

TOURISM
MANAGEMENT
& INVESTMENT PLAN
TO DEVELOP
*Community
Assets*

PHASE 1

Tourism Management & Investment Plan to Develop Community Assets

OCTOBER 2019

PHASE 1

1

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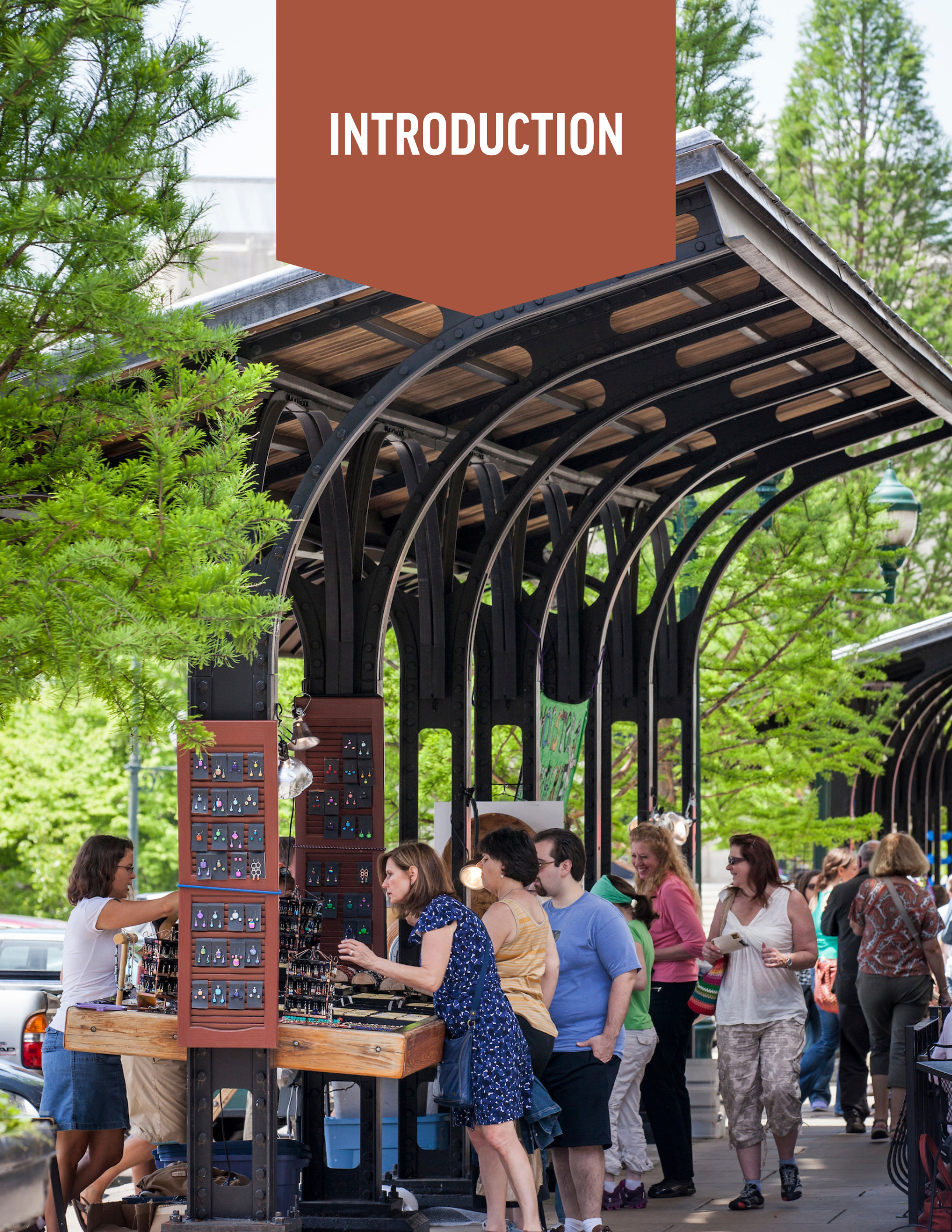
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INTRODUCTION



BUNCOMBE COUNTY TOURISM DEVELOPMENT AUTHORITY

The Buncombe County occupancy tax was established by North Carolina state law in 1983 to create a source of funding to attract overnight visitors and enhance the economic vitality of the community. The tax was established as a surcharge paid in addition to sales tax. The Buncombe County Tourism Development Authority was created by the same legislation to administer the proceeds of the tax and ensure the effective investment of the resources collected from lodging properties. The tax was increased in 1985, and again in 2001 to establish the Tourism Product Development Fund (TPDF).

In 1997 the North Carolina House of Representatives adopted uniform guidelines for the use of occupancy taxes. Under these guidelines, no more than 6% may be assessed, at least two-thirds of occupancy tax revenue must be used for tourism promotion, and up to one-third may be allocated for tourism-related expenditures as further defined in the guidelines.

The Buncombe County tax was increased from 4% to 6% in 2015. The ratio of tourism promotion and product development was maintained with a total of 4.5% assessed for promotion and 1.5% dedicated to the Tourism Product Development Fund.

The BCTDA is a public entity with the public purpose of expanding the base of customers available to local businesses, providing jobs, and generating tax revenue. Since 2001, the BCTDA has awarded \$44 million to 39 community projects through the TPDF which was the largest source of grant funding available in Western North Carolina prior to the establishment of the Dogwood Health Trust. \$22 million has been awarded to projects owned by the City of Asheville.

.....
MISSION: TO BE A LEADER IN THE ECONOMIC DEVELOPMENT OF BUNCOMBE COUNTY BY
ATTRACTING AND SERVICING VISITORS, GENERATING INCOME, JOBS AND TAX REVENUES
WHICH MAKE THE COMMUNITY A BETTER PLACE TO LIVE.

Buncombe County Tourism Product Development Fund



Maintaining the quality of our community for residents is maintaining the quality of our community for visitors.

We understand that it is critical to preserve, protect, and grow sustainably for the mutual benefit of residents and visitors alike.

The Tourism Management & Investment Plan Process



Beginning in the Spring of 2019, the Tourism Management and Investment Plan (TMIP) process kicked off with a presentation at the Tourism Development Authority Annual Planning Retreat. This began Phase 1 of the process, geared towards assessing the community and gathering the necessary data to have a baseline context for Buncombe County. The Phase 1 process culminated in a presentation and report in October of 2019.

Phase 2, Discovery, is geared toward understanding the range and scope of capital improvement projects in Buncombe County. Using the data gathering of Phase 1 as the baseline for needs and opportunities, the project team will continue to meet with public entities and community stakeholders to better understand the projects in the pipeline. This phase will result in a comprehensive list of projects with costs, timelines, and relevant stakeholders listed for each.

Phase 3 focuses on collaboration among the public entities and figuring out how projects discovered in Phase 2 might fit with each other, in a strategic timeline, or otherwise be improved to fit the Tourism Product Development Fund guidelines or better serve community needs. At this stage, the project team will utilize urban planning and design strategies to further project development and design. The key to a successful Phase 3 will be the willingness for many parties to work together to determine the best way forward.

Phase 4 is about prioritizing opportunities and needs for the next 10 years of Buncombe County's tourism management and investment. Through meetings with stakeholders, intense financial evaluation, and strategic thinking, the project team will work to prioritize potential projects to define a path forward.

The planning process will culminate in a final report, sharing the findings from all phases and defining implementation steps to take the plan into reality. The planning process will be complete by April of 2020 and result in a long-range community based strategy that manages the impacts of visitation while continuing to take advantage of the economic benefits of tourism that have strengthened the economic vitality of Western North Carolina.



PLAN OBJECTIVES

Work collaboratively with the community to develop a long-term strategic investment plan for public projects through the Tourism Product Development Fund.

Coalesce municipal and other partners around the strategic plan that outlines a long-range vision for implementing capital projects.

Preserve and protect community character and the destination experience.

Enhance Buncombe County through new community projects (within the scope of the TPDF fund) that contribute to quality of place for residents, workers and visitors.

Continue efforts already in place to attract overnight visitors through the development and enhancement of destination assets.

Explore opportunities for financing and developing longer-term investments of significant impact.

Support high quality design to enhance and preserve with the community in mind.

Sustain the economic vitality of tourism in Buncombe County that is critical to the growth and financial health of local business and 27,000 jobs in the community.



