



TOWN OF BLACK MOUNTAIN

TOWN COUNCIL

JANUARY 8, 2024

REGULAR SESSION AGENDA

Time: 6:00 p.m.

Town Hall Council Meeting Room - 160 Midland Avenue, Black Mountain, NC 28711

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 **Conserve resources; print only when necessary.**

The Town of Black Mountain is committed to providing accessible facilities, programs, and services for all people in compliance with the American with Disabilities Act (ADA). Hearing assistive devices are available at the door. Should you need other assistance or accommodation for this meeting, please contact Town Clerk Wesley Barker at: town.clerk@tobm.org, or (828) 419-9300 / TDD (800) 735-2962

1. CALL TO ORDER

- Welcome
- Pledge of Allegiance
- Invocation – *Moment of Silence*
- Announcements – *Mayor Sobol*
- Ethics Statement: *In accordance with the Code of Ethics adopted by the Council, all Council Members have a duty to conduct the affairs of the governing board in an open and public manner free of conflicts of interest. Is there any item on the agenda the outcome of which will have a direct, substantial, and readily identifiable financial impact for any Council Member, his or her family or close business associates? Does any Council Member have a financial interest in any public contract coming before this Council today? There being none, all Council Members have a duty and obligation to vote.*

2. PROCLAMATIONS, AWARDS, RECOGNITIONS

A. Dr. Martin Luther King Jr. Day Proclamation

3. CITIZEN COMMENTS

Individuals wishing to address the Council are asked to sign in at the entrance to the board room, indicating the topic(s) or agenda item(s) you wish to discuss, so that the chair may group speakers according to topic. The chair will recognize individuals requesting to address the Council. **Comments by any one speaker shall be limited to three (3) minutes.** If the topic you wish to discuss pertains to a **public hearing** scheduled for this meeting, please reserve your comment for the applicable public hearing.

4. COMMUNICATIONS FROM STAFF, COUNCILS, COMMISSIONS & AGENCIES

- A. **Active Mobility Commission Report** – Julie White, Active Mobility Commission Chair
- B. **Introduction of new Chamber of Commerce Director Melinda Hester**

5. CONSENT AGENDA

All items on the consent agenda are considered routine, to be enacted by one motion without discussion. If a member of the governing body requests discussion of an item, the item will be removed from the consent agenda and considered separately.

- A. **Budget Amendments** - Tammy Holland, Finance Director

Motion: To approve budget amendments as presented.

- B. **Monthly Property Tax Collector Report** - Tammy Holland, Finance Director

Motion: To approve the monthly tax collection report as presented.

- C. **Resolution to Accept Veterans Park Playground Shade Structure** - Josh Henderson, Recreation & Parks Director

Motion: To approve the resolution accepting the Veterans Park playground shade structure as presented.

Consent Motion: To approve all consent agenda items as presented (or as amended).

6. PUBLIC HEARING

*The chair will recognize individuals requesting to address the Council regarding the specific topic of the public hearing. **Public hearing comments by any one speaker shall be limited to ten (10) minutes.** The Mayor reserves the right to alter time limits and other rules of procedure at the beginning of each public hearing.*

- A. **Consideration of a Resolution Establishing a Verifiable Percentage Goal for Participation by Minority Businesses** - Angela Reece, Project & Facilities Manager

Motion: I move that Town Council of the Town of Black Mountain approve the Resolution Establishing a Verifiable Percentage Goal for Participation by Minority Businesses in the total value of work for building projects regulated by § 143-128.

7. CITIZEN COMMENTS

*The chair will recognize individuals requesting to address the Council regarding the specific New Business or Unfinished Business items below. Comments by any one **speaker shall be limited to three (3) minutes.** If the topic you wish to discuss pertains to a **public hearing** scheduled for this meeting, please reserve your comment for the applicable public hearing.*

8. UNFINISHED BUSINESS - none

9. NEW BUSINESS

A. Consideration of Resolution Establishing Criteria for Design-Build Delivery Method for Construction Contracts – Angela Reece, Project & Facilities Manager

Motion: I move that Town Council of the Town of Black Mountain approve the resolution establishing criteria for design-build delivery method for construction contracts pursuant to § 143-128.1A.

B. Consideration of Approval of Resolution Authorizing the use of the Design-Build Delivery Method for the Swannanoa River Floodbench & Wetland Construction Project# SRP-SW-ARP-0026 – Angela Reece, Project & Facilities Manager

Motion: I move that Town Council of the Town of Black Mountain authorize the use of the design-build method for the Swannanoa River Floodbench and Wetland Construction Project# SRP-SW-ARP-0026 pursuant to § 143-128.1A.

C. Consideration of Green Tee Grille Lease Renewal - Josh Harrold, Town Manager

Motion: To approve the Green Tee Grille lease renewal as presented.

D. Consideration to Adopt the Creating Outdoor Recreation Economies (CORE) Strategic Plan - Ann Bass, ARC Community Development Economic Development Planner & Jessica Trotman, Planning Director

Motion: To adopt the CORE Strategic Plan as presented.

E. Public Safety Interoperability Program (PSIP) Agreement - Josh Harrold, Town Manager

Motion: To approve the PSIP Agreement as presented.

10. COMMUNICATION

1. Town Attorney – Craig Justus
2. Town Manager – Josh Harrold

11. COMMUNICATION FROM MAYOR AND TOWN COUNCIL

12. CLOSED SESSION - none

13. ADJOURNMENT

Proclamation

Celebrating Dr. Martin Luther King, Jr.

WHEREAS, Dr. Martin Luther King, Jr. inspired millions of Americans to participate in non-violent protests to support the ideals of equality for all and was a motivating force behind a civil rights movement that had as its goal a creation of a society tolerant of all races, cultures, and nationalities; and

WHEREAS, the ideals of Dr. King and of Black Mountain's commitment to human rights are worthy of reflection and serve as a reminder that improving the quality of life for all members of our community is a responsibility of every citizen; and

WHEREAS, the celebration of Dr. King's birthday is intended as a time for all Americans to reaffirm their commitment to the basic principles that underlie our Constitution- equality and justice for all; and

WHEREAS, the Town of Black Mountain encourages all citizens to rededicate themselves to the principles of respect for human rights and freedom, of belief in nonviolence, and of commitment to improving our community through community service and volunteerism.

NOW, THEREFORE, I, C. Michael Sobol, Mayor of the Town of Black Mountain do hereby proclaim January 15th, 2024, as

“DR. MARTIN LUTHER KING, JR. DAY”

in the Town of Black Mountain. The Town of Black Mountain will honor Dr. Martin Luther King, Jr. at the Annual Swannanoa Valley Prayer Breakfast hosted by the local Martin Luther King, Jr. Memorial Corporation. Each year scholarships are awarded to local recipients who have applied and made it through the selection process. The challenges that the scholarship pose includes critical thinking and compassionate actions.

PROCLAIMED this the 8th day of January 2024.



C. Michael Sobol, Mayor

Attest:

Wesley M. Barker, Town Clerk

2024 Report from the Active Mobility Council to Black Mountain Town Council

Last year report and status of those requests:

Adopt a Trail Program - following discussion with Recreation and Parks staff it was decided that the program they had going met the needs we had expressed. We will help out with the maintenance of the greenways as needed.

Ventures Property Greenway - We had asked that a greenway through the Ventures Property be added to the Greenway Master Plan - Staff wants to hold off on that until the feasibility study for the 2 properties is complete. Josh has said that a member of the Commission will be on the committee working with the firm hired to do the study.

Sidewalks - We had expressed the need for sidewalks on Dougherty street, Laurel Circle Avenue, and on Tomahawk Street. - We still feel these are needed, especially some sort of path from the parking lot on Laurel Circle Avenue to the pool. We are also interested in a crosswalk on Craigmont Avenue between Lake Tomahawk Park and Craigmont Park. and a sidewalk to allow safe pedestrian to Craigmont Park. We will monitor these needs and ask them to be put on the agenda if we feel the need is great.

Debris in tunnels under I-40 - We had asked that the town work with NCDOT to clear the debris from the barrels under I-40 as that debris was causing flooding in the barrel used for the greenway. - During a meeting I had with Josh it was learned that NCDOT sees no need to clean that debris and does not intend to do so. The town does not want to take on the liability of cleaning the barrels.

Visibility in barrel under I-40 used as greenway - We had asked that the town paint the barrel used for the greenway white to help with visibility. The Black Mountain Greenways and Trails Committee has set aside \$10,000 to help with that. Josh shared the proposed cost of doing that which was closer to \$30,000 which did not include the mitigation needed to keep water used to wash the barrel out of the river. In the meantime the Black Mountain Greenways and Trails Committee found a grant which could be used to put lighting in the tunnel. Ann Lutz is pursuing this grant and looking into the required permitting needed through NCDOT. The committee will put the \$10,000 earmarked for painting towards meeting the requirements from NCDOT. Stay tuned.

We had a number of maintenance issues:

Silt and gravel on the Lake Tomahawk Trail - Anne Phillips is leading the charge on this creating rain gardens and bio retention areas.

The new trail at Craigmont Park had issues with path degradation - The town is aware of this and is planning to pave the path. This is in process at the time of creating this report.

The transition at Village Way is dangerous - This was fixed.

The Vance Avenue Sidewalk has degradation issues which need to be fixed and needs to be brought up to standards if it is to be used as part of the Fonta Flora Trail. Josh reported that none of the grant money the town has can be used to fix the sidewalk but there were plans for the town to budget to do so.

The Flat Creek Greenway continues to have issues with roots. - The Commission has a proposal to address maintenance needs.

Plans for the Coming Year

For the coming year, the Commission is not creating a list of needs. We feel that the changes made to the Commission's Ordinance will make working with town staff on active mobility issues easier. We appreciate the support from council that lead to those changes. If there are any specific issues which we feel need input from council we will ask that they be put on the agenda.

Budget Request

We would like to ask that in the budget there be a specific line item in the Public Works department added for greenway maintenance. Research done by commission members has found that \$8000 per mile per year is a rough estimate of what is needed. Regular maintenance could include:

Fixing bumps and cracks caused by roots on a regular basis

Trimming back overhanging branches

Edge Trimming to keep grass from overgrowing

Repairing bollards

Items we hope to have input on in the coming year include:

The feasibility study for the greenway along old 70 to the eastern edge of town

The feasibility study for the development of the Ventures and Hemphill properties

Rehabilitation work done on the Vance Avenue sidewalk

Planning efforts with the Fonta Flora greenway

Any projects in the planning process which relate to pedestrian and bicycle use



TOWN OF BLACK MOUNTAIN AGENDA ITEM SUMMARY

SUBMITTER: Tammy Holland, *Finance Director* **MEETING DATE:** January 08, 2024

AGENDA SECTION: Consent **DEPARTMENT:** Finance

TITLE OF ITEM: Budget Amendment – *Tammy Holland, Finance Director*

SUGGESTED MOTION(S): I move to approve budget amendments as presented.

SUMMARY:

The Town of Black Mountain Council adopts the following FY23-24 Budget Ordinance Amendments for the purpose of appropriating additional funding required for expenditures. Budget amendments BA103 for the following

- **BA103 Police Vehicle Loan Proceeds \$35,787.98**
 - *Increase in Debt Proceeds Revenue and Increase in Capital Outlay – Vehicles Expense*
Originally Budgeted 202,000 for loan proceeds. Amendment to Adjust to actual loan amount

ATTACHMENTS:

- i. Budget Amendments Detailed Report

Adjustment Number	Description	Summary	Account Number	Account Name	Total Amount
BA0000103	BAMEND - ADJUSTMENT OF LOAN PROCEEDS PD VEHICLES	Adjustment of loan proceed for police vehciles due to price increase	100-4510-48025	Debt Proceeds	-\$35,787.98
			100-4510-57410	Capital Outlay-Vehicles	\$35,787.98

CERTIFICATION OF TAX-EXEMPT STATUS OF ORGANIZATION

THIS CERTIFICATION OF TAX-EXEMPT STATUS OF ORGANIZATION is given in lieu of Borrower furnishing a copy of all notices, publications, meeting minutes, and approvals required by applicable state and federal statutes for the below-referenced loan and is intended to be relied upon by the parties dealing with the undersigned Officer and Organization.

The undersigned Officer, being first duly sworn, does depose and say:

1. I am the Mayor (President, Vice President, Other title) of the Town of Black Mountain (name of Municipality, Volunteer Fire Department, or other Non-Profit Organization) (hereinafter referred to as the "Organization").
2. The Organization is recognized as a tax-exempt Organization by the Internal Revenue Service and files taxes as such.
3. The Organization has applied for a loan from First Bank in the approximate amount of \$237,787.98, referred to as First Bank Loan Number: 1400020392(hereinafter referred to as the "Loan").
4. The Organization has taken all necessary steps and obtained all approvals required by state and federal statutes to obtain a bank qualified tax-exempt loan from First Bank. Those steps include, but are not limited to: adequate publication of public notice, approval of the loan at a meeting of the Organization as well as a meeting of the sponsoring municipality, if applicable, and all necessary votes required to approve the Loan.
5. The Organization understands that these statutory requirements are the sole responsibility of the Organization and First Bank is accepting this certification as proof those steps have been taken.
6. The Organization has voted to approve the authorized individuals listed below to execute all documents dated December 5, 2023 evidencing and related to the Loan from First Bank to the Organization on the terms and conditions contained therein ("Loan Documents") and has authorized the following individuals to sign the Loan Documents on behalf of the Organization:

1. Josh M. Harrold, as its Town Manager

These individuals are authorized to execute and deliver all of the required documents to effectuate the agreement between the Organization and First Bank with respect to the Loan, which could include, but are not limited to: a loan agreement, note, deed of trust, security agreement, this certification and such other documents as may be required by Lender in connection with the Loan.

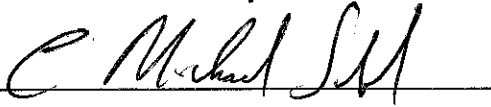
7. The Organization further agrees to file as IRS Form 8038G at the time of closing and annually thereafter for so long as the Loan shall remain outstanding.

8. The Organization acknowledges that certain of the Loan Documents allow First Bank to re-price the loan and collect any difference in interest or penalties accrued if this Loan is ever deemed not to qualify for the bank qualified tax-exempt interest rate.

9. This Certificate is made and delivered for the benefit of First Bank, which is reliant on the warranties, representations and facts set forth herein in issuing and/or modifying the Loan.

Executed as of the 18~~th~~ day of Dec, 20 23

By: _____



Name: C. Michael Sobol

Its: Mayor



TOWN OF BLACK MOUNTAIN AGENDA ITEM SUMMARY

SUBMITTER: Cortney Kidd, *Senior Accountant* **MEETING DATE:** January 8, 2024

AGENDA SECTION: Consent Agenda **DEPARTMENT:** Finance

TITLE OF ITEM: Monthly Property Tax Collector Report

SUGGESTED MOTION(S):

Approval of the Monthly Tax Collector Report

SUMMARY:

Monthly Property Tax Collector Report

Pursuant to N.C.G.S. § 105-350(7), it is the duty of the tax collector to submit to the governing body at each of its regular meetings a report of the amount collected on each year's taxes with which is charged, the amount remaining uncollected, and the steps taken to encourage or enforce payment of uncollected taxes.

Per NCGS 105-381(b) the governing body must approve or deny requests for refunds or releases.

Below is the month end report for collections, refunds, and releases (current and prior years), provided by the Buncombe County Tax Collector. The tax department is using all collection remedies as provided by general statute to collect delinquent taxes.

ATTACHMENTS:

- i. Monthly Tax Collector Report



TOWN OF BLACK MOUNTAIN TAX COLLECTOR'S REPORT

TO: Black Mountain Board of Commissioners
FROM: Cortney Kidd, Municipal Tax Collector
DATE: Monday, January 8, 2024
SUBJECT: November 2023 Tax Collector Report

According to GS 105-350(7) it is the duty of the tax collector to submit to the governing body at each of its regular meetings a report of the amount collected on each year's taxes with which is charged, the amount remaining uncollected, and the steps taken to encourage or enforce payment of uncollected taxes.

Below is the month end report for collections (current and prior years), provided by the Buncombe County Tax Collector. The tax department is using all collection remedies as provided by general statute to collect delinquent taxes including but not limited to garnishments, attachments, and NC Debt Setoff.

CURRENT YEAR TAX -ALL TAXES, LIENS, LATE LIST PENALTIES, INTEREST AND FEES

Billed	\$ 5,205,914.69
Collected	\$ 2,381,100.53
Adjustments and Releases	\$ (9,504.59)
Outstanding real and personal property taxes	<u>\$ 2,815,309.57</u>

TAX COLLECTION PERCENTAGE FOR CURRENT TAX YEAR

45.82%

PRIOR YEAR TAXE(S) COLLECTED WITHIN THE MONTH

Collected	\$ 36.07
Adjustments and Releases	\$ -

Per NCGS 105-381(b) the Tax Collector is reporting tax releases/refunds within the current period:

Ad Valorem	\$ 33.88
Motor Vehicle	\$ 13.69



TOWN OF BLACK MOUNTAIN AGENDA ITEM SUMMARY

SUBMITTER: Josh Henderson, *Recreation & Parks Director*

MEETING DATE: January 8, 2024

AGENDA SECTION: CONSENT

DEPARTMENT: Recreation & Parks

TITLE OF ITEM: Resolution to accept Veterans Park playground shade structure

SUGGESTED MOTION(S):

To approve as presented.

SUMMARY:

Two grants were applied for and awarded through the Black Mountain Parks and Greenways Foundation to purchase and install a small shade structure for the playground at Veteran's Park. The playground sits in an area of Veteran's Park that has no natural shade cover. The first grant was awarded on April 11, 2023, for \$5,172.00 from the Community Foundation of WNC. The second grant was awarded on July 3, 2023, for \$6,000.00 from the Buncombe County Recreation Grant Foundation. Installation of the shade structure began on November 30, 2023, and was completed on December 6, 2023.

BUDGET IMPACT: N/A

Is this expenditure approved in the current fiscal year budget? N/A

If no, describe how it will be funded. N/A

ATTACHMENTS: N/A

- Invoice for structure
- Proof of payment
- Picture of installed structure



Barrs Recreation, LLC

36 Diane Street
Pittsboro, NC 27312

Invoice

Date	Invoice #
12/6/2023	74184

Bill To
Black Mountain Parks and Recreation 101 Carver Ave Black Mountain, NC 28711

Ship To
Riverwalk Park 209 NC 9 Black Mountain, NC 28711 Tina Bradshaw 7049240200

P.O. Number	Terms	Due Date	Rep	County
	Net 30	1/5/2024	AKB	

Quantity	Item	Description	U/M	Price Each	Amount
1	BCI Burke	Freestanding shade 14' x 18' x 8' for small unit	ea	5,991.00	5,991.00T
	Discount	Barrs Recreation Courtesy Savings Amount		-599.10	-599.10
	Freight	Freight - This price is good for 30 days from the date of this estimate, and must be re-calculated if your order is placed after that time frame.		1,200.00	1,200.00T
	Installation	Installation of your commercial equipment completed in a prepared site that is level within 2% grade and has a surface of compacted soil only. An owner representative must be on site when the install crew arrives to confirm layout of the equipment. In atypical soil situations where rock/concrete are encountered such that a rock hammer or other heavy equipment is needed to complete the job, additional fees will be discussed. **Unless otherwise indicated, this does not include Permit Fees		5,000.00	5,000.00T
1	811	1)811 Locate is ordered by Barrs Recreation prior to each job that requires digging. 811 can only mark public utility lines. It is the responsibility of the Purchaser to clearly mark all private lines before we arrive to the site. Barrs Recreation is not responsible for damage to unmarked private lines. Unmarked private lines could result in additional installation fees.	ea	0.00	0.00
	Security	Barrs Recreation does not take responsibility for, nor provide overnight security on your job site. Caution tape or Orange mesh safety fence surrounding the area will be provided. If you have needs beyond this measure a quote can be provided to you. Barrs Recreation will not be responsible for theft or damage that may happen on the site while our crew is not present.		0.00	0.00T

Thank you for this opportunity!			Subtotal	
Phone #	Web Site	E-mail	Sales Tax (7.0%)	
919-781-4870	www.barrsrec.com	info@barrsrec.com	Total	
		Page 1	Payments	
			Balance Due	



Barrs Recreation, LLC

36 Diane Street
Pittsboro, NC 27312

Invoice

Date	Invoice #
12/6/2023	74184

Bill To
Black Mountain Parks and Recreation 101 Carver Ave Black Mountain, NC 28711

Ship To
Riverwalk Park 209 NC 9 Black Mountain, NC 28711 Tina Bradshaw 7049240200

P.O. Number	Terms	Due Date	Rep	County
	Net 30	1/5/2024	AKB	

Quantity	Item	Description	U/M	Price Each	Amount
	Supplemental Wa...	In addition to BCI Burkes 100% Non-prorated warranty, Barrs Recreation offers Value Added Service of 100% FREE replacement costs on all warranted BCI Burke products if installed by Barrs Recreation throughout the duration of the warranty period. The warranted items are shipped directly to Barrs Rec and are installed FREE OF CHARGE by our qualified installer(s). This results in Zero out-of-pocket costs to our customers on all warranted Burke Products. Our commitment to higher quality products and service makes this possible.		0.00	0.00T
1	Delay of Installati...	Barrs Recreation will work with the customer to establish an installation schedule. If the site is not ready at the agreed upon date, the customer is required to pay for the equipment and freight within 10 working days. Additional customer fees will be generated if our crew off-loads the equipment and/or if the equipment cannot be safely stored at your facility.	ea	0.00	0.00T

Thank you for this opportunity!			Subtotal	\$11,591.90
Phone #	Web Site	E-mail	Sales Tax (7.0%)	\$811.43
919-781-4870	www.barrsrec.com	info@barrsrec.com	Total	\$12,403.33
		Page 2	Payments	\$0.00
			Balance Due	\$12,403.33





TOWN OF BLACK MOUNTAIN AGENDA ITEM SUMMARY

SUBMITTER: Angela Reece, MPA, MMC, NCCMC, **MEETING DATE:** January 8, 2024
Project & Facilities Manager

AGENDA SECTION: PUBLIC HEARING

DEPARTMENT: ADMINISTRATION

TITLE OF ITEM: Approval of a Resolution Establishing a Verifiable Percentage Goal for Participation by Minority Businesses

SUGGESTED MOTION(S): *I move that Town Council of the Town of Black Mountain approve the Resolution Establishing a Verifiable Percentage Goal for Participation by Minority Businesses in the total value of work for building projects regulated by § 143-128.*

SUMMARY:

The North Carolina General Assembly enacted Session Law 2001– 496, Senate Bill 914 to enhance and improve the good faith efforts to recruit and select minority businesses for participation in public building construction or repair contracts by adding N.C.G.S. 143-128.2 which requires each city, county, or other local public entity to adopt, after notice and a public hearing, an appropriate verifiable percentage goal for participation by minority businesses in the total value of work for building projects costing \$300,000 or more. The statute also requires public entity awarding a building contract where the total cost equals or exceeds \$300,000 to establish, prior to solicitation of bids, good faith efforts that it will take to make it feasible for minority businesses to submit successful bids or proposals for the contracts for building projects. Furthermore, the statute requires a public entity awarding a building construction or repair contract where the total cost exceeds \$300,000, prior to awarding a contract, to develop and implement a minority business participation outreach plan.

ATTACHMENTS:

- i. Proposed Resolution
- ii. Outreach Plan

Angela Reece

From: Asheville Legals <ashlegals@gannett.com>
Sent: Friday, December 22, 2023 4:21 PM
To: Wesley Barker
Subject: Thank you for placing your order with us.
Attachments: LGSC00456130.pdf

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

THANK YOU for your ad submission!

This is your confirmation that your order has been submitted. Below are the details of your transaction. Please save this confirmation for your records.

We appreciate you using our online self-service ads portal, available 24/7. Please continue to visit Asheville Citizen-Times's online Classifieds [HERE](#) to place your legal notices in the future.

Changes and/or cancellations may not be honored up to 2 business days prior to your first publication date.

Job Details

Order Number:
LGSC0045613
Classification:
[Govt Public Notices](#)
Package:
[General Package](#)
Order Cost:
\$269.42

Account Details

Town Of Black Mountain
160 Midland Ave ATTN ACCOUNTS
PAYABLE
Black Mountain, NC ♦ 28711-3112
828-419-9310
wesley.barker@tobm.org
Town Of Black Mountain

Schedule for ad number LGSC00456130

Thu Dec 28, 2023
Asheville Citizen-Times
All Zones
Thu Jan 4, 2024
Asheville Citizen-Times
All Zones

Town of Black Mountain
Public Hearing Notice
Monday, January 8, 2024, at
6:00 P.M.

Notice is hereby given that the Town Council of the Town of Black Mountain will hold a public hearing in accordance with NC G.S. 143-128.2 at 6:00 PM or as soon thereafter as possible on Monday, January 8, 2024, in the Board Room of the Town Hall Building located at 160 Midland Avenue, Black Mountain, NC.

The purpose of this hearing is to consider the adoption of a Minority Business Participation and Outreach Plan and to establish goals for minority participation in single-prime bidding, separate-prime bidding, construction manager at risk, and alternative contracting methods, on Town of Black Mountain building construction or repair projects in the amount of \$300,000 or more.

A copy of the proposed plan can be obtained on the Town's website at www.townofblackmountain.org or by contacting the Town Clerk at town.clerk@tobm.org.

The meeting is open to the public.

/s/: Wesley Barker, Town Clerk

The Town of Black Mountain is committed to providing accessible facilities, programs and services for all people in compliance with the Americans with Disabilities Act (ADA). Should you need assistance or a particular accommodation for this meeting please contact, Wesley Barker, Town Clerk at 828-419-9310 or by email at town.clerk@tobm.org.

Publication Dates
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**RESOLUTION BY THE TOWN OF BLACK MOUNTAIN TOWN COUNCIL
ESTABLISHING VERIFIABLE PERCENTAGE GOAL FOR PARTICIPATION BY
MINORITY BUSINESS IN THE AWARDING OF BUILDING CONSTRUCTION CONTRACTS
PURSUANT TO N.C.G.S. 143-128.2**

WHEREAS, the North Carolina General Assembly enacted Session Law 2001– 496, Senate Bill 914 to enhance and improve the good faith efforts to recruit and select minority businesses for participation in public building construction or repair contracts by adding N.C.G.S. 143-128.2; and

WHEREAS, N.C.G.S. 143-128.2 requires each city, county, or other local public entity to adopt, after notice and a public hearing, an appropriate verifiable percentage goal for participation by minority businesses in the total value of work for building projects costing \$300,000 or more; and

WHEREAS, N.C.G.S. 143-128.2(b) requires a public entity awarding a building contract where the total cost equals or exceeds \$300,000 to establish, prior to solicitation of bids, good faith efforts that it will take to make it feasible for minority businesses to submit successful bids or proposals for the contracts for building projects; and

WHEREAS, N.C.G.S. 143-128.2(e)(1) requires a public entity awarding a building construction or repair contract where the total cost exceeds \$300,000, prior to awarding a contract, to develop and implement a minority business participation outreach plan; and

WHEREAS, notice of the public hearing was duly published in The Asheville Citizen Times on December 28, 2023 and January 4, 2024, and the required public hearing was held on January 8, 2024; and

NOW THEREFORE BE IT RESOLVED by the Town Council of the Town of Black Mountain that:

1. That the Town of Black Mountain shall have a 10% verifiable percentage goal for participation by minority businesses in the total value of work for building projects awarded by the Town of Black Mountain and costing \$300,000 or more.
2. That the Town of Black Mountain shall follow the guidelines of the Minority Business Participation Outreach Plan and Guidelines for Recruitment and Selection of Minority Businesses for Participation in the Town of Black Mountain Building Construction or Repair Contracts for minority business participation in building construction or repair contracts.
3. This resolution shall become effective upon its adoption.
4. The Outreach Plan & Guidelines is made part of and attached to this resolution.

Adopted by the Town Council of the Town of Black Mountain on this 8th day of January 2024.

ATTEST:

C. Michael Sobol, Mayor

Wesley Barker, Town Clerk

TOWN OF BLACK MOUNTAIN MINORITY BUSINESSES PARTICIPATION AND OUTREACH PLAN FOR BUILDING CONSTRUCTION OR REPAIR CONTRACTS

In accordance with G.S. 143-128.2, these guidelines establish goals for minority participation in single- prime bidding, separate-prime bidding, construction manager at risk, and alternative contracting methods, on the Town of Black Mountain building construction or repair projects in the amount of \$300,000 or more. The outreach plan shall also be applicable to the selection process of architectural, engineering, and Construction Manager-at-Risk services.

The Town of Black Mountain has a current verifiable goal of ten (10) percent for minority participation for building construction or repair projects.

I. INTENT

It is the intent of these guidelines that the Town of Black Mountain as awarding authority for building construction or repair projects, and the contractors and subcontractors performing the construction contracts awarded shall cooperate and in good faith do all things legal, proper, and reasonable to achieve the goal of 10% percent for participation by minority businesses in each building construction or repair project as required by GS 143-128.2. Nothing in these guidelines shall be construed to require contractors or awarding authorities to award contracts or subcontracts to or to make purchases of materials or equipment from minority-business contractors or minority-business subcontractors who do not submit the lowest responsive, responsive bid or bids.

A copy of these Guidelines will be issued with each bid package for applicable Town of Black Mountain building projects. These Guidelines shall apply to all contractors on such projects, regardless of ownership.

II. DEFINITIONS

1. **Minority** – defined as a person who is a citizen or lawful permanent resident of the United States and who is:
 - a. Black, that is, a person having origins in any of the black racial groups in Africa;
 - b. Hispanic, that is, a person of Spanish or Portuguese culture with origins in Mexico, South or Central America, or the Caribbean Islands, regardless of race;
 - c. Asian American, that is, a person having origins in any of the original peoples of the Far East, Southeast Asia and Asia, the Indian subcontinent, the Pacific Islands;
 - d. American Indian, that is, a person having origins in any of the original peoples of North America; or
 - e. Female

2. Minority Business (MBE) – defined as a business:

- a. In which at least fifty-one percent (51%) is owned by one or more minority persons, or in the case of a corporation, in which at least fifty-one percent (51%) of the stock is owned by one or more minority persons or socially and economically disadvantaged individuals; and
- b. Of which the management and daily business operations are controlled by one or more of the minority persons or socially and economically disadvantaged individuals who own it.
- c. The business is certified as a Historically Underutilized Business by the North Carolina Department of Administration Office for Historically Underutilized Business.

3. Socially and Economically Disadvantaged Individual – as defined in 15 U.S.C. 637:

- a. Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual qualities.
- b. Economically disadvantaged individuals are those socially disadvantaged individuals whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same business area who are not socially disadvantaged.

4. Public Entity - The State and all public subdivisions and local governmental units.

5. Owner – The Town of Black Mountain

6. Designer – Any person, firm, partnership, or corporation which has contracted with the Town of Black Mountain to perform architectural or engineering work.

7. Bidder - Any person, firm, partnership, corporation, association, or joint venture seeking to be awarded a public contract or subcontract.

8. Contract - A mutually binding legal relationship or any modification thereof obligating the seller to furnish equipment, materials, or services, including construction, and obligating the buyer to pay for them.

9. Contractor - Any person, firm, partnership, corporation, association, or joint venture which has contracted with the Town of Black Mountain to perform building construction or repair work.

10. Subcontractor - A firm under contract with the prime contractor or construction manager at risk for supplying materials or labor and materials and/or installation. The subcontractor may or may not provide materials in his subcontract.

11. HUB Office- N.C. Department of Administration’s Office for Historically Underutilized Businesses.

III. MINORITY OUTREACH PLAN AND GUIDELINES

A. Owner

The Town of Black Mountain shall do the following to encourage participation from MBEs:

1. Implement the “Town of Black Mountain’s Minority Business Participation Outreach Plan” to identify minority business that can perform public building projects and to implement outreach efforts to encourage minority business participation in these projects to include education, recruitment, and interaction with minority businesses and nonminority businesses.
2. Attend the scheduled pre-bid conference and explain the minority goals and objectives.
3. At least 10 days prior to the scheduled day of bid opening, notify minority businesses that have requested notices from the Owner for public construction or repair work and minority businesses that otherwise indicated to the Office of Historically Underutilized Businesses (HUB) an interest in the type of work being bid or the potential contracting opportunities listed in the proposal.

The notification shall be submitted through the North Carolina Department of Administration website <https://www.doa.nc.gov/divisions/historically-underutilized-businesses-hub/solicitation-opportunities> and shall include the following:

- a. A description of the work for which the bid is being solicited.
- b. The date, time, and location where the bids are to be submitted.
- c. The name of the individual within the public entity who will be available to answer questions about the project.
- d. Where bid documents may be received.
- e. Any special requirements that may exist.

The Owner shall document the notification submissions to the portal to include the solicitation posting confirmation and actual posting. The documentation shall be kept in the project file.

4. Utilize other media, as appropriate, likely to inform potential minority businesses of the bid being sought.
5. Maintain documentation of any contacts, correspondence, or conversation with minority business firms made in an attempt to meet the goals.
6. Review, jointly with the designer, all requirements of G.S. 143-128.2(c) and G.S. 143-128.2(f) prior to recommendation of award.
7. Evaluate documentation to determine that a good faith effort has been achieved for minority business utilization prior to recommendation of award.
8. Forward documentation showing evidence of implementation of Owner’s requirements to the State Construction Office and the HUB Office upon request.
9. Enhance the Town of Black Mountain web page by including the outreach plan and guidelines, listing good faith efforts, creating links to MBE resources, and creating awareness of specific subcontracting opportunities.

In addition, after a contract has been awarded the Owner shall:

- a. Review prime contractors' pay applications for compliance with minority business utilization commitments prior to payment.
- b. Submit the report to the HUB Office as required by G.S. 143-128.3(a)

B. DESIGNER

Under the single-prime bidding, separate prime bidding, construction manager at risk, or alternative contracting method, the designer will:

1. Attend the scheduled pre-bid conference to explain minority business requirements to the prospective bidders.
2. Maintain documentation of any contacts, correspondence, or conversation with minority business firms made in an attempt to meet the goals.
3. Review jointly with the owner, all requirements of G.S. 143-128.2(c) and G.S.143-128.2(f) – (i.e. bidders' proposals for identification of the minority businesses that will be utilized with corresponding total dollar value of the bid and affidavit listing good faith efforts, or affidavit of self-performance of work, if the contractor will perform work under contract by its own workforce)
- prior to recommendation of award.
4. During construction phase of the project, review documentation for contract payment to MBEs (e.g. state form "Appendix E: MBE Documentation for Contract Payment" <https://www.doa.nc.gov/document/appendix-e-mbe-documentation-contract-payments> for compliance with minority business utilization commitments. Submit this form with monthly pay applications to the Owner.
5. Make documentation showing evidence of implementation of Designer's responsibilities available for review by the Owner and State officials upon request.

C. PRIME CONTRACTOR(S), CM AT RISK, AND ITS FIRST-TIER SUBCONTRACTORS

Under The following requirements apply to all contractors utilizing single-prime bidding, separate-prime bidding, construction manager at risk and alternative contracting methods, as well as to all contractors performing as contractors and first-tier subcontractors under construction manager at risk. For purposes of this subsection, the term "contractor(s)" shall also include first-tier subcontractors under a construction manager at risk. The contractors shall:

1. Attend the scheduled pre-bid conference and any pre-bid meetings scheduled by the Owner.
2. Identify or determine those work areas of a subcontract where minority businesses may have an interest in performing subcontract work.

3. At least ten (10) days prior to the scheduled day of bid opening or due date for proposals, notify minority businesses of potential subcontracting opportunities listed in the proposal. The notification must include all of the following:
 - (a) A description of the work for which the sub-bid is being solicited.
 - (b) The date, time and location where sub-bids are to be submitted.
 - (c) The name of the individual within the company who will be available to answer questions about the project.
 - (d) Where bid documents may be reviewed.
 - (e) Any special requirements that may exist, such as insurance, licenses, bonds and financial arrangements. Identify on the bid the minority businesses that will be utilized on the project with corresponding total dollar value of the bid and affidavit listing good faith efforts as required by G.S. 143-128.2(c) and G.S. 143-128.2(f).

If there are more than three (3) minority businesses within a 75 mile radius of the project who offer similar contracting or subcontracting services in the specific trade, the contractor(s) shall notify three (3), but may contact more, if the contractor(s) so desires.

4. During the bidding process, comply with the contractor(s) requirements listed in these Guidelines and any contractor requirements listed in the Town of Black Mountain's Minority Business Participation Outreach Plan.
5. Identify on the bid the minority businesses that will be utilized on the project with corresponding total dollar value of the bid and submit affidavit listing Good Faith Efforts (Affidavit A) as required by G.S. §143-128.2(c) and G.S. §143-128.2(f). If the contractor will be performing all of the work with its own workforce, the contractor may submit Affidavit B, Intent to Perform Contract with Own Workforce," in lieu of Affidavit A. Failure to comply with these requirements is grounds for rejection of the bid and award to the next lowest responsible and responsive bidder.
6. Make documentation showing evidence of implementation of Prime Contractor, Construction Manager-at-Risk and First-Tier Subcontractor responsibilities available for review by the Owner and State officials upon request.
7. Provide one of the following to Owner upon being named the apparent low bidder:
 - a. an affidavit (Affidavit C) that includes a description of the portion of work to be executed by minority businesses, expressed as a percentage of the total contract price, which is equal to or more than the applicable goal; or.
 - b. if the percentage is not equal to the applicable goal, then an affidavit (Affidavit D) and documentation of all Good Faith Efforts taken to meet the goal. The documentation must include evidence of all good faith efforts that were implemented, including any advertisements, solicitation, and evidence of other specific actions demonstrating recruitment and selection of minority businesses for participation in the contract. Failure to comply with these requirements is grounds for rejection of the bid and award to the next lowest responsible and responsive bidder.

