, including the 4th Friday series located in Downtown Burlington
- The downtowns of Burlington, Elon, Mebane and Graham

The following destinations in Downtown Burlington:

- Owl & Rabbit Art Gallery
- Zack's Hotdogs
- May Memorial Library
- Burlington Public House
- The Rusted Bucket Tavern
- Antique, Boutique and Consignment shopping including:
 - Bella's House
 - Glass Angel
 - Front Street Bottle Shop & Tasting Room
 - Smitty's Homemade Ice Cream
 - The Blend & co.



MARKET STUDY

PERCEPTIONS

The consensus among those surveyed is that even though many people are eating, shopping and visiting Downtown, a larger percentage of community members are likely traveling to nearby communities for food and entertainment, based on the perception that there is "not much to do" here. Many respondents specifically expressed a desire for destination-making uses of anchor properties. They very much want to see activities happening throughout the week and on weekends and evenings such that Downtown Burlington becomes "the place where something is always happening."

Many of those surveyed noticed the perceived abundance of vacant, empty, and rundown buildings throughout the MSD. While many new businesses have opened in Downtown over the last few years, a large number of properties with prime retail space (incidentally, at eye-level for our pedestrian visitors), remain vacant. Although the reasons for this perception are many, (i.e., office spaces with little daytime activity, retail businesses with limited store hours, property owners utilizing their buildings for storage, as well as neglected or in a state of disrepair therefore unable to be leased, or, simply unused and unavailable to tenants). To an outside observer the net result is the same: VACANT.

Notwithstanding this negative perception, it was clear that survey respondents support the changes going on Downtown and visit many of the businesses, restaurants, and entertainment venues.

Downtown events are much loved and the desire for more events came across loud and clear both in the surveys and workshops. Because of these results, the Burlington Downtown Corporation and the City of Burlington worked together to bring the 4th Friday event series to Downtown, beginning in June of 2013. Both the City of Burlington and Downtown merchants have worked to enhance existing events and add more events to the calendar in the last several years. Moreover, B-Town Events is quick to modify and spice-up the long-standing events to ensure that our community remains engaged and continues to build on their love of place for Downtown.

Survey respondents also requested that business recruitment efforts focus on luring more restaurants, specifically cuisines and menus that provide a variety of dinner-time (rather than quick-service), farm-to-table, Italian and Mexican cuisines, as well as local spots deemed worthy of the label "hip and trendy."

Overall, survey participants recognize that Downtown has much to offer and has grown and improved over the last few years; however, the desire for bulking up the Downtown offerings is present - there is clear community demand for Downtown to serve as THE place to spend one's very valuable free time and resources. Furthermore, respondents pointed out the overarching and deep-rooted perception that Downtown's reputation is as "the home of LabCorp," meaning that the occupied buildings and spaces in Downtown are thought, in large part, to be the home of LabCorp offices.



SWOT Analysis

The following strengths, weakness, opportunities and threats were identified in January 2013 by the Brand Development Team based on the survey and workshop results, their own interviews with residents, and their own observations.

STRENGTHS

- Depot Area as community gathering space
- Strategic location on I/40-85 corridor & Between Triad and Triangle
- Strong support from the City of Burlington
- Rich textile/industrial history to celebrate
- Several strong anchor tenants
- An active playhouse in Paramount Theater
- Large geographic area of downtown means there is room for growth and infill
- All businesses are locally owned
- Established and popular community events
- Ample Parking (Yes, really!)
- May Memorial Library brings people downtown
- Solid core of supporters to champion downtown
- Much progress & investment has occurred recently; there is momentum for more change
- Historic District with improved properties
- Perceived to be "clean"
- Proximity of Amtrak station
- Home to large employers: LabCorp & City of Burlington
- Walkable
- STEAM Junction Makers Space
- Impact Alamance and the nonprofit community hub