PHASE 1 SUMMARY

PUBLIC INPUT

Three Community Input Workshops
Resident Sentiment Survey
Visitor Survey
Two Community Leadership Council Meetings
Individual Meetings with Stakeholders

COMMITTEE MEETINGS

Four Steering Committee Meetings
Two Buncombe County Tourism Development Authority Meetings

COLLABORATION WITH FUNDING PARTNERS

Meetings with City of Asheville, Buncombe County, University of North Carolina Asheville, US Cellular Center, Asheville Greenworks, RiverLink, Town of Woodfin, Asheville Buncombe Sports Commission, Center for Craft, Asheville Area Arts Council, Asheville Downtown Commission Work Group

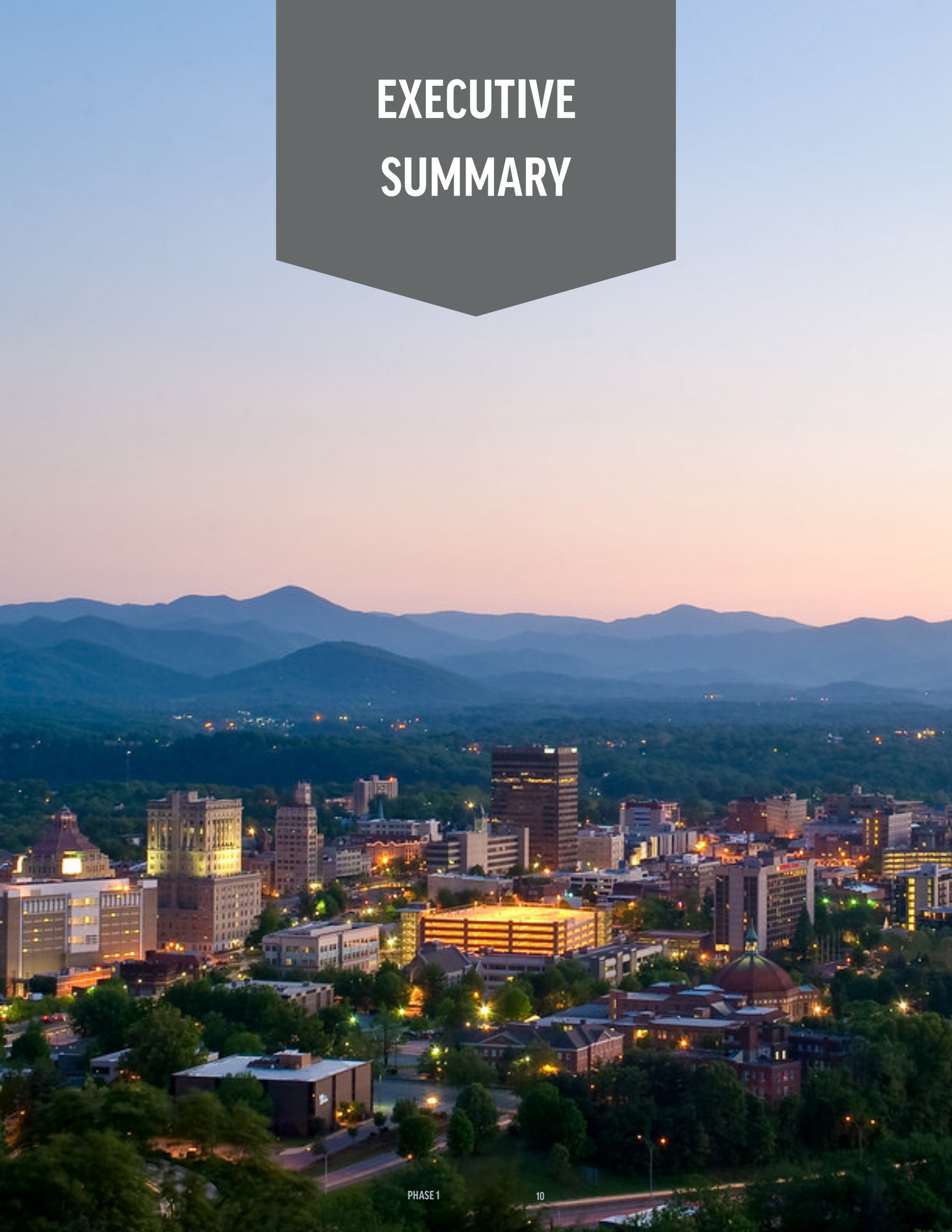
SOURCES

AirDNA
American Community Survey
Americans for the Arts Economic Prosperity Report
Asheville & Buncombe County Budgets
Asheville Comprehensive Plan
Asheville Regional Airport
Austin Cultural Tourism Plan
Buncombe County Comprehensive Land Use Plan
Buncombe County Property Tax Records
Bureau of Economic Analysis
Bureau of Labor Statistics
Charleston Tourism Management Plan
City of Asheville Downtown Circulator Study

City of Asheville Parking Study
Denver Tourism Roadmap
Department of Housing and Urban Destination Transformation
Downtown Master Plan
Economic Complexity Index
ESRI and Infogroup Retail MarketPlace Data
ESRI Business Analyst
Explore Asheville Pipeline Report
GfK MRI National Survey of Households
Greenways Master Plan
Heat Maps of Visitor Density
Historic Preservation Master Plan
Living Asheville Comprehensive Plan

North Carolina Department of Commerce
North Carolina Department of Transportation
Occupational Employment Statistics Survey
Quarterly Census of Employment and Wages
Savannah Tourism Management Plan
State of North Carolina Fiscal Guidelines
STR
Tourism Economics
U.S. Census
U.S. Bureau of Labor

EXECUTIVE SUMMARY



During Phase 1, the project team received feedback from several thousand Buncombe County residents, conducted a thorough analysis of the community, and looked at best practices from around the country. From this, several guiding principles emerged. These themes represent what we heard from community members in Buncombe County and draw on numerous sources.



PROTECT & CELEBRATE
AUTHENTICITY



EMBRACE COLLABORATION
& PARTNERSHIP



HARNESS THE BENEFITS /
MANAGE THE GROWTH



ENCOURAGE & CREATE
CONNECTIVITY

BEST PRACTICES IN TOURISM MANAGEMENT



BEST PRACTICES IN TOURISM MANAGEMENT PLANS

Asheville and Buncombe County are different. What works in Charlotte won't necessarily work in Asheville. What didn't work in Minneapolis, doesn't mean it isn't worth a try in North Carolina.

The Tourism Management Plan best practice review revealed that there is no one way to solve these issues. What it did show though, was that the tension that exists between residents and visitors exists in lots of places. The conflicts between the two groups and their long-term needs and desires is a point of tension in many cities.

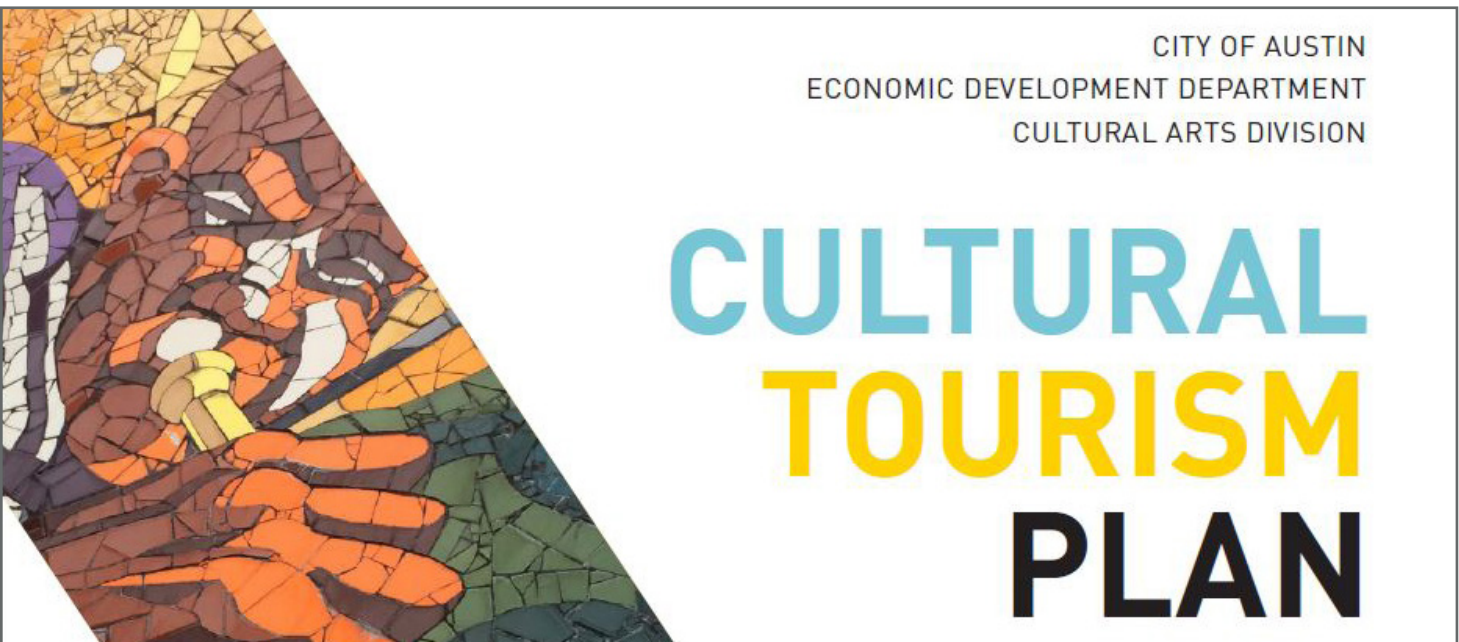
**Through significant community engagement and long-term thinking,
there is a way forward.**



As a component of the existing conditions analysis, the project team conducted a review of tourism management plans, looking at cities around the country for strategies that might be best practices to implement in Buncombe County's Tourism Management and Investment Plan. What follows is a review of several of these plans.