8. Within thirty (30) days after award of the contract, the apparent lowest responsible, responsive bidder shall file with Owner a list of all identified subcontractors that the contractor will use on the project.
9. Identify the name(s) of minority business subcontractor(s) and corresponding dollar amount of work on the schedule of values. The schedule of values shall be provided as required in the General Conditions of the Contract to facilitate payments to the subcontractors. All vendors doing business with the Town are required to fill out a vendor packet and submit to accounts payable.
10. Submit with each monthly pay request and final payment request the “MDE Documentation for Contract Payment” – Appendix E), for Designer’s review.
11. If at any time during the construction of a project, if it becomes necessary to replace a minority business subcontractor, immediately advise the Owner in writing of the circumstances involved. The prime contractor shall make a good faith effort to replace a minority business subcontractor with another minority business subcontractor.
12. Make a good faith effort to solicit sub-bids from minority businesses during the construction of a project if additional subcontracting opportunities become available.
13. If applicable, a construction manager at risk shall submit its plan for compliance with N.C. Gen. Stat. § 143-128.2 for approval by the Town prior to soliciting bids for the project’s first-tier subcontractors.

D. MINORITY BUSINESS RESPONSIBILITIES - CERTIFICATION

The Town of Black Mountain does not certify minority businesses. Any business which desires to participate as a minority business under these Guidelines will be required to register and become certified as a historically underutilized business (“HUB”) by the North Carolina Department of Administration Office for Historically Underutilized Businesses (“HUB Office”).

Businesses seeking HUB certification are directed to: <http://www.doa.state.nc.us/hub/prog-certification.htm>

Minority HUB contractors shall make a good faith effort to participate in construction projects as demonstrated by:

1. Attending the scheduled pre-bid conference.
2. Responding promptly whether or not they wish to submit a bid when contacted by the Owner or bidders.
3. Attending training and contractor outreach sessions given by the Owner, contractors, and state agencies, when feasible.
4. Participating in Mentor/Protégé programs, training, or other business development programs offered by the Owner, contractors, or state agencies.

5. Negotiating in good faith with the Owner or contractors.
6. Minority businesses that are contacted by owners or bidders must respond promptly whether or not they wish to submit a bid.

IV. MINORITY BUSINESS CONSTRUCTION CONTRACT PROVISIONS

(To be included in solicitations and contract documents)

APPLICATION:

The Guidelines for Recruitment and Selection of Minority Businesses for Participation in the Town of Black Mountain Construction Contracts are hereby made part of these contract documents.

V. MINORITY BUSINESS SUBCONTRACT GOALS

The goal for participation by minority firms as subcontractors on this project has been set at 10%.

The bidder must identify on its bid the minority businesses that will be utilized on the project with corresponding total dollar value of the bid and affidavit (Affidavit A) listing good faith efforts or affidavit (Affidavit B) of self-performance of work, if the bidder will perform work under contract by its own workforce, as required by G.S. §143-128.2(c) and G.S. 143-128.2(f).

In addition, the lowest responsible, responsive bidder must do one of the following:

1. Provide Affidavit C that includes a description of the portion of work to be executed by minority businesses, expressed as a percentage of the total contract price, which is equal to or more than the applicable goal.

OR

2. If the portion of work to be executed by minority businesses, expressed as a percentage of the total contract price, is less than the applicable goal, provide Affidavit D as well as documentation of Good Faith Efforts.

OR

3. Provide Affidavit B which includes sufficient information for the Owner to determine that the bidder does not customarily subcontract work on this type project.

The above information must be provided as required. Failure to submit these documents is grounds for rejection of the bid.

VI. MINIMUM COMPLIANCE REQUIREMENTS

All written statements or affidavits made by the bidder shall become a part of the agreement between the Contractor and the Town of Black Mountain for performance of the contract. Failure to comply with any of these statements, affidavits, or with the minority business guidelines shall constitute a breach of the contract. A finding by the Town of Black Mountain that any information submitted either prior to award of the contract or during the performance of the contract is inaccurate, false, or incomplete shall also constitute a breach of the contract. Any such breach may result in termination of the contract in accordance with the termination provisions contained in the contract. It shall be solely at the option of the Town of Black Mountain whether to terminate the contract for breach.

In determining whether a contractor has made good faith efforts, the Town of Black Mountain will evaluate all efforts made by the Contractor and will determine compliance in regard to quantity, diligence, and results of these efforts. Contractors are required to earn at least 50 points for good faith efforts. Failure to file a required affidavit or documentation demonstrating that the contractor made the required good faith effort, is grounds for rejection of the bid. Good faith efforts include:

1. Contacting minority businesses that reasonably could have been expected to submit a quote and that were known to the contractor or available on State or local government-maintained lists at least 10 days before the bid or proposal date and notifying them of the nature and scope of the work to be performed. (10 points)
2. Making the construction plans, specifications, and requirements available for review by prospective minority businesses, or providing these documents to them at least 10 days before the bid or proposals are due. (10 points)
3. Breaking down or combining elements of work into economically feasible units to facilitate minority participation. (15 points)
4. Working with minority trade, community, or contractor organizations identified by the Office for Historically Underutilized Businesses and included in the bid documents that provide assistance in recruitment of minority businesses. (10 points)
5. Attending any pre-bid meetings scheduled by the public owner. (10 points)
6. Providing assistance in getting required bonding or insurance or providing alternatives to bonding or insurance for subcontractors. (20 points)
7. Negotiating in good faith with interested minority businesses and not rejecting them as unqualified without sound reasons based on their capabilities. Reasons for rejection of a minority business based on lack of qualification should be documented in writing. (15 points)
8. Providing assistance to an otherwise qualified minority business in need of equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisting minority

businesses in obtaining the same unit pricing with the bidder's suppliers in order to help minority businesses in establishing credit. (25 points)

9. Negotiating joint venture and partnership arrangements with minority businesses in order to increase opportunities for minority business participation on a public construction or repair project when possible. (20 points)
10. Providing quick pay agreements and policies to enable minority contractors and suppliers to meet cash flow demands. (20 points)

VII. DISPUTE RESOLUTION PROCEDURES

Pursuant to G.S. 143-128 (f1), all disputes involving contractors on a building construction or repair project with the Town of Black Mountain shall be resolved pursuant State of North Carolina Policy G.S. 143-135.26(11).

VIII. CONSTRUCTION BID PACKAGE DOCUMENT PROVISIONS

In addition to these guidelines, there will be issued with each construction bid package provisions for providing minority business participation in the Town of Black Mountain projects.

IX. AUTHORITY

The Town Council of the Town of Black Mountain empowers the Town Manager to enforce and/or amend this policy as may be required in State law or Federal regulation. Amendments to this policy shall be documented to include date and type of revision.

X. EXHIBITS

1. Identification of HUB Certified/Minority Business Participation Form
2. State of North Carolina – AFFIDAVIT A – Listing of Good Faith Efforts
3. State of North Carolina – AFFIDAVIT B – Intent to Perform Contract with Own Workforce
4. State of North Carolina – AFFIDAVIT C – Portion of the Work to be Performed by HUB Certified/Minority Businesses
5. State of North Carolina – AFFIDAVIT D – Good Faith Efforts

State of North Carolina AFFIDAVIT A – Listing of Good Faith Efforts

County of _____

(Name of Bidder)

Affidavit of _____

I have made a good faith effort to comply under the following areas checked:

Bidders must earn at least 50 points from the good faith efforts listed for their bid to be considered responsive. (1 NC Administrative Code 30 I.0101)

- ☐ **1 – (10 pts)** Contacted minority businesses that reasonably could have been expected to submit a quote and that were known to the contractor, or available on State or local government maintained lists, at least 10 days before the bid date and notified them of the nature and scope of the work to be performed.
- ☐ **2 --(10 pts)** Made the construction plans, specifications and requirements available for review by prospective minority businesses, or providing these documents to them at least 10 days before the bids are due.
- ☐ **3 – (15 pts)** Broken down or combined elements of work into economically feasible units to facilitate minority participation.
- ☐ **4 – (10 pts)** Worked with minority trade, community, or contractor organizations identified by the Office of Historically Underutilized Businesses and included in the bid documents that provide assistance in recruitment of minority businesses.
- ☐ **5 – (10 pts)** Attended prebid meetings scheduled by the public owner.
- ☐ **6 – (20 pts)** Provided assistance in getting required bonding or insurance or provided alternatives to bonding or insurance for subcontractors.
- ☐ **7 – (15 pts)** Negotiated in good faith with interested minority businesses and did not reject them as unqualified without sound reasons based on their capabilities. Any rejection of a minority business based on lack of qualification should have the reasons documented in writing.
- ☐ **8 – (25 pts)** Provided assistance to an otherwise qualified minority business in need of equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letters of credit, including waiving credit that is ordinarily required. Assisted minority businesses in obtaining the same unit pricing with the bidder's suppliers in order to help minority businesses in establishing credit.
- ☐ **9 – (20 pts)** Negotiated joint venture and partnership arrangements with minority businesses in order to increase opportunities for minority business participation on a public construction or repair project when possible.
- ☐ **10 - (20 pts)** Provided quick pay agreements and policies to enable minority contractors and suppliers to meet cash-flow demands.

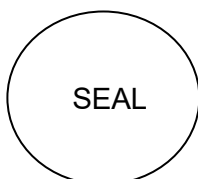
The undersigned, if apparent low bidder, will enter into a formal agreement with the firms listed in the Identification of Minority Business Participation schedule conditional upon scope of contract to be executed with the Owner. Substitution of contractors must be in accordance with GS143-128.2(d) Failure to abide by this statutory provision will constitute a breach of the contract.

The undersigned hereby certifies that he or she has read the terms of the minority business commitment and is authorized to bind the bidder to the commitment herein set forth.

Date: _____ Name of Authorized Officer: _____

Signature: _____

Title: _____



State of _____, County of _____

Subscribed and sworn to before me this _____ day of _____ 20____

Notary Public _____

My commission expires _____

State of North Carolina --AFFIDAVIT B-- Intent to Perform Contract with Own Workforce.

County of _____

Affidavit of _____
(Name of Bidder)

I hereby certify that it is our intent to perform 100% of the work required for the _____
_____ contract.
(Name of Project)

In making this certification, the Bidder states that the Bidder does not customarily subcontract elements of this type project, and normally performs and has the capability to perform and will perform all elements of the work on this project with his/her own current work forces; and

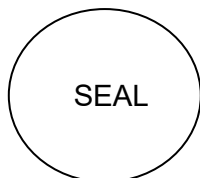
The Bidder agrees to provide any additional information or documentation requested by the owner in support of the above statement. The Bidder agrees to make a Good Faith Effort to utilize minority suppliers where possible.

The undersigned hereby certifies that he or she has read this certification and is authorized to bind the Bidder to the commitments herein contained.

Date: _____ Name of Authorized Officer: _____

Signature: _____

Title: _____



State of _____, County of _____

Subscribed and sworn to before me this _____ day of _____ 20____

Notary Public _____

My commission expires _____

State of North Carolina - AFFIDAVIT C - Portion of the Work to be Performed by HUB Certified/Minority Businesses

County of _____

(Note this form is to be submitted only by the apparent lowest responsible, responsive bidder.)

If the portion of the work to be executed by HUB certified/minority businesses as defined in GS143-128.2(g) and 128.4(a),(b),(e) is equal to or greater than 10% of the bidders total contract price, then the bidder must complete this affidavit.

This affidavit shall be provided by the apparent lowest responsible, responsive bidder within **72 hours** after notification of being low bidder.

Affidavit of _____ I do hereby certify that on the _____
(Name of Bidder)

Project ID# _____ (Project Name) Amount of Bid \$ _____

I will expend a minimum of _____% of the total dollar amount of the contract with minority business enterprises. Minority businesses will be employed as construction subcontractors, vendors, suppliers or providers of professional services. Such work will be subcontracted to the following firms listed below.

Attach additional sheets if required

Name and Phone Number	*Minority Category	**HUB Certified Y/N	Work Description	Dollar Value

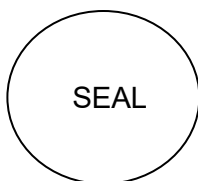
*Minority categories: Black, African American (**B**), Hispanic (**H**), Asian American (**A**) American Indian (**I**), Female (**F**) Socially and Economically Disadvantaged (**D**)

**** HUB Certification with the state HUB Office required to be counted toward state participation goals.**

Pursuant to GS143-128.2(d), the undersigned will enter into a formal agreement with Minority Firms for work listed in this schedule conditional upon execution of a contract with the Owner. Failure to fulfill this commitment may constitute a breach of the contract.

The undersigned hereby certifies that he or she has read the terms of this commitment and is authorized to bind the bidder to the commitment herein set forth.

Date: _____ Name of Authorized Officer: _____



Signature: _____

Title: _____

State of _____, County of _____

Subscribed and sworn to before me this _____ day of _____ 20____

Notary Public _____

My commission expires _____

State of North Carolina AFFIDAVIT D – Good Faith Efforts

County of _____

(Note this form is to be submitted only by the apparent lowest responsible, responsive bidder.)

If the goal of 10% participation by HUB Certified/ minority business **is not** achieved, the Bidder shall provide the following documentation to the Owner of his good faith efforts:

Affidavit of _____ I do hereby certify that on the _____
(Name of Bidder)

Project ID# _____ (Project Name) Amount of Bid \$ _____

I will expend a minimum of _____% of the total dollar amount of the contract with HUB certified/ minority business enterprises. Minority businesses will be employed as construction subcontractors, vendors, suppliers or providers of professional services. Such work will be subcontracted to the following firms listed below. (Attach additional sheets if required)

Name and Phone Number	*Minority Category	**HUB Certified Y/N	Work Description	Dollar Value

*Minority categories: Black, African American (**B**), Hispanic (**H**), Asian American (**A**) American Indian (**I**), Female (**F**) Socially and Economically Disadvantaged (**D**)

**** HUB Certification with the state HUB Office required to be counted toward state participation goals.**

Examples of documentation that may be required to demonstrate the Bidder's good faith efforts to meet the goals set forth in these provisions include, but are not necessarily limited to, the following:

- Copies of solicitations for quotes to at least three (3) minority business firms from the source list provided by the State for each subcontract to be let under this contract (if 3 or more firms are shown on the source list). Each solicitation shall contain a specific description of the work to be subcontracted, location where bid documents can be reviewed, representative of the Prime Bidder to contact, and location, date and time when quotes must be received.
- Copies of quotes or responses received from each firm responding to the solicitation.
- A telephone log of follow-up calls to each firm sent a solicitation.
- For subcontracts where a minority business firm is not considered the lowest responsible sub-bidder, copies of quotes received from all firms submitting quotes for that particular subcontract.
- Documentation of any contacts or correspondence to minority business, community, or contractor organizations in an attempt to meet the goal.
- Copy of pre-bid roster
- Letter documenting efforts to provide assistance in obtaining required bonding or insurance for minority business.
- Letter detailing reasons for rejection of minority business due to lack of qualification.
- Letter documenting proposed assistance offered to minority business in need of equipment, loan capital, lines of credit, or joint pay agreements to secure loans, supplies, or letter of credit, including waiving credit that is ordinarily required.

Failure to provide the documentation as listed in these provisions may result in rejection of the bid and award to the next lowest responsible and responsive bidder.

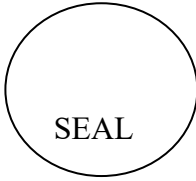
Pursuant to GS143-128.2(d), the undersigned will enter into a formal agreement with Minority Firms for work listed in this schedule conditional upon execution of a contract with the Owner. Failure to fulfill this commitment may constitute a breach of the contract.

The undersigned hereby certifies that he or she has read the terms of this commitment and is authorized to bind the bidder to the commitment herein set forth.

Date: _____ Name of Authorized Officer: _____

Signature: _____

Title: _____



State of _____, County of _____

Subscribed and sworn to before me this _____ day of _____ 20____

Notary Public _____

My commission expires _____

DRAFT



TOWN OF BLACK MOUNTAIN AGENDA ITEM SUMMARY

SUBMITTER: Angela Reece, MPA, MMC, NCCMC, **MEETING DATE:** January 8, 2024
Project & Facilities Manager

AGENDA SECTION: NEW BUSINESS

DEPARTMENT: ADMINISTRATION

TITLE OF ITEM: Approval of a Resolution Establishing Criteria for Design-Build Delivery Method for Construction Contract

SUGGESTED MOTION(S): *I move that Town Council of the Town of Black Mountain approve the resolution establishing criteria for design-build delivery method for construction contracts pursuant to § 143-128.1A.*

SUMMARY:

The design- build method is an integrated approach to a construction project that delivers both design (architectural and engineering) and construction services under one contract with a single point of responsibility. Under this delivery method, the Town is provided with the benefit of the design team and contractor working together to achieve the Town's objectives under a single contract.

N.C. Gen. Stat. § 143-128.1A(b) requires the Town to establish written criteria for determining when the design-build method is appropriate for a project. The statute also requires the Town to use the criteria in evaluating each project contemplated for the design- build method. In accordance with the statute, staff is recommending the Council approve the resolution to establish criteria for compliance with state and federal funded construction projects which meet certain elements.

ATTACHMENTS:

- i. Proposed Resolution

**RESOLUTION BY THE TOWN OF BLACK MOUNTAIN TOWN COUNCIL
ESTABLISHING CRITERIA FOR DESIGN-BUILD DELIVERY METHOD FOR
CONSTRUCTION CONTRACT**

The State of North Carolina passed Session Law 2013-401 authorizing local governmental entities in North Carolina to utilize the design-build method for construction contracting pursuant § 143-128.1A. The design- build method is an integrated approach to a construction project that delivers both design (architectural and engineering) and construction services under one contract with a single point of responsibility. Under this delivery method, the Town is provided with the benefit of the design team and contractor working together to achieve the Town's objectives under a single contract. The statute requires the Town to establish written criteria for determining when the design-build method is appropriate for a project. The statute also requires the Town to use the criteria in evaluating each project contemplated for the design- build method. The statute provides the following six factors that, at a minimum, the Town must address in establishing its criteria:

1. The extent to which the Town can adequately and thoroughly define the project requirements prior to the issuance of the request for qualifications (RFQ) for a design-builder.

The design- build method may be used if it is determined that, for the project, the Town has professional staff that are qualified to thoroughly define project requirements prior to the issuance of a request for qualifications (RFQ) for a design-builder. Consideration will be given to the qualifications and experience of Town staff and the availability of professional staff in the areas of purchasing, finance, and legal to assist in the development of an RFQ.

2. The time constraints for the delivery of the project.

The design-build delivery method may be used if a project has an established date by which a facility or improvement must be operational to meet the Town's needs and a traditional delivery method (i.e. an RFQ, finalized design and specifications, bidding, and construction) is not likely to provide a finished project in a timely manner.

3. The Town's ability to ensure that a quality project can be delivered.

The design-build delivery method may be used if it is determined that, for the project, the Town has staff experienced in design and construction to help ensure that the design-build firm will provide a quality project within the budget constraints established by the Town Council.

4. The capability of the Town to manage and oversee the project, including the availability of experienced staff or outside consultants who are experienced with the design-build method of project delivery.

The design-build delivery method may be used if it is determined that, for the project, the Town has qualified staff experienced in construction administration and project management who will be involved during the design and construction of the project. However, overall, the project management is a primary function of the design-build team.

5. A good-faith effort to comply with historically underutilized business participation requirements (NCGS 143-128.2, NCGS 143-128.4), and to recruit and select small business entities.

The design-build delivery method may be used if it is determined that, for the project, requirements will be imposed which ensure that contractors will comply with the M/WBE goals adopted by the town.

6. The criteria utilized by the Town of Black Mountain, including a comparison of the advantages and disadvantages of using the design-build delivery method in lieu of traditional construction and bidding methods.

The criteria to be utilized by the Town of Black Mountain when considering Design-Build delivery method for each project are as follows:

- a. The project is well defined, including qualitative and quantitative characteristics, and possesses one or more unique elements that would benefit from the design- build delivery method.
- b. The project timeline is an important factor in making the facility or improvement operational within a short timeframe so as not to excessively burden Town operations.
- c. The Town has experienced staff and adequate resources to assure that a high-quality project can be delivered within the budget appropriated by the Town Council.
- d. There is a maximum budget that must be adhered to in order to allow negotiations and flexibility to make appropriate decisions in terms of scope as the project progresses.
- e. It will be necessary to have partial occupancy of a portion of the facility and/or improvement while the project construction is ongoing.
- f. The project requires good-faith efforts to comply with historically underutilized business participation requirements (NCGS 143-128.2, NCGS 143-128.4), and to recruit and select small businesses entities.
- g. As a result of a more integrated, fluid and flexible delivery process, the design- build delivery method meets the operational goals established for the facility or improvement, the desired level of quality of the finished product, and is a comparatively more desirable delivery method over traditional construction and bidding methods.

NOW THEREFORE BE IT RESOLVED by the Town Council of the Town of Black Mountain that this resolution is effective upon approval. Upon a motion by Council Member _____, the foregoing resolution was adopted this 8th day of January 2024.

ATTEST:

C. Michael Sobol, Mayor

Wesley Barker, Town Clerk

APPROVED AS TO FORM:

Town Attorney



TOWN OF BLACK MOUNTAIN AGENDA ITEM SUMMARY

SUBMITTER: Angela Reece, MPA, MMC, NCCMC, **MEETING DATE:** January 8, 2024
Project & Facilities Manager

AGENDA SECTION: NEW BUSINESS

DEPARTMENT: ADMINISTRATION

TITLE OF ITEM: Approval of a Resolution Authorizing the Use of the Design/Build Delivery Method for the Swannanoa River Floodbench and Wetland Construction Project# SRP-SW-ARP-0026

SUGGESTED MOTION(S): *I move that Town Council of the Town of Black Mountain authorize the use of the design-build method for the Swannanoa River Floodbench and Wetland Construction Project# SRP-SW-ARP-0026 pursuant to § 143-128.1A.*

SUMMARY:

Based on the Town's written criteria for use of the design-build delivery method, staff is recommending the use of the design-build delivery method for the construction of the Swannanoa River Floodbench and Wetland Construction Project# SRP-SW-ARP-0026. Floodbench and Wetland construction is a specialty and, due to grant funding requirements and timeline, staff believe that utilizing this method would ensure a better project.

ATTACHMENTS:

- i. Proposed Resolution

**RESOLUTION BY THE TOWN OF BLACK MOUNTAIN TOWN COUNCIL
AUTHORIZING THE USE OF DESIGN-DESIGN BUILD DELIVERY METHOD
FOR THE SWANNANOA RIVER FLOODBENCH AND WETLAND CONSTRUCTION
PROJECT# SRP-SW-ARP-0026**

WHEREAS, The State of North Carolina passed Session Law 2013-401 authorizing local governmental entities in North Carolina to utilize the design- build method for construction contracting pursuant N.C. Gen. Stat. § 143- 128.1A; and

WHEREAS, on January 8, 2024, the Town Council of the Town of Black Mountain passed a Resolution to establish criteria to be utilized by the Town when considering the design-build delivery method for Town projects (“Town of Black Mountain Design-Build Criteria”); and

WHEREAS, the Town received a \$5 million dollar Local Assistance for Stormwater Infrastructure Investments (LASII) grant from the American Rescue Plan Act (ARPA) in March 2023; and

WHEREAS, the Town intends to use these monies to enter into agreements to design, construct, repair, rehabilitate, or replace existing stormwater infrastructure to control stormwater quantity to mitigate flooding, improve water quality, and enhance the stability and function of the river and its riparian buffers along two project sites encompassing approximately 3,300 linear-feet area of the Swannanoa River; and

WHEREAS, The Uniform Guidance 2 CFR 200.317 through 2 CFR 200.327 gives minimum requirements for procurement, with 2 CFR 200.319(b) addressing engineering services procurement guidelines. ARP-funded projects must also adhere to North Carolina State law. All projects must also comply with North Carolina General Statute § 143-64.31, Article 3D Procurement of Architectural, Engineering, and Surveying Services; and

WHEREAS, due to the nature, size, scope and anticipated time schedule of the Project, the Town of Black Mountain sets forth a design-build construction method for the Project; and

WHEREAS, pursuant to North Carolina General Statute § 143-128.1A(b), “a governmental entity shall establish in writing the criteria used for determining the circumstances under which the design-build method is appropriate for a project, and such criteria shall, at a minimum, address all of the following:

1. The extent to which the Town can adequately and thoroughly define the project requirements prior to the issuance of the request for qualifications (RFQ) for a design-builder.
2. The time constraints for the delivery of the project.
3. The Town’s ability to ensure that a quality project can be delivered.
4. The capability of the Town to manage and oversee the project, including the availability of experienced staff or outside consultants who are experienced with the design-build method of project delivery.
5. A good-faith effort to comply with historically underutilized business participation requirements (NCGS 143-128.2, NCGS 143-128.4), and to recruit and select small business entities.

6. The criteria utilized by the Town of Black Mountain, including a comparison of the advantages and disadvantages of using the design-build delivery method in lieu of traditional construction and bidding methods.

WHEREAS, based upon the Town of Black Mountain Design-Build Criteria and reasons set forth herein, the Town of Black Mountain desires to proceed with the design-build method for the Floodbench and Wetland Construction Project# SRP-SW-ARP-0026 pursuant to N.C. Gen. Stat. § 143-128.1A, to construct, repair, rehabilitate, or replace existing stormwater infrastructure along two project sites identified in the Stormwater Master Plan which encompass approximately 3,300 linear-feet area of the Swannanoa River. The first site is located on the south bank and floodplain of the Swannanoa centered near the confluence with Flat Creek (“First Site”). The second site is located between the Norfolk Southern railroad and Interstate 40, on the east bank and floodplain (“Second Site”). **A project area description and map is attached to this resolution as Exhibit A.**

1. The Town wishes to construct, repair, rehabilitate, or replace existing stormwater infrastructure to control stormwater quantity to mitigate flooding, improve water quality, and enhance the stability and function of the river and its riparian buffers along two project sites encompassing approximately 3,300 linear-feet area of the Swannanoa River.
2. The project funding is contingent on meeting all project milestones; therefore, the timeline is an important factor in complying with grant terms and conditions.
3. The Town has experienced staff and adequate resources to assure that a high-quality project can be delivered by the design-build firm within the budget and timeframe as outlined by the granting authority.
4. It will be necessary to have partial occupancy of a portion of the improvement while the project construction is ongoing.
5. The Town will make good-faith efforts to comply with historically underutilized business participation requirements (NCGS 143-128.2, NCGS 143-128.4), as applicable, and to recruit and select small businesses entities. In addition to traditional project advertisement, the Town will advertise on the State of North Carolina’s Historically Underutilized Business website and in minority business publications.
6. As a result of a more integrated, fluid and flexible delivery process, the design- build delivery method meets the operational goals established for the improvement, the desired level of quality of the finished product, and is a comparatively more desirable delivery method over traditional construction and bidding methods. The Town has reviewed the criteria for separate-prime bidding, single-prime bidding and construction management at risk and has determined that due to project scope, complexity, and time constraints that the design-build delivery method is appropriate for the construction of stormwater infrastructure for the Swannanoa River Floodbench and Wetland Construction Project# SRP-SW-ARP-0026 for the following reasons:
 - a. The design and construction of stormwater facilities is a highly specialized industry, with limited availability of contractors performing this type of work.
 - b. The traditional design-bid-build method would not allow the Town to receive the specialized services necessary to deliver the highest quality Project.

NOW, THEREFORE, BE IT RESOLVED by the Town Council of the Town of Black Mountain that:

1. The Town Manager, Town Attorney and Project Manager are hereby authorized to issue a Request for Qualifications (RFQ) for a design-builder to design, engineer, construct, repair, rehabilitate, or replace existing stormwater infrastructure to control stormwater quantity to mitigate flooding, improve water quality, and enhance the stability and function of the river and its riparian buffers along two project sites encompassing approximately 3,300 linear-feet area of the Swannanoa River
2. The Town shall make a good faith effort to comply with NCGS 143-128.2, NCGS 143-128.4, as applicable, and to recruit and select small business entities. Additionally, this RFQ shall be advertised in publications that attract minority business and historically underutilized business consideration and shall be sent to design professionals and contractors through the bidding portal on the Town's website at www.townofblackmountain.org

NOW THEREFORE BE IT RESOLVED by the Town Council of the Town of Black Mountain that this resolution is effective upon approval. Upon a motion by Council Member _____, the foregoing resolution was adopted this 8th day of January 2024.

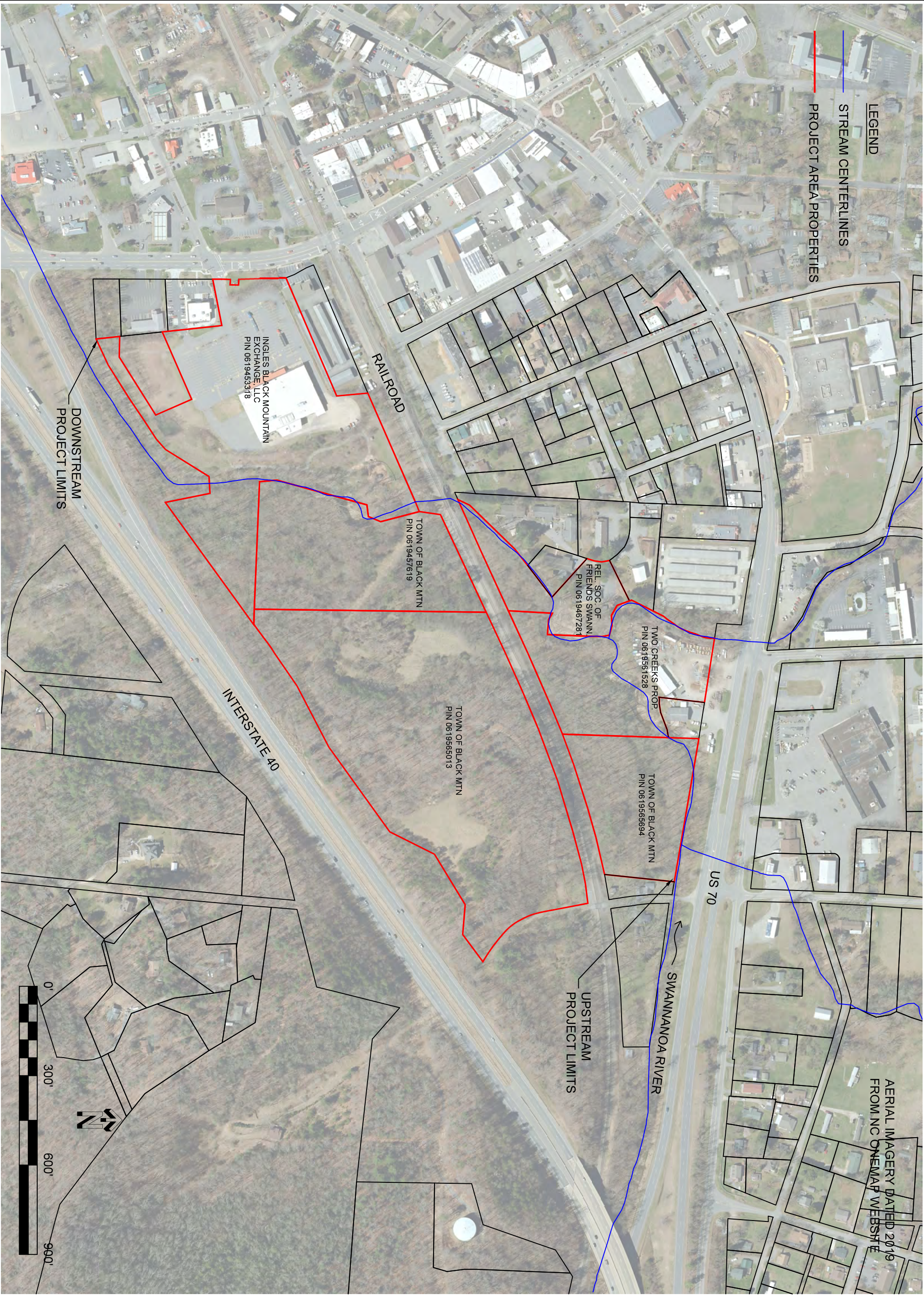
ATTEST:

C. Michael Sobol, Mayor

Wesley Barker, Town Clerk

APPROVED AS TO FORM:

Town Attorney



SWANNANOA RIVER
FLOOD MITIGATION AND WATER
QUALITY IMPROVEMENT PROJECT
BLACK MOUNTAIN, NC

DATE: SEPT. 2023
SCALE: AS SHOWN

EXHIBIT A

SHEET 1 OF 1

A			
B			
C			
DESCRIPTION		DATE	APP.
REVISIONS			

Site #1 Swannanoa River near Confluence with Flat Creek

Description: Approximately 7.25 acres lie in the regulatory (1%) floodplain along the south bank of the Swannanoa River west of Hemphill Road continuing along the railroad and to the trestle south of the Rivendale Apartments. Grading this area to establish a floodplain bench would reduce the erosive forces along the north bank and provide for water quality treatment during more frequent storms. The project would reduce the requirement for “hard” bank stabilization measures on the north bank. Water quality benefits will be gained from establishing a floodplain bench and those benefits can be increased by incorporating off-channel pocket wetlands into the design.

Parcel Details:

The adjoining parcel owners whose cooperation and participation may be necessary to complete this project are outlined in the table below.

Acreage	Owner	Buncombe Co. PIN
3.37	Town of Black Mountain (Formerly Black Mountain Ventures, LLC.)	061956569400000
2.01	Religious Society of Friends Swannanoa Valley Meeting	061946728100000
4.25	Two Creeks Properties	061956152800000
0.41	Landraw I LLC.	061946739600000
0.39	William Wells	061956278900000
0.3	Joshua Brown	061956865400000

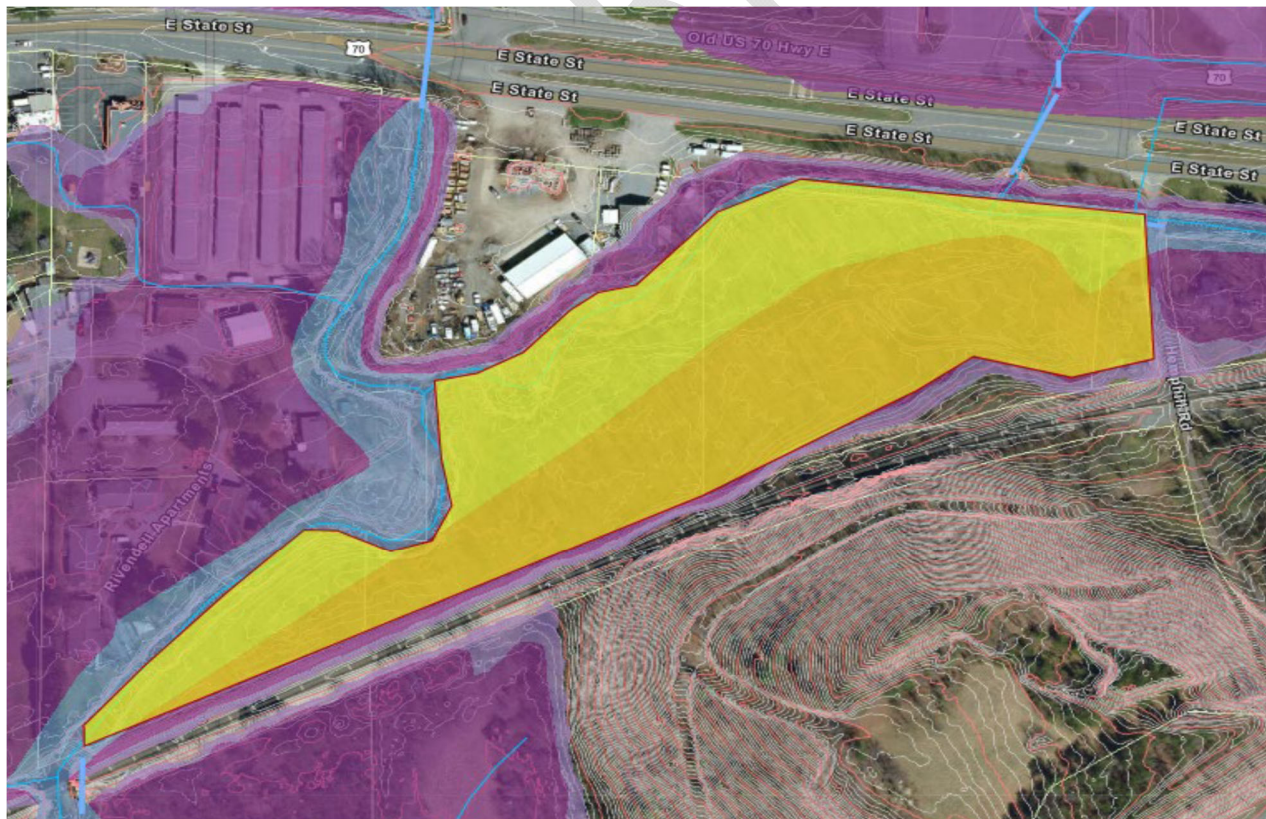


Figure 1 | Project Site #1 | Stormwater Master Plan Appendix E. p.20

Site #2 South Bank of Swannanoa East of Dog Park Between Norfolk Southern Railroad and Interstate 40

Description: The 2009 Stormwater Master Plan recommended a project that would involve floodplain benching and the construction of a roughly 6.5-acre wetland in the area along the south bank of the Swannanoa south of the railroad and north of I-40. The project would improve the connection between the river and its floodplain and result in diverting flows from more frequent storm events into the constructed wetland for water quality treatment.

Parcel Details:

The adjoining parcel owner whose cooperation and participation may be necessary to complete this project are outlined in the table below.