WEAKNESSES

- Some sidewalks are broken, dirty and inadequate for outdoor dining
- Large planters seem insufficient to achieve district beautification
- Lack of wayfinding makes finding downtown and locations in downtown very difficult
- Lack of move-in ready retail/restaurant spaces
- Retail and restaurant component of downtown is small and open limited hours
- Pedestrian-oriented shops and restaurants are not clustered together
- Very little nightlife or shops open after 5pm
- Trash and recycling roll-carts that sit on sidewalk 24 hours a day
- Sufficient high speed data is not available to serve the downtown district or to attract tech-based companies
- Only one public greenspace/gathering space in downtown
- Skimpy street tree canopy
- Amphitheater is too small and too steep to meet modern needs
- Lack of visual expression on buildings, in amount of public art, murals, signage, etc.
- Quite a few buildings still need updating, inside and out
- Communication among business owners and between business owners, property owners, city, BDC
- Breaking Elon out of its "bubble"
- Extreme lack of meeting, event, and convention space
- Some property owners' unrealistic expectations of their real estate value

OPPORTUNITIES

- Vacancy of LabCorp properties provides an opportunity for redevelopment
- Possibility of above properties being donated to City provides an opportunity to establish a land bank or revolving property program
- Availability of parking lots for redevelopment
- City comprehensive plan in progress, with a revised Unified Design Ordinance (UDO) to follow
- Interest from downtown adjacent property owners in redevelopment/revitalization
- Location of public transit center in downtown area
- Current redevelopment of the May Hosiery site into 69 market-rate lofts
- Community interest/latent demand for downtown housing
- There is room for additional restaurants in the downtown market
- The historic depot area plus adjacent parking lots provide opportunity for new business, housing and recreation facilities
- Strong and growing relationship with Elon University
- The New Leaf Foundation community beautification organization
- Redevelopment under way on Front Street
- Several venues for performance, public and private
- Expanded partnerships with business, industry and education
- Wayfinding plan already underway can be coordinated with the branding effort

THREATS

- Zoning codes are not supportive of infill and redevelopment
- Close proximity to other major entertainment and shopping markets
- General lack of awareness or interest in downtown for community at large
- Generalized impression of community at large is based on a pre-revitalized condition of downtown (old, empty, scary)
- Perception of lack of parking
- Employees who park on the street
- Costs associated with redevelopment
- Possibility of institutional or large corporate tenant replacing LabCorp employees with little change in business development, housing opportunities or active street life
- Tradition often trumps change
- Some departments are understaffed to handle the results of growth downtown
- Lack of experiences, opportunities to attract millennials
- Landlords uninterested in redevelopment



APPENDICES

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CASE STUDY

BOUVIER KELLY

Case Study: Downtown Burlington

bouvierkelly.com/case-study-downtown-burlington/

April 14, 2016



Branding a city or an area of town can be a great benefit to the local economy. But fair warning, to do it you're going to have to have a little fun! Take a look into our process for when we branded Downtown Burlington.

Overview

Burlington, North Carolina is a small town with a big history. Known primarily for its contributions to the railroad and the textile industries, it's also where nylons were invented and the flag on the moon was made. Behind every bit of the city's history is its people, a strongly rooted community that built their city together step by step. When it came time to forge a new vision for the future of their downtown area, they came together to build an authentic brand that will boost investment, enterprise, and resident pride.

The Challenge

The relocation of LabCorp, one of the city's largest tenants, created a large property vacancy in the downtown area. The BDC saw this as an opportunity to rebrand, refocus, and expand. The area was under populated and had few



restaurants, shops, and nightlife. A plan to bring new life and energy to downtown was launched, with the goal of making it the thriving center of the city again.

BKI worked hand in hand with the BDC's newly formed Brand Committee to find the voice of the community straight from the mouths of its residents. Input from business owners and community leaders was vital to crafting an authentic message that told the story of Burlington's past, present, and goals for the future.

The Campaign – Get In

After much research, long conversations, and exploration into the heart of downtown, a message rose to the top of everyone's minds that would convey a sense of unity and a call to action. "Get In" is simple, straight to the point, but speaks to the urgency and energy of the new Downtown Burlington vision. It's welcoming to any future investors, a reminder to the current residents to be involved, and a bold statement that the area was moving forward full speed ahead.