AUSTIN CULTURAL TOURISM PLAN: 2013

"The creative industries develop the product and the tourism industry markets and sells the product. And because the industries are supported by the same funding mechanism, there is mutual benefit in working cooperatively to maximize efficiencies and scale revenues."



Austin's Cultural Tourism Plan was developed by the City of Austin's Economic Development Department in 2013 to continue to build, invest, and provide the conditions that further Austin's capacity to create and share the stories of the people and culture that define the Austin Experience. With 24 million overnight visitors each year, Austin has a robust tourism economy, bringing both opportunities and challenges.

The intent of the Cultural Tourism Plan was to:

.....
Support economic growth in the creative sector by leveraging the travel industry and the City's current investment in the arts

Provide an opportunity to build new partnerships across sectors

Increase tourism around place-specific arts, cultural, and heritage offerings

Address the need to broaden marketing efforts and reach out to new audiences, both residents and tourists

Aim to elevate the City leadership's understanding of the importance of culture and investment in its proliferation to build a sustainable, resilient, 21st century city

BEST PRACTICES: Focus on revenue-generating connections between tourism and the arts | MOU between the Convention and Visitor's Bureau and the City's Cultural Affairs Department



CHARLESTON TOURISM MANAGEMENT PLAN: 2015 UPDATE

In 2015, Charleston updated its Tourism Management Plan to maintain the critical and delicate balance between the residential quality of life and the tourism economy, while preserving the authenticity and sense of place. With 4.8 million visitors annually in 2015, Charleston's plan had a particular focus on its architectural and cultural heritage.

The intent of the plan was to:

.....

Manage and monitor tourism for the benefit of residents, industry, and visitors

Improve visitor orientation

Sustain a reasonable balance between tourism and quality of life for residents in the historic neighborhoods

Ensure that special events enhance and respect the community

Improve transportation options for residents and visitors

BEST PRACTICES: Incorporation of signage, wayfinding, and technology for residents and visitors to help find destinations, parking, and restrooms modeled after the program implemented in Washington, DC | New regulations mandating that special events adhere to the "Charleston Standards for Tourism"

DENVER TOURISM ROADMAP: 2016

Denver's Tourism Roadmap was developed in 2016 to guide tourism growth and increase overnight visitors to 25 million by 2025. The comprehensive plan was designed to maintain responsible tourism growth, and the economic impact that comes with it, in a way that will benefit both residents and visitors.

The process included robust resident engagement and resulted in a plan with six key goals:

.....

- Expand meetings and convention business and infrastructure

- Attract visitor-driven events

- Create world-class attractions and services

- Enhance connectivity and mobility

- Improve downtown visitor experiences

- Strengthen destination branding

BEST PRACTICES: Including short, medium, and long-term goals for various investments | Leveraging existing assets for broader marketing efforts | Considering the future, multi-lingual population of Denver



SAVANNAH TOURISM MANAGEMENT PLAN: 2018

Developed in 2018, Savannah's Tourism Management Plan aimed to be a comprehensive, living document that would serve as a roadmap to guide City, residential, preservation, and tourism industry efforts for the next three to five years in managing tourism related dynamics, challenges, and opportunities. With 12.1 million overnight visitors each year, Savannah's plan included key issues and strategies to address three major issues:

.....
Preserving the National Historic Landmark District experience
for residents and visitors

Tour management

Balancing visitation and interconnecting districts

BEST PRACTICES:

Focus on “after-hours management” through limiting after-hours walking tour operations in residential areas, shifting these to particular “hospitality districts”

Focus on the interconnectivity of Districts with wayfinding, bike paths, or walkways as a way to manage tourists in certain areas, particular focus on pop-up demonstrations to help residents experiment with temporary measures before investing in larger scale changes



DESTINATION TRANSFORMATION, MINNEAPOLIS: 2016

In 2016, the City of Minneapolis embarked on a planning process to expand tourism in Minneapolis and the Metro Area to create a City that is livelier, more attractive, compelling, and accommodating to travelers and delivers those same benefits to residents. With 32 million annual visitors, the plan was geared towards getting Mall of America visitors out into the rest of the City, dispersing both the concentration of tourists, and the benefits.

Recommendations from the plan included:

.....

- Attract 50 million visitors, with at least 11 million of those in the winter

- Implement unified programs for transportation and wayfinding

- Identify and secure resources for tourism growth in the long-term

- Launch a metro-wide branding campaign

- Build an iconic visitor's center on the riverfront

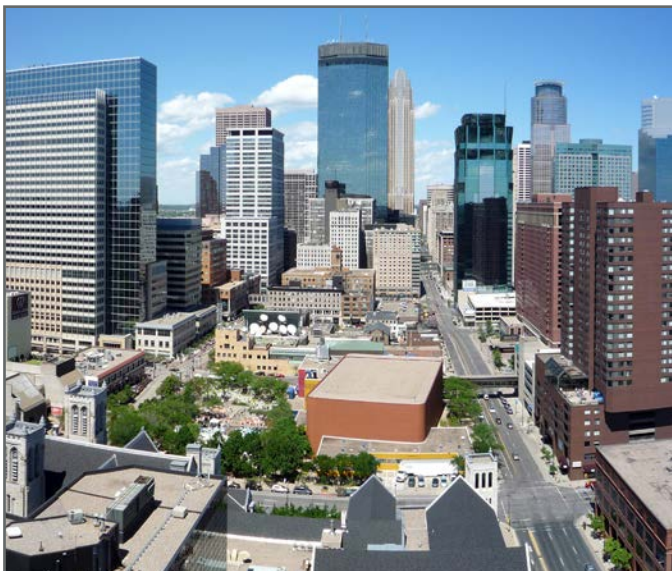
- Adopt a placemaking plan

- Increase hospitality jobs to 40,000

BEST PRACTICES:

- Creating a go-to online resource for visitors including restaurants, ticket purchases, and directions that can also be used by residents

- Focused marketing toward visitors; directing them to certain Districts to alleviate tourism-overload in residential areas





EXISTING PLANNING EFFORTS



ING OF ASHEVILLE

EXISTING PLANNING EFFORTS

Buncombe County and the City of Asheville have conducted several important planning efforts in recent years. The project team examined these plans, looking to better understand the community and its residents.

BUNCOMBE COUNTY COMPREHENSIVE LAND USE PLAN, 2013 UPDATE

LIVING ASHEVILLE: A COMPREHENSIVE PLAN FOR OUR FUTURE, 2018

HISTORIC PRESERVATION MASTER PLAN, 2015

DOWNTOWN MASTER PLAN, 2015



BUNCOMBE COUNTY COMPREHENSIVE LAND USE PLAN

The Buncombe County Comprehensive Land Use Plan update was completed in 2013 to account for the changes in land use policies and patterns in the County since the last update in 2006. Demographic changes in population and growth trends in the County altered the land use context and required new recommendations. The update provides an assessment of current land use conditions and also provides an outlook for future land use, including strategies to address upcoming needs.

With a growing population only expected to continue its trajectory, County planning officials embarked on the process to update the comprehensive land use plan in 2012. The plan considers the growth clusters identified by the Asheville Area Chamber of Commerce and identifies the associated opportunities and challenges. In particular, the challenges identified that relate to tourism management include the cost of living and workforce skills gap.

The plan includes key issues and recommendations to address those issues, one of which was connectivity. The recommendations have a particular focus on encouraging a more urban street context through Complete Streets. The plan also stresses the need for encouraging regional connections by assessing infrastructure needs and putting a strategic focus on preserving the unique Mountain aesthetic of Western North Carolina.