Acreage	Owner	Buncombe Co. PIN
5.58	Town of Black Mountain (Formerly Black Mountain Ventures, LLC.)	061945761900000
16.18		061956501300000
0.39		061934981600000
10.74	Ingles Black Mountain Exchange LLC.	061945331800000

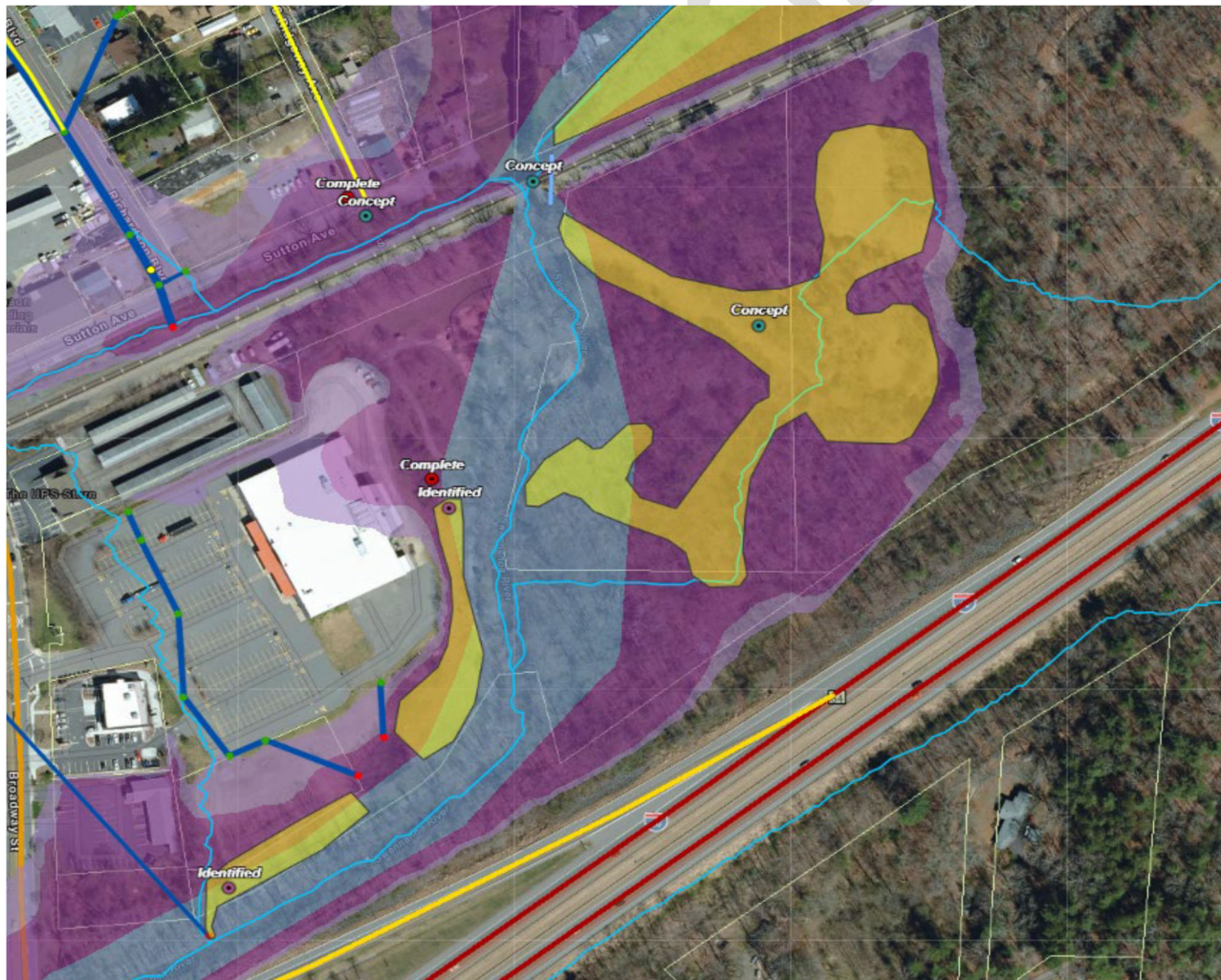


Figure 2/ Project Site #2 /Stormwater Master Plan Appendix E. p.22



TOWN OF BLACK MOUNTAIN AGENDA ITEM SUMMARY

SUBMITTER: Josh Harrold, *Town Manager* **MEETING DATE:** January 8, 2024

AGENDA SECTION: NEW BUSINESS **DEPARTMENT:** Administration

TITLE OF ITEM: Green Tee Grille Lease – *Josh Harrold, Town Manager*

SUGGESTED MOTION(S):

SUMMARY: The Green Tee Grille would like to renew the lease for the golf course snack shop. The Lessee has requested it to be closed on Mondays unless there is a special event. The current lease amount is \$400 per month and the lessee has requested to continue at the same rate. The lease will expire in January 2025.

BUDGET IMPACT: n/a

Is this expenditure approved in the current fiscal year budget? n/a

If no, describe how it will be funded. n/a

ATTACHMENTS: Lease and correspondence from Lessee

GOLF COURSE SNACK SHOP LEASE AGREEMENT

This Lease Agreement ("Agreement") is made and entered into this _____ day of _____, 202____, by and between the Town of Black Mountain, a municipal corporation situated in Buncombe County, North Carolina ("Town" or "Lessor"), and Green Tee Grille, LLC ("Lessee").

The Lessor hereby leases to the Lessee that property known as the golf course snack shop, also commonly referred to as the 19th Hole, upon the terms and conditions set out below.

1. The Lessee has given notice of intent to extend the lease for the 19th Hole for an additional year as allowed by the lease entered into in 2022 , and the term of the lease extension shall be twelve (12) months, beginning January 9, 2024, and running from January 9, 2024, until January 14, 2025 (the "extended term").

1. The Lessee shall have the option to renew this lease for another additional one year term under the same terms and conditions as set out herein. If the Lessee intends to extend the lease she must give written notice to the Town in writing by certified mail or hand delivery no later than the 31st day of October, 2024. If Lessee is in default or breach or the Town deems Lessee's past performance unsatisfactory or unacceptable and has informed the Lessee in writing of past performance which it deems unsatisfactory or unacceptable, the Town may refuse the renewal, or terminate the renewal option, by notice given to the Lessee in writing and by certified mail no later than the 30th day of November, 2024. Town is under no obligation to give such notice of non-renewal unless it receives notice of Lessee's intent to renew as set out herein.

2. The Town and the Lessee may renegotiate any provisions of this Agreement for the renewal term prior to renewal at the request of the Lessee, or at the request of the Town if there are issues of performance by the Lessee during the extended term if the Town determines that renegotiation of terms will resolve the performance issues.

3. The rent for the extended term of the lease shall be \$400.00 per month. The Lessee shall be required to pay the lease payment in monthly installments with each month's payment being payable in advance beginning January 9, 2024. Future monthly payments can be paid in advance for any portion of the lease term.

4. The Lessee understands and agrees that the primary purpose of the Green Tree Grille is to cater to golf course patrons.

5. The Lessee shall be responsible for obtaining all licenses and permits, with the exception of the special occasion permit, necessary to operate said grille.

6. The Lessor shall pay the electric bill for the Green Tee Grille and the rest of that building.

1. The Lessee will retain all receipts from the operation of the Green Tee Grille.

1. In the event of a scheduled outing when the golf course is closed for any portion of the

day to non-tournament patrons and food and/or beverage is provided by someone other than Green Tree Grille, LLC, said outing will be responsible for providing \$5 per player or \$300, whichever is greater, to the Lessee. This is not a room rate rental fee. The golf course manager has the right to adjust this amount at any time.

2. The Town of Black Mountain will furnish the equipment and any furniture located on the premises at the time of this agreement. The Lessee shall maintain this equipment as needed for the term of the lease, but any major equipment (freezers, refrigerators, grills, ranges, ovens, and microwaves) requiring replacement will be paid for by the Lessor. All equipment and furniture currently on site will remain property of the Town of Black Mountain. Any equipment acquired to replace equipment furnished by the Town at the beginning of the lease, shall become the property of the Town. Any equipment added by the Lessee shall be the property of the Lessee and may be removed at the end or upon termination of this lease. Lessee may donate such equipment to the Town unless the Town directs that the Lessee remove any such equipment at the end or upon termination of the lease term.

3. The Lessee shall be liable for any and all activities on the leased premises during the business hours of the Green Tee Grille, which includes the porch area, that might arise from the sale of food and drink at said snack shop.

4. The Lessee shall be required to carry a minimum of \$1,000,000 in liability insurance and any required workers' compensation insurance, appropriate to protect the Town of Black Mountain. In addition, the Lessee shall be required to furnish renter's insurance to cover any of her personal property or equipment on the premises.

5. The Town of Black Mountain reserves the right to check the identification of persons of questionable age who are dispensing and/or consuming alcohol.

6. The Town of Black Mountain is obligated to close the Green Tee Grille for any sales immediately upon determination of any ABC (Alcoholic Beverage Control) violation until such time that the violations are corrected.

7. Upon a second ABC violation, the Lessee will be given a two (2) week notice to vacate the premises, beer sales will be suspended, and the Lessee will be required to pay rent for ninety (90) days following the suspension of beer sales and business.

8. The Lessee and his/her employees of Green Tree Grille, LLC, will abide by all Federal, State and Local laws, regulations and ordinances.

9. No political activities shall be conducted on the premises and no materials may be posted or distributed on the premises which are related to politics, public office or political campaigns with the implied or actual consent or encouragement of the Lessee, its employees or agents. This will not impose on the Lessee any obligation to monitor or control the private conversations of patrons.

18. The Lessee will ensure that the Town of Black Mountain will have a key to each entrance of the Green Tee Grille.

19. The minimum days and hours of operations for the Green Tree Grille shall be the same as the days and hours of the Golf Course Pro Shop:

9:00 a.m. until 5:00 p.m. during daylight savings time (spring and summer)

10:00 a.m. until 4:00 p.m. during standard time (fall and winter) Seven (7) days a week

(*The Green Tree Grille shall not be required to remain open during times of inclement weather or when the pro shop is closed, may close on Mondays to adjust for staffing shortages and/or slow business, and may be closed at any time with the permission of the Golf Course Manager.) *Lessee requests to be closed on Mondays unless there is a special event.

20. The Lessee shall be responsible for maintaining and cleaning the snack shop area, to include the restrooms, in a manner satisfactory to the Golf Course Manager, but Lessor shall provide all materials (paper towels, toilet paper, soap, etc.) for the restrooms.

21. The Lessee shall provide a menu for the Green Tree Grille, that shall be reviewed by the Golf Course Manager.

22. The Lessee will permit any operation assessment team access to the Green Tree Grille for review, observation or evaluation, as the Town of Black Mountain deems necessary.

23. An Annual health inspection will be required by the Town of Black Mountain.

24. If the Lessee chooses to sublet or sell his/her interest in this lease or the Green Tree Grille the Lessee will need the approval of the Town of Black Mountain.

25. If the Lessee wishes to terminate the lease prior to the end of the lease term it may do so by giving the Town ninety (90) days' written notice of its intent to terminate the lease and Lessee will be required to make monthly rental payments to the Town, for the remaining lease term, or until the Town secures a new Lessee for the facility or takes over management of the business on a permanent basis. If the Lessee terminates the lease, it must have all of its goods and equipment removed from the premises by the end of the day upon which it ceases to operate its business under the lease.

THE TOWN OF BLACK MOUNTAIN

GREEN TEE GRILLE, LLC

By: _____
Josh Harrold, Town Manager

By: _____
Karen M. Davis, Managing Member

October 23, 2023

To: Josh Harold and the Council on the Board

First and foremost, I would like to thank you for allowing Green Tee Grille to be a part of the golf community. The hard work is repaid by the support of all the community and I would like to request the renewal of the lease.

There are a few things I would like to address.

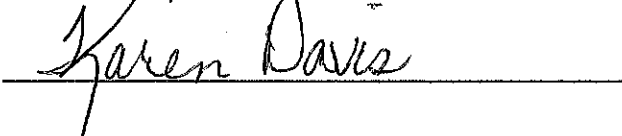
The Vulcan oven pilot light will not stay lit. I have requested several times for it to be serviced. Maybe the lines need to be blown out? Blossman is the company I buy the propane from and they have quoted 171.19 to come out and check out the situation. What I am finding out is that most companies don't work on this brand anymore. Also the grease trap in the dish room needs to be emptied. The kitchen floor tiles are cracked and coming loose. There is a section that was replaced under the ice machine that was never retiled so it is going to rot again if it isn't covered. I also need to know if I am responsible for the grounds around the building. Other than that I am taking care of the equipment by keeping the racks and the base of the refrigerator and freezer painted as the health inspector takes off points for rust. I did not ask for repayment for the paper goods and bathroom supplies last year and will continue to take care of this cost if my lease payment can stay the same.

I would also like to request it to be closed on Mondays unless there is a special event or maybe in prime season such as July. The sales from the time I opened in August 2020 do not reflect paying someone to be open which is what I am doing now so I can have a day off. I can not work seven days a week. I would like to list what I believe are some of the benefits of the grille.

- The food is good and the prices are reasonable, which is a challenge with the cost of inflation. I spend \$2000 a week on food and beverage give or take depending on the time of year
- The doors stay open after hours when I am cleaning, for the golfers to use the restroom or grab a drink or snack
- The golfers are put ahead of other guests so they may continue on to the next tee
- There are no room fees for any events
- I open early on Thursdays for retired men of the community for bible study or breakfast as a social time
- I donate to charity events such as Christian Ministries, Kiwanis and Black Mountain Counseling Center
- The grille is clean and sanitary which I feel like is appreciated by all

Again I would like to thank the Town for this opportunity. It is exhausting work but very fulfilling. I feel like it is a situation that works for everyone.

Karen Davis, Owner: Green Tee Grille

A handwritten signature in cursive script, reading "Karen Davis", is written over a horizontal line.



TOWN OF BLACK MOUNTAIN AGENDA ITEM SUMMARY

SUBMITTER: Jessica Trotman, *Planning Director* **MEETING DATE:** January 8, 2024
AGENDA SECTION: New Business **DEPARTMENT:** Planning
TITLE OF ITEM: CORE Strategic Plan – *Ann Bass, ARC Community Economic Development Planner*

SUGGESTED MOTION(S):

To adopt the CORE (Creating Outdoor Recreation Economies) Strategic Plan as presented.

SUMMARY:

The US Economic Development Administration State Tourism Grant allowed the creation of the CORE (Creating Outdoor Recreation Economies) through the North Carolina Department of Commerce's Rural Economic Development Division. The CORE program offers strategic planning and technical assistance to help rural communities leverage North Carolina's abundant outdoor recreation assets to bolster economic vitality. The Town was one of 34 local governments accepted to participate and was among the first to begin the planning process.

The strategic plan proposed strategies and actions that Black Mountain can take to increase economic vitality by leveraging outdoor recreation. It includes a vision, directions to start out in, and some first projects to further leverage outdoor recreation activity.

BUDGET IMPACT:

Is this expenditure approved in the current fiscal year budget? N/A

If no, describe how it will be funded. N/A

ATTACHMENTS:

TOBM CORE Report

Appendix



BLACK MOUNTAIN

CREATING OUTDOOR RECREATION ECONOMIES

STRATEGIC PLAN

2023-2028



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Outdoor Recreation Assets	
Retail Market Analysis	
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Acknowledgements

The Creating Outdoor Recreation Economies (CORE) program is made possible by a U.S. Economic Development Administration State Tourism Grant which awarded \$6 Million to the State of North Carolina's Supporting and Strengthening Resiliency in North Carolina's Travel, Tourism, and Outdoor Recreation Sectors Initiative. As a component of this Initiative, the North Carolina Department of Commerce's Rural Economic Development Division (REDD) developed the CORE program. The CORE program offers strategic planning and technical assistance to help rural communities leverage North Carolina's abundant outdoor recreation assets to bolster local economic vitality.



The Rural Economic Development Division announced the technical assistance program offering Outdoor Recreation Economy Strategic Planning and Asset Development services in late 2022. Communities from across the state applied to engage with strategic planning services and 34 local governments were accepted to participate. The Town of Black Mountain, NC was among the first local governments to begin the planning process. Rural Planning staff, who is responsible for facilitating strategic economic development planning and implementation services, worked with local government staff to communicate the goals of the program, identify local opportunities, and assemble a planning work group.

Town of Black Mountain Town Council

C. Michael Sobol, *Mayor*
Archie Pertiller, Jr., *Vice Mayor*
Alice Berry, *Council Member*
Doug Hay, *Council Member*
Pam King, *Council Member*
Ryan Stone, *Council Member*



Josh Harrold, *Town Manager*

CORE Planning Work Group

Jessica Trotman, *Assistant Town Manager/Planning & Development Director, CORE Coordinator*
Russell Cate, *Black Mountain Planning & Development*
Sharon Tabor, *Black Mountain/Swannanoa Chamber of Commerce*
John McFerrin, *Take A Hike Outdoor retail*
Michael Roberts, *Epic Cycles outdoor gear rental, retail*
Susan Faw, *One Fly Outfitters Guides + Gear*
Alice Berry, *Town Councilmember*
Doug Hay, *Town Councilmember*
Joshua Henderson, *Black Mountain Parks & Recreation*
Clint Bowman, *Black Mountain Parks & Recreation, Outdoor Programs*
Paul Moon, *Land of Sky Regional Council*

NC Department of Commerce, Rural Economic Development Division

David McRae, *ARC Assistant Program Manager*
Karen Smith, AICP, NC Main Street & Rural Planning, *Rural Planning Program Manager*
Ann Bass, *ARC Community Economic Development Planner*
Glen Locascio, *GIS Specialist*
Michael Dougherty, *Downtown Development Specialist*

Accepted/Adopted:

Black Mountain Town Council

Executive Summary

Through the Community Outdoor Recreation Economy (CORE) program, the Town of Black Mountain collaborated with N.C. Department of Commerce, Rural Economic Development Division staff members and local stakeholders through a strategic planning process to identify and develop outdoor recreation assets that present economic growth opportunities. Strategy development focused on leveraging outdoor recreation assets to increase benefits from tourism, encourage small business development, enhance quality of life for residents, plan for outdoor recreation asset and infrastructure development, and position communities to grow and attract outdoor gear manufacturing industries. The planning process was tailored to meet the specific needs, goals, and opportunities that local stakeholders identified.

The plan proposes strategies and actions that Black Mountain can take to increase economic vitality by leveraging outdoor recreation. For the purposes of this strategic planning program outdoor recreation is defined as all recreational activities undertaken for leisure that occur outdoors, with an emphasis on those activities that involve some level of intentional physical exertion and occur in nature-based environments. Furthermore, other community assets and economic institutions that benefit from or complement the outdoor recreation economy are addressed in the plan.

This is a strategic plan that includes a vision or economic target state, directions to start out in and some first projects to further leverage outdoor recreation activity. It is critical that the assembled Work Group continue to meet, add members as expertise is needed, and be empowered by the local government to implement this plan. The proposed Actions—short and longer term—are expected to evolve as conditions change and opportunities arise but the Work Group should continue to move Black Mountain toward the economic position using the Strategies the group has established.

The Work Group of businesses, elected leaders, professionals and avid recreators undertaking this study were surveyed at the very beginning of the process for their priority economic impact areas and outcomes. The most important benefits to be gained from Black Mountain's Outdoor Recreation assets are to be focused on:

- Increased revenue for existing businesses
- Improving quality of life for residents
- Attracting new business and industry
- Encouraging local entrepreneurship for outdoor recreation businesses

Black Mountain currently serves as the hospitality center for area outdoor recreation activities. In addition to the many recreation programs and Town facilities, one of the Town of Black Mountain's greatest assets is the vibrancy of the commercial core. Critical to the outdoor culture are social and entertainment destinations, a wide range of quality restaurants, expanded activities like those provided by the unique craft and arts businesses and diverse wellness services. Downtown is compact, visually appealing and walkable with back streets and walk-thru alleys. The scale is good for spending time off the bike and out of the car.

Outdoor Activity

Hiking, road and mountain biking and fishing are the most popular outdoor activities for visitors to Black Mountain. Short and easy hikes may be the most requested but local guides and outfitters direct the serious recreator to popular locations like the mountain bike trails at Kitsuma, Heartbreak and Lookout depending on skill level. Hikers can make a day of Catawba Waterfall, Montreat Wilderness, Warren Wilson campus, Curtis Creek, Point Lookout, USFS ridgeline trails and arranged access to trails on Blue Ridge Assembly, Christmount and Ridgecrest property. Many visitors enjoy walking around Lake Tomahawk.

Road Cycling is especially popular on Highway 70 and along the Farm Heritage Scenic Route.

Fishing occurs in stocked areas on the Swannanoa River and in Black and Curtis Creek all with Mountain Heritage Trout designation, as well as at Lake Tomahawk. One Fly Outfitters knows other secret spots! Trout fishing is about to improve as NC Wildlife Resources initiates Delayed Harvest Trout Waters management on some Black Mountain waters this fall (2023) (ncwildlife.org/trout). Veterans Park is also now a stop on the new Blueways Snorkel trail.

Challenges

The Town faces some challenges to growing outdoor recreation impacts.

- The Town does not control the land that ensures it remains a mountain town with 360 degree scenic views nor on which most outdoor recreation occurs.
- There is no direct or easy access into the national forest or onto other public land that supports outdoor recreation experiences from downtown Black Mountain.
- Conference Centers have had issues with groups (some with guides) from the public trespassing onto private land—even to the point of disrupting use by paying guests.
- The current provision of resort-quality amenities and programs may not be financially sustainable or adequately staffed if already planned facilities are implemented.

Opportunities

The Town has recently received two new donated properties soon to undergo master planning and development. Donation directives require that at least one of them be used specifically for

recreation. In addition to any public surveys planned, interviews with area Conference Centers offered some activity suggestions to supplement their offerings and encourage their guests to spend more time in town.

The smaller scale, walkable, energized downtown, with great food and some less-expensive hospitality options makes Black Mountain an attractive alternative to Asheville. Visitors make day trips into Biltmore and other Asheville destinations but return for sustenance and sleep.

This position as a vibrant hospitality center can benefit from potential regional connections. Old Fort and communities to the east are quickly developing the Fonta Flora and Overmountain Victory State Trails with supportive activities that will soon link into Black Mountain. Passenger rail service feasibility analysis includes potential for a stop in Black Mountain.

Outdoor recreation is a lifestyle that meshes with many of the Black Mountain assets and conditions including human scale development, accessibility, historic character, entrepreneurial spirit, appreciation for quality, a strong social network and clean environment.

The Blue Ridge Parkway Foundation is developing a program to increase benefits of parkway visitation in gateway communities—the Town of Black Mountain should continue to be involved to request signage from the parkway into downtown and develop enticing local history, craft, recreation and wellness experiences to share.

Action Strategies

The Economic Positioning statement developed during this process includes Areas of Activity/Action Strategies which mostly fall into three areas of work:

- Developing the structures and funding necessary to keep the existing quality of outdoor amenity and service sustainable, as well as support any new facility development.
- Focusing any new or expanded recreation facilities and activities on better serving residents and the types of guests who already enjoy Black Mountain.
- Using outdoor recreation, and the community's role as a hospitality base, to then develop unique experiences engaging the broader, diverse local economy—arts, history, craft, food, wellness.

As a strategic plan to increase economic impacts in the Town, much attention was given to attracting recreators into the downtown, expanding experiences to include more businesses and increasing rainy day, entertainment and learning opportunities.

#1 Black Mountain – Where Outdoor Journeys Begin is the first strategy and builds on the existing strength of the Town as the hospitality, social and entertainment center. Quality and convenience of food and accommodations need to be continued and expanded. There is a gap in the provision of affordable ‘trail town’ types of accommodations that camps might help to fill. Access to accurate information is important for all visitors as well as residents. That includes sharing information about the many programs, facilities and services already available to residents and guests alike. There is opportunity to expand on existing outdoor education and guide services, including more introductory guidance and access to gear for beginners and youth. Passenger rail would be another way to invite recreators into town—supporting those from the train as well as the Conference Centers arriving without motorized vehicles.

#2 Outdoor Recreation meets Culture and Spirit addresses the uniqueness of Black Mountain as a place to explore and appreciate. History is to be interwoven in outdoor adventures with place markers and informational signage as well as forest walking tours. History and art might also be woven into rest stops in downtown making it a more engaging walking environment for children, seniors. Additional green areas are proposed to provide shade, filter rainwater and act as mini-parks for post-recreation, public, social gathering places. Under this strategy it is also proposed to study and develop new tools and programs with dedicated staff to grow small business and the unique Black Mountain economy.

#3 Together we Steward our Natural Assets is critical for the maintenance and access to wildlands for recreation and Black Mountain’s scenic setting. The Parks and Recreation Department Outdoor Recreation program maintains close partnerships with many of the resource managers and organizes public efforts to build and maintain safe hiking trails as well as nature education. This strategy also supports the ‘green and resilient’ goal in **Elevate Black Mountain** by proposing development of an internal, and then also public-engaging, program to address environmental quality issues with events and partnerships. Partnerships are also proposed for natural asset appreciation and stewardship, building on efforts already in place at the library, museum, schools and with youth and church organizations.

#4 Improve Physical, Social and Spiritual Wellbeing recognizes the importance, made clear during the pandemic, of outdoor recreation for overall health in the community. It proposes to develop unique visitor and resident itineraries or experiences that pair recreation with arts, culture and the services offered by many wellness businesses. It is under this strategy that it is proposed to research and develop new structures and funding sources to maintain the resort-level of amenity available in Black Mountain—natural environment and the downtown. This work pairs with the proposal for dedicated staff to focus on Town economic and business development.

#5 Provide Daily Access/Connections to Outdoor Recreation for All This strategy recognizes the disparity between the steep surrounding terrain and the skill or capacity of most visitors and residents. It also acknowledges the many services offered at surrounding camps and conference center making outdoor recreation available to those of varying abilities. Walkability and bikeability are vital to making the community more hospitable to a broader variety of people including young children. This also supports the Walkable + Livable and Connected + Accessible goals of **Elevate Black Mountain**. Given the size and density of the Town it should be possible to live without a vehicle thus also becoming a perfect destination for passenger rail service visitors. Another proposed action is to develop off-season outdoor events that will bolster visitation to shops during quiet months while also engaging residents in community activities for comradery.

Implementation

It is important for the Work Group to continue meeting and moving ahead with the outlined projects and tasks. The Town Council may decide to request progress reports a couple of times each year. However, to accomplish any new development and management tasks, as well as the many outreach activities required to build an economy, additional staff time will be necessary. Being pro-active in developing an economic sector like outdoor recreation would also benefit from specialized knowledge and passion—as well as regional connections. To grow an economy requires a gardener!

Funding is required to support development as well as maintenance and management of programs and facilities. Various stakeholders and Work Group members have offered ideas for funding streams from considering user fees, ensuring that income-producing activities are built into as many outdoor recreation facilities and experiences as possible, to dedicating a portion of the occupancy tax, developing a business-improvement or municipal services district and other tools to further outdoor recreation economy development.

This line of thought needs further development as implementation moves forward. An economic report from Headwaters Economics, *“The Amenity Trap: How high-amenity communities can avoid being loved to death”* includes a listing of how other outdoor asset-rich communities are raising the funds needed to address these challenges. The report can be found online at: <https://headwaterseconomics.org/outdoor-recreation/amenity-trap/>.



Background

There is a long tradition of outdoor recreation in North Carolina. From the mountains to the coast and everywhere in between there are incredible landscapes and unique places to pursue a wide variety of outdoor recreation activities. Participation in these activities generates a large economic impact. In recent years statistics show that participation in outdoor recreation is increasing, particularly in the wake of COVID-19. Continued growth in participation leads to the opportunity for the increased economic impact of outdoor recreation, particularly in rural locations where many of the state's outdoor recreation assets are located. Also, there is great potential to expose and engage people that have historically not participated in outdoor recreation activities at the same rate as others. It is important for all individuals to have the opportunity and access to enjoy recreational pursuits, and to have an opportunity to benefit economically from outdoor recreation. These factors, combined with other on-going outdoor

recreation initiatives across the state, make it an ideal time to think critically about how this sector can continue to be leveraged to benefit local economies.

Economic Impact

Outdoor recreation activity and associated expenditures generate a large economic impact. This is a broad economic sector that comprises a diverse range of industries including manufacturing, retail, arts, entertainment and recreation, as well as many supporting activities such as construction, travel and tourism, accommodation and food service, and many more.



Source: Bureau of Economic Analysis, Outdoor Recreation Satellite Account and Regional Economic Accounts.



According to the U.S. Department of Commerce Bureau of Economic Analysis' Outdoor Recreation Satellite Account, nationwide, in 2022, the outdoor recreation economy represented \$563.7 billion in current-dollar gross domestic product (GDP), or 2.2 percent of the United States' total GDP. The outdoor recreation sector of the

economy is growing at a faster rate than the overall economy. "Inflation-adjusted ("real") GDP for the outdoor recreation economy increased 4.8 percent in 2022, compared with a 1.9 percent increase for the overall U.S. economy, reflecting a deceleration from the increase in outdoor recreation of 22.7 percent in 2021. Real gross output for the outdoor recreation economy increased 7.5 percent, while outdoor recreation compensation increased 9.1 percent, and employment increased 7.4 percent (national table 9)." Employment in the outdoor recreation industry increased in all 50 states during 2022.

At the state level, outdoor recreation contributed \$14.5 billion in total value-added economic impact to North Carolina's GDP. North Carolina ranked as the 11th highest state in "Value-Added Outdoor Recreation in Total outdoor recreation activities" in 2022. This included employment for over 146,000 individuals that resulted in over \$6.8 billion in total compensation. Employment in key industries within the outdoor recreation sector includes

over 7,600 in manufacturing, 51,000 in retail, 27,000 in accommodation and food service, and over 29,000 in arts, entertainment, and recreation¹.

Outdoor Recreation Participation

According to the 2022 Outdoor Industry Association ‘Outdoor Participation Trends Report’, “outdoor participation continues to grow at record levels. More than half (54%) of Americans ages 6 and over participated in at least one outdoor activity in 2021, and the outdoor recreation participant base grew 2.2% in 2021 to 164.2M participants. This growing number of outdoor participants, however, did not fundamentally alter long-term declines in high frequency or ‘core’ outdoor participation.”²

These studies show that approximately 56% of North Carolinians participate in some form of outdoor recreation each year.³ This includes more than 22.8 million visitors to North Carolina state parks in 2021 — three million more than any other year on record. Many parks, national forests, and other public recreation areas report increased visitation as well. These numbers represent a solid base of individuals participating in outdoor recreation and contributing to associated economic activity. But there is still room to engage more individuals and continue to increase participation in outdoor recreation, particularly among populations that have not historically participated at levels comparable to others. Also, people increasingly want outdoor recreation opportunities that are convenient to where they live so they can participate on a regular basis without the need to travel long distances.^{4 5}

Black Mountain Visitors

The most prevalent visitor groups to Black Mountain include retired couples, singles or groups and then families. Anecdotal reports were shared about a growing number of bachelor parties coming to do the many different outdoor activities from a Black Mountain basecamp and also of parents vacationing in Black Mountain while their children attend camp in the area. Visitors to the surrounding Conference Centers do spend free time, or come in early, to spend time in downtown Black Mountain. Many of the visitors explain that they prefer to stay in Black

¹ U.S. Department of Commerce, Bureau of Economic Analysis. Outdoor Recreation Satellite Account, U.S. and States, 2022. <https://www.bea.gov/data/special-topics/outdoor-recreation>

² Outdoor Industry Association. 2022 Outdoor Participation Trends Report. <https://outdoorindustry.org/resource/2022-outdoor-participation-trends-report/>

³ The Citizen-Times. North Carolina outdoor recreation is a \$28 billion industry, poised for further growth. October 11th, 2019. <https://www.citizen-times.com/story/news/2019/10/11/outdoor-economy-conference-asheville-highlights-28-billion-industry/3923846002/>

⁴ Headwaters Economics. Recreation Counties Attracting New Residents and Higher Incomes. <https://headwaterseconomics.org/economic-development/trends-performance/recreation-counties-attract/>

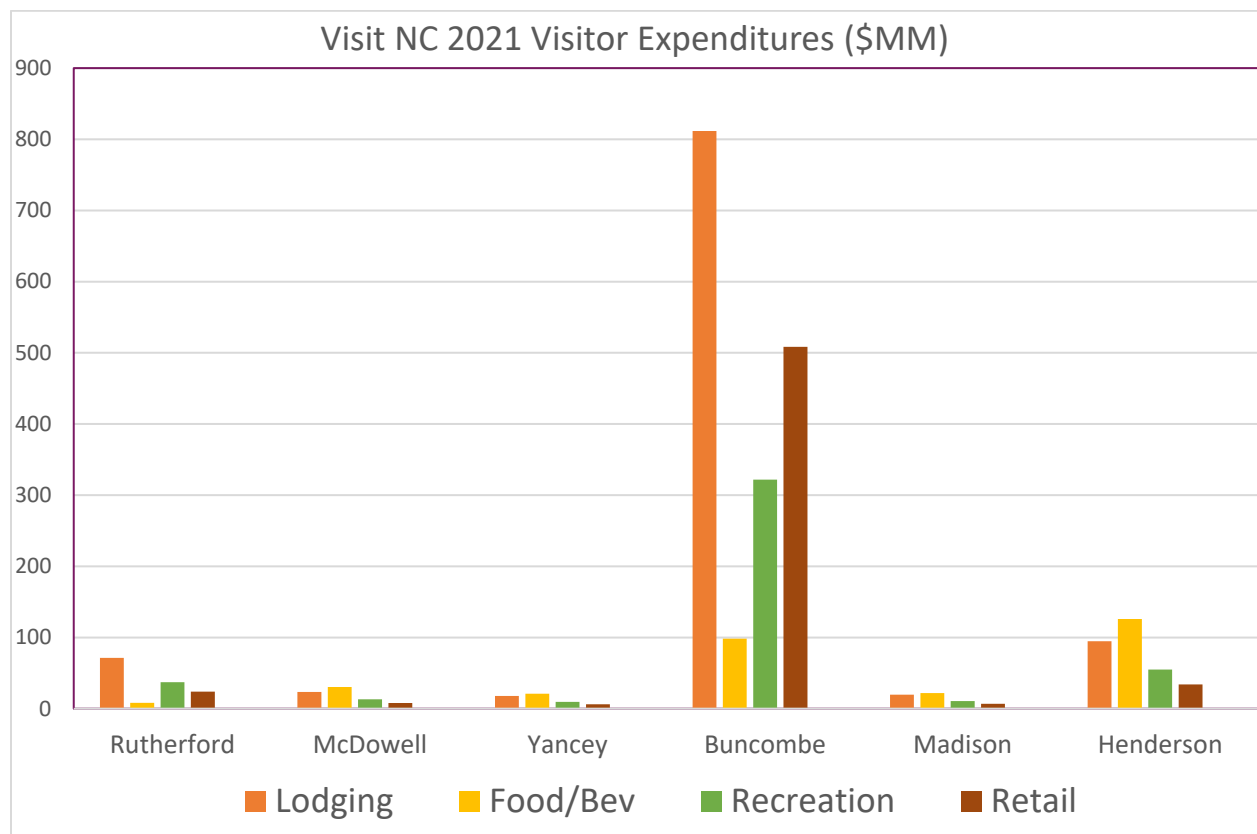
⁵ Outdoor Foundation. 2022 Outdoor Participation Trends Report. <https://outdoorindustry.org/wp-content/uploads/2023/03/2022-Outdoor-Participation-Trends-Report.pdf>

Mountain and do day trips into the larger and more frenetic Asheville scene as well as to surrounding outdoor recreation destinations.

Setting

The picturesque town of Black Mountain (population 8,452 in 2021) is the first mountain town after climbing the escarpment from Old Fort on Interstate 40 west. The Pisgah National Forest borders the Town to the east and the Blue Ridge Parkway follows the ridgeline to the north. Much of the forested land immediately surrounding the Town is protected watershed and not open for public recreational use. Other land that provides natural scenery is owned and managed by numerous private camps, conference and retreat centers.

The Town has a signature park called Lake Tomahawk with a public golf course, swimming pool, tennis courts, walking trails, senior center, playground and picnic shelter that hosts myriad Town Parks and Recreation programs. The department has forged critical partnerships with several of the surrounding conference centers and camps that allow residents to participate in hiking, fly fishing and other mountain activities on their land. In return the department organizes and leads trail maintenance events that assist the camps with management, improvement and even signage of their backcountry areas.



As is true for communities outside of larger cities, the data we want to use for Black Mountain is skewed by the larger Asheville market within Buncombe County. It is interesting to note the relative heights of the bars for each county as to how visitors spend their money. Henderson County appears to have greater income from food and beverage than Asheville/Buncombe. We know that Black Mountain excels in food and beverage as well as retail sales. The extremely high Buncombe lodging number may reflect the large numbers of downtown Asheville hotel rooms as well as the higher cost of lodging. We also know that Asheville receives more business tourism from large groups—and that this is the sector of tourism that is still recovering after Covid. Recreation in this chart refers to the NAICS for Arts, Entertainment and Recreation reporting. It is challenging with the events and performance facilities in Asheville to glean levels of impact for just Black Mountain. Previous data has been from the Bureau of Economic Analysis' special account that specifically gleans actual outdoor recreation activity and impact.

2021 NORTH CAROLINA REGIONAL VISITOR PROFILE

2021 MOUNTAIN VISITOR SUMMARY

- In 2021, approximately 44.4 million person-trips were taken in North Carolina and the state ranked #5 in the U.S. in terms of domestic visitation. Approximately 12.7 million visitors traveled to the Mountain Region with 73 percent of them being overnight visitors.
- Eighty-eight percent of all mountain visitors (90 percent of overnight visitors) traveled for leisure purposes, while six percent came to conduct business.
- The majority of overnight travelers to the mountains in 2021 visited during the summer and fall.
- The party size for the average mountain visitor party was 2.6 in 2021. 30 percent of travel parties included children under the age of 18.
- The average Mountain Region visitor party trip expenditure was \$662 in 2021. Overnight visitor parties spent \$774 while daytrip parties spent \$303 on average.
- The top states of origin for overnight visitors to the mountains in 2021 were NC, SC, GA, TN, FL, VA, AL, PA and TX.





During the planning process the Director of the Black Mountain/Swannanoa Chamber of Commerce retired. The Chamber has handled visitor services, most tourism and much of local economic development coordination in the past. The Work Group is eager to invite a new Director to participate in plan implementation.

Existing Plan Review

In an effort to complement and build upon subsequent community planning efforts, staff assembled and reviewed other relevant plans and documents. This review provides valuable insight and helps avoid duplication or contradictions with past planning proposals. The following documents were reviewed and considered during the CORE planning process.

2025 Master Plan for Black Mountain Recreation and Parks

February 2017 by Casey Conner, Director, Black Mountain Recreation and Parks. This plan is an update to an initial study prepared in 1992. It provides the Town of Black Mountain with a usable plan to guide its actions and decisions concerning the improvements and development of its parks and recreation system for the next 10 years (2027). With regard to outdoor recreation as discussed in CORE, it recommends development of a district park that includes group picnic facilities as well as campsites, nature trails and possibly an outdoor environmental education center. The greenway system connecting recreation destinations and a new recreation center is also promoted.