The added benefit of the message was the ability for local businesses and organizations to make it their own. The call to action could be personalized no matter who needed it- "Get In The Blend," "Get In To Zack's," "Get In The Boutique" were just a few of the first utilizations of the message. Now doesn't that make you want to explore what's behind the doors of those businesses?

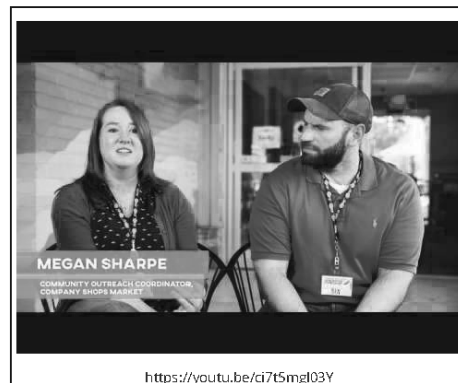
The Results

The brand launch event was packed. Locals flocked to the event to see what the new look and vision were for the area they cared so much for. The energy was tangible. The early stages of the campaign have been an overwhelming success. Excitement is at a high and investment is beginning to increase.

The goal of creating a brand that illustrated the vibrancy of the downtown area and its people was met. Downtown Burlington now has an image to display that they can be proud of, and one that will motivate the entrepreneurial, artistic and creative spirit of the town. The success will continue to show over time as new investors and current residents increase their involvement in the area as they answer the call to "Get In The Mix!"

CASE STUDY

BOUVIER KELLY



Check out some related articles...

[BKI Hot Takes: Voice Activated Technology](#)

[Bouvier Kelly Wins Multiple 2014 Davey Awards](#)

[Pete Parsells Recaps Super Bowl Ads](#)

[The 2 Best and Worst Ads from The Big Game](#)

[Poppin' Popcorn](#)

[BKI Unveils New Logo for Guilford County Economic ...](#)

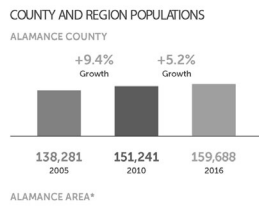
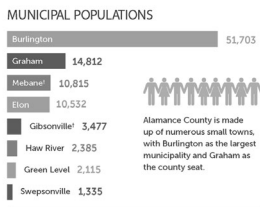


ALAMANCE AT A GLANCE

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Access more.

Alamance at a Glance

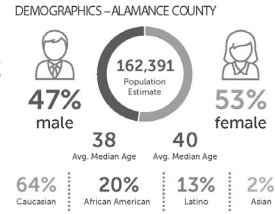
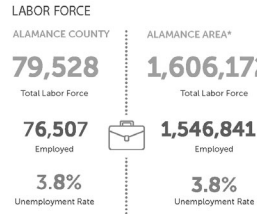
ALAMANCE COUNTY is centrally located in North Carolina, linking the Research Triangle and the Piedmont Triad metro regions. This location, combined with excellent transportation infrastructure and a business-friendly atmosphere, creates exceptional opportunities for expanding and relocating companies.



Source: Labor & Economic Analysis Division, North Carolina Department of Commerce, 2016.
*A portion of these areas cross into a neighboring county; population figures are within Alamance County.

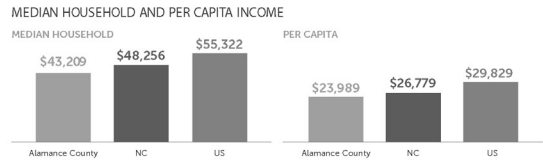


Source: Labor & Economic Analysis Division, North Carolina Department of Commerce, 2016.
*Alamance Area consists of Alamance, Caswell, Chatham, Davidson, Durham, Forsyth, Guilford, Orange, Person, Rockingham, Wake and Wayne counties.