While updated in 2013, the plan is still relatively dated. The County has seen significant growth and investment in the past six years and, due to age, the Buncombe County Land Use Plan does not account for those changes. That being said, the plan provides a framework for understanding the County's priorities when it considers land use and reinforces the desire to implement more connectivity within the County.





LIVING ASHEVILLE

A COMPREHENSIVE PLAN FOR OUR FUTURE

Adopted June 2018

LIVING ASHEVILLE COMPREHENSIVE PLAN

After an extensive engagement and robust data collection process, the City of Asheville published their Living Asheville Comprehensive Plan in June of 2018. The nearly 400-page document represents the first Comprehensive Plan for the City since 2003. The plan is organized into themes including Livable Built Environment, Resilient Economy, Harmony with the Natural Environment, Healthy Community, Interwoven Equity, and Responsible Regionalism. These themes represent the feedback received throughout the process and help to guide the recommendations later in the plan.

When considering Central Asheville, one of the five geographies studied, recommendations regarding the built environment include encouraging higher density development, ensuring the area is walkable and bikeable, and being aware of the impacts on the environment. There is acknowledgment that the area, which includes Downtown, is the economic center of town, serving as a lively central gathering place for restaurants, bars, and events. With this activity though, comes concern about things like parking and overcrowding, which are sometimes associated with tourism in the plan.

Several specific recommendations in the Comprehensive Plan related to tourism include:

- Protecting the Blue Ridge Parkway as a tourist asset
- Continuing to develop the historic components of Asheville's tourism economy
- Maintain and improve Asheville's streetscape and urban character for tourists
- Improve air quality and protect natural resources, both crucial to tourism's success
- Prioritize the development of family-oriented tourism amenities
- Maintain a strong Parks and Recreation program in the City to provide a venue for tourist and resident activities

HISTORIC PRESERVATION MASTER PLAN

The Heritage Tourism Master Plan for Asheville and Buncombe County was developed in 2015 and serves as a guide for retaining the historic beauty of the area through strategic implementation steps. The plan is organized into several chapters, first defining the importance and history of the area, and then summarizing the financial tools available. The report then outlines Historic Neighborhoods and Historic Business Districts in Asheville, providing key issues and opportunities related to historic preservation in each.

The report pays special attention to the economic value that historic preservation has in neighborhoods, business districts, and in particular, Downtown Asheville. Implementation steps include further rehabilitation of historic buildings in Downtown through creative financing and continued implementation of the Downtown Master Plan.

The report also stresses the importance of preserving the historic culture and heritage in Buncombe County. With a different context, the preservation strategies differ, but both contribute to an overall regional strategy.

.....
“It is, in fact, the juxtaposition of splendid buildings with spectacular mountain views that makes Asheville’s architecture so appealing. The constraint of topography has shaped that cityscape in exciting ways, virtually unique among American cities.”

Lastly, the report outlines the importance of cultivating and supporting Heritage Tourism. Based on the engagement done as part of the planning process, visitors say that the city’s historic sites and landmarks are one of the top two reasons they visit. While the Biltmore historic site continues to see strong visitation, the Urban Trail and River Arts District also possess historic structures and see less consistent visitation.

The plan calls for a collaborative effort to incorporate tourism, the arts, and historic preservation to provide for additional, more robust, tourism opportunities. In particular, placemaking efforts in Downtown Asheville might “tell the story of our heritage” while also supporting tourism and the arts.

Other recommendations include:

- Develop a comprehensive interpretive and visitor experience plan
- Understand historic context studies
- Invest in Asheville’s story via the Urban Trail or Walking & Driving Tours
- Create a “Neighborhood Trail” as a companion experience
- Implement the Asheville wayfinding system in historic districts
- Engage in other placemaking activities to illuminate Asheville’s heritage
- Establish a partnership to promote networking of organizations whose work relates to history and preservation



DOWNTOWN MASTER PLAN

The Asheville Downtown Master Plan was completed in 2015 and provides a framework for the long-term vision for Downtown. The project included robust stakeholder input to define shared goals for Downtown moving forward. With seven principles, the plan deals with both the built environment, and the people that occupy it. The principles include:

.....
“It is essential that Asheville retain the special attributes central to its soul - creative, artsy, walkable, funky, fun, full of great restaurants, locally-owned, and offering an outstanding quality of life.”

Enhance the Downtown Asheville experience by cultivating its creative, cultural, and historic character

Expand convenient choices for Downtown access and mobility

Inaugurate an urban design framework to extend Downtown’s sense of place

Shape building form to promote quality of place

Update Downtown design guidelines to be current, to be clear, and to promote sustainable development

Make Downtown project review transparent, predictable, and inclusive of community input

Nurture a sustainable and resilient economy through active management of Downtown



COMMUNITY ENGAGEMENT



What are the challenges of transit?

It's important to see the larger
infrastructure systems

INTEGRATED WITH OTHERS

CRIME

CONGESTION

For many, transit is a daily experience
But it's not always the best. It's not always
the most convenient. It's not always the
most comfortable. It's not always the
most reliable.

The project team is committed to a robust community engagement plan, engaging as many Buncombe County residents and stakeholders as possible. To honor Buncombe County's commitment to creating an equitable community, the project team incorporated equity into the Tourism Management & Investment Plan process, encouraging engagement at every level and often asking ourselves...

.....
Will this help create a resilient, equitable, healthy community?

As part of Phase 1, the team sought information in several ways:

ONLINE SURVEY OF RESIDENTS

VISITOR SURVEY

IN-PERSON ENGAGEMENT AT PUBLIC MEETINGS

COMMUNITY LEADERSHIP COUNCIL



Resident Sentiment Survey

As part of the Phase 1 planning process, a Resident Sentiment Survey was conducted to assess the opinions of Buncombe County residents. To gather this information, SMARInsights, a professional market research firm, worked with national sample vendors to survey a mix of residents from the City of Asheville and Buncombe County. This random sample is referred to as the “Control” group in the data results. A total of 468 surveys were completed for the random sample, including 189 City of Asheville residents and 279 Buncombe County residents outside the City of Asheville. These results have an accuracy of +/- 4.5% at a 95% confidence level.

In an effort to engage a wider audience, the survey was made available to residents online. More than 2,200 residents responded in this way. For the purpose of the results, this population is referred to as the “Opt-In” group. The respondents in this group are much more likely to be from the City of Asheville, specifically North Asheville and Central Asheville. If from outside the City, respondents were most often from Weaverville and North Buncombe County. These respondents are also much more likely to be married, have a college degree, be older, and have a higher household income than those in the control sample.

Both sets of respondents were asked the same questions on a variety of topics. The survey asked questions about sentiments toward a variety of specific positive and negative aspects of tourism, perceptions about the roles and responsibilities of the tourism office, areas to be addressed during the Tourism Management and Investment Plan process, and degree of awareness of projects previously funded by the Tourism Product Development Fund.

A summary of the results is available on the following pages. The complete results are available in the SMARI report.



Employment

The Resident Sentiment Survey asked a series of questions to understand the respondent's employment situation and relationship to tourism. The results indicated that 35% of the Control group and 30% of the Opt-In group are not employed at least part-time. Of those that are working, 26% of the Control group and 20% of the Opt-In group are employed in a business or organization that receives a great deal of benefit from the tourism industry; 38% of the Control group and 47% of the Opt-In group work in places that receive no benefit from tourism.

Community Pride

Eighty percent of the Control group and 83% of the Opt-In respondents said they somewhat or completely agree with the statement "I am proud of my community." While the numbers are slightly higher with the Control sample, the trends are the same. There was little difference in agreement between City and County residents in either group.

Sixty-seven percent of Control and 54% of Opt-In respondents stated they at least somewhat agree that tourism is good for the community. County residents in the Control group were less likely than City residents (32% versus 43%) to completely agree that tourism is good for the community. This difference aligns with some of the other information gathered during Phase 1, indicating that some County residents do not feel like they receive the same benefits from tourism. For the Opt-In group, City residents were less likely to completely agree that they receive benefits (20% vs 33%), which might speak to the type of respondents that chose to opt-into the survey.