Black Mountain by Bike – A Plan for Bicyclists. 2016, Kostelec Planning

Black Mountain by Bike identifies how the community can establish and enhance facilities within its boundaries to serve as physical activity and recreation hubs, create places where residents can access healthy food and reconnect neighborhoods via multi-modal transportation infrastructure and additional programs. It identifies a full range of projects and priorities for implementation. It proposes that bicycling represents 2% of visitor spending to Black Mountain in 2012—with the development of regional trails to the east, that percentage is now higher!

Black Mountain Greenway Master Plan, Benefits, Stewardships, Priorities. March 2019.

The Town of Black Mountain Greenway Master Plan connects desirable destinations using identified opportunities for greenway corridors. The Master Plan connects the public schools to one another and to the major parks in Town. The two (2) campuses of Montreat College are connected to one another and to the center of Town. The Master Plan provides connections to neighboring communities and to regional and state greenways planned to the east and west of Black Mountain.

Elevate Black Mountain - 2021 Comprehensive Plan. Clarion Associates, Chipley Consulting

This most recent of plans includes a vision: *“Black Mountain will be a thriving community with a vibrant downtown surrounded by livable neighborhoods. The town strives to offer everyone the opportunity to live, work, play, access the arts, and be civically engaged. We embrace our community’s special mountain character and unique identity as a foundation for economic development, environmental stewardship, and a future of opportunity.”* There are five focus areas including being Walkable + Livable, Green + Resilient, having a Vibrant Economy, encouraging Civic Engagement and being Connected + Accessible.

Under Vibrant Economy is: Goal 4.3 - **A renowned outdoor tourism destination**

- 4.3.2 Support Marketing efforts that highlight Black Mtn’s natural assets and position as a key destination for outdoor activities
- 4.3.3 Support local outdoor running and biking events

Planning Process

NC Commerce Rural Economic Development Division, Rural Planning staff facilitates the CORE strategic planning process with participation from the local government and an established local work group. This work group is comprised of individuals who have a vested interest in leveraging outdoor recreation to enhance economic development. The planning process employs established planning methods including presenting economic and associated data, asset mapping, economic driver identification, SWOT analysis, stakeholder interviews, business questionnaires, local work group discussions, as applicable. The planning process was tailored to meet the specific needs, goals, and opportunities that local stakeholders identified.

The strategic planning process used in Black Mountain was coordinated by the Town Planning Department who identified and assembled the Work Group of outdoor recreation businesses, elected leaders and Town staff. Work Group meetings were held May 11, June 8, July 13, August 17, September 7 and October 19. They were facilitated by Rural Planning staff.

At the beginning of the process the Rural Planning staff reviewed existing Town plans, toured Town parks and facilities, visited the Chamber of Commerce Visitor Center and viewed many websites to gain an understanding of Black Mountain and existing outdoor recreation activity. A survey was prepared and distributed virtually to the Work Group before the first meeting to gain understanding of the local priorities and desired outcomes for the planning process. The desired outcome priorities were: Increasing revenue for existing businesses; Improving quality of life for residents; Attracting new business and industry; and Encouraging local outdoor entrepreneurship.

Asset-based economic sector development

The planning process included a review of the **outdoor assets**—natural, human, organizational as well as existing activities, tourism patterns, businesses engaged in or with outdoor recreation and existing information sources—virtual and mapped. These assets are the base on which economic expansion can be built. In charts throughout this report ‘OR’ refers to outdoor recreation.

OR Activities	OR Locations	Tourism Activities	Tourism Locations
Hiking	Kitsuma	Shopping	Downtown
Trails + Parks	Montreat	Hiking	Lake Tomahawk
Mountain biking	Lake Tomahawk Park	Biking	Retail
	Greenway	Camping	Epic Cycles
		Eating out	Trails
Missing:	Issues:	Issues:	Econ Industries

Trails	Funding/Sustainability	Traffic + Parking	Tourism
Local Maps	Access	Don't like tourists	Retail
Facilities/Infrastructure	Availability	OR Information	Food/Restaurants
Greenway	Traffic + Access	OR availability	Biking/Hiking

One way to think about this kind of asset-based economy development is to think about everything that is needed to do a particular outdoor activity and then see how much can logically be provided locally. Taking an enjoyable bike ride is an example. It requires everything from mining molybdenum for the frame, molding plastic for a helmet, sewing stretchy bike shorts, having roads and bike paths—with signs, finding directions on the internet and serving energy drinks for breakfast. Some of us like a pie shop halfway in and maybe a hot tub at the end, as well. Challenges to the food supply chain during the pandemic demonstrated the need for this kind of development approach and is now used as a measure of economic resilience and sustainability.

Asset-based economic development is also **CED “Community Economic Development”**.

“Through its focus on encouraging entrepreneurship, supporting small businesses, and promoting local resources, CED strengthens the economic foundation of communities, making them more resilient to economic shocks. Investments made within the community because of CED strategies also tend to generate a multiplier effect, circulating locally, stimulating further economic activity and creating a positive ripple effect.”

“Community economic development not only improves the overall economic well-being of the community but also enhances social cohesion and quality of life for residents. Ultimately, by harnessing the power of CED, economic development professionals can create sustainable, inclusive, and prosperous communities for the long term.”

The quotes above are taken from this website [CED](#) which offers additional explanation. More traditional economic development—large industrial recruitment is not a major focus in this model. Asset-based development starts with existing strengths so any recruitment efforts may more likely target smaller unique business that fill gaps in a supply chain, meet an experience or quality of life expectation or address a value chain opportunity (using an existing asset like local-harvest mushrooms and adding ‘value’ to it—mushroom pasta sauce). Instead of corporate recruitment such businesses might be developed from within the community or region—perhaps as expansion for an existing business. Sometimes a new specific or destination business might be assisted to locate in Black Mountain, but this is targeted recruitment of a growing small business to complement the existing community.

Because the work plan developed during this process includes many small business support and development activities, as well as the expansion of visitor experiences, additional community economic assets also warrant articulation and gap analysis. These may begin with local food, craft and wellness businesses, history and community assets. Outdoor Recreation asset lists are included in the Appendix at the end of this report. They should not be considered exhaustive. The CORE planning process continued with a traditional SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. The SWOT served as the basis for discussion and thus the development of the work plans. Strengths include many assets and things that the Town does really well—retail, customer service, variety of goods, food and beer, resort-quality amenities in a “Hallmark” setting, good partnerships between businesses, conference centers, Town and an active Chamber of Commerce. Weaknesses or gaps included seeing return from TDA taxes collected, having no single accurate and coordinated communication source, very little land for development, narrow street rights of way, limited parking, affordable accommodation and transportation options and a sustainable funding source for recreation and amenities. Opportunities and Threats recognize outside forces acting on the Town and often suggest actions and directions for development. Weaknesses and Opportunities are most often linked.



A question about what was sacred to local residents resulted in discussion of the need to safeguard the historic character, scenic setting and small-town atmosphere of Black Mountain as growth occurs. Local history and culture were also sacred to interpret and share along with respecting the carrying capacity of resources and relationships with Conference Centers that allow community access to their trails.

Outdoor Business Input

Three outdoor businesses actively participated in the Work Group. Their insight into the habits and needs of recreators in Black Mountain is very valuable. During the second meeting questions were specifically asked about business needs and observations.

The outdoor businesses were asked:

1. Thinking about your typical customers (who, how many, from where, how long, what they do), what would make Black Mountain an even better destination/experience for them?
2. What would make Black Mountain just perfect for you and your business?

Responses included:

- Need more for kids to do—or maybe organize what there is to do to make it easy for parents to entertain their children, will help expand clientele beyond couples, seniors.

- Greenway completion/separate bike paths would improve bicycle conditions for all levels of riders.
- Could use more primitive campsites by the creek.
- Better parking management – especially on the lower end of downtown.
 - different parking for employees and customers.
 - improve the walking experience from public lot across the railroad tracks.
- Fewer but more strategic signs – direction and information, easier to see.
- Correct GPS directions.
- QR codes at attraction locations to direct users to related retail and services.
- Balanced retail expectations recognizing the seasonal nature of tourism and a base resident population of about 8,450.
- Increased communication and coordination between Town and Businesses.
- Events, activities to possibly extend the season – outdoor festival, bike festival.
- Black Mountain is already a really excellent place to do business!

Conference Center Interviews

It became clear in asset mapping and Work Group discussions that input was needed from the major Conference Centers surrounding the Town. They bring large groups of people to the community, often introducing them for the first time to Black Mountain and western North Carolina. They also control large amounts of land that contribute to the scenic beauty of the Town and are providers of the trails and many recreation facilities used by local agreement for residents to also enjoy. Rural Planning staff contacted four centers and interviewed three.



Conversations with three major Conference Centers:

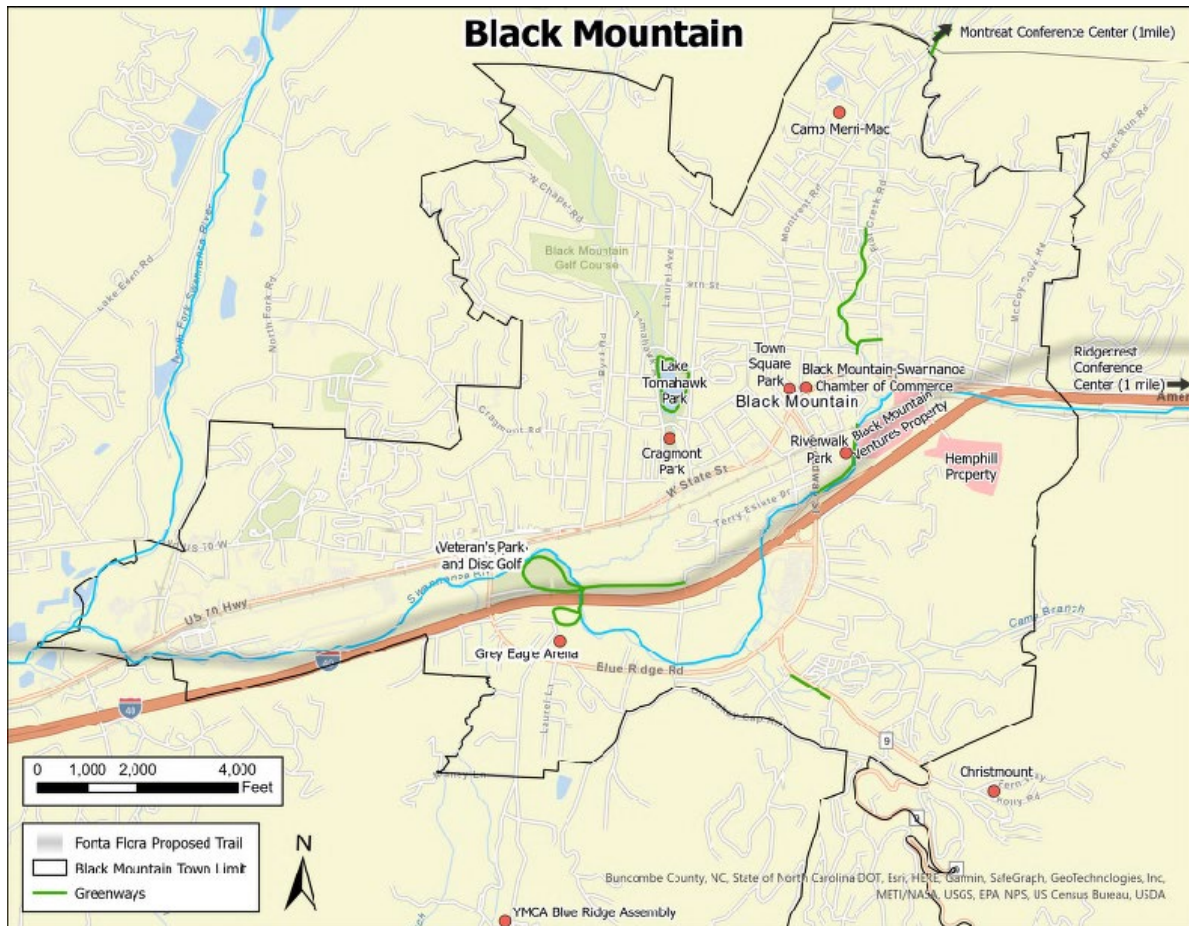
- Black Mountain is a very convenient location for Conference Center guests with direct access off I-40, from the Charlotte airport and for chartered buses.
- All interviewed have signed a non-compete with hotels agreement for accommodations and do not now collect the bed tax that goes to the Buncombe County Tourism Development Authority. One of the Centers was possibly interested in re-visiting this agreement to be able to provide hostel-style trail accommodations when large groups are not using their entire facility.
- Staff housing is an issue that is handled differently – one provides on-site housing while another has staff living from Waynesville to Marion as they can find and afford.
- Each Conference Center provides their own group activities, facilities and trails on their property. They expressed no additional similar recreation needs from the Town.

- Two of the three have had issues with groups using their private facilities without consent. The fourth Center had closed its trails to all outside use for this reason and concerns over liability.
- All three would appreciate greater regional communication and coordination of land access and recreator education.
- It was suggested that the Town could help to improve guest visits by providing activities for individual use in off time or to keep guests an extra night – pump track, zipline, etc. The new Glass Center is anticipated to become an attraction for guests.
- Guests do visit and enjoy downtown. Some have favorite destinations (like My Father’s Pizza) that have become a ritual part of their camp experience. Some visitors also buy furniture—as recorded on their delivery slips!
- Many guests (especially those from other countries) have no vehicle and would like to go downtown if there was a shuttle or some direct, off-road bike/walk paths.
- Marketing and growing the guest pool was not an issue for especially two of Centers. They are not recruiting additional business at this time. Traditional off-season has also become busier in recent years.

This input was integral to the development of the strategies and informs their implementation. Many of these stakeholders should be engaged for project development as they provide the most accurate information for user and manager perspectives.

This information can also inform the programming of the new park areas donated to the Town. Family activities, opportunities to try out new sports and build or practice skills are recommended to not only meet the needs of local residents but also encourage Conference Center and Camp guests to spend more time downtown. Filling gaps in mountain sports not already offered at the various camps will also invite further engagement—entry-level mountain bike skills, climbing areas, etc. Although the Swannanoa River is not yet wide enough to support much paddling, it could be used for floating which may appeal more to families.

Rural Planning staff created a basic map of existing recreation facilities and the new properties yet to be planned in the Town. Although many schematic plans and maps have been developed for proposed facilities, the Chamber of Commerce uses photocopied maps from various sources to guide visitors interested in hiking or walking on what is available now. These maps and the Conference Center experience of trespass onto private lands prompted discussion about the quality of information available and need for a more reliable single source for information.



Given the priority of improving incomes for existing businesses and possibly recruiting or developing new businesses and entrepreneurship, a retail market analysis was compiled by Main Street and Rural Planning staff. This is the same analysis used by NC Main Street program communities.



The **Retail Market Analysis** data was provided by Claritas and pulled in March 2023. It addresses an area covered by a radius of six miles from Town Hall in downtown. The radius attempts to capture the spending from households that are most likely to shop regularly in Black Mountain.

Black Mountain has a Retail Surplus of **\$103,011,940!** This means that there is more spending within the six-mile radius of downtown Black Mountain than is expected in a US community or area with similar population of around 23,340. The full report shows which retail activities are especially strong and which have

room for increased capture. A retail gap signals potential for growth while a surplus often highlights an area of existing economic strength—an attractor. These attractors are often clusters of related businesses and can be expanded upon with careful analysis of any gaps for either goods or services to make the cluster more comprehensive.

The three categories below show a **retail gap**—and thus perhaps a more obvious opportunity for growth. The NC Main Street program uses the gap to calculate sales-space growth potential for each item classification. Smaller square footage may suggest that an existing business might add the product to their inventory while larger footage can justify targeted recruitment or development of a new business.

6-Mile Radius Around Downtown

Black Mountain				
Primary Trade Area 6-mile around downtown		DOWNTOWN POTENTIAL		
Business Type	Retail Gap	10% of Retail Gap	Sales/SF	SF
		10%	\$300	Needed
Beer, Wine and Liquor Stores	\$ 1,627,739	\$ 162,774	\$ 300	543
Pharmacies and Drug Stores	\$ 1,656,116	\$ 165,612	\$ 300	552
Limited Service Restaurants	\$ 3,612,780	\$ 361,278	\$ 300	1,204
Total Gap	\$ 6,896,635	\$ 689,664	\$ 300	2,299

The full report with demographics of the population within this radius and much more information is attached in the Appendix. As work plan implementation is undertaken, this information will become more useful and Rural Planning staff is ready and willing to help turn it into recruitment, expansion and business support programs.

Economic Position and Work Plan

An economic positioning statement is important in the identification of how Black Mountain fits within the larger, regional outdoor economy. It articulates what the Work Group saw as the greatest strengths and unique role that the Town plays, and can expand on, for greater benefit. It is visionary as it is stated as an accomplished condition.

Black Mountain is a small-town community where outdoor journeys begin. Surrounded by mountains, outdoor recreation meets culture and spirit. The community works together to steward our natural assets, improve physical, social and spiritual wellbeing, and provide daily access/connections to outdoor recreation for all residents and guests.

The position also includes five underlined strategies or centers of activity that will move the Town toward the accomplishment of the position. The strategies include:

- Where outdoor journeys begin;
- Outdoor recreation meets culture and spirit;
- Together we steward our natural assets;
- Improve physical, social and spiritual well-being; and
- Provide daily access/connections to outdoor recreation for all.

Some additional on-going work and assumptions underlie this economic position. This includes the continued conservation of land and scenic views and continued value of the outdoor recreation lifestyle. It also requires that the community continues to coordinate and work well together and that residents and guests will enjoy similar quality of life conditions. In Black Mountain the quality of life is the attraction that draws visitors and new residents, as well as investment. Visitors come to Black Mountain to “try-on” the local lifestyle.

More information on the evolution of the economic position and strategies can be found in the meeting notes in the Appendix. The work plans are a starting place for action in the coming five years and are expected to evolve as groups further engage in and develop the tasks outlined. This implementation work will identify more specific projects—facilities, programs and even policies. Charts outlining the Strategies, Actions and Tasks as well as designated leadership, partners and a starting timeline can be found on the following pages.

The timeline for actions on the work plan is denoted by letters. **A** actions are to occur during the next 12 months, **B** is the year following (2024-2025), **C** is two to three and a half years ahead, **D** is sometimes in the next five years and finally **O** recognizes work in progress as a need to continue. Three priority projects are noted with a star.

Town of Black Mountain CORE Work Plan

Outdoor Economy Position: Black Mountain is a small-town community where outdoor journeys begin . Surrounded by mountains, outdoor recreation meets culture and spirit . The community works together to steward our natural assets , improve physical, social and spiritual wellbeing and provide daily access/connections to outdoor recreation for all residents and guests.

TOBM: Where Outdoor Journeys Begin	Time	Convener	Possible Partners
Expand on quality hospitality--lodging, dining, etc. <i>Collect and analyze data on current conditions, gaps</i> <i>Expand range of lodging options - experiences, expense</i>	O	TOBM Econ Dev Chamber of Commerce	TDA
 Improve accuracy and access to outdoor information <i>Assemble comprehensive list of outdoor recreation opportunities</i> <i>Develop a one-stop location for up-to-date information</i> Digital - webpage, app, QR code links Non-tech dependent + differently accessible <i>Wayfinding signage</i> <i>Coordinated Trail marking system</i>	A & O	TOBM Rec & Parks Chamber of Commerce	Rec & Parks - Outdoor, G5, Outdoor businesses, Pisgah Map Co., Conference Centers, USFS, Blue Ridge Parkway Fdn
Further Outfit and Educate Recreators (Gear + Skills) <i>Improve access to Gear for beginners, visitors</i> <i>Implement, promote Delayed Fish Harvest program</i> <i>Provide more group education for beginners (residents + guests)</i> Dry land fly casting, fishing technique + equipment, species of fish Mountain bike skills, equipment and safety Orienteering and forest safety Program Hemphill property for such activity - master planning	B & O	TOBM Econ Dev, Outdoor Businesses	Rec & Parks - Outdoor, G5, Montreat, Wildlife Resources Commission, Waypoint Adventures, schools, etc.
Elevate, Share programs, facilities already available <i>Promote P&R programs, partner offerings in one place</i> Community gardening expansion <i>Use PubCorps to encourage volunteering, stewardship</i>	A & O	TOBM Rec Parks	Rec & Parks-Outdoor, Chamber, TDA, Library
Begin planning for Passenger Rail <i>Review latest plans, players, prepare Community discussion</i> Identify location challenges + other local issues for solutions <i>Establish leadership for coordinated advocacy</i>	A	TOBM Planning, Admin	Town Manager + Council, interested citizens, support from MPO

Outdoor Recreation meets Culture and Spirit	Time	Convener	Possible Partners
Incorporate historical context into recreation locations <i>More events like Museum hikes at more locations</i>		Historic Preservation	TOBM Rec&Parks, Historic property

<i>Partner to develop + install historic markers</i> Identify locations like Trestle Road, In the Oaks house Research stories, photos, design plaque, funding	B	Commission, Swanannoa Valley Museum	TOBM Rec&Parks, historic property owners/managers
Develop dntn public social spaces for post-recreation gathering <i>Rest + Entertainment - People-watching, small stage-younger music</i> <i>Micro-green spots with benches, shade, art, history</i> <i>Rain garden pauses - rest, education, water quality</i>	D & O	TOBM Planning, Downtown Merchants	Property + Business Owners, Town staff, Beautification Committee,
Develop programs, tools to grow small business + culture economy <i>Dedicated staff time + work group</i> <i>Retail Market Analysis, Gap ID, Recruitment/Dev plan</i> <i>Existing business survey for customer, supply, value chain needs/opps</i>	C	TOBM Econ Dev + Planning	Downtown Merchants, Chamber of Commerce

Together We Steward our Natural Assets	Time	Convener	Possible Partners
 Convene partners and facilitate natural assets conversation <i>Identify, assemble Partners - Conf Centers, facility managers, volunteers</i> <i>Identify areas of concern, cooperation opportunities, joint activities</i> Develop supplemental facility and activity priorities Discuss land access + information issues, needs Consider coordinated stewardship - volunteer training, tools, events	A & O	TOBM Rec+Parks Outdoor	Conference Centers, USFS, Parkway, conservation trusts, G5 + other trail groups, watershed stewards, Warren Wilson, Community Garden, etc.
Establish a Town Sustainability + Resilience working group <i>Evaluate Town goals and current practices</i> Stormwater and water quality improvements Hard surface coverage <i>Engage public in environmental issues, goals, actions</i> Organize events - clean-up, planting, propagation Develop partnerships - churches, retail centers	A	TOBM Planning, Public Works	Consultation as needed - Land of Sky Regional Council, Buncombe Co Sustainability
Develop educational programs for natural asset appreciation + stewardsh <i>Offer controlled tour access/hikes for local residents</i> <i>Partner with library for local resident volunteer perks - PubCorps</i>	B	TOBM Rec & Parks	Museum, CES - Master Gardeners, WRC, USFS, Montreat,

Improve Physical, Social, Spiritual Wellbeing	Time	Convener	Possible Partners
Develop + Package Body-Mind-Spirit Experiences <i>Query interested businesses, do services inventory</i> <i>Create, Promote itineraries</i>	C	TOBM Econ Dev, Chamber of Commerce	Local outdoor, craft, arts, wellness + hospitality businesses, TDA
Develop structure to support current recreation + downtown amenities, programming, facilities <i>Inventory, evaluate existing level of amenity, staffing, costs, plans</i> Consider staffing, need for additional facilities, changing demands	A	TOBM Administration/Budget	TOBM Planning, Rec & Parks + Parks Commission, Chamber, business +

Explore best practices, organizations, programs in other communities

NC Main Street program

Municipal Services/Business Improvement Districts

Staffing levels and ROI

A TOBM Administration/Budget

Commission, Chamber, Business +
Property owners

Develop new funding stream(s) for outdoor recreation services

Research additional revenue streams best practices

TDA allocation options

User fees, sponsorships, scholarships, concession contracts, etc.

Bonds, voluntary levies, etc.

A

Black Mountain Admin, Town
Council

Rec & Parks staff, Park Commission

Provide daily Access/Connections to Outdoor Recreation for All

Time

Convener

Possible Partners

Improve walkability

Continue to implement Walkability Plans

Improve downtown streetscape for pedestrian safety

Streetscape design plan

O

TOBM Planning

TOBM Public Works, Police, NCDOT,
Active Mobility Commission, Business +
Property owners

Improve bike safety

Continue to implement existing plans

Engage biking community in safety + preference research

Research successful bike safety and training programs to implement

Increase bicycle parking in downtown, repair services/stations

O

Cycling businesses + TOBM
Planning

Police, Public Works, Schools,
downtown businesses, cycling groups
and advocates

Explore microtransit to meet downtown + recreation shuttle needs

Inventory downtown, parking, recreation partner shuttle needs

Develop scenarios for feasibility, sustainability testing

B

TOBM Admin, Rec & Parks

HHS, Schools, Senior Center,
Conference Centers, USFS, trail groups,
hiking clubs, etc.

Develop activities to serve families, seniors and all abilities

Catalogue range of experiences/services offered in community,

coordinate into itineraries, identify gaps, target promotions

Incorporate all skills levels into new facility and services planning

Implement rest areas for seniors on easy trails, downtown

Create family experience itineraries

O

TOBM Rec & Parks

Parks Commission, Senior Services,
various Camps, Waypoint Adventures,
Chamber, etc.

Develop additional off-season events and activities

B/C

Chamber of Commerce

outdoor/downtown businesses

Timeline for Implementation codes: **A** = within the next year (2023 – fall of 24), **B** = 12 – 24 months out (2024 – fall of 2025),

C = 24 – 40 months out (2025 – Jan 2027), **D** = sometime in next 5 years (2027 - 2028), **O** = work is on-going



Priority projects for the Work Group are marked with a star.

Plan Implementation, Monitoring, and Evaluation

The Town of Black Mountain will be responsible for monitoring, evaluation, and reporting accomplishments on the actions of this plan to the Rural Economic Development Division. Implementation assistance from Rural Development staff is always available!

Plan Implementation

As noted previously, maintaining a dedicated group to follow through after the planning process and begin addressing goals and objectives outlined in this plan is critical to attaining the potential economic impact of these strategies. This could be the same work group that helped develop the plan, or another similar group that is representative of the community and can further advance the goals of this plan. The sustained presence of such a group builds ‘social capital’ within the group that improves their ability to work together and effectively address common goals. Furthermore, a dedicated group ensures continuity from planning stage through implementation, provides accountability to ensure that objectives are being met, and allows the community to react and respond quickly when an opportunity is presented. But this group should not be the sole entity responsible for implementing all the goals of the plan. Instead, the group should function as a convener and point of contact to connect to other individuals, organizations, and resources to help the broader community achieve these goals. Maintaining a regular meeting and reporting schedule will also help increase the effectiveness of the group, and the overall plan outcomes.

Black Mountain has expressed interest in two other programs that will support implementation.



Building Outdoor Communities (BOC)

The Town of Black Mountain is heading into another planning process, Building Outdoor Communities, made available by Made X Mtns at Mountain BizWorks, a CDFI in Asheville. This seven-month process will hopefully build on the work done by the CORE Work Group with time used partially to further develop projects and implement the work plan. The BOC team is anticipated to be expanded to include many more of the resource and experience providers who can hone the work proposed here. This process may focus more on actual recreation facilities with a tool to be made available to help evaluate the economic impact of investment in new facilities. This group may address issues raised like the need for direct connection from downtown to primary outdoor destinations and the feasibility of ‘training’ facilities like a climbing wall, pump track in downtown or perhaps at one of the new park locations. In

addition to BOC, Made by Mountains also includes the Outdoor Business Alliance and a Marketing/Storytelling program. The Alliance can be a partner in supporting and attracting businesses while the storytelling service will assist in getting Black Mountain in front of the outdoor recreation market.

NC Main Street program

The NC Main Street program is (asset-based) economic development organized around historic assets downtown. There was interest within the Work Group in this program for facilitating the recommended downtown improvements. The program requires that downtown is a National Trust Historic Register District—as Black Mountain is. To implement the program, communities develop four committees addressing organization, design, economic vitality and marketing/promotion. Hiring of a downtown development director is required for participation in the program—possibly part time at first but full time before making application to the Main Street America® program (<https://www.mainstreet.org/>). Local organizations are set up under Town government, as a non-profit 501 c3 or c6 or a combination of these. Often a base level of funding comes from establishment of a Municipal Services District or otherwise having a defined area pay an additional fee to support the extra level of amenity and service from the Town. Application to the DAC—Downtown Associate Communities—program to receive support for becoming a NC Main Street community is expected to open again in 2025. Rural Planning staff can arrange an informational session with NC Main Street staff to answer any questions the Town may have. Town staff may also contact nearby Main Street Managers or Downtown Development Directors in Morganton, Hickory, Marion, Forest City and others for firsthand accounts of program establishment and keys to success.

Just as the NC Main Street program requires a dedicated staff person, that staff may also work to implement this plan.

Potential Black Mountain Economic Development staff duties:

- Oversee implementation of this Outdoor Economy plan including identifying and convening partners for various Actions and Tasks. Work with Recreation and Parks.
- Serve as town ambassador and communication channel to the business community.
- Work with downtown business and property owners on downtown streetscape, parking and amenity improvement plans, program and resource needs.
- Work with downtown business and property owners to identify and act on business opportunities and filling service gaps. Develop programs, policy and funding recommendations.
- Serve as liaison with Chamber of Commerce for downtown events and business expansion or support programs. Might also be involved with creating new business-engaged visitor itineraries or such projects.
- Research funding mechanisms and their appropriateness to the various outdoor economy and downtown needs with proposals presented to the Town Administration.
- Research and prepare community for possible NC Main Street program designation.
- Become small-scale downtown re/development facilitator.
- Keep the Town Administration and Council apprised of economic progress and any policy and resource needs for plan implementation.
- Other community economy development duties as assigned.

Monitoring and Evaluation

Regular monitoring and evaluation to review progress on the strategies and action steps in this plan, via regular review sessions with the Work Group and other community stakeholders, is critical to ensuring it remains a viable, living document. Rural Planning staff will periodically check in and offer technical, program and project development assistance to help advance the vision and document the outcomes of the plan.



Economic Focus Areas

Strategy development focuses on leveraging outdoor recreation assets to increase tourism, encourage small business development, enhance quality of life for residents, plan for asset and infrastructure development, and/or position communities to grow and attract outdoor product manufacturing industries. Within these focus areas, broad strategies and specific projects are identified. The Work Group evaluated the proposed Strategies and Actions with regard for affecting the priorities set in the initial survey. The actions proposed are expected to impact these specific economic priorities:

Impacts of Work Plan on Economic Priorities				
Strategy + Action proposed	Increase revenue for Existing Businesses	Improve Resident Q of L	Attract new Business + Industry	Encourage Outdoor Entrepreneurship
TOBM - Where Outdoor Journeys begin				
Continue quality lodging, dining, fueling activity	x		x	
Continue to provide and Improve Access to Information	x	x		
Outfit and Educate Recreators - Best Place for Gear and Guides	x	x		x
Elevate and share what already doing well		x	x	
Begin planning for passenger rail	x	x	x	
Where Outdoor Rec meets Culture and Spirit				
Incorporate more historical context into outdoor activity places		x		
Develop more public social places		x	x	
Develop tools to support/expand small business + cultural economy	x		x	x
Together we Steward our Natural Assets				
TOBM convenes Natural Assets Conversation	x	x	x	x
Establish a Sustainability + Resilience Working Group		x	x	x
Do programming to support greater asset quality and stewardship	x	x		
Improving Physical, Social, Spiritual Wellbeing				
Develop + Package quality body-mind-spirit Black Mtn Experiences	x	x	x	x
Develop structure to support current recreation + downtown amenities, programs, facilities		x	x	
Develop new funding streams for outdoor recreation services	x		x	x
Provide daily access/connections to outdoor rec for all				
Improve Walkability	x	x	x	x
Improve intown Bicycle convenience, safety	x	x	x	
Develop microtransit serving dntn, rec destinations, conf centers	x	x		x
Develop itineraries, packages, facilities for families, kids, various abilities	x	x	x	x
Develop off-season events, activities	x	x	x	x
Evaluate, implement comfort measures for senior recreators	x	x		

In addition to the priorities expressed in the Work Group survey, the economic impacts of proposed actions can also be evaluated as building the model mentioned earlier as established for the CORE process.

This model includes four key areas, including a focus on developing the outdoor “culture” and supporting the lifestyle that is central to this work plan. Examples of the types of work in each of these four areas—perhaps some for future use—are included below in the colored boxes. These are ‘thought prompts’ only and not intended as exhaustive lists of actions.



Tourism and Experiences

The Black Mountain CORE Work Plan includes several actions which will directly help to build the tourism/experience sector of the economy.

Actions with direct focus on Tourism and Hospitality:

- Expand on quality lodging, dining experiences and fueling-up activity.
- Improve the accuracy and access to outdoor information.

To keep visitors longer and increase spending by developing new or improving Visitor experiences:

- Better Outfit and Educate Recreators – Gear + Guides
- Incorporate historical context into recreation locations
- Develop Body+Mind+Spirit experience packages
- Explore microtransit, recreation shuttle needs
- Develop activities for families, seniors, all abilities
- Develop off-season events and activities

If Income from Visitors is an economic priority, actions might include:

- Attract more visitors (*assumes desire and capacity*)
- Additional or targeted Marketing
- Keep existing visitors longer
 - More of existing experiences (longer trails)
 - Different, complimentary experiences (itineraries)
- Increase spending levels of visitors
 - More to spend \$\$ on
 - More expensive offerings
 - More overnight stays
- Town level Occupancy/Resort/Dine tax or other to increase services

Retail and Small Business Development

Increasing Revenue for Existing Businesses was the highest priority for the Work Group. The gray box below includes some tools for increasing business incomes as well as defining

opportunities for new goods and services. Many of the specific Actions in the Work Plan are anticipated to directly improve small business revenue including:

- Develop plans, tools, programs to grow small business + culture economy is a key action!
- Outfit and Educate Recreators presents an income opportunity for new, existing businesses.
- Promotion and Packaging of existing programs and services will also bolster business.

Two Actions encourage businesses to tailor their services or work with other businesses to develop new offerings:

- Develop Body+Mind+Spirit experience packages.
- Develop activities for families, seniors, all abilities.

Several Improvements to the downtown environment will also increase business:

- Improve walkability and Bicycle safety.
- Programs/Structure to improve downtown amenities + more public social spaces.
- Developing off-season events may assist with income stability across the slow season.
- Micro transit/shuttle and eventually Passenger rail will increase the number of shoppers.

Retail/Small Business Strategies may include:

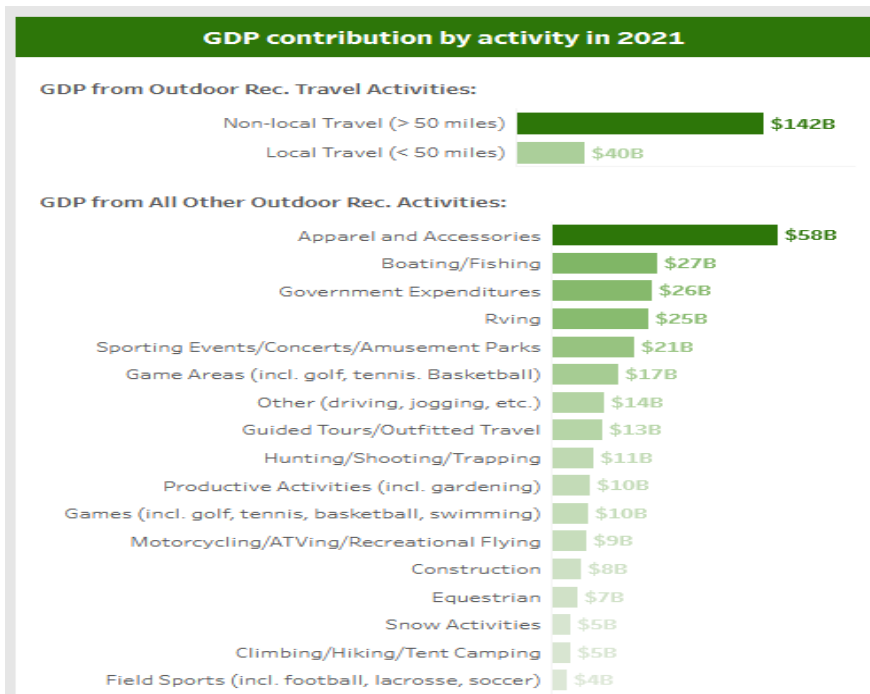
- Develop/Recruit more outdoor businesses to supplement existing
- Identify and fill gaps in goods, services, experiences offered
- Provide support to grow current businesses and incomes
- Develop destination business(es)
- Other

As a team is assembled to take on the Action of *Developing plans, tools, programs to grow small businesses and the culture economy* there are several tools available from NC Commerce Rural Development that might assist. An introduction to the **NC Main Street Program's Downtown Associate Program** can be arranged, access to many Main Street information sources are already available on line at [Economic Vitality | NC Main Street \(ncmainstreetandplanning.com\)](http://EconomicVitality|NCMainStreet.ncmainstreetandplanning.com). Some information is available in the Appendix as well.

The attached Retail Market Analysis can also be used to evaluate additional goods and service needs and even provide a bit of guidance on how much more is a safe bet for an existing business. There are also many topical videos developed under the Leverage NC program that can be found on the same website under Training/ Resources/Design.

The chart below represents Gross Domestic Product (investment, consumption, government spending and net exports) on the national level. It does not reflect actual local spending by activity. It does, however, highlight the economic importance of travel and hospitality. The traditional rule of thumb is that overnight visitors spend three times as much in a community as

day users. The traditional rule of thumb is that overnight visitors spend three times as much in a community as day users. Lodging and food are critical to capturing and growing the economic



Source: Bureau of Economic Analysis, Outdoor Recreation Satellite Account and Regional Economic Accounts. Included in a report by Headwaters Economics.

benefits from outdoor recreation. The other dark green bar highlights the importance of proper attire in recreation! Several local businesses are serving this need now. Clothing and sport textiles are part of a growing industry in the state and centered just east from Black Mountain.