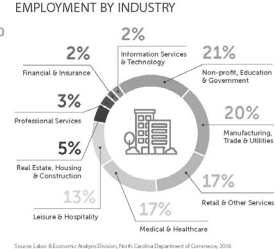
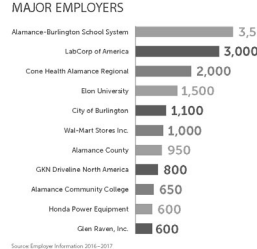
Source: Labor & Economic Analysis Division, North Carolina Department of Commerce, 2016.

Source: American Factfinder, United States Census.



Source: 2011-2013 American Community Survey, US Census Bureau, 2017.

Source: 2011-2013 American Community Survey, US Census Bureau, 2017.



Source: Employer Information 2016-2017.

Source: Labor & Economic Analysis Division, North Carolina Department of Commerce, 2016.

<http://www.alamancechamber.com/economic-development-infographic-downloads/>

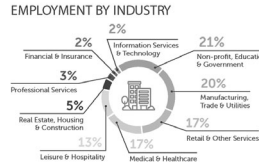
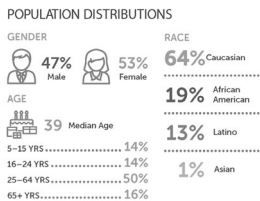
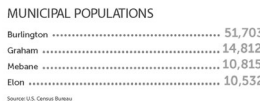


DEMOGRAPHICS & WORKFORCE

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Access more.

Demographics

ALAMANCE COUNTY is centrally located in North Carolina, linking the Research Triangle and the Piedmont Triad metro regions. This location, combined with an excellent transportation system, offers businesses access to an incredibly large pool of highly skilled and well-educated workers.



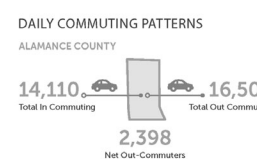
Source: North Carolina Office of State Budget & Management, 2016.
*Alamance Area consists of Alamance, Caswell, Chatham, Davidson, Durham, Forsyth, Guilford, Orange, Person, Rockingham, Wake and Wayne counties.

Source: Labor & Economic Analysis Division, North Carolina Department of Commerce, 2016.

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Access more.

Workforce & Training

ALAMANCE COUNTY is centrally located in North Carolina, linking the Research Triangle and the Piedmont Triad metro regions. The county and surrounding area offers a large and diverse workforce as well as an impressive mix of world-class universities and industry-focused community colleges.



Source: Piedmont Trail Regional Council, 2016.

Source: Total and Triangle Book of Lists 2016-2017.

<http://www.alamancechamber.com/economic-development-infographic-downloads/>



INDUSTRY & TAXES

alamance chamber Industries
Access more.

ALAMANCE COUNTY is centrally located in North Carolina, linking the Research Triangle and the Piedmont Triad metro regions. The county boasts an impressive roster of companies across a diverse range of industries, including manufacturing, medical testing, distribution and consumer goods.

TOP EMPLOYERS

ALAMANCE-BURLINGTON SCHOOL SYSTEM Education	3,500
LABCORP OF AMERICA Medical Testing	3,000
CONE HEALTH ALAMANCE REGIONAL Healthcare	2,000
ELON UNIVERSITY Education	1,500
WAL-MART STORES INC. Food Distribution Center & Retail Stores (3)	1,200
CITY OF BURLINGTON Government	1,100
ALAMANCE COUNTY Government	950
HONDA Small Engine and 3rd Engine Manufacturing	850
ELON DRIVELINE NORTH AMERICA Automotive Parts	800
ALAMANCE COMMUNITY COLLEGE Education	650

TOP INDUSTRIAL EMPLOYERS

LABCORP OF AMERICA Medical Testing	3,000
ELON DRIVELINE NORTH AMERICA Automotive Parts	800
HONDA POWER EQUIPMENT Small Engine Manufacturing	750
WAL-MART STORES INC. Food Distribution Center	600
GLEN RAVEN, INC. Engineered Textiles	500
KAYSER-ROTH CORP Hosiery	460
SABIL PACKAGING SOLUTIONS Medical and Consumer Packaging	400
LIGGETT GROUP, LLC Tobacco Products Manufacturing	250
SHEETZ Bakery and Distribution Center	250
SPORTS ENDOAVORS, INC. Sports Retailer	150

Source: Employer Information 2008-2007

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alamance chamber Local Taxes
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ALAMANCE COUNTY is a business friendly county in a business friendly state, offering stable competitive tax and regulatory environments. Both county and state governments work to balance costs of doing business with providing high quality services.