Tourism Pros and Cons

The Control and Opt-In samples both had the highest levels of agreement (over 79%) with the following positive statements:

Tourism helps small businesses in my community
There are more restaurants, and a greater variety of independently owned restaurants, because of people visiting the area
Money from people who visit supports independent businesses

Respondents from both groups were least likely to agree with the following positive statements:

The tax revenue my community receives from people visiting reduces the amount of taxes I pay
The tax revenue my community receives from people visiting has gone to support important community services
Tourism supports well-paying jobs in my community

The two groups had the highest level of agreement with the following negative statements, with more than 67% strongly or somewhat agreeing with the statements:

There are problems with parking because of people visiting the community
Because we have too many people visiting the area, we have traffic problems
The cost of housing is too high in the area because of people visiting the community
The area feels crowded and I can't enjoy my city/county as much because there are so many people visiting

Tourism Management & Investment Plan Priorities

Respondents were asked about their opinions on a variety of different issues that could be addressed with the Tourism Management and Investment Plan process. There were some significant differences in the top issues as selected by the Control and Opt-In samples with lesser differences between City and County residents.

Which of the following topics do you think should be addressed in this plan?

	Control Sample		Opt-In Sample	
..... Top Issues City County City County
Parking	55%	66%	58%	67%
Housing Affordability	62%	58%	56%	49%
City Cleanliness	46%	53%	51%	60%
Better Sidewalks/ Making City More Walkable	50%	39%	69%	64%
Impact of Tourism on Neighborhoods	41%	45%	56%	48%
Transportation (buses, trolley, shuttles, etc.)	47%	39%	68%	58%
Walking Trails or Bike Paths	40%	33%	57%	54%
Support for Arts & Culture	37%	29%	52%	47%

As is shown in the table above, significant differences are noted between the Control and Opt-In samples when considering opinions on Better Sidewalks/Making the City More Walkable, Transportation, Walking Trails or Bike Paths, and Support for Arts & Culture. Despite those differences, the opinions appear quite consistent when considering Parking, Housing Affordability, City Cleanliness, and Impact of Tourism on Neighborhoods.

Respondents were then asked to allocate 100 chips to these issues. The topic that received the most “chips” was Housing Affordability, which remained consistent between both samples, regardless of geography.

Past Tourism Product Development Fund Activities

Respondents were asked about their awareness of Buncombe County Tourism Development Authority funding of individual projects when provided a list of these projects. Forty-one percent of the Control sample stated they did not know any of them had been funded by Tourism Product Development Fund dollars. This number was slightly lower, 31%, for the Opt-In sample.

The project with the highest level of awareness of Tourism Product Development Fund funding was the U.S. Cellular Center, which was consistent with both groups. Despite this, only 32% of the Control and 45% of the Opt-In groups were aware of this project's funding.

\$44 MILLION IN TPDF FUNDING AWARDED TO 39 PROJECTS SINCE 2001

Twenty-five percent of the lodging tax is dedicated to the Tourism Product Development Fund (TPDF) that has awarded \$44 million to community projects that attract visitors to the destination and improve the quality of life in the Asheville area – parks, theaters, museums, historic sites, sports fields, arts development, greenways and supporting infrastructure.

In the 2018 TPDF grant cycle, the BCTDA awarded nearly \$10 million for six community projects:

- **Enka Recreation Destination: \$6 million**
Buncombe County
- **LEAF Global Arts Center: \$705,000**
LEAF Community Arts
- **African-American Heritage Museum at Stephens-Lee Recreation Center: \$100,000**
River Front Development Group
- **YMI Cultural Center Improvements: \$800,000**
YMI Cultural Center
- **National Craft Innovation Hub: \$975,000**
Center for Craft
- **Garden Lighting and Parking Enhancements: \$905,000**
North Carolina Arboretum

Also in 2018, the BCTDA dedicated support to the development of the African-American Heritage Trail. The vision for the project includes the creation of a heritage trail which would utilize new physical and digital assets to link key sites and showcase the unique history of the African-American community in Asheville.

"The additional support and resources provided by the BCTDA is helpful in expediting this much-needed project that celebrates and shares the legacy and contributions of African-Americans in our community. We welcome the Explore Asheville team in this collaborative effort to preserve and protect Asheville's African-American history and culture."

*~ Catherine Mitchell,
River Front Development Group
Executive Director*



2018 - 2019 BCTDA Annual Report

The full results of the Resident Sentiment Survey are available in the Appendix of this report.

Visitor Survey

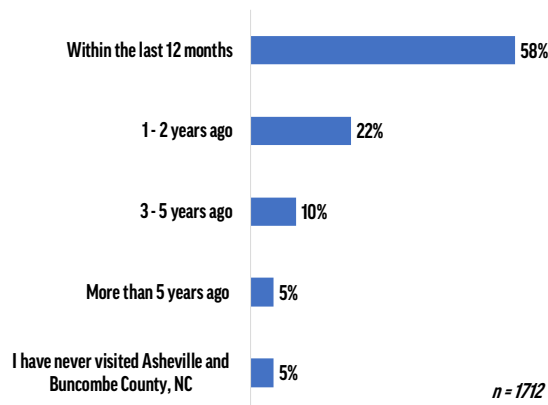
As part of the Phase 1 planning process, a Visitor Survey was conducted to assess sentiments of those who recently visited Buncombe County. The survey questions were written by the project team and went to recent visitors of Asheville and Buncombe County via the Explore Asheville email database. Visitors opted-in to participate.

More than 1,700 people participated in the visitor survey. Respondents are likely to have been in a party of two (60%), be traveling without children (87%), and are regular travelers having been on three or more vacations in the last 12 months (78%). They are also likely to be Caucasian/white (93%), between 55 and 74 years of age (66%), have no children in the household (86%), possess a college degree or higher (71%), and have a household income of between \$75,000 and \$250,000.

A summary of the results is available on the following pages. The complete results are available in the Appendix of this report.



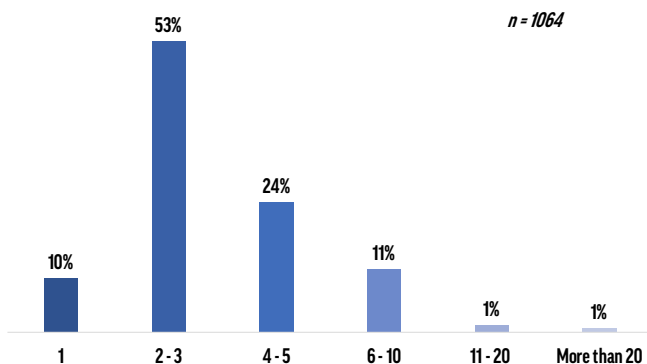
When was your last visit to Buncombe County?



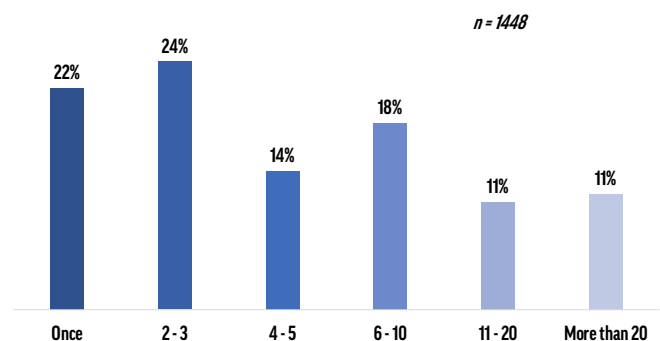
As the chart to the left displays, of the 1,712 respondents, 58% visited Buncombe County in the last year. An additional 22% visited within 1-2 years prior. Given this, 80% of respondents to the Visitor Survey have visited Asheville or Buncombe County within the last 2 years, providing a useful, recent perspective on the community.

Respondents most often spent 2 to 3 nights when visiting. Nearly a quarter of respondents said they stayed 4-5 nights on their last visit. When asked “How many times have you visited Asheville and Buncombe County?”, the responses were varied with more than 10% indicating each answer. The most often chosen response was 2-3 times, followed closely by 1 visit. Eleven percent of the 1,448 respondents said they had visited more than 20 times, indicating a level of familiarity with the community.

How many nights did you spend in Asheville and Buncombe County on your last visit?

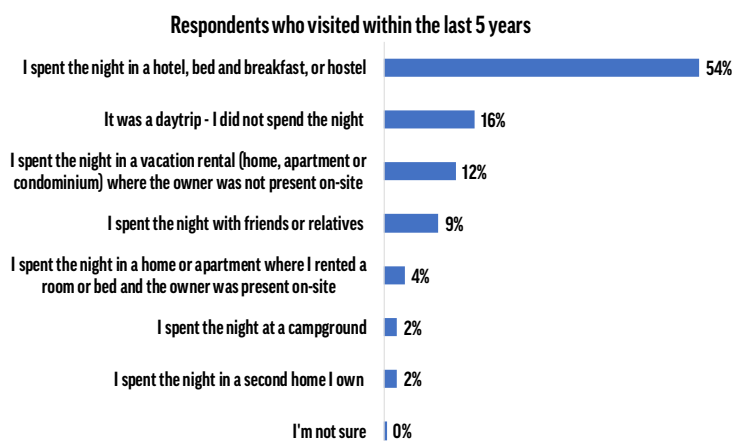


How many times have you visited Asheville and Buncombe County?