Outdoor Recreation Product Manufacturing

There is potential for increased manufacturing of outdoor recreation products, including supply chain materials, across the state of North Carolina. Attention should be paid from the perspective of attracting an existing company to expand their operations in the community, and for a local startup business to emerge. Of the total \$14.5+ billion impact that outdoor recreation contributes to the state's annual GDP, more than \$2.3 billion of that is contributed from manufacturing. This sector employs over 7,600 people.⁶

If Manufacturing is an economic development priority:

- Find and nurture local makers - most likely micro-preneurs.
- Network businesses – creating culture, density, fluid + skilled workforce.
- Identify support services – build supply chains, local B2B opportunities, recycling.
- Inventory appropriate buildings, locations ready.
- Do targeted recruitment.

⁶ U.S. Department of Commerce, Bureau of Economic Analysis. Outdoor Recreation Satellite Account, U.S. and States, 2022. <https://www.bea.gov/data/special-topics/outdoor-recreation>

Example Local manufacturer of outdoor gear:

Tentrax:

Based in Black Mountain, Tentrax has been building lightweight camping trailers since 2001. The off-road capable camping trailers are perfect for the traveling adventurer. Each trailer comes with, among other things, a fold-out tent and bed, aluminum dry box, large and small awning, stainless steel shower and 43-quart freezer/fridge.

Although manufacturing was not specifically a top priority for the Work Group, business development and recruitment is part of the Action of *Develop plans, tools, programs to grow small business + culture economy*. Many of the proposed actions that will positively affect the retail sector may also translate to improvements for the small manufacturing sector as well. Local members of the Outdoor Business Alliance may keep their ears open for fellow members looking to expand in new locations.

The Chamber and Town may work together to identify locations, perhaps back doors, that might be suitable for small manufacturing. They enjoy being part of the action and having access to ‘wind down’ options and trail commutes. Work hard, play hard.

Workforce is key to manufacturers so the Outdoor Culture and Workforce improvement Actions will create a better environment for attracting manufacturers as well. The owner of Defeet socks in Hickory tells the story of planning to relocate but then the community built a trail with wayside picnic area right next to his office. He couldn’t move and leave behind the ability to bike to work, ride over lunch and eat outside while visiting with fellow cyclists.

Outdoor Culture, Workforce and Quality of Life

The priority of Improving the Quality of Life for residents falls under this category. Many outdoor recreators are very social—there is a need to share an adventure to make it real. Therefore developing *more public (and private) social spaces and activities* are critical to supporting an outdoor economy. By bringing this active community together it also exposes local youth to the activities, gear and stories that might one day encourage them to be involved in outdoor recreation as a guide, small business, gear builder, conservationist or advocate.

Many of the Actions and Tasks outlined directly address this outcome:

Improving accuracy and access to outdoor information will serve not only visitors but also local residents who may not have participated in the activities that visitors enjoy. Providing historical context also adds a layer of familiarity and community to a great hike. A sense of community is based on shared knowledge and experiences. *Providing historical context* also

adds a layer of familiarity and community to a great hike. A sense of community is based on shared knowledge and experiences.

Outfit and Educate (Gear and Guides) will serve beginners (residents or guests) who have never enjoyed the experience before and do not have access to expensive gear, much less knowledge on how and where. Without such exposure local residents may not become an engaged workforce for the outdoors or an ambassador for conservation of natural assets.

The *convening of partners and facilitation of natural assets conversation* as well as development of educational programs, volunteer training and activities all add to the strengthening of the outdoor culture. The Town commitment to creating a sustainability and resilience working group will set an example and expectation for outdoor engagement.

Very little is more effective for improving health than making walking and biking part of everyday activity. And a focus on the needs and desires of families, seniors and those with different abilities in those daily activities improves the quality of life for all of Black Mountain.

Walkscore.com provides a measurement of how walkable and bikeable is a community. Using the Town Hall address as a center point, Black Mountain scored a 79 Walkscore meaning that it is very walkable, and most errands can be accomplished by foot. Downtown Black Mountain's Bikescore is 50--or average, meaning it is considered bikeable with some bike infrastructure but not exemplary. Visit <https://www.walkscore.com> for more information.

Just for fun--here is the link to a NC Weekend video that explores Parks and Trails for Health (PATH) using outdoor recreation for improved health for everyone:

<https://video.pbsnc.org/video/parks-and-trails-for-health-drtgez/>

Events, especially in the off-season are a great tool for cementing social relationships within the community around the outdoors and physical activity. This may also be the best time for locals to enjoy the common visitor experiences.

Development of the Outdoor Culture and Workforce may include:

Engage Local Residents:

- Access to the environment, skills and experiences as part of everyday life
- Make it easy to try new things – instruction, access to equipment
- Look for those who are curious – how do things work, why, how to improve
- Offer Entrepreneurial or Problem-addressing opportunities
- Provide access to role models
- Help discover their passion and make it a life focus

Create an outdoor network:

Social opportunities to meet and hang out with people who have the same drive and passion, feature local celebrities to share the challenge and journey, develop mentors and ambassadors.

Outdoor Recreation Infrastructure Development

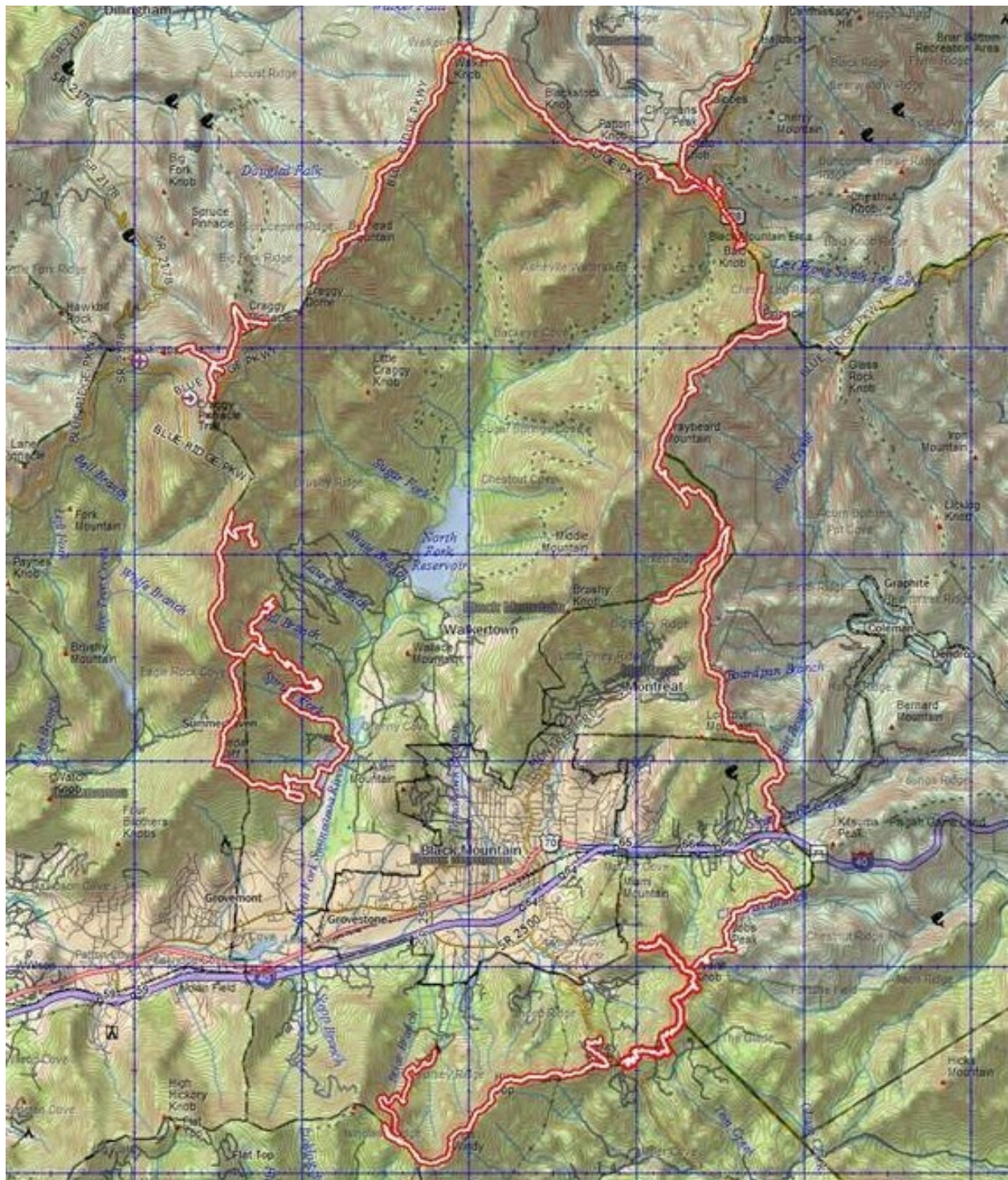
Development of new or improved facilities was not a focus that emerged in this strategic planning process. However, Work Group discussion revealed many needs for new, better, different facilities to support existing and expanded programs and experiences. It is hoped that this will be further developed during the Building Outdoor Communities process.

That said—the many Actions to *Elevate and Share existing programs*, identify *funding and structures to support the high-level of existing amenity* and activity as well as the work with Conference Center partners on resource development and maintenance, will also serve to develop the Outdoor Recreation Infrastructure. The Fonta Flora trail extension, greenway and new park development are all part of a seemingly inevitable development of infrastructure.

Focus on the structural and funding models will be critical to the community's ability to also maintain any new infrastructure sustainably. Cost estimates to operate and maintain facilities over time should be requested in master planning for the new park areas as well as trails. Careful design of trails can reduce required maintenance as well as impacts on the natural landscape.

With the increased interest in outdoor recreation since the pandemic, many new sources of grant funding have become available, and are still being developed, in addition to the reliable Land & Water Conservation and PARTF from NC Department of Natural and Cultural Resources (DNCR). The NC DNCR has received new earmark trail funds, the program for which has not yet been developed. This is the result of the Great State Trail coalition work and Year of the Trail recognition. The US Department of Agriculture budget includes funding opportunities for recreation as well. US and NC Departments of Transportation also assist with development of especially walk/bike facilities with additional resources coming online soon.

Local conversation around on-going needs and events might consider user fees, town occupancy tax revenues, facilities rental income, service fees and development of other income streams that might be dedicated to maintenance. Avid trail users and conservationists will continue to be a big part of on-going maintenance and management as well as new development of trails.



Map taken from: Swannanoa Valley Museum & History Center – showing locations of Rim Explorer™ Hikes.
<https://www.history.swannanoavalleymuseum.org/rim-hike-explorer-series/>



APPENDIX



Appendix

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Black Mountain Outdoor Recreation Activities

<u>Activity</u>	<u>Partner w Parks + Rec/Notes</u>
Archery	YMCA
Backpacking Overnight	Nothing organized or promoted
Bicycling (Mountain/BMX)	To come - on recently donated property
Bicycling (Road/Paved Surface)	Farm Heritage Scenic route
Birdwatching	Warren Wilson has activity
Camping (Car, Backpacking, & RV)	Campgrounds, AT impromptu
Camping (Glamping)	
Climbing (Indoor)	Blue Ridge Assembly
Disc golf	Veterans' Park
Fishing (Fly)	Stocked: Swannanoa, Curtis + Black Creeks
Fishing (Freshwater/Other)	Lake Tomahawk stocked
Hiking (Day)	Chamber has list, most visitors - short + easy
Hunting (Rifle/Shotgun/Handgun/Bow)	Bear season in area
Nature Study	Not organized, was Road Scholar program
Nature Photography	Not organized
Skateboarding	Small park behind Montessori
Snorkeling	Part of snorkel trail, sign in Veterans Park
Stand Up Paddling	Could happen – like Asheville
Trail Running	Group of Dads – Montreat then creek dip
Wildlife Viewing	Not organized

Other notes:

- Swannanoa River is not wide enough for paddling although floating is possible.
- Terrain is very steep so forested trails are difficult and access often remote from Town.
- Stream restoration work is underway. Fish are stocked and plans are developed for delayed harvest(location?). Streams have Mountain Heritage Trout designation.
- Parks & Rec/Outdoor Recreation leads hikes year-round, will do plant tours, teaches climbing.
- Hiking often means a walk around Lake Tomahawk.
- Watershed is not open for any kind of recreation.
- AllTrails app often sends people onto private land. Need instead to use local information and maps.

OR Facilities/Resources/Attractions

Catawba waterfall hike (under renovation, not short or easy)

Mtn Bike trails – advanced riders at Kitsuma, Heartbreak; Lookout in Old Fort easier

Bicycling along 70 west and greenways

E-Bikes ride in town but need off road

New Park(s) – will be master planned soon! May include open space, trails, mountain biking, other

Swannanoa River is underutilized – could support floating

Community Garden – maxed out, needs more space and recognition

Special interest trails:

Public Art

Storybook – Lake Tomahawk

Treasured Tree

Basecamp for bachelor parties

Hiking Trails (Chamber has a handout!):

Montreat wilderness trails – 0.5mi - 5hrs, all difficulty levels (moderate can be difficult!)

Warren Wilson – 44 trails of varying difficulty

Blue Ridge Assembly

Ridgecrest – Parks + Rec partner, trails open for program use only

Christmount – 9 trails, historic site, Parks & Rec partner/program use

Curtis Creek – Old Fort access

Point Lookout - remote, difficult foot access from town, car via McDowell Co, with only limited parking

USFS has new ridgeline trails including some accessible locations/views

Town Golf Course and Lake Tomahawk

OR Human + Organizational Assets

Celebrities – Brad Johnson, Brad Dougherty and Roy Williams

TOBM Parks + Rec – Outdoor Rec staff and program partners

Youth Disc Golf team

Black Mountain Parks and Greenways Foundation – 501c3 umbrella for many groups

Greenway & Trails committee

Friends of Lake Tomahawk

G5 Trail Collective – maintain Montreat, organized from Old Fort

Mountain Bike teams at Montreat and Warren Wilson Colleges

Montreat Conservancy (Southern Highlands Conservancy facilitates)

Scouts

Cooperative Extension – River Conservation programs

River Link

Montreat College/Town/Retreat Center

Blue Ridge Assembly (with YMCA)

Other camps—

Seasonal employees

Helicopter parents from camps - vacationing in Town

Outdoor Businesses

Epic Cycles

Take a Hike

One Fly Outfitters

WNC Outdoor Collective – need to check here for local makers as well

Mountain Running

Montreat – offers some fly-fishing equipment rental

Guides – various on-line, some AirBnBs have them, too

Goat Yoga

Outdoor Culture/Hang-outs:

Lookout Brewery

Trailhead

Grange/Railyard

Black Mountain YMCA

Various Camps & Conference Centers

Note—listed on DataAXL but ground-truthed by work group

Painted View Farm (horse boarding, training) – no trail rides or public equestrian activity

Rhinehart Outdoor & Marine... marine equipment & supplies – has moved to Old Fort

Asheville Camper Rental (14 Daniel Lane)- unknown

Pisgah Bike Works (203 Black Mtn...) dealer - closed

Outdoor Manufacturers

None known – need to check with Matt Godfrey w Outdoor Business Alliance

Note – listed on DataAXL and ground-truthed by work group

Keith Nix Knives (Craigmont Rd - nonclassified) makes kitchen knives, not outdoor

Across the Canvas (96 Temple Rd) – listed as wholesale canvas goods - unknown

C W Moose Trading Co (111 W State St) – leather goods in retail but not manufactured

Information sources:

All Trails app – includes private land without acknowledgement

Trail Forks app

Chamber of Commerce printed packet is most accurate but not 'polished'



Downtown Black Mountain Retail Marketplace Snapshot-March of 2023

The purpose of this report is to give Downtown Black Mountain the baseline information for a better understanding of its current market. The NC Main Street & Rural Planning Center Staff studied the retail marketplace date within a 6- mile radius of the downtown area. The retail leakage analysis examines the quantitative aspects of the retail opportunities.

By reviewing the retail gap, we can:

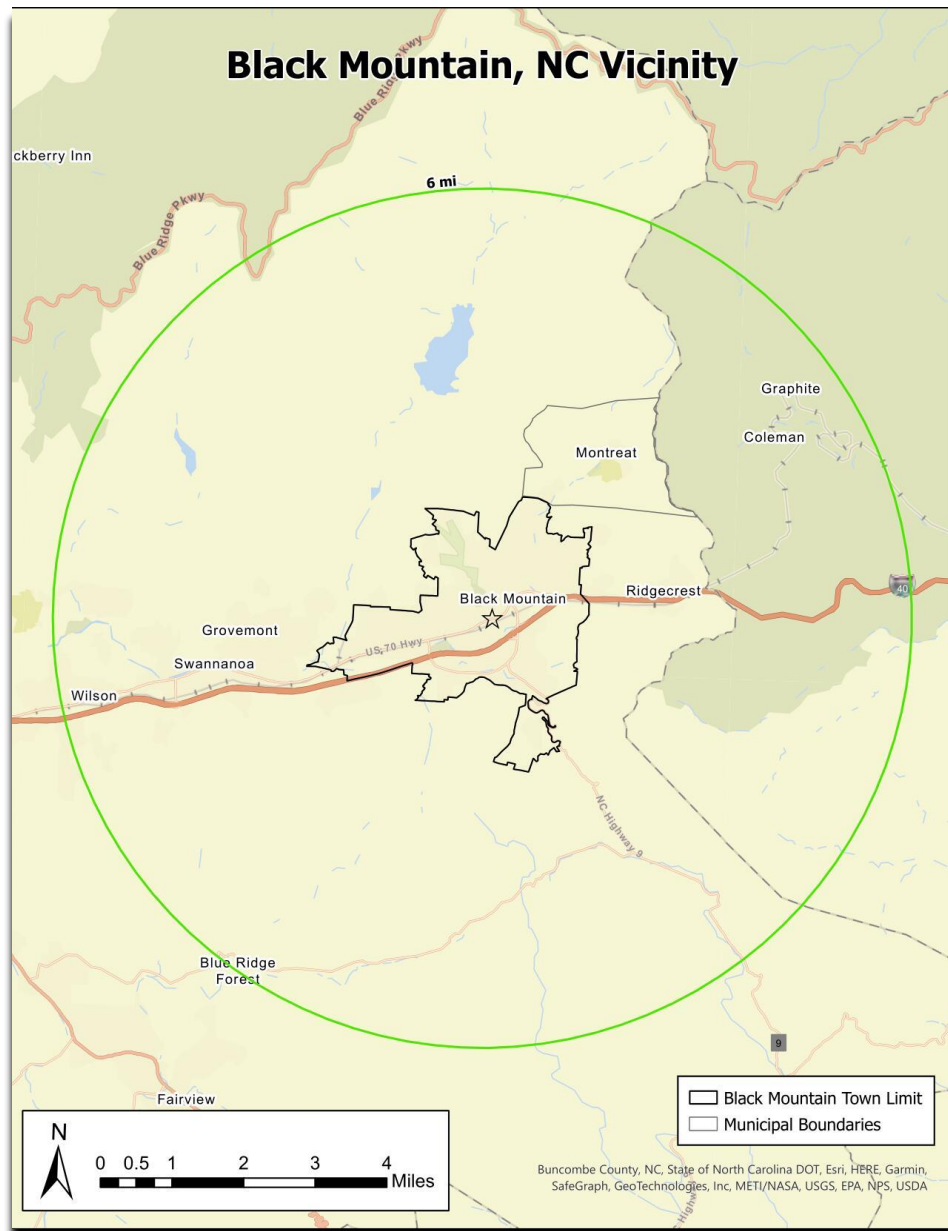
- Understand how well the retail needs of residents are being met.
- Uncover unmet demand and possible opportunities.
- Understand the strengths and weaknesses of the local retail sector.

When consumers spend their dollars outside the specific radii of Downtown Black Mountain this is known as “Retail Gap” throughout this report. Retail Gap or leakage indicates an **unmet demand in the trade area**. This suggests the possibility the community can support additional retail for those business categories. Residents within the specified primary trade areas are purchasing products outside that area indicating opportunity to capture those dollars within the downtown district.

There are also categories for which Downtown Black Mountain is exceeding the local market demand. Those are measured as red numbers on the below report. For the 6 -mile radius and minute drive time information, this means that Downtown Black Mountain is exceeding its market potential in these categories. This retail surplus means the community’s trade area is capturing local market plus attracting non-local shoppers. Surplus means the community has possibly developed strong clusters of retail that have broad geographical appeal.

You can also seek additional retail market data that Buncombe County Economic Development or the Land-of-Sky Regional Council of Governments can provide. This report is based on the data collected and should serve as a starting point for your economic vitality efforts.

We highly encourage you to couple this report with consumer surveys to get a complete understanding of the Downtown Black Mountain potential. The NC Main Street and Rural Planning Center can share examples of consumer surveys and assist with this process as needed.



The above Buncombe County map outlines the two trade areas within a 6-mile radius of downtown. Defining the downtown trade area is critical in determining retail opportunities for the downtown market. The NC Main Street & Rural Center staff only reviewed the data within this segment. Downtown Black Mountain should be targeting residents within these two areas. The goal is to capture the retail sales volume leaking to neighboring communities, such as Asheville. The chart below shows total industry summaries for the 6-mile radius to downtown. It details the total retail sales gap, potential 10% capture and retail square footage needed to attract this sales volume.

The sales per square foot column in the charts is the average number based on recent research across the state. Typically, restaurant annual retail sales are higher than \$300 per square foot. There are variables that impact this number such as building owned versus rented, rental rates either higher or lower as well as overall expenses, such as employee wages, insurance, utilities, etc. **Surplus is shown as a red number and retail gap is shown as a black number.**

Distance	Total Retail Gap	10% Capture	Sales/SF	S.F. Needed
6-mile radius	\$6,896,635	\$689,664	\$300	2,299

The above chart shows the aggregate number of potential sales within the 6-mile radius around Downtown Black Mountain. Below you will see these number broken down by retail category.

6-Mile Radius Around Downtown

Black Mountain				
Primary Trade Area 6-mile around downtown		DOWNTOWN POTENTIAL		
Business Type	Retail Gap	10% of Retail Gap	Sales/SF	SF
		10%	\$300	Needed
Beer, Wine and Liquor Stores	\$ 1,627,739	\$ 162,774	\$ 300	543
Pharmacies and Drug Stores	\$ 1,656,116	\$ 165,612	\$ 300	552
Limited Service Restaurants	\$ 3,612,780	\$ 361,278	\$ 300	1,204
Total Gap	\$ 6,896,635	\$ 689,664	\$ 300	2,299

6-Mile Radius Retail Surplus

Category	Retail Surplus
Furniture Stores	\$ 4,798,601
Home Furnishing Stores	\$ 5,648,811
Appliance Stores	\$ 2,205,105
Electronics Stores	\$ 5,682,736
Home Centers	\$ 7,253,678
Paint and Wallpaper Stores	\$ 455,289
Hardware Stores	\$ 2,213,882
Nursery, and Garden Supply Stores	\$ 737,750
Grocery Stores	\$ 32,664,108
Cosmetics and Beauty Stores	\$ 829,449
Clothing and Clothing Accessories Stores	\$ 3,293,393

Shoe Stores	\$ 2,010,378
Jewelry Stores	\$ 490,313
Luggage and Leather Goods Stores	\$ 562,311
Sporting Goods Stores	\$ 3,087,307
Hobby, Toy, and Game Stores	\$ 1,716,751
Book Stores	\$ 1,512,902
Department Stores	\$ 3,417,308
Florists	\$ 383,373
Office Supply and Stationary Stores	\$ 953,937
Pet and Pet Supplies Stores	\$ 1,387,739
Drinking Places	\$ 524,165
Full-Service Restaurants	\$ 21,182,654
Total	\$103,011,940

The retail surpluses confirm that Downtown Black Mountain is attracting a disproportionate amount of retail sales in these categories and potential exists to attract additional retail and restaurant establishments to take advantage of the additional business potential.

Below are two tables showing the projected sales growth in different commercial categories. This information can help your recruitment process.

6-Mile Measurement

Black Mountain Demand Growth by Retail Store Types				
Primary Trade Area: 6-Mile Radius				Compound
Business Type	2022	2027	Growth	Growth
	Demand	Demand	\$	Rate (%)
Furniture Stores	\$ 5,020,174	\$ 5,476,975	\$ 456,801	2
Home Furnishings Stores	\$ 3,514,719	\$ 4,030,003	\$ 515,284	3
Appliance Stores	\$ 1,333,761	\$ 1,493,586	\$ 159,825	2
Electronics Stores	\$ 4,755,109	\$ 5,300,574	\$ 545,465	2
Home Centers	\$ 14,297,762	\$ 16,727,646	\$ 2,429,884	3
Paint and Wallpaper Stores	\$ 1,026,500	\$ 1,310,589	\$ 284,089	5
Hardware Stores	\$ 2,102,815	\$ 2,464,117	\$ 361,303	3
Nursery, Garden Center and Farm Supply Stores	\$ 2,699,851	\$ 3,066,565	\$ 366,714	3
Grocery Stores	\$ 46,017,766	\$ 52,362,129	\$ 6,344,363	3
Beer, Wine and Liquor Stores	\$ 4,107,961	\$ 4,711,199	\$ 603,238	3
Pharmacies and Drug Stores	\$ 19,735,485	\$ 21,650,614	\$ 1,915,129	2
Cosmetics and Beauty Supply Stores	\$ 1,377,010	\$ 1,515,841	\$ 138,831	2
Sporting Goods Stores	\$ 2,914,211	\$ 2,993,702	\$ 79,492	1
Hobby, Toy and Game Stores	\$ 1,260,702	\$ 1,394,379	\$ 133,677	2
Book Stores	\$ 688,164	\$ 767,377	\$ 79,213	2
Office Supplies and Stationary Stores	\$ 677,501	\$ 775,114	\$ 97,613	3
Pet and Pet Supplies Stores	\$ 1,427,462	\$ 1,652,521	\$ 225,059	3
Drinking Places	\$ 1,698,495	\$ 1,918,195	\$ 219,700	2
Full Service Restaurants	\$ 21,818,429	\$ 24,366,049	\$ 2,547,620	2
Limited Service Restaurants	\$ 18,494,928	\$ 20,604,751	\$ 2,109,823	2
Total Sales	\$ 154,968,805	\$ 174,581,926	\$ 19,613,123	

Note: The compound annual growth rate (CAGR) is the annualized average rate of revenue growth between two given years, assuming growth takes place at an exponentially compounded rate. The most important factor in both charts is the amount of projected growth per category.

Retail Sales per Capita (Source: U.S. Census QuickFacts)

Total retail sales per capita for Black Mountain in 2017 (the last measured year on this site) are \$14,223 which are 20% below the Buncombe County average of \$17,849 but 3.5% above the NC average of \$13,735. Its retail sales per capita are 6.5% below the U.S. per capita average of \$15,224. This is unusual because of the positive demographics seen for Black Mountain, especially in comparison to Asheville seen below.

Asheville's per capital retail sales are \$38,138 and it produces 76% of all Buncombe County retail sales. A comparison of Black Mountain and Asheville shows some definite advantages for Black Mountain:

	<u>Black Mountain</u>	<u>Asheville</u>
Bachelor's Degree or higher	60.8%	50.8%
Median Household Income	\$68,333	\$58,193
Poverty Rate	4.8%	12.4%

Black Mountain has more citizens with the higher spending power that comes from higher education, a higher median household income, and less than half the poverty rate of Asheville. All three of the above measurements translate into higher consumer spending power for Black Mountain compared to Asheville.

Black Mountain is a great choice for prospective retailers and restaurateurs planning to locate in the county, based on these measurements and significant consumer sales potential exists in the downtown and community at large. Also, the quality of current Black Mountain retailers, restaurants and breweries speaks volume for the sales potential existing in this community.

The above data can be used to help recruit businesses to Downtown Black Mountain to meet the unmet potential and reduce the retail gap or leakage. The priorities are to first retain, then expand and finally to recruit new businesses. The categories that show the most potential should be focused on within the 6-mile radius of downtown. This data can help existing businesses realize there may be potential to expand to capture additional retail sales.

Tapestry Segmentation identified by ESRI On-Line Business Analyst

We find that studying the Tapestry Segments helps to identify a retail mix based on demographics that could enhance the shopping experience. Tapestry Segmentations provide detailed descriptions of America's neighborhoods. U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition, then further classifies the segments into LifeMode and Urbanization Groups. Each radius has numerous LifeMode groups for a total of 100%. The detailed information can give Downtown Black

Mountain a sense of who its customer is and insight into how to market to and what types of products to possibly add to existing inventory. By diving deeper into each Tapestry Segment's LifeMode and Urbanization Group there may be an entirely new business that could emerge and possibly be a good fit for downtown.

The information provided reflects the U.S. characteristics. The table below shows the top three segments for each category with brief descriptions. Detailed descriptions are obtained by going to the raw ESRI data's Tapestry information and clicking on each segment for the specific drive times. Visit <http://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation>

Top 3 Tapestries for each location

Total Community		6-mile radius	
The Great Outdoors	34.5%	The Great Outdoors	28.9%
Senior Escapes	26.7%	In Style	23.3%
Mid-Life Constants	24.9%	Senior Escapes	18.0%

The top segment for the total Black Mountain community and those living within a 6-mile radius of downtown is The Great Outdoors. The top segment for the total community and the third largest for the 6-mile radius of downtown is Senior Escapes. Finally, the third largest segment for the total community is Mid-Life Constants. All three of those will be examined below:

The Great Outdoors	Total Households (U.S.)	1,908,600
	Average Household Size	2.44
	Median Age	47.4
	Average HH Income	\$56,400

WHO ARE WE?

These neighborhoods are found in pastoral settings throughout the United States. Consumers are educated empty nesters living an active but modest lifestyle. Their focus is land. They are more likely to invest in real estate or a vacation home than stocks. They are active gardeners and partial to homegrown and home-cooked meals. Although retirement beckons, most of these residents still work, with incomes slightly above the US level.

SOCIOECONOMIC TRAITS

- 60% have attended college or hold a degree.
- Labor force participation is low at 60%.
- Typical of neighborhoods with older residents, income from retirement and Social Security is common, but residents also derive income from self-employment and investments.
- Residents are very do-it-yourself oriented and cost conscious.
- Many service their own autos, work on home improvement and remodeling projects, and maintain their own yards.

- They prefer domestic travel to trips abroad.

Senior Escapes	Total Households (U.S.)	1,116,000
	Average Household Size	2.20
	Median Age	54.6
	Average HH Income	\$38,700

WHO ARE WE?

Senior Escapes neighborhoods are heavily concentrated in the warmer states of Florida, California, and Arizona. These areas are highly seasonal, yet owner occupied. Many homes began as seasonal getaways and now serve as primary residences. Nearly 40% are mobile homes; over half are single-family dwellings. About half are in unincorporated and more rural areas. Nearly one-fifth of the population is between 65 and 74 years old. Residents enjoy watching TV, going on cruises, playing trivia games, bicycling, boating, and fishing. They are very conscious of their health and buy specialty foods and dietary supplements.

SOCIOECONOMIC TRAITS

- Labor force participation is low, but more than half the households are drawing Social Security income.
- They spend majority of their time with spouse or significant other or alone.
- They are limited by medical conditions but still enjoy gardening and working on their vehicles.
- They take good care of vehicles but haven't bought a new one in over five years.
- They only spend within their means, do their banking in person, and do not carry a balance on their credit card.

Midlife Constants	Total Households (U.S.)	3,086,400
	Average Household Size	2.31
	Median Age	47.0
	Average HH Income	\$53,200

WHO ARE WE?

Midlife Constants residents are seniors, at or approaching retirement, with below-average labor force participation and below-average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous but not spendthrifts.

SOCIOECONOMIC TRAITS

- Education: 63% have a high school diploma or some college.
- At 31%, the labor force participation rate is low in this market.
- Almost 42% of households are receiving Social Security; 27% also receive retirement income
- Traditional, not trendy; opt for convenience and comfort not cutting edge. Technology has its uses, but the bells and whistles are a bother.
- Attentive to price, but not at the expense of quality, they prefer to buy American and natural products.

- Radio and newspapers are the media of choice (after television.)

AARP Livability Index

The AARP Livability Index for Downtown Black Mountain is 52 on a scale ranging from 0 to 100. The higher the score the more livable the community. Black Mountain ranks above average on this scale. It is important to consider the different index categories, such as health, environment, neighborhood, and opportunity to help you determine what needs to be done to improve this score. Some areas of particular interest include:

The positive.....

<u>Category</u>	<u>2022</u>	<u>2022 Median U.S. Neighborhood</u>
Housing (46 out of 100)		
Availability of subsidized housing (Units per 10,000)	0	0
Zero-Step Entrances	50.1%	50.1%
Neighborhoods (39 out of 100)		
Access to Grocery Stores & Farmer's Mkts	0 stores or markets	0.0
Access to libraries	0*	0
Access to jobs by transit	0	0
Diversity of Destinations	0.82	.65
Vacancy rate (# of units are vacant)	7%	8.6%
*Black Mountain Dougherty Street library is not acknowledged.		
Transportation (40 out of 100)		
Congestion (Hours per person per year)	20.3	25.5
Crash Rate (Fatal crashes per 100,000 people per year)	6.6	7.7
Frequency of local transit (Buses and trains per hour)	1	0

<u>Category</u>	<u>2022</u>	<u>2022 Median U.S. Neighborhood</u>
Environment (65 out of 100)		
Regional air quality (Unhealthy air quality days/year)	0	4.37
Local Industrial Pollution (ORSE score from 0 to 9,070)	0	0.00
Drinking Water Quality (% of people exposed to violations)	0.00%	0%
Health (51 out of 100)		
Smoking prevalence (% of adults who smoke regularly)	17.0%	18%
Obesity prevalence (% of adults who are obese)	26.0%	32.2%
Patient Satisfaction (% of patents satisfied)	77.5%	71.8%
Preventable hospitalization rate (Preventable hospitalization rate per 100 patients)	34.4	48.5
Engagement (84 out of 100)		
Broadband cost and speed (% of residents who have high speed and competitively priced internet)	95.1%	93.7%
Opportunity for Civic Involvement (Number of organizations per 10,000 ppl.)	11.2	1.18
Voting Rate (% of people voting)	73.5%	61.9%
Social Involvement Index (Index 0 to 2.5)	1.11	0.96
The negative.....		
Housing (46 out of 100)		
Housing Costs/month	\$1,113	\$1,057

<u>Category</u>	<u>2022</u>	<u>2022 Median U.S. Neighborhood</u>
Housing (46 out of 100)		
Housing Cost Burden (Percentage of income spent on housing)	18.4%	16.3%
Availability of multi-family housing (% of units are multi-family)	14.9%	18%
Neighborhood (39 out of 100)		
Access to parks	0 parks*	0
Activity Density (Jobs and people per square mile)	549	3,056
Crime rate (Crimes per 10,000 people)	287	217.4
Access to jobs by auto	7,838	44,198
*Riverwalk, Lake Tomahawk and Veteran's Parks are not acknowledged.		
Transportation (40 out of 100)		
ADA Accessible stations/vehicles (% of stations/vehicles ADA accessible)	73.6%	82.9%
Walk trips (# of trips per household per day)	0.63	.073
Household transportation costs (Amount per year)	\$16,555	\$15,331
Speed limits (Miles per hour)	36.9	28.0
Environment (65 out of 100)		
Near-roadway pollution (# of people exposed)	12.02	0.00%

<u>Category</u>	<u>2022</u>	<u>2022 Median U.S. Neighborhood</u>
Health (51 out of 100)		
Access to exercise equipment (% of people who have access)	75.0%	90.1%
Healthcare Professional Shortage Areas	8	0
Engagement (84 out of 100)		
Cultural, arts and entertainment institutions (Institutions per 100 people)	0.5	8.01
Opportunity (38 out of 100)		
Income inequality (Index from 0 to 1)	0.47	0.46
Jobs per worker (Jobs per worker)	0.74	0.80
High School graduation rate	88.0%*	88.5%
Age Diversity (Index from 0 to 1)	0.72	0.85

*U.S. Census Bureau estimates the Black Mountain high school education rate of 92.9%

Walkscore

Walkscore.com provides a measurement of how walkable and bikeable is a community. Using the 160 Midland Avenue address, Downtown Black Mountain scored a 79 Walkscore meaning that it is very walkable, and most errands can be accomplished by foot.

Downtown Black Mountain's Bikescore is 50 meaning it is considered bikeable with some bike infrastructure is in place.

Visit <https://www.walkscore.com> for more information.

Summary and Recommendations

1. Retail Gap

Retail gaps were only seen in three categories: beer, wine and liquor, pharmacies and limited-service restaurants. This is quite unusual since the measurement does not reach the Asheville market.

2. Retail Surplus

Retail surpluses were seen in many categories, including furniture, home furnishings, appliances, electronics, home centers, paint and wallpaper stores, hardware stores, nursery and garden stores, grocery stores, cosmetics and beauty stores, shoe stores, jewelry, luggage and leather goods, sporting goods, hobby, toy and game stores, book stores, department stores, florists, office supplies pet and pet supplies drinking places and full-service restaurants.

3. Intersection of retail gaps and projected growth.

When you see retail gaps it indicates sales potential being missed and projected sales growth is what is forecasted for a given category. Those categories that show retail gap and strong projected growth should make potential investors more confident in their ability to succeed in Black Mountain.

<u>Category</u>	<u>6-Mile Radius</u>	<u>Projected Growth (2022-2027)</u>
Beer, Wine, and Liquor	\$1,627,739	\$ 600,238
Pharmacies and Drug Stores	\$1,656,116	\$1,915,129
Limited-Service Rest.	\$3,612,780	\$2,109,823

4. Walkability and Bikeability

The Downtown Black Mountain Walkscore of 79 is well-above average. Concerning bikeability, Downtown Black Mountain scores a 50 which is average. You will want to work with the local NCDOT division to incorporate bike lanes into their streets in downtown as well as those controlled by the Town of Black Mountain.

According to a study by real estate advising company Robert Charles Lesser & Co., homebuyers are increasingly looking for green space and trail systems for walking, running and biking. In fact, green space and trail systems were the No. 1 and No. 2 desirable community features in this referenced article---Source: New Home Source:

<https://www.newhomesource.com/learn/top-community-amenities/>

The list is below:

Parks and green spaces

Paved trail systems for walking, jogging, biking, etc.

Note that in addition to the walking and biking trail amenities, the #3 amenity that new homeowners want is:

Main street village centers with retail services and cafes for gathering and socializing

Downtown Black Mountain fits the #3 desired community amenity and will want to see ways to increase walkability and biking options to meet consumer demands.

5. Trip Advisor: Things to Do in Black Mountain

16 of the top 25 things to do by Trip Advisor are located in Downtown Black Mountain. This shows the popularity of the Downtown.