PROPERTY TAXES

RATES 2017-2018

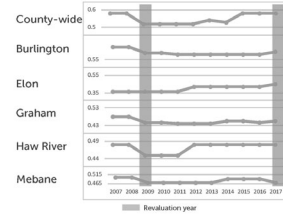
Jurisdiction	Unit	Combined
Alamance County	\$ 0.59	\$1.187
City of Burlington	\$ 0.597	\$1.06
City of Mebane	\$ 0.47	\$1.045
City of Graham	\$ 0.455	\$1.04
City of Elon	\$ 0.45	\$1.07
Town of Haw River	\$ 0.48	\$1.07

* Combined rates for properties INSIDE city limits
* Rates based on per \$100 of valuation
* Rates subject to change annually

VALUATION & ASSESSMENT
- Valuations performed by the County Tax Department.
- Alamance County valuations occur every 8 years
- All property (real and personal) is assessed at 100% of market value

2017 → Last Revaluation Year

10-YEAR RATE HISTORY



OTHER LOCAL TAXES

Local Sales Tax	2.75%
Local Occupancy Tax	3.00%
Local Income Tax	None
Local Inventory Tax	None
Fire District Tax (Outside of City Limits)	Range
School District Tax (Included in property tax)	None
State Sales Tax	4.00%

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<http://www.alamancechamber.com/economic-development-infographic-downloads/>

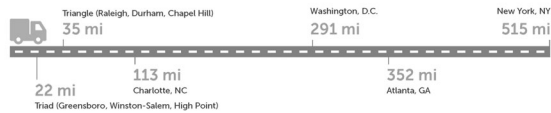


TRANSPORTATION

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ALAMANCE COUNTY is centrally located in North Carolina, linking the Research Triangle and the Piedmont Triad metro regions. This location, combined with excellent transportation infrastructure, enables the easy movement of people and products regionally, nationally and globally.

TRAVEL DISTANCE



LOGISTICS INFRASTRUCTURE

- ROADS**
 - 2 MAJOR INTERSTATES IN COUNTY—I-40 & I-85
 - Easy access to I-95 and I-77
- PORTS**
 - 2 NORTH CAROLINA DEEP WATER PORTS LESS THAN 4 HOURS AWAY
 - 45 min. from Inland terminal
- RAIL**
 - 1 RAILROAD SERVING PASSENGER & FREIGHT
 - Main rail corridor
 - Amtrak station in Burlington
 - Freight rail provider — Norfolk Southern
- COMMON CARRIERS**
 - 25+ TRUCKING COMPANIES PROVIDE SHIPPING TO AREA
- COMMERCIAL AIRPORTS**
 - 30 MINUTES FROM TWO INTERNATIONAL AIRPORTS
 - Raleigh Durham International (RDU): 400 flights/day, 47 daily nonstop destinations including 1 nonstop to London and Paris each daily
 - Piedmont Triad International (PTI): 80 flights/day
- AIR CARGO**
 - 10 CARRIERS AT PTI & RDU
 - FedEx Mid-Atlantic; Air & Ground Hubs at PTI
- LOCAL AIRPORT**
 - BURLINGTON-ALAMANCE REGIONAL AIRPORT (BUY)
 - 6,400 feet of lighted runway
 - ILS, FBO, rental car and hangars
 - Weight bearing capacity: PCN 29/F/C/W/T
 - Single wheel: 75.0
 - Double wheel: 97.0
 - Double tandem: 57.0

Source: Triad Business Journal, 2008-2007 Book of Lanes, alamance.com, flyfrompti.com, rdulcom, 2007

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