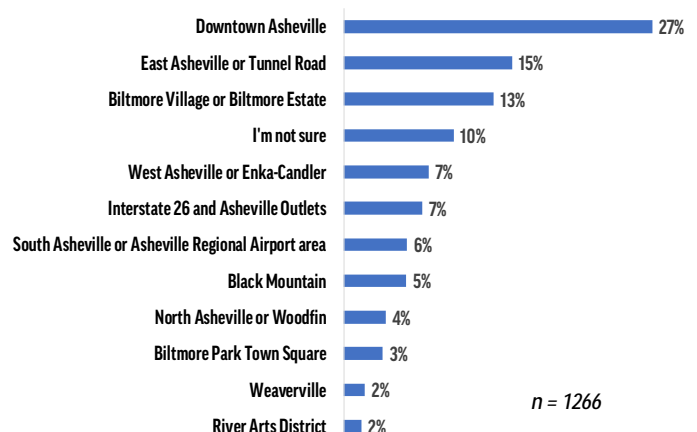


When considering their visit to the area, respondents most often spent the night in a hotel, bed and breakfast, or hostel. The next most often chosen response was “It was a day-trip - I did not spend the night.” The chart below indicates responses regarding where visitors stayed, Downtown Asheville being the most popular with 27% of respondents indicating they stayed there. East Asheville or Tunnel Road, and Biltmore Village or Biltmore Estate were the next most popular locations for overnight stays.

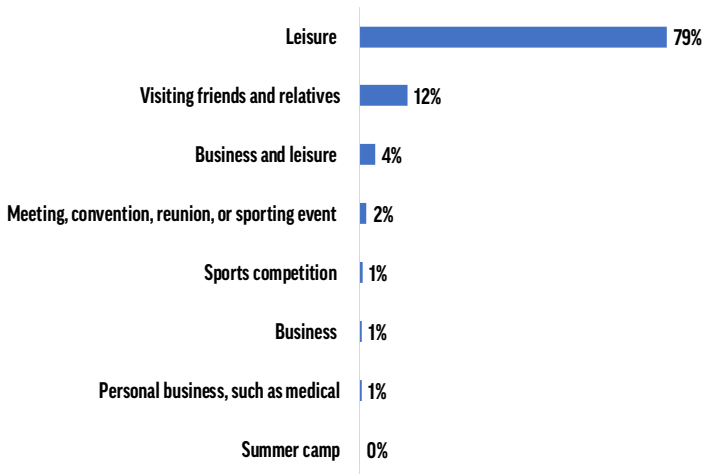
What best describes your last visit to Asheville and Buncombe County?



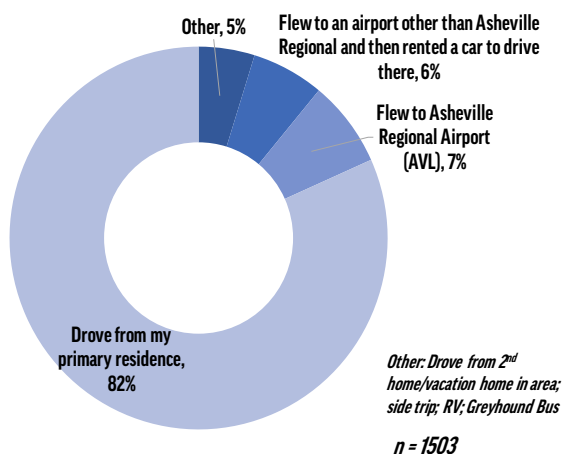
What part of Asheville and Buncombe County did you stay in on your most recent visit?



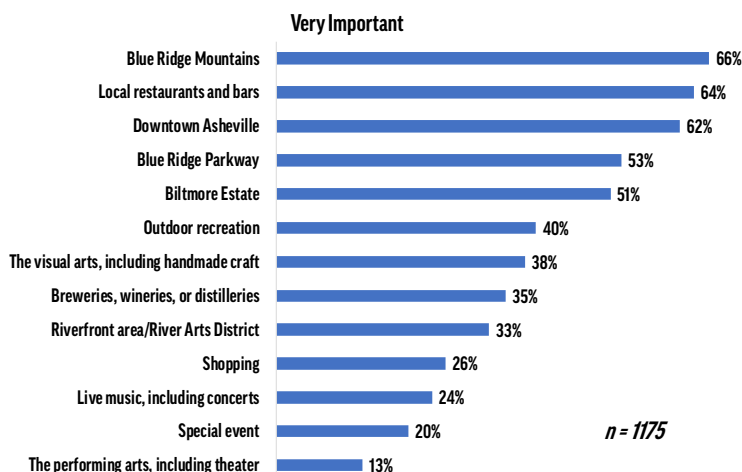
What best describes the purpose of your most recent visit?



How did you arrive on your most recent visit?



How important were each of the following in making your decision to visit on your most recent visit?



The chart to the left indicates that 79% of visitors came to Asheville and Buncombe County for leisure, while 12% came to visit family or friends.

Based on data gathered by the airport, in Q4 of 2018 and Q1 of 2019, of the 102,931 travelers surveyed, 66% of them were traveling for leisure, and 34% for business. While different statistics, both show that an overwhelming majority of visitors are coming to the area for pleasure, rather than business or other reasons. Note: This data also includes traveling residents, not just visitors.

When looking at how people physically get to the area, based on the visitor survey data, 82% of people visiting Asheville and Buncombe County came by car, while only 7% came via the Asheville Regional Airport. Another 5% came via other means, which included RV travel or another form of transportation such as a chartered bus.

When looking at what amenities visitors are thinking about when they choose to visit Buncombe County, the Blue Ridge Mountains, local restaurants and bars, and Downtown Asheville are ranked "very important" most often. More than half of respondents indicated the Blue Ridge Parkway and Biltmore Estate were "very important." Outdoor recreation is also very popular.

Given that three related items appear in the top six, it is likely that the outdoor recreation and natural amenities are a major factor and should be considered a substantial tourism draw.

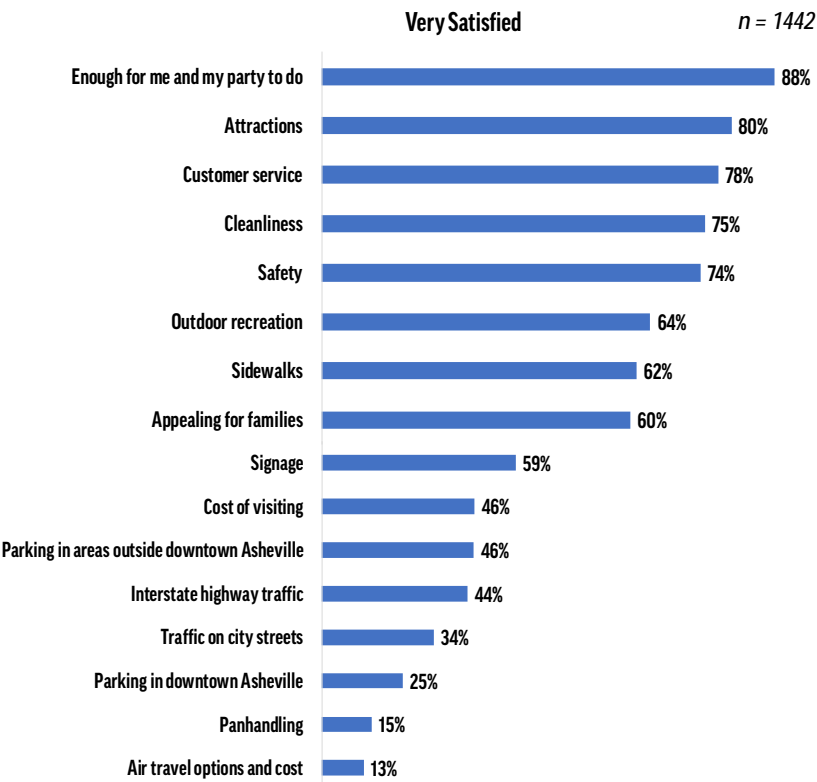
Other things mentioned by respondents included:

Arboretum	Have always wanted to visit
Beautiful Scenery	Laid back atmosphere
Camping	Nearby Hot Springs
Christmas vacation	People
Close to casinos	Possible Retirement Spot
Dog-friendly	Recommended by family/friends
Drum Circle	Relocation/Future place to live
Escape a hurricane	Side trip from another destination
Fall Foliage	TOPS for Shoes
Family/Friends visit	Tour of UNC Asheville
Festivals	Weather
Ghost Tour	Wedding/Wedding anniversary
Grove Park Inn	

On their trip, visitors were most likely to have visited local restaurants and bars and Downtown Asheville. In addition, 60% said they went shopping. About half of respondents indicated they visited the Blue Ridge Mountains, Blue Ridge Parkway, or the Biltmore Estate. Over a quarter of visitors experienced breweries, wineries, or distilleries, the Riverfront Area/River Arts District, the visual arts, or participated in outdoor recreation. Twenty-two percent went to the Town of Black Mountain, 12% to the Town of Weaverville, and 4% to Woodfin.