6. Outdoor Recreation



The comprehensive outdoor programming should be marketed throughout the region to draw people to Downtown Black Mountain. Downtown has the retail, restaurant, and brewery amenities to attract those who wish to participate in the programmed and non-programmed activities happening in the community.

7. Downtown Resources

Hilary Greenberg of Greenberg Development Services is creating a business recruitment guide that will be available soon on the Main Street and Rural Planning website. Also, former Main Street Manager Diane Young has created the Downtown Directors' Guide to Working with Development Projects--

<https://www.ncmainstreetandplanning.com/economic-vitality>-- an invaluable resource for downtown revitalization.

There is additional Claritas retail data and the U.S. Census Quickfacts report to support your retail recruitment efforts.

If you have any questions concerning the above information, do not hesitate to contact Ann Bass, ARC Community Economic Development Planner of the Western Region at 828-508-0107 or ann.bass@commerce.nc.gov

Sources: Claritas Retail Data

<http://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation>
Livabilityindex.aarp.org

Buncombe County map—Glen Locascio, NC Department of Commerce

Pop-Facts® Demographics | Population & Race



Trade Area: 160 Midland Avenue - 6 mi.

POPULATION

23,340

HOUSEHOLDS

9,772

ETHNICITY



6.9%

Index:109

Hispanic/Latino

HISPANIC ORIGIN*



60.0%

Index:99

Mexican

HOME LANGUAGE*

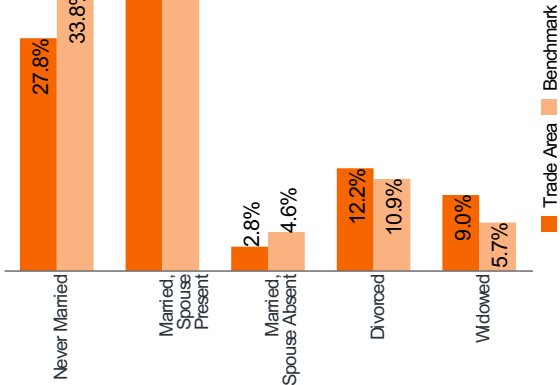


95.5%

Index:122

Only English

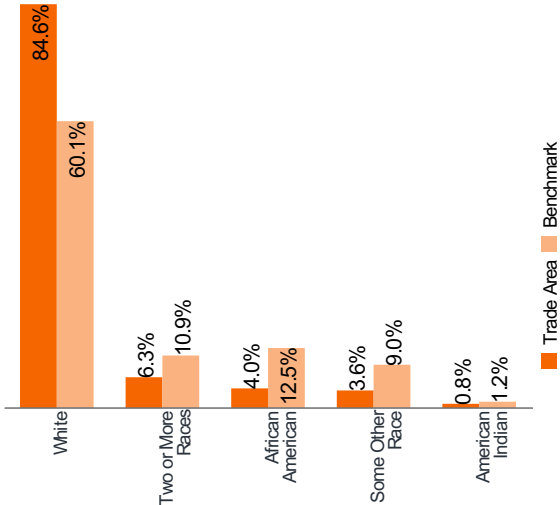
MARITAL STATUS



POPULATION BY AGE

Age	Count	%	Index
0 - 4	1,004	4.3	74
5 - 9	1,075	4.6	77
10 - 14	1,116	4.8	77
15 - 17	742	3.2	83
18 - 20	891	3.8	94
21 - 24	1,015	4.3	84
25 - 34	2,669	11.4	85
35 - 44	2,872	12.3	95
45 - 54	2,801	12.0	100
55 - 64	3,119	13.4	106
65 - 74	3,509	15.0	141
75 - 84	1,710	7.3	140
85+	818	3.5	170

POPULATION BY RACE**



Benchmark: USA

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(<https://claritas.easpolight.com/Spotlight/About/3/2023>)

*Top variable chosen from percent composition ranking
**Top 5 variables chosen from percent composition ranking

IndexColors:	<80	80 - 110	110+
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Pop-Facts® Demographics | Housing & Household



Trade Area: 160 Midland Avenue - 6 mi.

Population: 23,340 | Households: 9,772

MEDIAN AGE OF HOUSEHOLDER

58

Index: 109

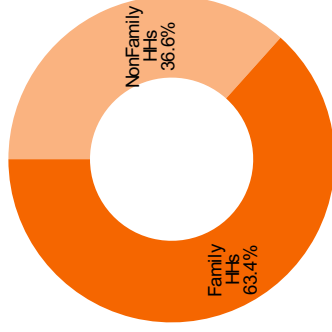
PRESENCE OF CHILDREN*



26.5%

Index: 79

HOUSEHOLD TYPE



HOUSING TENURE



71.6%

Index: 111

Own



28.4%

Index: 80

Rent

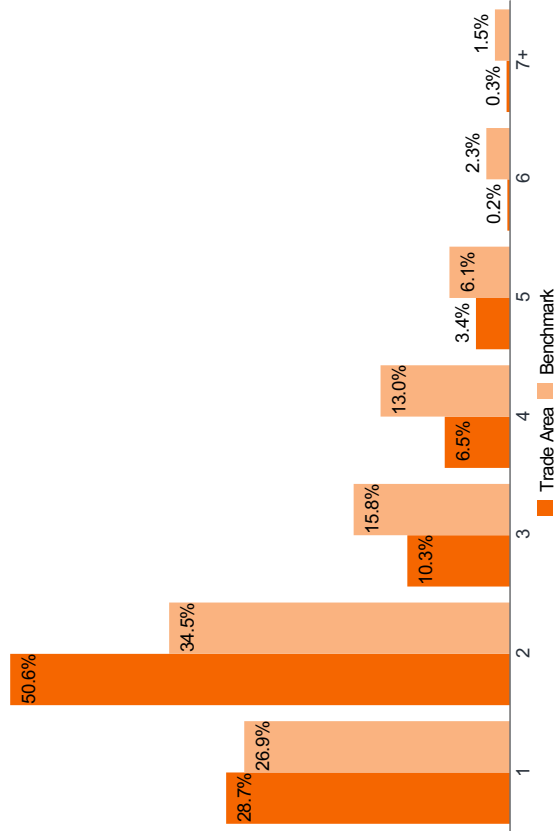
AGE OF HOUSING**



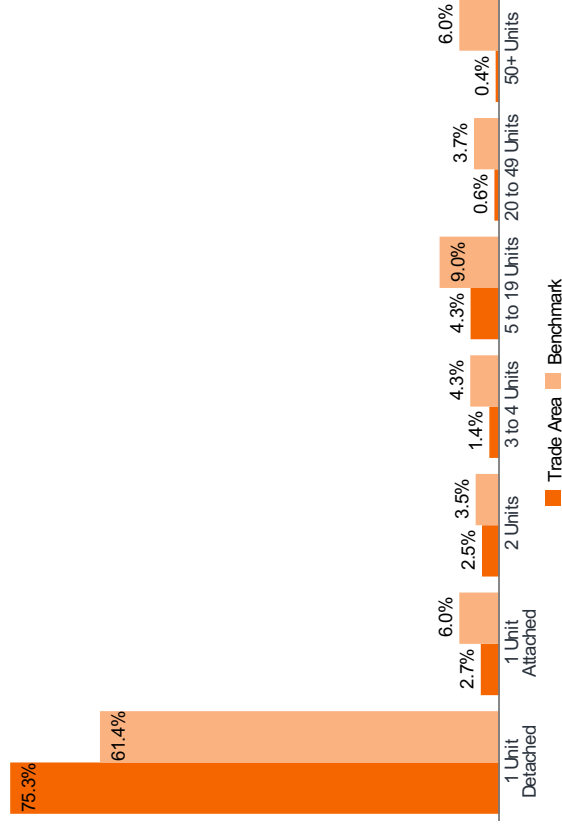
19 - 28 years old

% Comp: 16.5 Index: 120

HOUSEHOLD SIZE



HOUSING UNITS IN STRUCTURE



Benchmark: USA

*Uses the variable "Households with people under age 18"

**Chosen from percent composition ranking

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(<https://claritas.easpotlight.com/Spotlight/About/3/2023>)

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Demographics | Affluence & Education



Trade Area: 160 Midland Avenue - 6 mi.

Population: 23,340 | Households: 9,772

EDUCATIONAL ATTAINMENT: TOP 2*



30.9%
Index: 115

High School Graduate



22.7%
Index: 113

Bachelor's Degree



0.6%
Index: 21

Bachelor's degree or higher

EDUCATION: HISPANIC/LATINO



93.7%
Index: 103

At or above poverty

POVERTY STATUS

HOUSEHOLD INCOME



Median Household Income

\$53,829

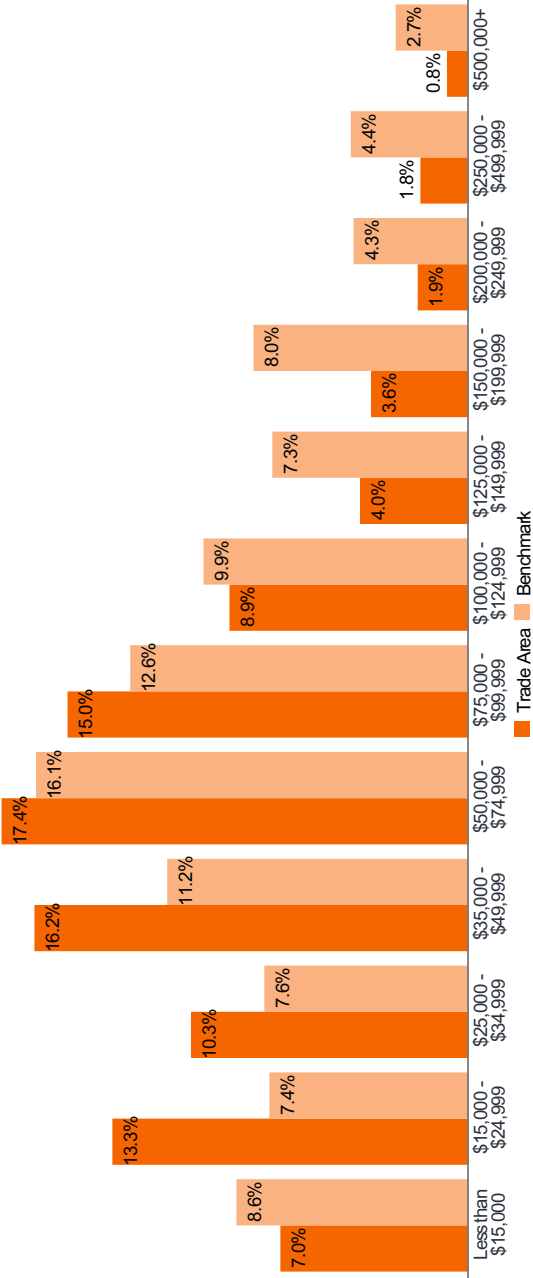
Index: 73

Average Household Income

\$73,644

Index: 70

HOUSEHOLD INCOME DISTRIBUTION



Benchmark: USA

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(<https://claritas.easpolight.com/Spotlight/About/3/2023>)

*Ranked by percent composition

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Demographics | Employment & Occupation



Trade Area: 160 Midland Avenue - 6 mi.

Population: 23,340 | Households: 9,772

OCCUPATIONAL CLASS*



55.4%
Index:91

White Collar

UNEMPLOYMENT RATE



2.2%
Index:47

Percent of civilian labor force unemployed

METHOD OF TRAVEL TO WORK: TOP 2*



84.3%
Index:112

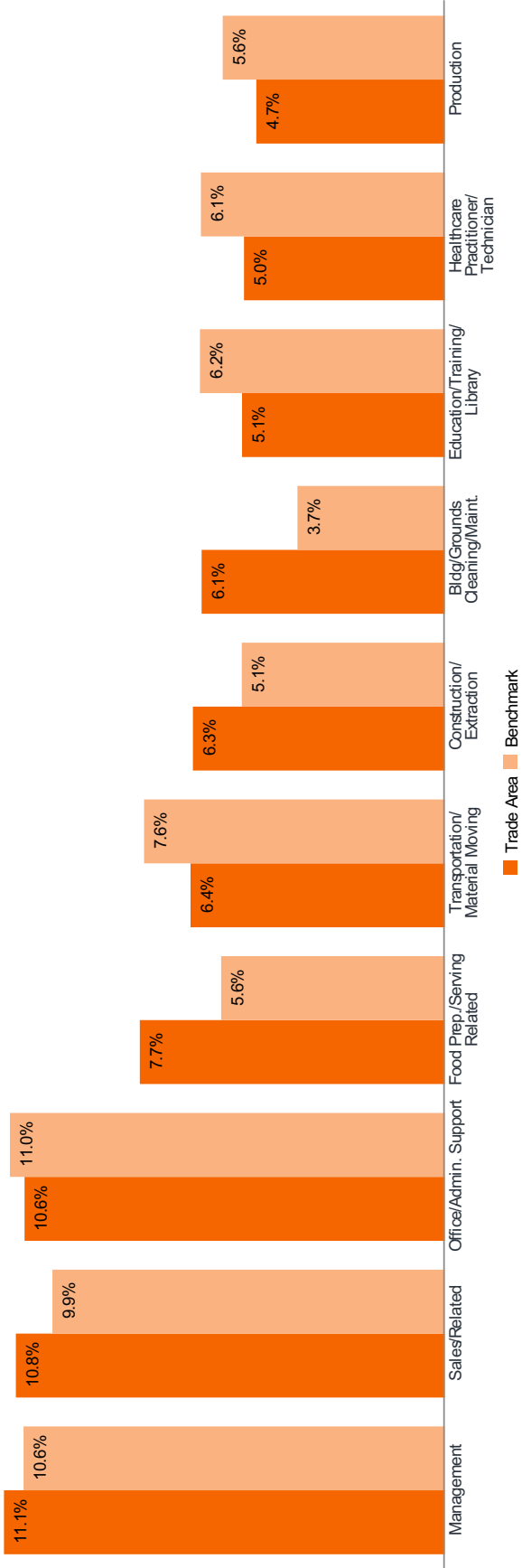
Travel to work by
Driving Alone



3.8%
Index:147

Travel to work by
Walking

OCCUPATION: TOP 10*



Benchmark: USA

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(<https://claritas.easpolight.com/Spotlight/About/3/2023>)

*Chosen from percent composition ranking

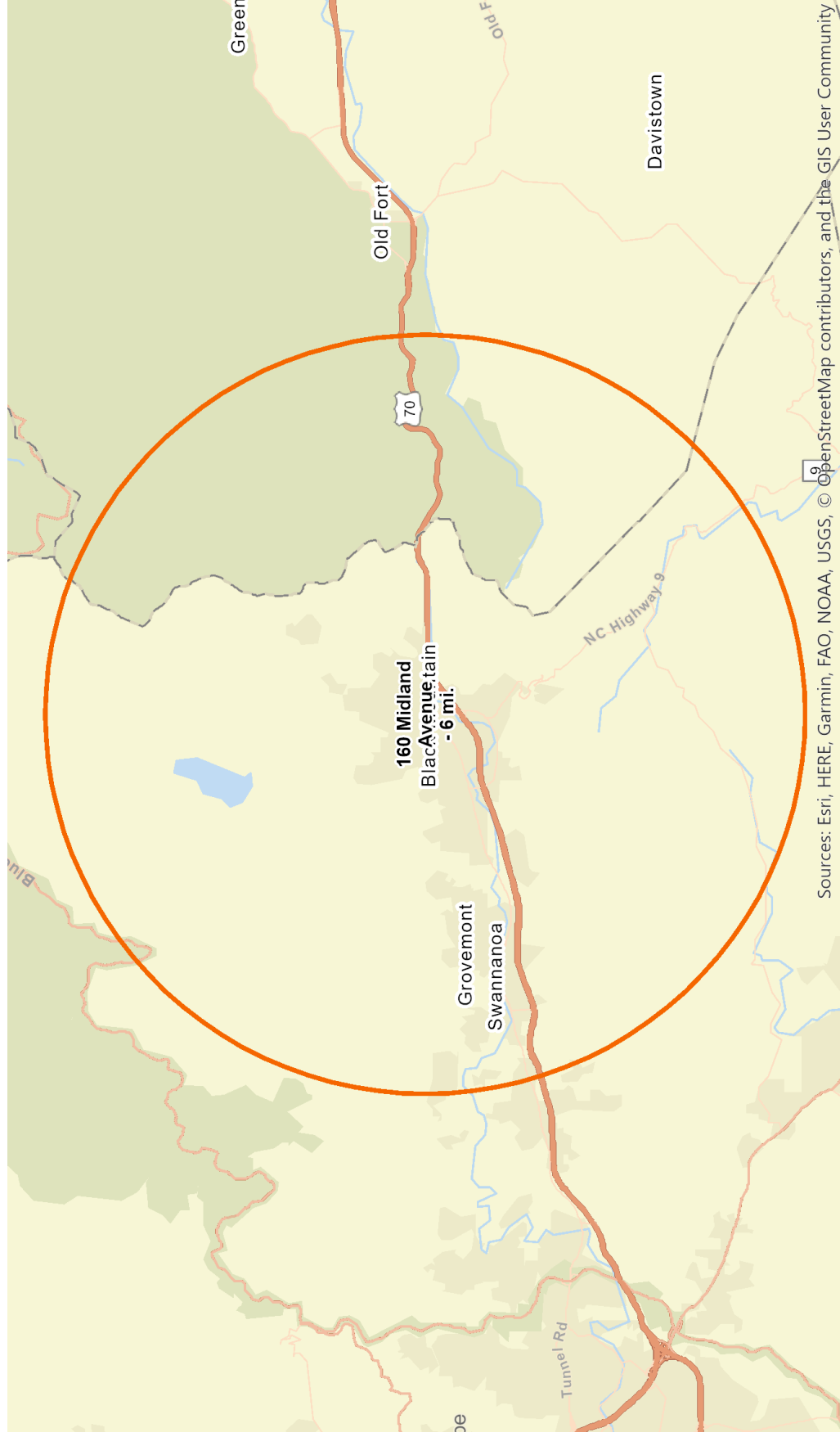
Index Colors:	<80	80 - 110	110+
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Pop-Facts® Demographics | Map



Trade Area: 160 Midland Avenue - 6 mi.

Population: 23,340 | **Households:** 9,772



Trade Area: 160 Midland Avenue - 6 mi.



POPULATION

The population in this area is estimated to change from **22,974** to **23,340**, resulting in a growth of **1.6%** between 2020 and the current year. Over the next five years, the population is projected to grow by **3.1%**.

The population in the base area is estimated to change from **331,449,281** to **334,500,069**, resulting in a growth of **0.9%** between 2020 and the current year. Over the next five years, the population is projected to grow by **2.1%**.

The current year median age for this area is **46.0**, while the average age is **45.2**. Five years from now, the median age is projected to be **47.4**.

The current year median age for the base area is **39.2**, while the average age is **40.2**. Five years from now, the median age is projected to be **40.3**.

Of this area's current year estimated population:

84.6% are White Alone, **4.0%** are Black or African American Alone, **0.8%** are American Indian and Alaska Nat. Alone, **0.7%** are Asian Alone, **0.1%** are Nat. Hawaiian and Other Pacific Isl. Alone, **3.6%** are Some Other Race, and **6.3%** are Two or More Races.

Of the base area's current year estimated population:

60.1% are White Alone, **12.5%** are Black or African American Alone, **1.2%** are American Indian and Alaska Nat. Alone, **6.2%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **9.0%** are Some Other Race, and **10.9%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **6.9%**, while the base area's current estimated Hispanic or Latino population is **19.9%**.



HOUSEHOLD

The number of households in this area is estimated to change from **9,566** to **9,772**, resulting in an increase of **2.2%** between 2020 and the current year. Over the next five years, the number of households is projected to increase by **3.7%**.

The number of households in the base area is estimated to change from **126,817,580** to **128,298,155**, resulting in an increase of **1.2%** between 2020 and the current year. Over the next five years, the number of households is projected to increase by **2.4%**.

Benchmark: USA

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Pop-Facts® Executive Summary | Education, Income & Housing



Trade Area: 160 Midland Avenue - 6 mi.



EDUCATION

Currently, it is estimated that **11.1%** of the population age 25 and over in this area had earned a Master's Degree, **2.4%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **22.7%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.1%** had earned a Master's Degree, **2.2%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **20.2%** had earned a Bachelor's Degree.



INCOME

The average household income is estimated to be **\$73,644** for the current year, while the average household income for the base area is estimated to be **\$104,972** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$73,644** to **\$81,243**.

The average household income in the base area is projected to change over the next five years, from **\$104,972** to **\$118,758**.



HOUSING

Most of the dwellings in this area (**71.6%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**64.4%**).

The majority of dwellings in this area (**75.3%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.4%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**16.5%**) are estimated to have been **Built 1990 to 1999** for the current year.

The majority of housing units in the base area (**14.6%**) are estimated to have been **Built 1970 to 1979** for the current year.

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Trade Area: 160 Midland Avenue - 6 mi.



LABOR

For this area, **160 Midland Avenue - 6 mi.**, **97.9%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.1% are in the Armed Forces, **49.9%** are employed civilians, **1.1%** are unemployed civilians, and **48.9%** are not in the labor force.

The occupational classification for this area are as follows:

21.6% hold blue collar occupations, **55.4%** hold white collar occupations, and **23.0%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

1.2% are in Architecture and Engineering, **2.7%** are in Arts, Entertainment and Sports, **3.4%** are in Business and Financial Operations, **1.9%** are in Computers and Mathematics, **5.1%** are in Education, Training and Libraries, **5.0%** are in Healthcare Practitioners and Technicians, **2.6%** are in Healthcare Support, **1.1%** are in Life, Physical and Social Sciences, **11.1%** are in Management, **10.6%** are in Office and Administrative Support.

1.7% are in Community and Social Services, **7.7%** are in Food Preparation and Serving, **0.7%** are in Legal Services, **2.1%** are in Protective Services, **10.8%** are in Sales and Related Services, **3.8%** are in Personal Care Services.

6.1% are in Building and Grounds Maintenance, **6.3%** are in Construction and Extraction, **0.6%** are in Farming, Fishing and Forestry, **4.2%** are in Maintenance and Repair, **4.7%** are in Production, **6.4%** are in Transportation and Moving.

For the base area, **USA**, **95.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, **60.1%** are employed civilians, **3.0%** are unemployed civilians, and **36.5%** are not in the labor force.

The occupational classification for the base area are as follows:

21.3% hold blue collar occupations, **60.5%** hold white collar occupations, and **18.2%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories:

2.0% are in Architecture and Engineering, **2.0%** are in Arts, Entertainment and Sports, **5.4%** are in Business and Financial Operations, **3.3%** are in Computers and Mathematics, **6.2%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.3%** are in Healthcare Support, **1.0%** are in Life, Physical and Social Sciences, **10.6%** are in Management, **11.0%** are in Office and Administrative Support.

1.8% are in Community and Social Services, **5.6%** are in Food Preparation and Serving, **1.1%** are in Legal Services, **2.2%** are in Protective Services, **9.9%** are in Sales and Related Services, **2.7%** are in Personal Care Services.

3.7% are in Building and Grounds Maintenance, **5.1%** are in Construction and Extraction, **0.6%** are in Farming, Fishing and Forestry, **3.1%** are in Maintenance and Repair, **5.6%** are in Production, **7.6%** are in Transportation and Moving.

Benchmark: USA

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Retail Market Power® | Opportunity Gap by Retail Store Types



Trade Area: 160 Midland Avenue - 6 mi.

	2023 Demand (\$)	2023 Supply (\$)	Opportunity Gap/Surplus (\$)
Totals			
Total retail trade including food and drink (NAICS 44, 45 and 722)	447,249,405	509,498,039	-62,248,635
Total retail trade (NAICS 44 and 45)	398,194,669	441,496,506	-43,301,837
Motor Vehicle and Parts Dealers			
Motor vehicle and parts dealers (NAICS 441)	106,602,572	78,129,443	28,473,129
Automobile dealers (NAICS 4411)	91,692,870	50,766,856	40,926,014
New car dealers (NAICS 44111)	81,639,361	41,649,237	39,990,123
Used car dealers (NAICS 44112)	10,053,509	9,117,618	935,890
Other motor vehicle dealers (NAICS 4412)	7,900,031	10,499,427	-2,599,396
Recreational vehicle dealers (NAICS 44121)	2,674,311	182,481	2,491,830
Motorcycle, boat, and other motor vehicle dealers (NAICS 44122)	5,225,720	10,316,946	-5,091,226
Boat dealers (NAICS 441222)	1,690,794	165,106	1,525,688
Motorcycle, ATV, and all other motor vehicle dealers (NAICS 441228)	3,534,925	10,151,840	-6,616,915
Automotive parts, accessories, and tire stores (NAICS 4413)	7,009,671	16,863,160	-9,853,488
Automotive parts and accessories stores (NAICS 44131)	4,435,402	9,801,077	-5,365,675
Tire dealers (NAICS 44132)	2,574,270	7,062,083	-4,487,813
Furniture and Home Furnishings Stores			
Furniture and home furnishings stores (NAICS 442)	8,534,893	18,982,305	-10,447,412
Furniture stores (NAICS 4421)	5,020,174	9,818,775	-4,798,601
Home furnishings stores (NAICS 4422)	3,514,719	9,163,529	-5,648,811
Floor covering stores (NAICS 44221)	1,711,451	3,841,992	-2,130,541
Other home furnishings stores (NAICS 44229)	1,803,268	5,321,538	-3,518,270
Window treatment stores (NAICS 442291)	82,408	235,739	-153,331
All other home furnishings stores (NAICS 442299)	1,720,860	5,085,799	-3,364,939
Electronics and Appliance Stores			
Electronics and appliance stores (NAICS 443)	6,088,870	13,976,711	-7,887,841
Household appliance stores (NAICS 443141)	1,333,761	3,538,866	-2,205,105
Electronics stores (NAICS 443142)	4,755,109	10,437,844	-5,682,736
Building Material and Garden Equipment and Supplies Dealers			
Building material and garden equipment and supplies dealers (NAICS 444)	28,913,851	49,365,628	-20,451,777
Building material and supplies dealers (NAICS 4441)	25,479,581	45,189,618	-19,710,037
Home centers (NAICS 44411)	14,297,762	21,551,440	-7,253,678
Paint and wallpaper stores (NAICS 44412)	1,026,500	1,481,789	-455,289
Hardware stores (NAICS 44413)	2,102,815	4,316,697	-2,213,882
Other building material dealers (NAICS 44419)	8,052,505	17,839,693	-9,787,188
Lawn and garden equipment and supplies stores (NAICS 4442)	3,434,270	4,176,010	-741,740
Outdoor power equipment stores (NAICS 44421)	734,419	738,409	-3,989
Nursery, garden center, and farm supply stores (NAICS 44422)	2,699,851	3,437,601	-737,750
Food and Beverage Stores			
Food and beverage stores (NAICS 445)	53,610,709	81,245,649	-27,634,940
Grocery stores (NAICS 4451)	48,115,396	78,765,427	-30,650,031
Supermarkets and other grocery (except convenience) stores (NAICS 44511)	46,017,766	78,681,873	-32,664,108
Convenience stores (NAICS 44512)	2,097,631	83,554	2,014,077
Specialty food stores (NAICS 4452)	1,387,352	0	1,387,352
Meat markets (NAICS 44521)	428,879	0	428,879
Fish and seafood markets (NAICS 44522)	168,187	0	168,187
Fruit and vegetable markets (NAICS 44523)	287,017	0	287,017
Other specialty food stores (NAICS 44529)	503,268	0	503,268
All other specialty food stores (NAICS 445299)	239,004	0	239,004
Beer, wine, and liquor stores (NAICS 4453)	4,107,961	2,480,222	1,627,739
Health and Personal Care Stores			
Health and personal care stores (NAICS 446)	22,837,525	27,252,649	-4,415,124
Pharmacies and drug stores (NAICS 44611)	19,735,485	18,079,369	1,656,116
Cosmetics, beauty supplies, and perfume stores (NAICS 44612)	1,377,010	2,206,459	-829,449
Optical goods stores (NAICS 44613)	474,948	1,505,549	-1,030,601
Other health and personal care stores (NAICS 44619)	1,250,082	5,461,272	-4,211,189
Food (health) supplement stores (NAICS 446191)	440,967	258,036	182,930
All other health and personal care stores (NAICS 446199)	809,116	5,203,235	-4,394,120
Gasoline Stations			
Gasoline stations (NAICS 447)	31,383,876	27,190,546	4,193,330

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Retail Market Power® | Opportunity Gap by Retail Store Types



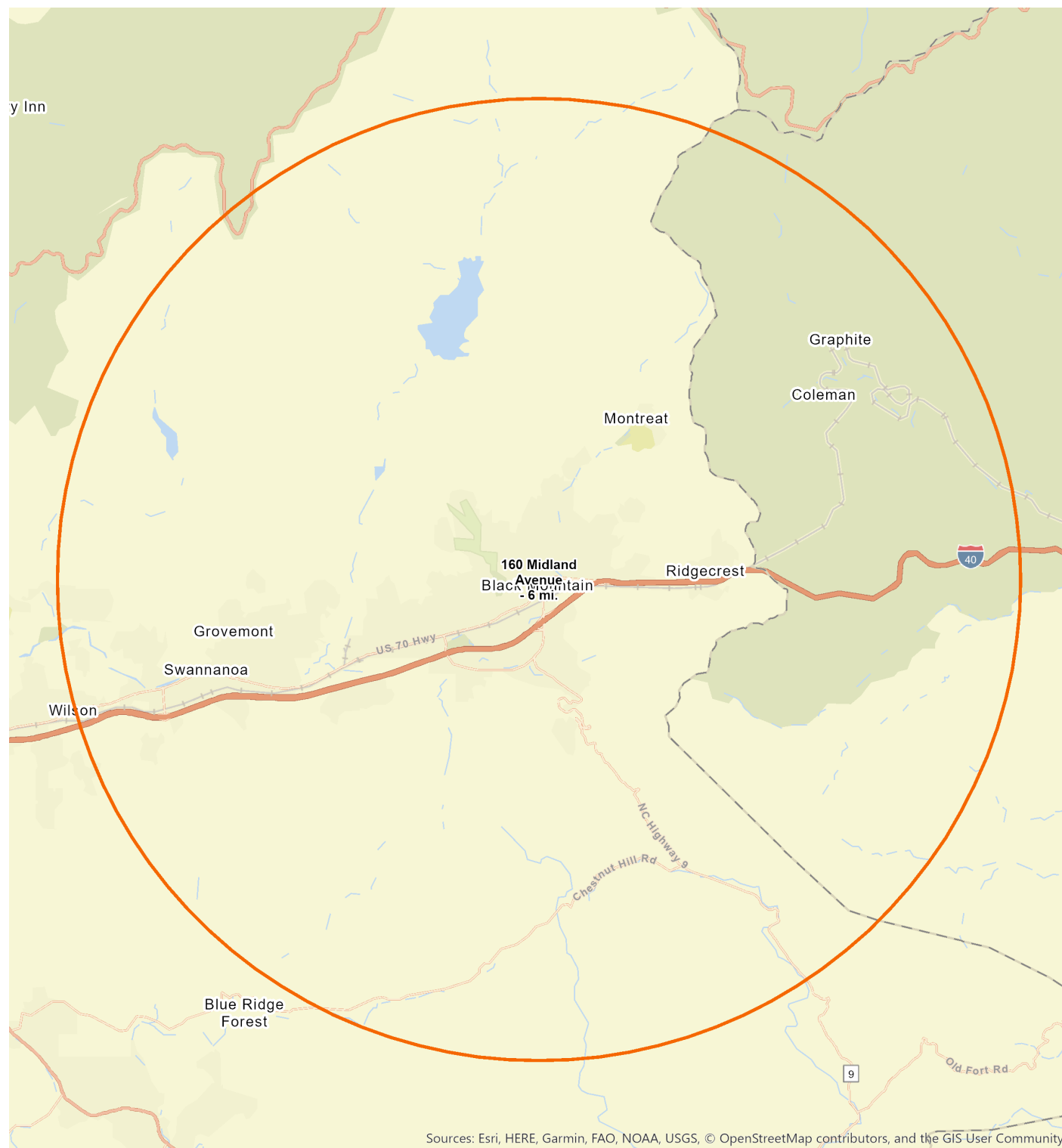
Trade Area: 160 Midland Avenue - 6 mi.

	2023 Demand (\$)	2023 Supply (\$)	Opportunity Gap/Surplus (\$)
Clothing and Clothing Accessories Stores			
Clothing and clothing accessories stores (NAICS 448)	16,259,635	19,553,028	-3,293,393
Clothing stores (NAICS 4481)	11,039,686	11,270,077	-230,391
Men's clothing stores (NAICS 44811)	422,050	485,113	-63,064
Women's clothing stores (NAICS 44812)	2,084,022	2,037,250	46,772
Children's and infants' clothing stores (NAICS 44813)	503,615	677,102	-173,487
Family clothing stores (NAICS 44814)	6,536,419	6,211,479	324,940
Clothing accessories stores (NAICS 44815)	549,761	582,201	-32,440
Other clothing stores (NAICS 44819)	943,819	1,276,932	-333,114
Shoe stores (NAICS 4482)	1,810,737	3,821,115	-2,010,378
Jewelry, luggage, and leather goods stores (NAICS 4483)	3,409,212	4,461,836	-1,052,623
Jewelry stores (NAICS 44831)	2,289,236	2,779,549	-490,313
Luggage and leather goods stores (NAICS 44832)	1,119,976	1,682,287	-562,311
Sporting Goods, Hobby, Musical Instrument, and Book Stores			
Sporting goods, hobby, musical instrument, and book stores (NAICS 451)	5,311,561	12,213,308	-6,901,747
Sporting goods, hobby, and musical instrument stores (NAICS 4511)	4,574,712	10,012,241	-5,437,529
Sporting goods stores (NAICS 45111)	2,914,211	6,001,518	-3,087,307
Hobby, toy, and game stores (NAICS 45112)	1,260,702	2,977,453	-1,716,751
Sewing, needlework, and piece goods stores (NAICS 45113)	152,276	279,930	-127,654
Musical instrument and supplies stores (NAICS 45114)	247,524	753,341	-505,817
Book stores and news dealers (NAICS 4512)	736,849	2,201,066	-1,464,218
Book stores (NAICS 45121)	688,164	2,201,066	-1,512,902
News dealers and newsstands (NAICS 45122)	48,685	0	48,685
General Merchandise Stores			
General merchandise stores (NAICS 452)	46,609,426	58,151,794	-11,542,368
Department stores (NAICS 4522)	5,721,565	9,138,872	-3,417,308
Other general merchandise stores (NAICS 4523)	40,887,861	49,012,922	-8,125,060
Warehouse clubs and supercenters (NAICS 452311)	37,035,580	44,499,254	-7,463,673
All other general merchandise stores (NAICS 452319)	3,852,281	4,513,668	-661,387
Miscellaneous Store Retailers			
Miscellaneous store retailers (NAICS 453)	7,857,875	18,526,118	-10,668,244
Florists (NAICS 4531)	396,460	779,833	-383,373
Office supplies, stationery, and gift stores (NAICS 4532)	1,471,961	2,409,501	-937,540
Office supplies and stationery stores (NAICS 45321)	677,501	1,631,438	-953,937
Gift, novelty, and souvenir stores (NAICS 45322)	794,460	778,063	16,397
Used merchandise stores (NAICS 4533)	1,100,702	3,126,746	-2,026,043
Other miscellaneous store retailers (NAICS 4539)	4,888,751	12,210,038	-7,321,287
Pet and pet supplies stores (NAICS 45391)	1,427,462	2,815,201	-1,387,739
Art dealers (NAICS 45392)	679,956	1,331,045	-651,089
Manufactured (mobile) home dealers (NAICS 45393)	470,823	2,449,383	-1,978,560
All other miscellaneous store retailers (NAICS 45399)	2,310,510	5,614,409	-3,303,898
Tobacco stores (NAICS 453991)	779,003	1,336,907	-557,904
All other miscellaneous store retailers (except tobacco stores) (NAICS 453998)	1,531,507	4,277,501	-2,745,994
Non-store Retailers			
Non-store retailers (NAICS 454)	64,183,876	36,909,327	27,274,549
Electronic shopping and mail-order houses (NAICS 4541)	61,602,949	30,803,650	30,799,299
Vending machine operators (NAICS 4542)	333,878	0	333,878
Direct selling establishments (NAICS 4543)	2,247,049	6,105,677	-3,858,628
Fuel dealers (NAICS 45431)	1,237,514	5,071,562	-3,834,048
Other direct selling establishments (NAICS 45439)	1,009,534	1,034,115	-24,581
Food Services and Drinking Places			
Food services and drinking places (NAICS 722)	49,054,736	68,001,534	-18,946,798
Special food services (NAICS 7223)	3,747,792	4,255,022	-507,229
Food service contractors (NAICS 72231)	2,962,804	923,333	2,039,471
Caterers (NAICS 72232)	708,619	3,301,104	-2,592,485
Mobile food services (NAICS 72233)	76,369	30,584	45,785
Drinking places (alcoholic beverages) (NAICS 7224)	1,698,495	2,222,661	-524,165
Restaurants and other eating places (NAICS 7225)	43,608,448	61,523,851	-17,915,403
Full-service restaurants (NAICS 722511)	21,818,429	43,001,083	-21,182,654
Limited-service restaurants (NAICS 722513)	18,494,928	14,882,148	3,612,780
Cafeterias, grill buffets, and buffets (NAICS 722514)	471,550	691,166	-219,616
Snack and non-alcoholic beverage bars (NAICS 722515)	2,823,542	2,949,455	-125,913

Benchmark: USA

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Trade Area: 160 Midland Avenue - 6 mi.



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Trade Area: 160 Midland Avenue - 6 mi.

	2023 Demand (\$)	2028 Demand (\$)	Growth (\$)	Compound Annual Growth Rate (%)
Demand by Store Type				
Total demand for retail trade including food and drink (NAICS 44, 45 and 722)	447,249,405	497,146,524	49,897,119	2.14
Total demand retail trade (NAICS 44 and 45)	398,194,669	442,426,305	44,231,636	2.13
Motor Vehicle and Parts Dealers				
Motor vehicle and parts dealers (NAICS 441)	106,602,572	117,592,610	10,990,038	1.98
Automobile dealers (NAICS 4411)	91,692,870	100,371,795	8,678,925	1.82
New car dealers (NAICS 44111)	81,639,361	89,432,318	7,792,957	1.84
Used car dealers (NAICS 44112)	10,053,509	10,939,478	885,969	1.70
Other motor vehicle dealers (NAICS 4412)	7,900,031	8,938,469	1,038,438	2.50
Recreational vehicle dealers (NAICS 44121)	2,674,311	3,083,661	409,350	2.89
Motorcycle, boat, and other motor vehicle dealers (NAICS 44122)	5,225,720	5,854,808	629,088	2.30
Boat dealers (NAICS 441222)	1,690,794	1,947,401	256,607	2.87
Motorcycle, ATV, and all other motor vehicle dealers (NAICS 441228)	3,534,925	3,907,407	372,481	2.02
Automotive parts, accessories, and tire stores (NAICS 4413)	7,009,671	8,282,346	1,272,675	3.39
Automotive parts and accessories stores (NAICS 44131)	4,435,402	5,241,650	806,248	3.40
Tire dealers (NAICS 44132)	2,574,270	3,040,696	466,426	3.39
Furniture and Home Furnishings Stores				
Furniture and home furnishings stores (NAICS 442)	8,534,893	9,506,978	972,085	2.18
Furniture stores (NAICS 4421)	5,020,174	5,476,975	456,801	1.76
Home furnishings stores (NAICS 4422)	3,514,719	4,030,003	515,284	2.77
Floor covering stores (NAICS 44221)	1,711,451	2,062,490	351,039	3.80
Other home furnishings stores (NAICS 44229)	1,803,268	1,967,513	164,245	1.76
Window treatment stores (NAICS 442291)	82,408	80,044	-2,364	-0.58
All other home furnishings stores (NAICS 442299)	1,720,860	1,887,469	166,610	1.86
Electronics and Appliance Stores				
Electronics and appliance stores (NAICS 443)	6,088,870	6,794,160	705,290	2.22
Household appliance stores (NAICS 443141)	1,333,761	1,493,586	159,825	2.29
Electronics stores (NAICS 443142)	4,755,109	5,300,574	545,465	2.20
Building Material and Garden Equipment and Supplies Dealers				
Building material and garden equipment and supplies dealers (NAICS 444)	28,913,851	33,924,471	5,010,620	3.25
Building material and supplies dealers (NAICS 4441)	25,479,581	30,035,736	4,556,155	3.35
Home centers (NAICS 44411)	14,297,762	16,727,646	2,429,884	3.19
Paint and wallpaper stores (NAICS 44412)	1,026,500	1,310,589	284,089	5.01
Hardware stores (NAICS 44413)	2,102,815	2,464,117	361,303	3.22
Other building material dealers (NAICS 44419)	8,052,505	9,533,384	1,480,879	3.43
Lawn and garden equipment and supplies stores (NAICS 4442)	3,434,270	3,888,735	454,465	2.52
Outdoor power equipment stores (NAICS 44421)	734,419	822,170	87,751	2.28
Nursery, garden center, and farm supply stores (NAICS 44422)	2,699,851	3,066,565	366,714	2.58
Food and Beverage Stores				
Food and beverage stores (NAICS 445)	53,610,709	61,042,300	7,431,591	2.63
Grocery stores (NAICS 4451)	48,115,396	54,752,050	6,636,654	2.62
Supermarkets and other grocery (except convenience) stores (NAICS 44511)	46,017,766	52,362,129	6,344,363	2.62
Convenience stores (NAICS 44512)	2,097,631	2,389,921	292,290	2.64
Specialty food stores (NAICS 4452)	1,387,352	1,579,051	191,699	2.62
Meat markets (NAICS 44521)	428,879	486,830	57,951	2.57
Fish and seafood markets (NAICS 44522)	168,187	191,060	22,873	2.58
Fruit and vegetable markets (NAICS 44523)	287,017	328,125	41,108	2.71
Other specialty food stores (NAICS 44529)	503,268	573,036	69,768	2.63
All other specialty food stores (NAICS 445299)	239,004	270,784	31,780	2.53
Beer, wine, and liquor stores (NAICS 4453)	4,107,961	4,711,199	603,238	2.78
Health and Personal Care Stores				
Health and personal care stores (NAICS 446)	22,837,525	25,176,767	2,339,242	1.97
Pharmacies and drug stores (NAICS 44611)	19,735,485	21,650,614	1,915,129	1.87
Cosmetics, beauty supplies, and perfume stores (NAICS 44612)	1,377,010	1,515,841	138,831	1.94
Optical goods stores (NAICS 44613)	474,948	642,145	167,197	6.22
Other health and personal care stores (NAICS 44619)	1,250,082	1,368,166	118,084	1.82
Food (health) supplement stores (NAICS 446191)	440,967	483,455	42,488	1.86
All other health and personal care stores (NAICS 446199)	809,116	884,711	75,596	1.80
Gasoline Stations				
Gasoline stations (NAICS 447)	31,383,876	36,871,348	5,487,472	3.27

BenchmarkUSA

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Retail Market Power® | Demand Growth by Retail Store Types



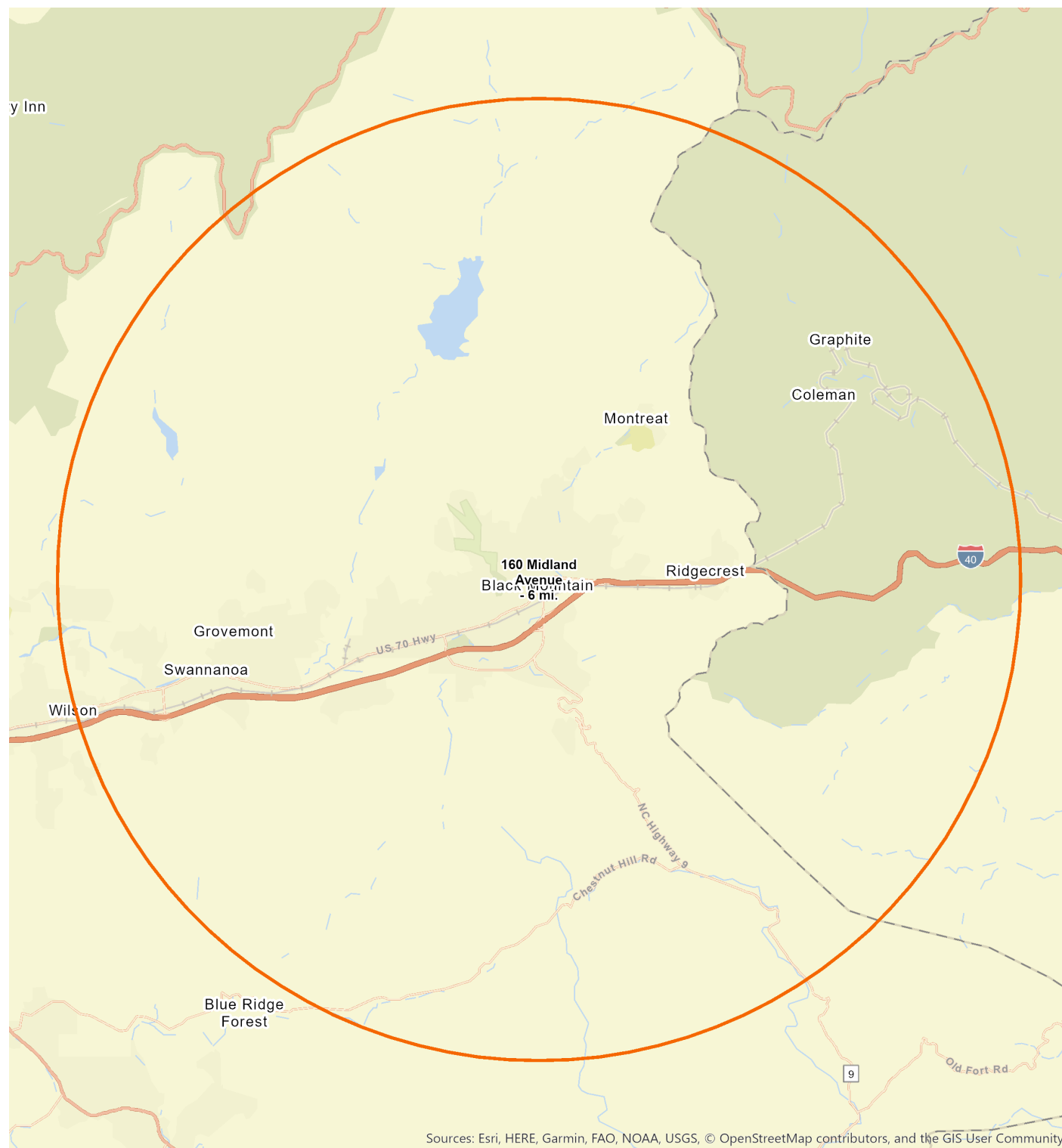
Trade Area: 160 Midland Avenue - 6 mi.

	2023 Demand (\$)	2028 Demand (\$)	Growth (\$)	Compound Annual Growth Rate (%)
Clothing and Clothing Accessories Stores				
Clothing and clothing accessories stores (NAICS 448)	16,259,635	15,721,530	-538,105	-0.67
Clothing stores (NAICS 4481)	11,039,686	10,587,085	-452,601	-0.83
Men's clothing stores (NAICS 44811)	422,050	387,416	-34,634	-1.70
Women's clothing stores (NAICS 44812)	2,084,022	1,993,312	-90,710	-0.89
Children's and infants' clothing stores (NAICS 44813)	503,615	494,288	-9,327	-0.37
Family clothing stores (NAICS 44814)	6,536,419	6,306,145	-230,274	-0.71
Clothing accessories stores (NAICS 44815)	549,761	514,423	-35,338	-1.32
Other clothing stores (NAICS 44819)	943,819	891,502	-52,316	-1.13
Shoe stores (NAICS 4482)	1,810,737	1,740,704	-70,032	-0.79
Jewelry, luggage, and leather goods stores (NAICS 4483)	3,409,212	3,393,740	-15,472	-0.09
Jewelry stores (NAICS 44831)	2,289,236	2,341,979	52,744	0.46
Luggage and leather goods stores (NAICS 44832)	1,119,976	1,051,761	-68,215	-1.25
Sporting Goods, Hobby, Musical Instrument, and Book Stores				
Sporting goods, hobby, musical instrument, and book stores (NAICS 451)	5,311,561	5,636,878	325,317	1.20
Sporting goods, hobby, and musical instrument stores (NAICS 4511)	4,574,712	4,815,340	240,628	1.03
Sporting goods stores (NAICS 45111)	2,914,211	2,993,702	79,492	0.54
Hobby, toy, and game stores (NAICS 45112)	1,260,702	1,394,379	133,677	2.04
Sewing, needlework, and piece goods stores (NAICS 45113)	152,276	149,710	-2,566	-0.34
Musical instrument and supplies stores (NAICS 45114)	247,524	277,549	30,025	2.32
Book stores and news dealers (NAICS 4512)	736,849	821,578	84,689	2.20
Book stores (NAICS 451211)	688,164	767,377	79,213	2.20
News dealers and newsstands (NAICS 451212)	48,685	54,161	5,476	2.15
General Merchandise Stores				
General merchandise stores (NAICS 452)	46,609,426	51,324,456	4,715,030	1.95
Department stores (NAICS 4522)	5,721,565	5,569,091	-152,474	-0.54
Other general merchandise stores (NAICS 4523)	40,887,861	45,755,366	4,867,504	2.27
Warehouse clubs and supercenters (NAICS 452311)	37,035,580	41,460,898	4,425,318	2.28
All other general merchandise stores (NAICS 452319)	3,852,281	4,294,467	442,186	2.20
Miscellaneous Store Retailers				
Miscellaneous store retailers (NAICS 453)	7,857,875	8,640,483	782,609	1.92
Florists (NAICS 4531)	396,460	442,979	46,519	2.24
Office supplies, stationery, and gift stores (NAICS 4532)	1,471,961	1,619,917	147,956	1.93
Office supplies and stationery stores (NAICS 45321)	677,501	775,114	97,613	2.73
Gift, novelty, and souvenir stores (NAICS 45322)	794,460	844,803	50,343	1.24
Used merchandise stores (NAICS 4533)	1,100,702	1,118,416	17,713	0.32
Other miscellaneous store retailers (NAICS 4539)	4,888,751	5,459,172	570,421	2.23
Pet and pet supplies stores (NAICS 45391)	1,427,462	1,652,521	225,059	2.97
Art dealers (NAICS 45392)	679,966	689,159	9,204	0.27
Manufactured (mobile) home dealers (NAICS 45393)	470,823	543,134	72,311	2.90
All other miscellaneous store retailers (NAICS 45399)	2,310,510	2,574,358	263,848	2.19
Tobacco stores (NAICS 453991)	779,003	893,305	114,302	2.78
All other miscellaneous store retailers (except tobacco stores) (NAICS 453998)	1,531,507	1,681,053	149,546	1.88
Non-store Retailers				
Non-store retailers (NAICS 454)	64,183,876	70,194,323	6,010,446	1.81
Electronic shopping and mail-order houses (NAICS 4541)	61,602,949	67,348,244	5,745,295	1.80
Vending machine operators (NAICS 4542)	333,878	380,998	47,119	2.67
Direct selling establishments (NAICS 4543)	2,247,049	2,465,081	218,032	1.87
Fuel dealers (NAICS 45431)	1,237,514	1,339,625	102,110	1.60
Other direct selling establishments (NAICS 45439)	1,009,534	1,125,456	115,922	2.20
Food Services and Drinking Places				
Food services and drinking places (NAICS 722)	49,054,736	54,720,219	5,665,483	2.21
Special food services (NAICS 7223)	3,747,792	4,159,015	411,223	2.10
Food service contractors (NAICS 72231)	2,962,804	3,284,269	321,465	2.08
Caterers (NAICS 72232)	708,619	789,662	81,042	2.19
Mobile food services (NAICS 72233)	76,369	85,084	8,716	2.19
Drinking places (alcoholic beverages) (NAICS 7224)	1,698,495	1,918,195	219,700	2.46
Restaurants and other eating places (NAICS 7225)	43,608,448	48,643,009	5,034,560	2.21
Full-service restaurants (NAICS 722511)	21,818,429	24,366,049	2,547,620	2.23
Limited-service restaurants (NAICS 722513)	18,494,928	20,604,751	2,109,823	2.18
Cafeterias, grill buffets, and buffets (NAICS 722514)	471,550	525,314	53,765	2.18
Snack and non-alcoholic beverage bars (NAICS 722515)	2,823,542	3,146,895	323,353	2.19

Benchmark: USA

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Trade Area: 160 Midland Avenue - 6 mi.



Sources: Esri, HERE, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

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Report Details

Name:	Executive Dashboard
Date / Time:	3/20/2023 8:08:58 AM
Workspace Vintage:	2023

Trade Area		
Name	Level	Geographies
160 Midland Avenue - 6 mi.		N/A

Benchmark		
Name	Level	Geographies
USA	Entire US	United States

DataSource		
Product	Provider	Copyright
Claritas Pop-Facts® Premier 2023	Claritas	©Claritas, LLC 2023 (https://claritas.easpotlight.com/Spotlight/About)
Retail Market Power® - 2023 Estimates and 2028 Projections	Environics Analytics U.S. Census Bureau U.S. Bureau of Labour Statistics Data Axle	©2023 Environics Analytics (https://claritas.easpotlight.com/Spotlight/About)
Retail Market Power® - Growth Variables	Environics Analytics U.S. Census Bureau U.S. Bureau of Labour Statistics Data Axle	©2023 Environics Analytics (https://claritas.easpotlight.com/Spotlight/About)



NORTH CAROLINA
**DEPARTMENT of
COMMERCE**

CREATING OUTDOOR RECREATION ECONOMIES (CORE)

Town of Black Mountain
Notes from Work Group Meeting #1
8:30am, May 11, 2023

In attendance: Jessica Trotman, TOBM Planning Director; Sharon Tabor, Chamber of Commerce Director; John McFerrin, Take a Hike; Doug Hay, TOBM Councilmember; Michael Roberts, Epic Cycles; Susan Faw, One Fly Outfitters; Josh Henderson, TOBM Parks & Recreation Director; Russell Cate, TOBM Planning; Paul Moon, Land of Sky Regional Council and Ann Bass, NC Commerce, Rural Economic Development.

The meeting started with introductions and outdoor encounter stories. The group learned not to use a food bag as a pillow when camping under the stars!

Ann Bass with NC Commerce introduced the CORE program, offered by NC Commerce Rural Economic Development and funded by US EDA, with slides. For this effort outdoor recreation is defined as leaning toward human-powered, natural resource-dependent activity. A list of the types of activities available in Black Mountain was edited with further additions and changes expected through the planning process. A listing of outdoor economy assets was also started with the anticipation that additions and changes will be made. Both lists are attached to these notes.

Paul Moon from Land of Sky Regional Council talked briefly about the Building Outdoor Communities (BOC) program starting in August in which Black Mountain will represent all of Buncombe County! That program is organized by Mountain BizWorks, funded by the Appalachian Regional Commission, and includes the development of an economic impact tool being developed by Appalachian State University. This CORE process will lay some groundwork for BOC.

For the purposes of the CORE program the outdoor economy includes everything that is needed to be able to experience a satisfying recreational experience—from equipment research and development to parking and trails, appropriate attire, specialized gear, maps/apps, guides, repair, social downloading and even luck.

Four primary areas for outdoor economic development were outlined—tourism/experiences, retail/services, manufacturing and culture/workforce development. A Work Group survey had three pre-meeting responses showing four priority areas for achieving benefits from Black Mountain's outdoor recreation assets:

- Increase revenue for existing businesses
- Encourage local entrepreneurship in outdoor business
- Attract new business and industry
- Improve the quality of Life for Residents of Black Mountain

The product of this process is a strategic work plan to accomplish economic goals as will be determined by the work group.

The second Thursday of each month was set as the regular meeting date with a starting time of 8am until 10am. The next meeting is June 8 and will be held at the Town Hall.

Black Mountain Outdoor Recreation Activities

<u>Activity</u>	<u>Partner w Parks + Rec/Notes</u>
Archery	YMCA
Backpacking Overnight	Not organized
Bicycling (Mountain/BMX)	To come on recently donated property
Bicycling (Road/Paved Surface)	Farm Heritage Scenic route
Birdwatching	Warren Wilson has activity
Camping (Car, Backpacking, & RV)	Campgrounds, AT impromptu
Camping (Glamping)	
Climbing (Indoor)	Blue Ridge Assembly
Disc golf	Veterans' Park
Fishing (Fly)	Stocked: Swannanoa, Curtis Creek, Black
Creek	
Fishing (Freshwater/Other)	Lake Tomahawk stocked
Hiking (Day)	Chamber has list, most visitors - short + easy
Hunting (Rifle/Shotgun/Handgun/Bow)	Bear season in area
Nature Study	Not organized, used to be Road Scholar
program	
Nature Photography	Not organized
Skateboarding	Small park behind Montessori
Snorkeling	Part of snorkel trail, sign will be in Veterans Park
Stand Up Paddling	Could happen – like Asheville
Trail Running	Group of Dads – Montreat then creek dip
Wildlife Viewing	Not organized

Other notes:

- Swannanoa River is not wide enough for paddling although floating is possible.
- Terrain is very steep so forested trails are difficult and access often remote from Town.
- Stream restoration work is underway. Fish are stocked and plans are developed for delayed harvest(location?). Streams have Mountain Heritage Trout designation.

- Parks & Rec/Outdoor Recreation leads hikes year round, will do plant tours, teaches climbing.
- Hiking often means a walk around Lake Tomahawk.
- Watershed is not open for any kind of recreation.
- AllTrails app often sends people onto private land. Need instead to use local information and maps.

Black Mountain Outdoor Economy Assets

OR Facilities/Resources/Attractions

Catawba waterfall hike (under renovation, not short or easy)

Mtn Bike trails – advanced riders at Kitsuma, Heartbreak; Lookout in Old Fort easier

Bicycling along 70 west and greenways

E-Bikes ride in town but need off road

New Park(s) – will be master planned soon! May include open space, trails, mountain biking?

Swannanoa River is underutilized

Community Garden – maxed out

Special interest trails:

Public Art

Storybook – Lake Tomahawk

Treasured Tree

Basecamp for bachelor parties

Hiking Trails (Chamber has a handout!):

Montreat wilderness trails – 0.5mi to 5hrs, all levels of difficulty (although moderate can be difficult!)

Warren Wilson – 44 trails of varying difficulty

Blue Ridge Assembly

Ridgecrest – Parks & Rec partner, trails open for program use only

Christmount – 9 trails, historic site, Parks & Rec partner/program use

Curtis Creek – Old Fort access

Point Lookout - remote, difficult foot access from town, car via McDowell County access, limited parking)

USFS has new ridgeline trails including some accessible locations/views

Town Golf Course and Lake Tomahawk

OR Human + Organizational Assets

Celebrities – Brad Johnson, Brad Dougherty and Roy Williams

TOBM Parks + Rec – Outdoor Rec staff and program partners

Youth Disc Golf team

Black Mountain Parks and Greenways Foundation – 501c3 umbrella for many groups

Greenway & Trails committee

Friends of Lake Tomahawk

G5 Trail Collective – maintain Montreat, organized from Old Fort

Mountain Bike teams at Montreat and Warren Wilson Colleges

Montreat Conservancy (Southern Highlands Conservancy facilitates)

Scouts

Cooperative Extension – River Conservation programs

River Link

Montreat College/Town/Retreat Center

Blue Ridge Assembly (with YMCA)

Other camps—

Seasonal employees

Helicopter parents from camps - vacationing in Town

Outdoor Businesses

Epic Cycles

Take a Hike

One Fly Outfitters

WNC Outdoor Collective – need to check here for local makers as well

Mountain Running

Montreat – offers some fly-fishing equipment rental

Guides – various on-line, some AirBnBs have them, too

Goat Yoga

Outdoor Culture/Hang-outs:

Lookout Brew

Trailhead

Grange/Railyard

Black Mountain YMCA

Various Camps & Conference Centers

Note—listed on DataAXL but ground-truthed by work group

Painted View Farm (horse boarding, training) – no trail rides or public equestrian activity

Rhinehart Outdoor & Marine... marine equipment & supplies – has moved to Old Fort

Asheville Camper Rental (14 Daniel Lane)- unknown

Pisgah Bike Works (203 Black Mtn...) dealer - closed

Outdoor Manufacturers

None known – need to check with Matt Godfrey w Outdoor Business Alliance

Note – listed on DataAXL and ground-truthed by work group

Keith Nix Knives (Craigmont Rd - nonclassified) makes kitchen knives, not outdoor

Across the Canvas (96 Temple Rd) – listed as wholesale canvas goods - unknown

C W Moose Trading Co (111 W State St) – leather goods in retail but not manufactured

Information sources:

All Trails app – includes some private land without acknowledgement

Trail Forks app

Chamber of Commerce printed packet is most accurate



CREATING OUTDOOR RECREATION ECONOMIES (CORE)

Town of Black Mountain
Notes from Work Group Meeting #2
8:00am, June 8, 2023

In attendance: Jessica Trotman, TOBM Planning Director; Sharon Tabor, Chamber of Commerce Director; John McFerrin, Take a Hike; Doug Hay, TOBM Councilmember; Alice Berry, TOBM Councilmember; Michael Roberts, Epic Cycles; Josh Henderson, TOBM Parks & Recreation Director; Russell Cate, TOBM Planning; Paul Moon, Land of Sky Regional Council and Ann Bass, NC Commerce, Rural Economic Development.

The work group started by reviewing notes from the first meeting and especially offering status information on businesses from a state list that appeared to have an outdoor audience—especially manufacturing and retail. The meeting notes now reflect the information provided.

The importance of the many conference centers and camps to the stability and sustainability of the Town and economy was noted. Josh Henderson will provide Ann Bass the names of his partners at these organizations for stakeholder interviews. If other critical voices are not at the table, work group members are encouraged to pass along their names and contact information for an interview and input into this planning process.

The primary exercise of the meeting was a SWOT (Strengths, Weaknesses, Opportunities, Threats) applied to the outdoor economy. Results are as follows:

Strengths – What does Black Mountain do really well in the outdoor recreation world?

Customer service – local people get high marks for being friendly and helpful

Provide a good array of equipment in retail stores

Provide a diversity of retail within walking distance

Have an active downtown – no need to recreate something like many other towns

Do food and beer really well!! Have good array of outdoor seating opportunities.

Is a “Hallmark” community –

- events and setting like Hallmark movie,
- an urban community in the form of a village
- not Asheville – compact, small-scale, walkable, safe, approachable

Offers resort quality amenities to residents – events, Parks and Rec programs, outdoor activity facilities, organized sport programs

Really nice public restrooms – easy to access
Excellent partnerships for use of natural landscapes – Christmount, Montreat, etc.
Density of conference centers and camps bring in people from everywhere, great exposure for Town
Array of environmental resources – Swannanoa River, streams, forests, viewsheds
Team-playing merchants and staff – will send customer to another shop if can't fill need
Chamber of Commerce has established practices to fill every need! – Lost & Found

Weaknesses/Challenges – What is missing or could be done better?

Buncombe County TDA is supposed to be marketing Black Mountain, Town sees little return for bed tax collected

Communication

- between organizations – find best place to post info,
- so much going on so is hard to keep current
- Target groups use differing media sources – radio, newsletters, apps
- Facebook page mistaken as Town page
- Town website “limited” but being updated before fall

Funding sources for new facilities/programs and also sustainability of existing

Space – little land available and very few large tracts in Town

Parking needs management

- Have plan – need staff for enforcement, program development
- Employee parking areas made easy and safe

Bikepaths desired but only to have Bikelanes for lack of space in street ROW

Workforce housing

Affordable accommodations and transportation options

Greenway costs – to complete, to improve, to maintain

Opportunities – what gaps can Black Mountain fill?

Trail-town accommodations – low cost, trail appropriate

- Hostel
- Offer Conference rooms between conferences at discount

Shuttle services

Workforce/affordable housing for long term

Continue implementation of greenway plans – patience required!

Reclaim TDA funding – Buncombe Co TDA

- Form new E Buncombe Co TDA
- Require greater investment outside of Asheville from existing TDA

Offer more equipment rentals – especially bicycles, fishing equipment, etc.

Possible more guide services?? – new mountain bike guides coming soon!

New properties and upcoming planning processes

Oversupply of short-term rentals causing reversion to longer term rentals

Season is getting longer

Willing and qualified volunteers – retirees with skills and knowledge, college students

- Chamber has volunteer opportunity listing – need to match with interest

Change in train track use from Canton closure

- Passenger rail – stop in Black Mtn between Marion and Asheville (adds an hour)
- Rail trail

Film and Movies

Threats – what outside conditions are working against us?

Climate change – greater storm impacts

Inflation – cost of everything increasing and already high

Developable land in Town boundaries

Housing market

Some local industry opposition (film)

Aging population/age distribution and future economic impacts

Levels of activity – carrying capacity to maintain quality of the experience

Future of Asheville dependence or linkage

Sacred – what is not to be changed, shared or may already be endangered?

Access to trails on partner camp lands – controlled use

Downtown as community social center – walkable, small scale, friendly

Mindful use of resources – carrying capacity and sustainability

Local history and culture

The outdoor businesses were asked:

- Thinking about your typical customers—who, how many, from where, how long, what they do...What would make Black Mtn an even better destination/experience for each of them?
- What would make Black Mtn just perfect for you and your business?

Discussion included:

Need more for kids to do—or maybe organize what there is to do to make easy for parents, expand clientele beyond couples, seniors

Greenway completion/separate bike paths would improve bicycle conditions for all level of riders

More primitive campsites by the creek

Better parking management – especially on lower end

- employees and customers
- improve walking experience from public lot across the railroad tracks

Fewer but more strategic signs – direction and information, easier to see

Correct GPS directions

Add QR codes at attraction locations to direct users to related retail and services

Balance retail recognizing seasonal nature and base population of only 8,000

Increase communication between Town and Businesses

Consider events, activities to possibly extend the season – outdoor festival, bike festival

It is already a really excellent place to do business!

The next meeting is scheduled for 8am – 10am on Thursday, July 13 at either Town Hall or the Fire Station training room. Russell Cate will direct us!



CREATING OUTDOOR RECREATION ECONOMIES (CORE)

Town of Black Mountain
Notes from Work Group Meeting #3
8:00am, July 13, 2023

In attendance: Jessica Trotman, TOBM Planning Director; Sharon Tabor, Chamber of Commerce Director; John McFerrin, Take a Hike; Alice Berry, TOBM Councilmember; Susan Faw, One Fly Outfitters; Josh Henderson, TOBM Parks & Recreation Director; Russell Cate, TOBM Planning; Glen Locascio and Ann Bass, NC Commerce, Rural Economic Development.

The meeting began with a review from the last meeting. Some themes included hospitality improvements and options, continuing greenway implementation, developing season extending activities and improving communications.

Glen Locascio from Rural Planning had prepared a base for asset mapping. Suggestions included blurring the line for the Fonta Flora Trail, removing a single business name and adding existing trails, routes and greenways. The Conference Centers will be added as they fit on the map.

Ann Bass shared some numbers from a Retail Market Analysis done by a Commerce colleague in March. Black Mountain has a \$103M retail surplus! This means that more money is spent in retail in Black Mountain than is expected from a community of the same size elsewhere in the US. There is a retail gap (not matching the anticipated demand/spending) in only three retail categories—Beer, Wine & Liquor Stores; Pharmacies & Drug Stores; and Limited Service Restaurants—totaling almost \$6.9M. This information becomes more useful if the group and Town decide on a strategy to increase retail. Copies will be made available.

Conversations with three of four major Conference Centers: Montreat, Y Blue Ridge Assembly and Christmount...a few of the points made:

- Black Mountain is very convenient location for CC guests – airport, I-40
- Non-compete with Hotels for accommodation – two do not have rooms to rent even when no large group is in-house, one may be interested in re-visiting for hostel activity
- Staff housing – one has on-site, another has staff living from Waynesville to Marion

- All three would appreciate greater regional coordination of land access and education
- CCs Provide own group activities and trails
 - Could use more activities for individual use in off time/extra night – pump track, zipline, etc. Glass Center anticipated to become an attraction for guests.
- Guests do visit downtown – have favorite destinations. Some buy furniture!
 - Many guests (Int'l) have no vehicle and would go downtown more if was a shuttle or direct back-route on bike/walk paths

Discussion from conference center stakeholder report:

Accommodation Non-compete is agreement with TDA

Staff housing – Dorothy Walsh camp has an abandoned dorm, owners not interested in redevelopment at this time

There is a need for alternative recreation (non-programmed, individual) as mentioned by stakeholders but expanded to include maybe:

- Indoor basketball
- Bowling
- Skating rink
- Putt-putt
- Simulation sport
- Sticks for Kids – golf

Other stakeholders to contact:

- Melissa Whitaker – Ridgecrest
- Adam Boyd – Camp Merrimac – Expeditions
- Rockmont - ? – has fall programming (otherwise just summer camps for kids)

Economic Positioning (what is Black Mountain's unique role in the outdoor economy?)
notes from the Wall: (categories are mine—let me know if I missed the point!)

“Community” –

- Hometown feeling
- Front Porch
- Is like coming home
- Safe, Refuge
- Rocking Chairs, cozy feeling
- Nest, Cradle, Retreat
- Pragmatic
- Welcoming town to wrap an outdoor experience around
- Multi-generational; Recreation for all ages and stages/abilities
- Retirement community

Connections

- Link Outdoor + Cultural + People
- Nature, Self, Healing
- Culture + Nature + Recreation = TOBM
- Connect + Explore + Reflect + Mountains/Nature (perspective) = TOBM
- A Terminal for/The Bosom of adventure
- Mountains meet Main Street (Marion slogan)
- Arts + Crafts history/Black Mountain College

Nature/Reflection/Wellness

- Let the Spirit explore
- Rock and Reflect
- Celebration of Natural World
- Creativity, Innovation
- Spirituality
- Where wonder/wander finds its Way
- Breathe it in/Mountain air
- Off the beaten path
- Music, Celebration
- Wellness, Health economy
- Transformation
- Where mountains meet the sky

Anticipated Outdoor Project Activity – next seven years

- Hemphill property – campsites, mountain bike park
- Fishing – delayed harvest
- Greenways – Fonta Flora
- Need a Recreation/Community Center (Youth)
- Sport complex concept
- Generally need green space – lack of available land in town

Center

- Where your Journey begins, Adventure starts here
- Portal
- Surrounded by Mountains (360 degrees) – a nest in
- Where wander finds its way
- Basecamp, Hub
- Energy (vortex)

Economic Position Work in Progress—

Economic Position:

Black Mountain is a small-town community where outdoor journeys begin. Surrounded by mountains, outdoor recreation meets culture and spirit.

The daily lives of all residents and guests include opportunities to recreate, rejuvenate, express ourselves, reflect and retire.

The community works together to steward our natural assets, improve physical, social and spiritual wellbeing and provide daily access/connections to outdoor recreation for all residents and guests.

Centers of Activity/Strategies: (I am just assuming this might be the kinds of *economic* project activities the group proposes)

- Steward natural resource base
- Easy, convenient connections (trails) between town (businesses) and resources
- Improved general wellness – recreation/culture/spirit - for all residents + guests
 - Just thinking that this might include work on new packaged experiences, access via equipment, training programs...integration of the arts/spirit in outdoor places and activities, new markets to reach
- Education/Information – coordinated, accurate, respects resource providers

Or...

Economic Position:

Black Mountain is a small-town community where outdoor journeys begin. Surrounded by mountains, outdoor recreation meets culture and spirit. The community works together to steward our natural assets, improve physical, social and spiritual wellbeing and provide daily access/connections to outdoor recreation for all residents and guests.

Centers of Activity/Strategies: (I am just assuming this might be the kinds of project activities the group proposes)

- Journeys begin – info, equipment, training, hospitality, services...hub
- Experiences melding outdoor recreation with arts, culture and spirit (health + wellness)
- Stewardship of natural resource base - act as a convener and organizer of stewards
- Easy, convenient connections, daily access (trails, shuttle) between town (businesses) and outdoor resources (might include car-less living) - for all residents + guests (accessibility, diversity)



NORTH CAROLINA
**DEPARTMENT of
COMMERCE**

CREATING OUTDOOR RECREATION ECONOMIES (CORE)

Town of Black Mountain
Notes from Work Group Meeting #4
8:00am, August 17, 2023

In attendance: Jessica Trotman, TOBM Planning Director; Alice Berry, TOBM Councilmember; Susan Faw, One Fly Outfitters; Josh Henderson, TOBM Parks & Recreation Director; Clint Bowman, TOBM Recreation Program; Russell Cate, TOBM Planning; Ann Bass, NC Commerce, Rural Economic Development.

The meeting began with a review from the last meeting. To refresh our memories the group looked at the vision statement and strategies in the Elevate Black Mountain plan, the priorities from the initial work group survey and themes from the July meeting. Those themes included:

Hospitality Improvements

- *Less expensive accommodations – trail town – hostel, conf center rooms*
- *Transportation options to/from recreation – shuttle*
- *More equipment rentals*
- *Other Guided experiences – more Guides*
- *Kids activities*

Greenway Implementation – recreation also non-automotive transportation

Season Extender Activities – winter, events

Improved Communications – Town + Businesses, Community + Visitors

Unified message, legitimate source

Navigation issues – GPS and QR code info opportunities

Glen Locascio from Rural Planning had prepared a base map for outdoor asset mapping. Josh noted other Town parks and facilities for Glen to include.

The main task for the meeting was to make changes as needed to the draft economic positioning statement and especially to finalize the strategies that make up the position and will serve as the basis for our work planning.

Draft Economic Position:

Black Mountain is a small-town community where outdoor journeys begin. Surrounded by mountains, outdoor recreation meets culture and spirit. The community works together to steward our natural assets, improve physical, social and spiritual wellbeing and provide daily access to outdoor recreation for all residents and guests.

Centers of Activity/Strategies: (This is a sample of types of potential project activities the group may consider under each strategy.)

- Journeys begin – info, equipment, training, hospitality, services...hub
- Experiences melding outdoor recreation with arts, culture and spirit
- Steward our natural assets
- Improve physical, social and spiritual wellbeing
- Easy, convenient connections, daily access (trails, shuttle) between town (businesses) and outdoor resources (might include car-less living) - for all residents + guests (accessibility, diversity)

Economic Position – Ann asked about whether ‘meets culture and spirit’ and ‘improving physical, social and spiritual wellbeing’ were too close and should be combined. This led to a suggested “A Place to leave the world behind” discussion – culture and spirit, Grey Eagle spiritual association, various aspects of health and wellness but no combination seemed to work. It was decided that “culture” refers to the culture/history of place while physical, social and spiritual wellbeing...pertains to the individual.

The group began an exercise of listing the kinds of improvements that could be made under each of the strategies in the economic position. Here are the notes from the flip charts:

Outdoor Journeys Begin

Continue quality lodging and dining, plus fueling-up activity

Continue to provide and improve information—maps, website

Best place to find Gear and Guides

- Improve access to Gear – solve issues of damage, hours of return, etc.
- Implement and promote Delayed Fish Harvest
- Provide more ‘mass education’ (groups) to introduce residents and visitors to outdoor rec activities and use of equipment (Parks& Rec) i.e.
 - On dry land fly fishing practice
 - Beginner mountain biking
 - Orienteering and forest safety
 - Hemphill opportunity?
- MicroTransit (small electric buses) with service between downtown and recreation locations, conference centers
- Improve intown bicycle safety –
 - Educational programs - bikers, school kids, car drivers...
 - Improve physical conditions – wider bikeable sidewalks, safer street crossings and other options respecting the narrow road ROW
- Provide bike racks and bike parking

Outdoor recreation meets Culture and Spirit

Elevate, expand/improve, promote, share what already doing

- Promote/expand Community Garden as outdoor activity – has waiting list
- Expand use of PubCorps to encourage volunteering

Develop more Social spaces for post recreation gathering – public space

Consciously support/expand small business and cultural economies

- Dedicated staff person
- Resource lists (ecosystem)
- Recruitment and expansion
- Cohesive voice

Incorporate more historical context in outdoor activity places

- Additional events like the museum hikes – additional outdoor locations
- Partner to develop/install historic markers in significant places like Trestle Road, In the Oaks house, etc.