On a scale of 1-10, when asked how likely they are to recommend visiting the area, the survey respondents indicated an average of 8.8, with 77% of people giving the question a 10. For those that gave the destination less than an 8, some of the reasons were concerns about safety, cost, and Downtown issues such as vagrancy and homelessness. The concerns seem to be felt by a small minority though, as the satisfaction numbers were very high.

How satisfied were you with each of the following on your most recent visit?



The chart to the left shows that 88% of respondents were satisfied with the amount of things to do in the area, 80% were pleased with the attractions, and 78% were satisfied by the customer service.

Despite being mentioned as a concern by several respondents, 75% of those that completed the survey said they were very satisfied by the cleanliness of the area. Nearly the same percentage (74%) felt the same about safety.

At the bottom of the chart to the left are those categories that visitors indicated they were very satisfied with the least. This includes air travel options, panhandling, parking in Downtown, and traffic on City streets. Looking at which categories were ranked somewhat or very satisfied, 81% ranked traffic on City streets and 63% parking in Downtown Asheville. Panhandling and air travel options were ranked least satisfying of the categories.

After indicating their level of satisfaction, respondents were then asked to indicate how important those factors are. Those ranked as most important were City cleanliness, supporting local small businesses, and public safety and policing issues.

When asked for other areas that the Tourism Management and Investment Plan should focus on, the following responses were given:

- Accessibility to more information on relocating/ real estate in area
- Accessible/more flights into Asheville
- Affordable transportation from airport to downtown
- Bring back the weirdness!
- Commercialization and prices of Biltmore have gotten out of hand; develop more low-cost and free tourist amenities and activities
- Continue to embrace pet-friendly options
- “Don’t fix what isn’t broken” – keep development to a minimum
- Downtown shuttle
- Easy to read maps – car and foot
- Eco-friendly attractions
- Greater variety of music options

- Handicapped accessible parking and walkways downtown
- Health care options for travelers
- Historic sites maintained and not forgotten
- Increased diversity in Asheville
- Keep it simple, small town feel
- More campgrounds, information on camping
- More festivals
- No chain stores/restaurants
- Reasonably priced hotels
- Shuttle
- Trail and hiking guides

Public Input Workshops

The project team hosted three public input workshops during the month of August of 2019. During these workshops, community members and stakeholders were invited to join the project team, find out about the planning process, and share their feedback. Moving around the room, participants were asked to complete the following activities:

Tell Us About Yourself - Participants filled out a short survey either electronically or on paper to share a few pieces of information about themselves and help the project team understand who was being engaged.

Which Projects Have You Interacted With? - Participants were asked to place dots on the Tourism Product Development Fund projects they were aware of and have interacted with.

Where Do You Live? - Participants were asked to place a dot on the map of Buncombe County where they reside.

Where Do You Work? - Participants were asked to place a dot on the map of Buncombe County where they work.

Online Survey - Participants were able to complete a survey about their feelings about tourism. It was available in online and paper format.

Tourism Benefits - Participants were asked to share their thoughts about what benefits tourism brings to Buncombe County.

Tourism Challenges - Participants were asked to share their thoughts on what challenges tourism brings to Buncombe County.

What Makes Buncombe County Authentic? - Participants were asked to consider what about Buncombe County is unique, or makes the place feel authentic.

Where Do You Like to Spend Your Time in Buncombe County? - Participants were asked to place a dot on the map of Buncombe County where they spend their time.

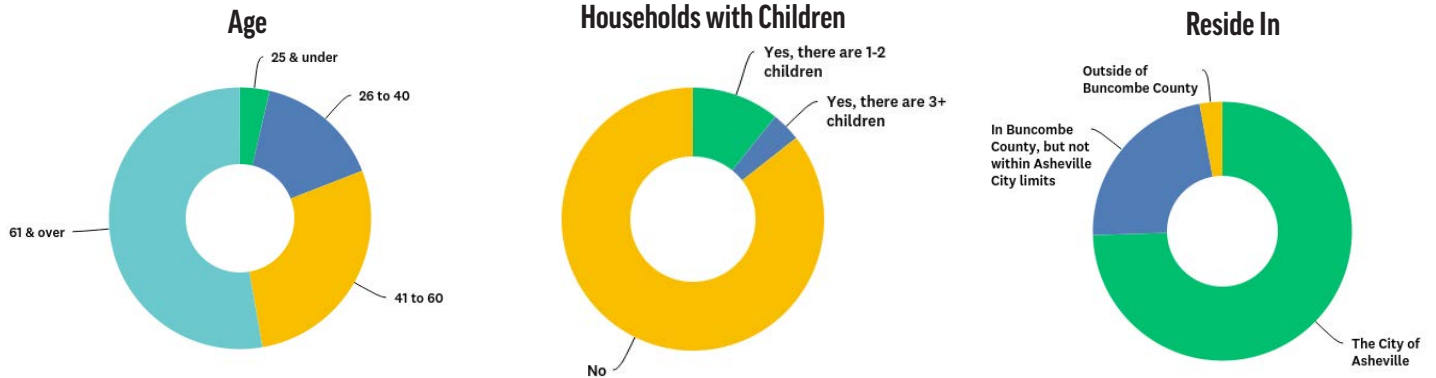
Where Do You Like to Spend Your Time in Downtown Asheville? - Participants were asked to place a dot on the map of Downtown Asheville where they like to spend their time.

Project Ideas - Participants were asked to share their thoughts about project ideas to spend future Tourism Product Development Fund dollars on.

A summary of the results is available on the following pages. The complete results are available in the Appendix of this report.

Tell Us About Yourself

The first station attendees visited was an introductory station to tell us about themselves and introduce them to this process. The responses indicated that participants had the following demographics:



Fifty percent of attendees indicated they were employed full-time, while nearly 30% indicated they were not employed. Of those employed at least part-time, 63% do not work in the hospitality industry. The other 36% indicated they work in a tourism or hospitality sector.

A total of 111 responses were recorded from the online and in-person surveys completed at the three public meetings.



Past Tourism Product Development Fund Funded Projects

Station 2 asked participants to identify which past TPDF funded projects they had interacted with by placing a dot next to the project's name.

Most projects received many dots, indicating a relatively high level of interaction. The projects with the fewest dots were:

Western North Carolina Veteran's Memorial at Pack Square Park
Buncombe County Civil War Trails
Asheville Area Wayfinding Program
Smoky Mountain Adventure Center
Enka Center Ballfields
Montreat College
Buncombe County - Enka Recreation Destination

These results could indicate a geographic concentration (or lack thereof) of those that attended the workshops. They also may indicate a lower level of visitation generally at these places. Some of the locations are also relatively new and might explain the lack of awareness or lower interaction levels.

This station was geared toward understanding which projects the public interacted with, and is not a representation of their level of awareness. As a result, it is not an indication of TPDF awareness.