Begin planning for Passenger rail

- Discussion on becoming a stop – need for advocacy
- Identify issues against and consider solutions
 - location of “station” for drop off and blocking of traffic for duration

Steward our Natural Assets

Town as coordinator/facilitator of natural assets conversation (Parks & Rec?)

- Area Conference Center land management and access convening
- Proper promotion of use and activities
- Resident use and activity schedules
- Volunteer assistance and development

Develop a Sustainability and Resilience Working Group

- Internal Town goals and practices
 - Storm water management
 - Reducing hard surface coverage
- Resident programs and involvement, education opportunities
 - Clean-ups, planting, propagation
- Partnerships with local organizations
 - Church parking lot surfaces

Install Trash Trout(s) on Swannanoa to assist with water quality and clean-up

(Might see if a local manufacturer could fabricate as demand exceeds supply)

Education to support a culture shift – how to affect asset quality

Physical, Social and Spiritual Wellbeing

Need space to support current programming

- Gatherings to do activities that focus beyond the self

Figure out how to make the high level of amenity currently offered in the Town fiscally sustainable

- Staffing plan
- Diverse revenue streams

Improve the outdated perceptions of working with Town -

Improve streetscapes to support greater walkability

- Encourage people to get out of their vehicles
- Address scale of actual walkable area on current sidewalks – utilities, signs, shade, seating, etc.

Consider Main Street program and structures for funding downtown amenities

- Municipal Service District or Business Improvement District fees
- Town economic development staff person – less reliance on Chamber volunteers

Create new East Buncombe TDA to better capture and serve east of Asheville

Develop quality Black Mountain experiences

- Itineraries that include recreation with wellness – healthy eating, spa services, arts activities, etc.

Better promote what is going on and available in the Town already

- Programs + Facilities
- Consult existing outdoor and social businesses regarding what their customers want and need (*support businesses and improve customers' experiences*)

Daily access to outdoor (activity) for all residents and visitors

Yet to be completed!

Consider physical connections, accessibility, range of destinations

Define outdoor recreation/activity broadly – being present/active in nature?

At the next meeting the work group will finish project identification for this last strategy and after some review, establish priority actions to be pursued in the coming couple of years (up to five). The priorities will get additional work planning attention—who to undertake, how quickly, partnerships and resources needed.

BOC reminder – Initiation cohort kick-off will be held in TOBM (Town Hall) on Wednesday August 23, 10-12.

Next CORE meeting is set for **Thursday, September 7**, 8 – 10am at Town Hall.

Post Meeting Note:

Ann stopped by to visit Lincoln Walters at the WNC Outdoor Collective. She will share meeting notes with him and maybe Mr. Walters can be recruited to participate in the Building Outdoor Communities process!



NORTH CAROLINA
**DEPARTMENT of
COMMERCE**

CREATING OUTDOOR RECREATION ECONOMIES (CORE)

Town of Black Mountain
Notes from Work Group Meeting #5
8:00am, September 7, 2023

In attendance: Jessica Trotman, TOBM Planning Director; Alice Berry, TOBM Councilmember; Josh Henderson, TOBM Parks & Recreation Director; Clint Bowman, TOBM Recreation Program; John McFerrin, Take a Hike; Michael Roberts, Epic Cycles; Russell Cate, TOBM Planning; Ann Bass and Glen Locascio, NC Commerce, Rural Economic Development.

The meeting began with a review of work planning progress from the last meeting. Four of the five Strategies for accomplishing the Outdoor Economy position had been addressed with ideas for needed projects.

Economic Position:

Black Mountain is a small-town community where outdoor journeys begin. Surrounded by mountains, outdoor recreation meets culture and spirit. The community works together to steward our natural assets, improve physical, social and spiritual wellbeing and provide daily access to outdoor recreation for all residents and guests.

The group continued the exercise of listing the kinds of improvements that could be made under the final strategy in the economic position—Provide daily access and connections to outdoor recreation for all residents and guests. Here are the notes from the flip chart:

Daily access to outdoor (activity) for all residents and visitors

Moved over from other strategies:

- Improve Walkability
- Improve Bicycle Safety
- Develop Microtransit

Improve signage, wayfinding, add QR codes for current information

Provide access to up-to-date information – paper and on-line for target users

Create a comprehensive outdoor recreation list and keep up-to-date

Develop webpage as one-stop location for outdoor recreation – links to providers

Consider accessible communications source for all

Build on, engage existing local programs offering outdoor access for all abilities

Evaluate and implement comfort measures to accommodate senior recreators
Develop Family-friendly itineraries and facilities
Continue implementing the Greenway and Walkability Plans – Flat Creek to In the Oaks connector construction starting soon

The work group then used dots to “vote” for those actions they deemed most critical, of highest priority or the best place to start. Priority results:

- 6 Convene Partners for natural assets maintenance, conservation and coordinated programming.**
- 5 Improve accuracy and access to outdoor information – lists, signs, websites, etc.**
- 5 Explore funding sources including an East Buncombe TDA or fund.**
- 2 Provide more historical context in recreation places.
- 2 Develop tools and programs to grow the small business and cultural economy.
- 2 Establish a Town Sustainability and Resilience workgroup (internal).
- 2 Improve Bicycle Safety.
- 2 Begin planning for passenger rail service.
- 1 Continue/Expand Outfit + Educate Recreators – beginners, gear, guides
- 1 Develop more public social spaces.
- 1 Explore microtransit service options.
- 1 Elevate + Share what already doing well.
- 1 Expand educational programming supporting natural asset appreciation and participation.
- 1 Develop funding + organizational structures to support the high level of amenities in recreation and downtown.
- 1 Improve accessibility and coordinate existing programs for seniors, families and those with different abilities.

Four actions received no votes: continue implementing Greenway/Walking plans; improving walkability; develop/package body-mind-spirit experiences and expand quality hospitality.

Additional discussion included:

- Consideration of building community outdoor engagement from within via:
 - Special, controlled access tours
 - Locals wristbands at festivals
 - Partnering with library for local perks and programs
 - Creating an app 28711 with resident targeted information
 - Adapt ‘AVL Today’ to ‘TOBM Today’
- Need to engage Chamber Interim Director in implementation plans
- Need for a regional map including Conference Center Trails and conditions
 - Engage G5 Collective from Old Fort in Mountain Bike Mapping
- Passenger Rail feasibility study update due in October
 - Need to get serious or forget about it

- New interchange at Blue Ridge Road in 2026 may change access options
- Additional public spaces can serve many purposes
 - People-watching stations - entertainment
 - Micro green spots with benches and shade, art, history
 - Rain garden pauses – rest, education and water quality

The final planned CORE meeting is set for **Thursday, October 19**, 8 – 10am at Town Hall. The agenda will be to review the draft work plan for the final report.



CREATING OUTDOOR RECREATION ECONOMIES (CORE)

Town of Black Mountain
Notes from Work Group Meeting #6
8:00am, October 19, 2023

In attendance: Jessica Trotman, TOBM Planning Director; Alice Berry, TOBM Councilmember; Josh Henderson, TOBM Parks & Recreation Director; Clint Bowman, TOBM Recreation Program; Russell Cate, TOBM Planning; Paul Moon, Land of Sky Regional Council; and Ann Bass, NC Commerce, Rural Economic Development.

This meeting had two main tasks for the Work Group:

1. Finalize the Work Plan matrix with timelines, conveners and partnerships.
2. Consider development of activity itineraries as a way of defining business opportunities and service gaps.

The many additions and changes to the work plan are included in the CORE Report.

Itineraries were suggested for various visitors (and residents, too) during summer, spring/fall, winter and on rainy days. Differing age groups were considered to capture different abilities and interests. Groups included:

- Group of 3-7 people ages 20 – 35
- Couple between 20 and 35 years of age
- Couple between the ages of 35 and 55
- Family group including Parents and Teenagers
- Family group including Grandparents, Parents and Children ages 4–10
- Couple(s) – retired Seniors (this group was not modelled during the exercise)

Itinerary inclusions:

Breakfast – at campsite, Cousins, Blue Ridge Biscuit Company, Dripolator, Open Oven, Louise's, Denny's, hotel continental buffet, Starbucks, Four Sisters

Morning activity – Montreat (3 hrs) hiking or biking or swimming, golf (2-4 hrs) or disc golf, shop (3 hrs.), Museum, Escape room, Farmers Market (2 hrs), library/read in room (2 hrs), fly fishing (all day), drive to River Arts, Biltmore (+ hrs), Hipcamp sweat lodge

Lunch – picnic if hiking/biking, On the Summit, Cousins Cuban, Trailhead, Ole's, Sake, Taco Billy's, Veranda, Grange, eat in Asheville (if there)

Afternoon activity – shop downtown, walk around Lake Tomahawk (1 hr), Thrift Stores (2 hrs), hike in Montreat (3 hrs), NC Glass Center or pottery making (2-3 hrs), disc golf, got

to pool, Mt. Mitchell drive, naptime, Blue Ridge Parkway drive, Folk Art Center, rent bikes + drive them to trails, hang out at The Station

Dinner – Ole's, Pure + Proper, Trailhead, BBQ, My Father's Pizza, Goldfinch, Grange, Thai Basil, somewhere in Asheville

Entertainment – The Station (music), movie at hotel/AirBnB, Asheville music or art film at Fine Arts Theater, Haunted walking tour, Railyard, Museum, Monte Vista Christmas trees, Silverados, White Horse, Pisgah Brewery

Lodging – Hampton Inn, KOA/Campground, AirBnB, Quality Inn, Super 8, B&B in town

Not all of the itineraries included regular outdoor recreation! Sharing of the experiences did uncover some frustration with adequate activity in several categories which can offer some guidance for further development of (outdoor) recreation and visitor services in general.

Itinerary needs:

Entertainment options – evenings mostly (assuming recreation during the day!)

- option for younger people, - smaller stage with different kinds of music
- alternatives to the Grey Eagle in Asheville

- arcade

- maker activities – glass shop coming, pottery, other options for kids, too
- movie theater

- record store, used book store – evenings, rainy days

- special events are great entertainment but only available certain days

- evening hours at the Swannanoa Valley Museum, library

Alternative Active Activities

- putt-putt golf

- roller skating rink

- bowling alley

Outdoor recreation

- day-long outing options mostly IN Black Mountain

- pump track

- climbing gym, bouldering area

- safe bike route to Asheville River Arts District

Hospitality

- early morning breakfast – alternative to Dripolator

- more hotels + less expensive cool weather options to camping

- kid-friendly lodging and restaurants – more space to run

- concierge service to make custom itineraries for people

- need for naps – easy access to lodging

- Indian food option

- carry-along picnic lunches

- spa services for visitors

Next step – Ann will complete a draft report and work plan to circulate for comments. When complete will present to Town Council. Then—the implementation work begins!



MS&RP
NC MAIN STREET & RURAL PLANNING CENTER
DEPARTMENT OF COMMERCE

ORGANIZATION

Involves Creating a Strong Foundation
For a Sustainable Revitalization Effort,
Including Cultivating Partnerships,
Community Involvement, and
Resources for the District

Downtown Associate Community Program Benefits

- ♦ **Partnership with the NC Main Street and Rural Planning Center:**
 - ◇ North Carolina cities are selected through a competitive process to participate in the DAC program therefore;
 - ◇ Selected communities become partners with the North Carolina Department of Commerce, Rural Economic Development Division, and the NC Main Street & Rural Planning Center in a long-term economic development effort that has a proven positive impact on investment and job creation.
 - ◇ Downtown Associate Community programs (DAC) are limited in number and therefore receive focused and personal attention from the Center's staff.
 - ◇ Investment: The State of North Carolina invests approximately \$50,000 in on-site visits, training and technical assistance within the first three years of participation in a local DAC program. After the initial start-up phase, the community may be eligible to move up to the Main Street program for continued assistance.
- ♦ **Training:**
 - ◇ Selected communities are eligible to attend and participate in the NC Main Street Conference, Main Street Basic Training, Board and Committee Training, Main Street Orientation, Main Street Managers' Meetings and Bi-Annual Regional Meetings. Often the staff brings in nationally renowned speakers and statewide leaders in the field for the NC Main Street conference, annual directors meeting and basic training.
- ♦ **Technical Assistance:**
 - ◇ The North Carolina Main Street and Rural Planning Center's staff guides selected communities, based on best practices, through the following:
 - ◇ Development of a complete property and business inventory
 - ◇ Identifying community assets
 - ◇ Identifying economic drivers
 - ◇ Stakeholder and Partner identification
 - ◇ Strength, Weaknesses, Opportunities and Threats
 - ◇ Vision Forum that leads to a carefully written five-year vision statement and typically 1-4 economic development strategies
 - ◇ Downtown implementation plan, based on the vision and economic development strategies and implemented through the Main Street Four Point Approach®
 - ◇ Creation of an organizational structure to implement the plan
 - ◇ Volunteer development
 - ◇ Guidance and resources on ways to find and develop financial resources
 - ◇ Bimonthly direction and instruction on the tasks required for program progression
 - ◇ Bimonthly and annual Review and Assessment based on the program checklist
 - ◇ Review and assistance with any existing projects and programs
- ♦ **Extensive experience:** The North Carolina Main Street Staff has collectively 80 years of Main Street experience including two staff who have undergone the National Main Street Center's intensive certification program. The NC Main Street Staff is considered among the nation's leading downtown development authorities. Collectively, the NC Main Street & Rural Planning Center staff has extensive experience in organizational development and nonprofit management, architecture, historic preservation, planning, building rehabilitation, investment tax credits, incentive programs, marketing, image and special event development. Also in communications and a range of other pertinent areas.
- ♦ The NC Main Street & Rural Planning Center's staff conducts an annual program assessment and a collection of statistical data for review and analysis.
- ♦ **Network:**
 - ◇ Participating DAC programs can take advantage of and participate in a special network of Main Street cities statewide from which they learn best practices, techniques and strategies for downtown development, and share and receive information through our Main Street listserv.



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Downtown Associate Community Program Requirements

Downtown Associate Community Program Information and Requirements:

The Downtown Associate Community program was created under the NC Main Street & Rural Planning Center of the Rural Economic Development Division, NC Department of Commerce, to better assist communities in developing two areas of work prior to designation as a NC Main Street community. The DAC program is designed to:

- ⇒ Build a sustainable downtown organization that will support Main Street initiatives.
- ⇒ Complete a full asset-based strategic planning process to help the community fully understand its economic development strategies and the actions for implementation.
- ⇒ Create an economic positioning/vision statement with up to four economic development strategies
- ⇒ Create a plan of work focused on implementation of the economic development strategies that will transform downtown.

The Downtown Associate Community (DAC) is a **two year process**. Only communities that **fully participate** in the DAC program and **meet the outlined benchmarks within two years** will be eligible to move up to designated Main Street status. Our NC Main Street (NCMS) staff will work directly with the local DAC Coordinator and a core team of volunteers to help each community create a program that will lead to designation. The Director of the NC Main Street & Rural Planning Center reserves the right to deny designation at the end of the two-year process or to withdraw services of the NC Main Street & Rural Planning Center to the community if the DAC community is not completing the outlined work or demonstrating interest in completion of outlined work. Likewise, the local DAC program may at any time during the two-year process elect to terminate this relationship with the NC Main Street & Rural Planning Center.

The next three pages outline the expectations and requirements of the Downtown associate Community program. In addition there is a **Basic Best Practices Guide** that we strongly encourage each committee to follow. The more a community puts into place these best practices the more likely a community will succeed. Moving up to NC Main Street status ties your community to the National Main Street/Main Street America® program as North Carolina is the coordinating program for this prestigious program that began in 1979.

“Main Street is a business, and the more you treat the Downtown Associate Community program and subsequently the Main Street program as a business through the establishment of basic best practices, the more successful your downtown will be because you will be prepared for opportunities when they arise.”

Liz Parham, Director, NC Main Street & Rural Planning Center

DAC Program Requirements, pg. 2

The following are the requirements that each community is expected to complete before becoming a designated NC Main Street community. These expectations must be completed within two years of the time a town is designated a Downtown Associate Community Program.

- ♦ **Budget:** the town must budget **annually a minimum of \$5000** upon acceptance into the DAC program. This is to cover the travel of NCMS staff to your community as well as your coordinator's training and attendance at the annual NC Main Street conference and Director's meeting. There should also be some funding for smaller implementation projects during this two year time frame as well.
- ♦ **A Downtown Associate Community (DAC) Coordinator will be in place** at the time of acceptance to the DAC program to lead the program.
- ♦ **A coordinator must be hired within the first 18 months. Failure to do so will disqualify the community from achieving Main Street designation.** Please consider this when applying to the DAC program and when establishing a budget for the DAC program. The requirements for a Director area as follows:
 - ◇ Communities with a population 5,000 to 9,999 may hire a full-time equivalent (20 hours Main Street and 20 hours in another department).
 - ◇ If the community is 10,000+ in population a full-time Main Street Director must be hired. A full-time position is 40 hours a week.
 - ◇ Communities with 50,000 or more are not accepted into the DAC program, but if your population surpasses 50,000 after being accepted, your city remains in the program. Communities with a population of less than 5,000 may hire a part time employee. Part time is not preferable as this work is economic development and to do economic development well, it should be full-time.
- ♦ **Join the National Main Street Center as soon as notified of acceptance** in the DAC program, <http://www.mainstreet.org/getinvolved/membership>
- ♦ **Sign up and attend virtual NCMS orientation** for new directors/coordinators within the **first two months**.
- ♦ **Provide the DAC Coordinator's email for NCMS Listserv:** ONLY the primary contact for your program will be added and must be changed with each new DAC program coordinator. Coordinator will learn more about the NCMS Listserv during orientation.
- ♦ **Attend the mandatory four Main Street Basic Trainings within the first 18 months of DAC participation and will not move up if trainings are not completed.** If there is a change in Coordinator during the two-year DAC program period, the **new Coordinator is required to attend all four trainings**. Any time there is a change with the coordinator position the new coordinator must attend the basic trainings. These trainings cover the Main Street Four-Point Approach™ to revitalization's Best Practices in-depth.
 - ◇ Organization—held annually in August the day before the Directors Meeting
 - ◇ Design—held in the fall
 - ◇ Promotion— held in the winter
 - ◇ Economic Vitality—held in the spring
- ♦ **Directors Meeting:** Is **mandatory for the Coordinator**. Attendance is **required for the entire 2.5 days**. This training, held once a year in August typically the first full week beginning on a Wednesday, is invaluable to the coordinator. Please make sure to block this time on the coordinator's calendar prior to accepting the position and does not schedule vacation, or other training during this time. **Non-attendance will negate** the community's standing in the DAC program.
- ♦ **Regional Meetings:** Held the first full week of May and November is mandatory for new DAC Coordinators. If the coordinator is unable to attend due to illness or an emergency, a substitute may

DAC Program Requirements, pg. 3

- ◇ **DAC Meeting Expectations:** NC Main Street Staff to coordinate a virtual meeting schedule that suits both parties. In order to move communities to Main Street designation within the two year time frame **communities will meet with NCMS Staff on a monthly basis for the first six-eight months.**
- ◆ **Virtual Meetings:** 1.25 hours per month unless otherwise specified or agreed that a longer time frame is needed.
 - ◆ **Public presentation:** 15-20 minutes dedicated to presenting information on one of the four-points to the general public. Following that presentation the public can either stay on line or they may elect to leave the meeting.
 - ◆ **Following the public presentation:** 30-40 minutes of strategic planning with the core team.
 - ◆ **Time with coordinator:** One-on-one with the coordinator and the NCMS staff to review progress on information gathering and any other information that needs to be shared. 15-20 minutes.
- ◆ **Downtown Associate Community (DAC) Kick-Off** will be a public 1.5 hour meeting to inform the public of the DAC program and benefits of the Main Street program.
- ◆ **Prior to Kick-Off:** the NCMS team will meet with the coordinator and core team as well as tour the downtown district and surrounding neighborhoods.
- ◆ **Vision Forum:** NCMS Staff will come in person to facilitate this two hour public meeting after the strategic planning with the Core Team/Steering Committee has been completed.
- ◆ **DAC Program Coordinator is responsible for** publicizing, promoting, and inviting the public to the presentation portion of the meeting.
- ◆ **DAC Program Coordinator will work with and respond to NCMS Staff** member(s) to create an agenda for the DAC meeting. The NCMS staff takes the lead on creating an agenda for all DAC meeting within the first two years, but expects the DAC Coordinator to review, respond, make copies, and publicize the meetings.
- ◆ **When meeting in person:** DAC Coordinator is responsible for establishing a regular meeting place large enough for the public meetings, and space for the Core Team Members following the public meeting.
- ◆ **DAC Coordinator may be responsible for providing as needed** materials for meetings: flip charts, markers, and easels for meetings and **must provide a screen or other appropriate place** to show PowerPoint presentations. NCMS Staff will provide the projector.
- ◆ **All lodging for NCMS Staff will be pre-arranged and paid for one week prior** to NCMS Staff traveling to the town. **Business class lodging is required;** however, in cases where lodging may be a challenge, a Bed and Breakfast or an Inn may be considered, but please confirm with NCMS Staff before booking. **Separate rooms for each NCMS staff is required.** Lodging confirmation should be sent to NCMS Staff one week prior to the meeting. **We will email the travel guidelines two weeks before the initial in person visit.**
- ◆ **Mileage and Meals for NCMS Staff travel:** Towns will be invoiced for NCMS Staff mileage and meals within one week after traveling to your community. Communities are charged at the current state rate for mileage and meals. Payment to the NC Department of Commerce is **due within 30 days from receipt of invoice.**

*When meeting in person we ask that all CDC/Health guidelines be followed to insure the safety of the public.

DAC Program Requirements, pg. 4

Required Materials/Documentation List:

- ♦ **An annual budget** one due with application, one due **by July after the first full year** of the program demonstrating the city's commitment to fund the program at a sustainable level
- ♦ **Proof of National Main Street membership** sent to NCMS Staff within first month. Go to this website to join: <http://www.mainstreet.org/getinvolved/membership>
- ♦ **Past studies of the downtown district such as:** Market studies, strategic plans and development plans **within first two months preferably sent with the DAC application.**
- ♦ **National Register or Study List documentation** within first two months preferably sent with the DAC application.
- ♦ **If a non-profit will be managing the DAC program** please provide a copy of the following within the first two months.
 - ♦ Articles of Incorporation for the organization
 - ♦ Bylaws for the downtown organization
 - ♦ Policy and Procedures for the organization
 - ♦ Tax exemption status for the organization
- ♦ **Final map of the downtown district** which include if applicable clear identification of National Register or Local Historic District, Municipal Service District or Downtown Overlay District and include key downtown anchors and any physical natural boundaries to the downtown (highways, railways, rivers, etc.) within first three months. *A map is sent with the application, but there are times the boundary isn't finalized at the time of the application.
- ♦ **Submit:** Walk Score for Downtown— <https://walkscore.com> within first three months.
- ♦ **Submit:** AARP Livability Index-<https://livabilityindex.aarp.org> within first three months.
- ♦ **Complete a property, building and parking inventory** within the first six months of selection in the DAC program. NCMS staff will provide a template for adding the information.
- ♦ **Core Team/Steering Committee** names should be finalized and submitted to the NCMS Staff within **the first six months** of DAC selection.
- ♦ **Complete the Economic Development Work Plan** within the first 12 months of DAC selection. *The NCMS staff will guide this process.
- ♦ **Complete the Consumer Survey** within the first 12 months. Survey is provided by NCMS Staff. The exception to this is if one has been done within two years of acceptance into the DAC program.
- ♦ **Vision forum** held within the first 18 months of being accepted into the DAC program.
- ♦ **Complete the Plan of Work following the Forum:** this may be done either in person or virtually depending on best use of time. Will require the full Core Team/Steering Committee. In person it typically takes 3-4 hours. Virtually it is broken into three to four 1.25 hours per meeting. NCMS Staff will facilitate this process, but DAC Coordinator is responsible for finalizing and submitting an approved final plan of work to the NCMS Staff. **Complete within the first 20 months** of DAC designation.



TOWN OF BLACK MOUNTAIN AGENDA ITEM SUMMARY

SUBMITTER: Josh Harrold, *Town Manager* **MEETING DATE:** January 8, 2024

AGENDA SECTION: NEW BUSINESS **DEPARTMENT:** Administration

TITLE OF ITEM: PSIP Agreement – *Josh Harrold, Town Manager*

SUGGESTED MOTION(S):

SUMMARY: The PSIP agreement with Buncombe County is being updated to reflect new software required as the current software is at end of life. The Police Chief has been involved on the steering committee for the PSIP and the agreement is acceptable to staff. The current costs for this are ~\$64,000 and FY25 will be ~\$69,000.

BUDGET IMPACT: n/a

Is this expenditure approved in the current fiscal year budget? n/a

If no, describe how it will be funded. n/a

ATTACHMENTS: agreement

STATE OF NORTH CAROLINA
COUNTY OF BUNCOMBE

INTERGOVERNMENTAL
AGREEMENT BETWEEN BUNCOMBE COUNTY
AND THE TOWN OF BLACK MOUNTAIN

This Intergovernmental Agreement made and entered into this ____ day of _____, 2023, by and between the County of Buncombe, a body politic and corporate, organized and existing under the laws of the State of North Carolina (hereinafter referred to as "County"), and the Town of Black Mountain, a municipal corporation organized and existing under the laws of the State of North Carolina (hereinafter referred to as "Town").

WHEREAS, towns and counties are authorized to enter into joint undertakings as authorized by N.C. Gen. Stat. § 153A-445 and N.C. Gen. Stat. § 160A-461; and

WHEREAS, public safety operational effectiveness is increased when multiple jurisdictions share a technological system; and

WHEREAS, the County and Town wish to leverage enumerated technology systems in a cost-effective manner to improve public safety operations; and

WHEREAS, the County and Town wish to implement an effective, integrated, multi-jurisdictional public safety technology system that will achieve collaboration, cooperation, and communication between all of the agencies; and

WHEREAS, increased situational awareness through shared technology systems thereby improving safety for the residents and first responders of Buncombe County.

NOW THEREFORE, for and in consideration of the mutual promises contained herein, the parties hereby agree to the following:

I. Definitions.

PSIP - Public Safety Interoperability Program.

PEC – PSIP Executive Committee.

II. Purpose.

- A. The purpose of this Agreement is to define the terms and conditions under which criminal justice, emergency medical and fire protection software will be accessed and used by the public safety agencies in Buncombe County, North Carolina and mutually administered, supported, and maintained by the County, by and through its Department of Information Technology.
- B. The primary goal of this agreement is to allow for the creation and maintenance

of an effective automated multijurisdictional public safety information technology system. This will be an integrated system used by multiple public safety agencies throughout Buncombe County.

III. Effective Date and Term.

- A. This agreement shall become effective upon ratification by the Town and County's governing boards.
- B. This Agreement shall have an "Initial Term" of three (3) years, running from July 1, 2023 until June 30, 2026, or whenever a new agreement is executed by the parties in relation to the Core Software Systems Migration project whichever occurs first.
- C. If either Party decides to terminate this Agreement, the Party must give the other Party one (1) year advance written notice of its intent to terminate.

IV. Roles and Responsibilities.

- A. No joint agency is created by this agreement. The County shall have sole responsibility and authority to appoint or otherwise employ personnel necessary for the PSIP services outlined in this Agreement.
- B. County's Responsibilities.
 - 1. The County, through its Information Technology Department, shall be responsible for the operation of the PSIP system in Buncombe County. The County shall be responsible for the day-to-day operation and supervision subject to the policies and procedures adopted by the PEC and subject to the terms and conditions of this Agreement and the corresponding Service Level Agreement.
 - 2. The County shall purchase or lease all PSIP software to be used on the system.
 - 3. The County shall be responsible for all aspects of PSIP including, but not limited to, the letting and awarding of bids, payment of debt, maintenance, standards, response time, conversion of data, system installation, project management and operation. The County shall be fully responsible for ensuring that the terms of the contract awarded or to be awarded for PSIP, including but not limited to schedule, cost, and performance specifications, shall be complied with by the vendor. The proposed terms of said contract, regarding schedule, cost, and

performance specifications, will be reviewed by and concurred with by PEC prior to execution of the contract by the County.

- a. The County will provide a PSIP Project Manager who will be responsible for managing the day-to-day activities of the above.
4. The County Manager will be responsible for the adoption of the annual budget for PSIP.
5. The County will be responsible for implementing a Service Level Agreement which sets forth in greater detail the County's obligations to its partner agencies through PSIP.
6. The County will be responsible for implementing a User Agreement which sets forth in greater detail its partner agencies' obligations for using data obtained from the North Carolina Office of Administrative Courts.
7. The County agrees to comply with all current and future Federal and State Public Safety Technology requirements in all manners that have, or could reasonably be expected to have, an impact on the public safety systems governed by this Agreement.
8. The County acknowledges that data contained within the public safety systems operated and maintained by the County is confidential, and shall ensure that physical, electronic, and procedural safeguards and controls are implemented and maintained within the agency, and between agencies, to ensure that all confidential information is secure and to prevent unauthorized access to or use of such information by unauthorized individuals.
9. If the County has reason to believe that any confidential information has or may become known by unauthorized persons, whether or not employed by County, the County shall immediately notify the Town and any other affected partner agency.

C. Town's Responsibilities.

1. The Town shall be responsible for paying its proportional share of the costs.
2. The Town shall be responsible for providing the appropriate resources and manpower necessary to help ensure successful and timely implementation of PSIP software for Town use. Responsibilities would include but not limited to providing the appropriate personnel to

participate in PSIP project status and review meetings; define agency requirements; perform end-user testing of software and system functionality to assure compliance with requirements and specifications; attend/provide necessary training; provide support during final system testing and "go-live" operations.

3. Notify the County of any process or technological changes or needs that could increase the PSIP cost.
4. Appoint personnel to serve as members of the PEC and ensure their reasonable attendance at the meetings.
5. Execute a user agreement with the County regarding the use of the North Carolina Office of Administrative Court's data through RMS or other software.
6. The Town agrees to comply with all current and future Federal and State Public Safety Technology requirements in all manners that have, or could reasonably be expected to have, an impact on the public safety systems governed by this Agreement.
7. The Town acknowledges that data contained within the public safety systems operated and maintained by the County is confidential, and shall ensure that physical, electronic, and procedural safeguards and controls are implemented and maintained within the agency, and between agencies, to ensure that all confidential information is secure and to prevent unauthorized access to or use of such information by unauthorized individuals.
8. If the Town has reason to believe that any confidential information has or may become known by unauthorized persons, whether or not employed by the Town, the Town shall immediately notify the County.
9. The Town will enter into Service Level Agreements with the County on an annual basis for PSIP.
10. The Town will enter into any agreements with the State of North Carolina as required.

V. PSIP Executive Committee.

- A. The County shall create the PEC that is responsible for providing the County feedback regarding the operation of the PSIP project for its users.

- B. The PEC will consist of the following members:
1. Buncombe County Public Safety Communications Director.
 2. Buncombe County Emergency Services Director.
 3. Sheriff or designee.
 4. Chief of Asheville Police Department or designee.
 5. Asheville Fire Chief or designee.
 6. The County IT Director or designee.
 7. The Town IT Director or designee.
 8. A representative from among other municipalities' law enforcement agencies using PSIP.
 9. A representative from among other municipal and county fire departments using PSIP.
 10. Two (2) community members at large.
- C. The selection for members 8 and 9 will be determined via majority vote of those agencies to a three-year term. The County will coordinate the voting processes. When reviewing the application for community members at large, for one of the vacancies preference will be given to a resident from one of the towns in Buncombe County.
- D. The Community Representatives will be selected through a competitive application process. From that list, the PEC will select the representatives by a majority vote for a two-year term. These members should be included no later than two (2) years from the signing of this agreement.
- E. The PEC will convene no later than 90 days after the agreement's effective start date.
- F. The PEC's responsibilities are defined below.
1. The PEC will meet at least quarterly to review performance and compliance data and to consider and resolve questions, issues, and disputes relating to PSIP.
 2. When appropriate, decisions will be made by a majority vote of the PEC.

3. The County shall be responsible for convening the PEC, setting, and distributing its agenda, and providing timely information regarding meetings to all members and member agencies.
 - a. Any PEC member, or member agency, may place an item on the PEC meeting agenda for discussion with the concurrence of at least 2 other members.
 4. The County IT Director will provide a recommended PSIP budget to PEC for review before submitting it to the County Manager for consideration in the annual County Budget.
 - a. The County shall provide PEC with a draft budget by November 1 of each year and a final estimate by April 1.
 5. The County Manager shall appoint a chair from the members who will serve a two-year term and may be re-appointed for an additional term. The PEC Chair shall have the following responsibilities:
 - a. To preside over regular and special meetings of the PEC.
 - b. Facilitate the election of a Vice Chair from the PEC members. The Vice Chair will serve a two-year term and may be re-elected for subsequent terms.
 - c. To call special meetings.
 - d. To appoint committees.
- G. Escalation of Issues.
1. Should the PEC be unable to resolve a dispute among the parties regarding PSIP, the parties may appeal the unresolved issue to the County Manager, the Town Manager, and the Sheriff for resolution. If the Managers and the Sheriff are unable to come to a resolution, the final decision on resolving a dispute will be with the County Manager.

VI. Data Governance and Security.

- A. Both Parties shall safeguard by appropriate means the confidentiality of the information contained in the PSIP network.
- B. Each Party shall maintain network security that meets FBI and industry

standards.

- C. All PSIP Agreement agencies agree to comply with all applicable rules and regulations established by Federal, State, local or tribal authorities regarding the access, use, storage, and release of information obtained through various electronic means.
- D. All PSIP Agreement agencies agree to comply with all applicable rules and regulations established by the PEC regarding the access, use, storage, and release of information obtained through various electronic means.
- E. The originating agency of PSIP related data is the owner of the data and has sole authority regarding the release of the data. No data can be released by any PSIP agency without formal approval of the originating agency. In the event of this Agreement's termination, the parties will take all appropriate steps to ensure that all PSIP data is transferred to the originating agency.
- F. If several agencies work a mutual event, the assisting agencies cannot share any data specific to the originating agency without consent of the originating agency.
- G. Public Record requests received by the County shall be forwarded to the appropriate agency prior to the release of any data.
- H. The County reserves the right to suspend service to individual Town employees when the County determines that this agreement or any applicable state or federal law, rule or regulation has been violated by an employee of the Town. The County may reinstate service following such instances upon receipt of satisfactory assurances that such violations have been corrected and measures have been taken to prevent future violations. All costs for reconnection of the service are the responsibility of the Town. The County shall have the authority to inspect Mobile Computer Terminals (MCTs) as well as laptops, tablets, and desktop computers used to access PSIP data under the authorization of this Agreement provided such access is authorized in advance by the PEC.

VII. New Agency Onboarding.

- A. Any new agency shall complete a request form and submit it to the PSIP Manager.
- B. The PSIP Manager shall review the request and determine the level of participation including what applications and interfaces the new agency has requested. The PSIP Manager will produce a report that includes all aspects of onboarding the new agency including:

1. Initial and recurring costs – Infrastructure, equipment, applications, licenses, and staffing.
 2. Level of effort to onboard and provide required services.
- C. The PSIP Manager shall forward the request to the PEC.
- D. The PEC will approve or deny the request. If approved,
1. The new agency and Buncombe County will sign a new ILA with associated SLA as a participating agency.
 2. The PSIP Cost Model will be updated reflecting the new agency's involvement.
 3. Any non-planned costs associated with onboarding will be paid by the new agency.
- E. Within ten (10) business days of a denial by PEC, the new agency may appeal the PEC decision to the County Manager for a final decision on whether the new agency can join PSIP.

VIII. Procurement of additional PSIP Technology and Services.

- A. PSIP Funded Technology and Services.
1. All PSIP technology and service acquisitions should be planned through a budgeting cycle.
 2. Requests for PSIP funded technology and services should be submitted to the PSIP Manager by September 1st for consideration for the following fiscal year.
 3. BC IT will evaluate the requests and provide a technical recommendation, security review, and support impact to the PEC. BC IT will also update a cost model to reflect how these additional costs will be allocated.
 4. The PEC will vote to add the technology or services to the following fiscal year's budget.
- B. Agency owned technology needing integration support.
1. Agencies should submit a request for an integration to be built and

maintained by PSIP IT.

2. BC IT will evaluate the request and provide a technical recommendation, security review, and support impact to the PEC. BC IT will also update a cost model to reflect how these additional costs will be allocated.
3. The PEC will vote to add the interface to the PSIP portfolio and budget.
4. Any costs associated with the interface will be charged in accordance with the PSIP Cost Model.

IX. General Terms and Conditions.

- A. Notice. Except as otherwise provided in this Agreement, all notices and communications required to be sent pursuant to the terms of this Agreement shall be in writing and shall be delivered by hand delivery, certified mail, return receipt requested, or by Federal Express or similar overnight courier service, addressed as follows:

To Town:

Town Manager, Town of Black Mountain
160 Midland Avenue
Black Mountain, NC 28711

To County:

County Manager
200 College Street, STE 300
Asheville, NC 28801.

All such notices and other communications, which are addressed as provided in this Paragraph, shall be effective upon receipt. The parties hereto may from time to time change their respective addresses for the purpose of notice to that party by a similar notice specifying a new address, but no such change shall be deemed to have been given until it is received by the party sought to be charged with its contents.

- B. Whole Agreement. This Agreement contains all of the agreements and representations between the parties with respect to the subject matter hereof. None of the terms of this Agreement shall be waived or modified to any extent, except by written instrument signed and delivered by both parties.
- C. Severability/Survival. If any provision of this Agreement shall be declared invalid or unenforceable, the remainder of this Agreement shall continue in full force and effect. The covenants contained in this Agreement, which by their terms

require their performance after the expiration or termination of this Agreement, shall be enforceable notwithstanding the expiration or termination of this Agreement.

- D. Governing Law. This Agreement shall be governed by, and construed and enforced in accordance with, the laws of the State of North Carolina.
- E. Duplicate Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be an original and all of which shall constitute one and the same instrument.
- F. Authority. The individuals signing this Agreement personally warrant that they have the right and power to enter into this Agreement on behalf of Town and County, to grant the rights granted under this Agreement, and to undertake the obligations undertaken in this Agreement.
- G. Captions. The captions or headings in this Agreement are inserted only as a matter of convenience and for reference and they in no way define, limit, or describe the scope of this Agreement or the intent of any provision hereof.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed in their respective names, the day and year first above written.

TOWN OF BLACK MOUNTAIN

By: _____

COUNTY OF BUNCOMBE

By: _____