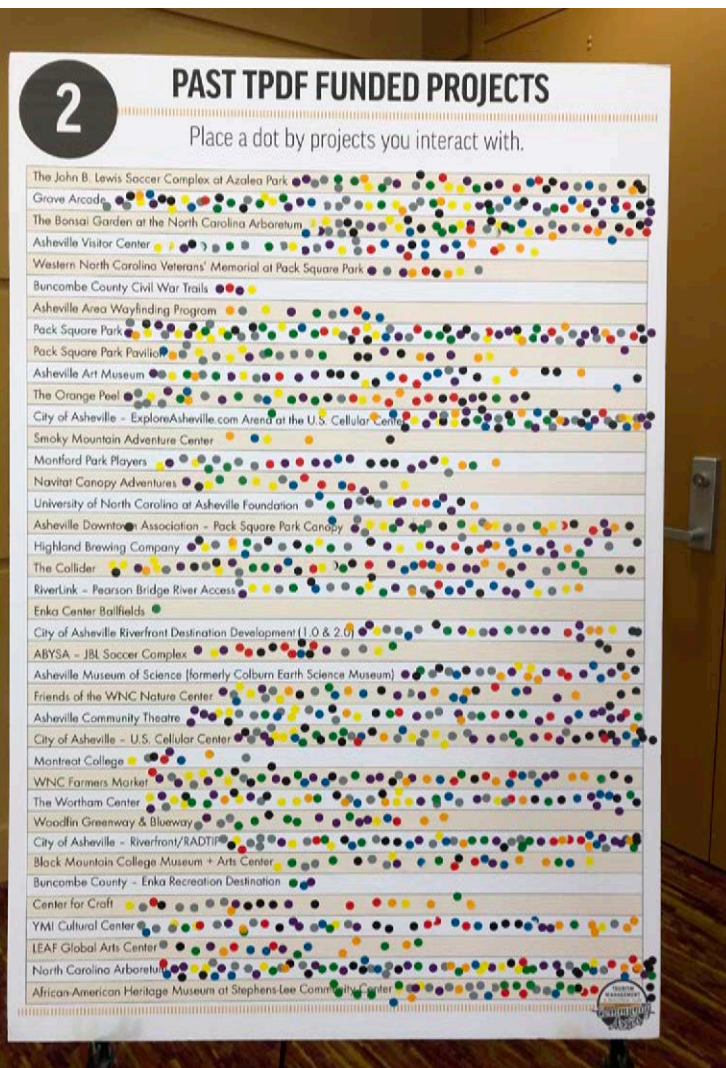
Where do you live? Where do you work?

Stations 3 and 4 were geared toward gathering demographic information from the attendees and encouraging participation.

Station 3 asked where attendees lived. Most of those that attended the in-person public input workshops are from the central area of Buncombe County in Asheville. That being said, there were attendees from most parts of the County.

At Station 4, people were asked to indicate where they work. Again, most respondents indicated the central portion of Buncombe County and the City of Asheville. There were several dots in the circle at the top though, indicating that some attendees either do not work or work outside the County. This information is consistent with the other engagement results.

The focus on the City of Asheville is similar to the other discussions during Phase 1. While many acknowledge the importance of the rest of the County, there is a level of awareness about the concentration of jobs, housing, and other amenities within Asheville and Downtown in particular.



Tourism Survey

Station 5 was a survey for participants related to tourism. The survey could be completed either on paper or via an online survey link. The results were as follows:

When we say “Tourism” or “Tourism Industry”, what comes to mind?

town live spending money industry AVL hospitality local place
businesses food community entertainment area money
visitors hotels restaurants people outside hotels
tourists city come area restaurants services crowds interest visiting
offerings coming enjoy

What are the assets of our community that you feel are enjoyed by both visitors and residents?

views crafts museums Nature festivals bike culture theaters city environment trails
nature center hiking attractions food greenways parks restaurants breweries
restaurants entertainment arts galleries music events
mountains outdoors shopping great breweries civic center people
retail river artists outdoor activities parkway biltmore downtown many

When asked about what assets should be reserved for residents alone, of the 66 responses, over half of said “None.” Several of the other responses mentioned special or discounted parking for residents. Ninety-seven percent of respondents said they go to Downtown Asheville, most often for food, music, or entertainment.

When asked what they would do if in charge of the Tourism Development Authority, there was an overall theme of cooperation. Things like “Gain/regain collaboration with Asheville government,” “Work with state authorities,” and “TDA must get engagement from city and county leaders to create shared vision” were mentioned.

Benefits of Tourism

At Station 6, attendees were asked to think about the benefits of tourism in Buncombe County. Many of the answers were about tax dollars, economic benefits, or other monetary impacts. These included:

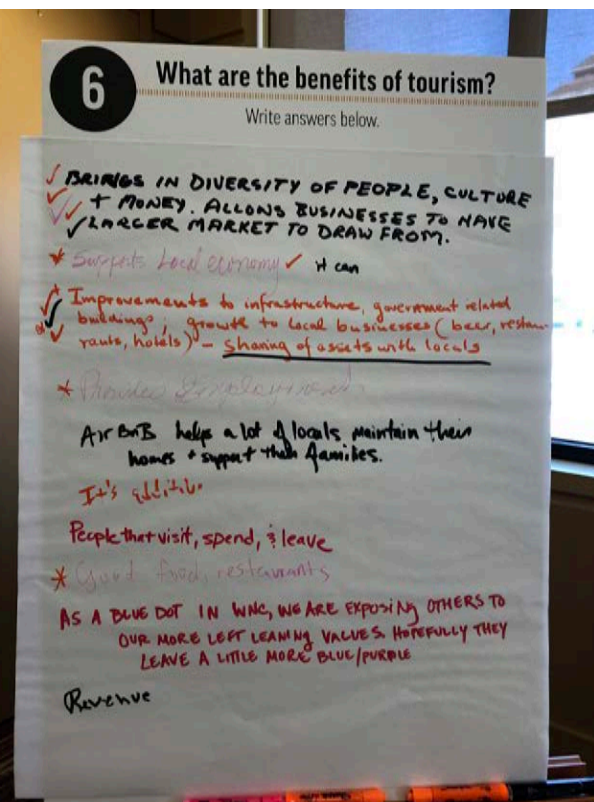
Tax Base

Brings people to the area who spend \$\$
Tourism-based businesses
Millions \$\$ in property tax and sales tax
Puts money into the local economy

Another recurring theme in response to this question included the additional amenities that residents receive due to tourism. Things like:

Great beer

Eclectic entertainment venues
Liveliness - brings music, restaurants, arts
Supports more restaurants, the arts, festivals, music
Energy and enthusiasm for local culture and arts
Adds interesting, enjoyable attractions, and cultural entertainment for all



Challenges of Tourism

At Station 7, participants were encouraged to think about the challenges of tourism in Buncombe County. Attendees were engaged in conversations about the topic and encouraged to brainstorm on the flip chart paper. Results from this station were all over the board, including responses about infrastructure, police, traffic, and cost of living. Some of the responses included:

Creates demand for services like police, fire, water, parking, etc. that local systems and individuals have to provide/respond to

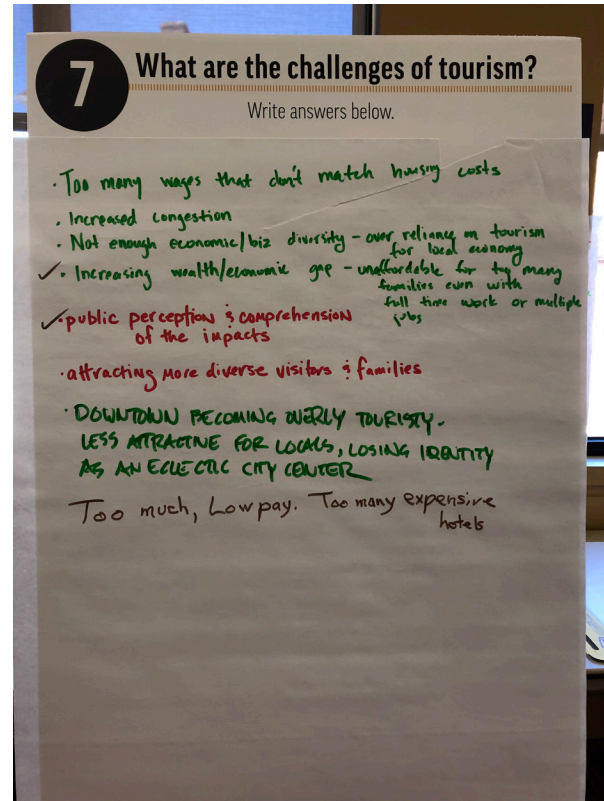
Displaces people who pay local taxes from central areas for both housing and business

Brings people to town who may not be respectful of or invested in this community

More tourism & more hotels = less interesting downtown and city for locals

We need to invest in public transportation! If we hollow out the center with hotels and restaurants we may attract one-time tourists and create only low-paying jobs.

Not being able to enjoy favorite spots because too many tourists. When I do go out, I can tell tourists that don't respect or appreciate Asheville culture.



Generally, responses to this question were more top of mind for respondents and often prompted discussions with members of the project team. There was a feeling of relief from some residents that they were being listened to and that their concerns were being heard. Some residents engaged with the project team for 10-15 minutes to get specifics about some of the challenges they see in their community.

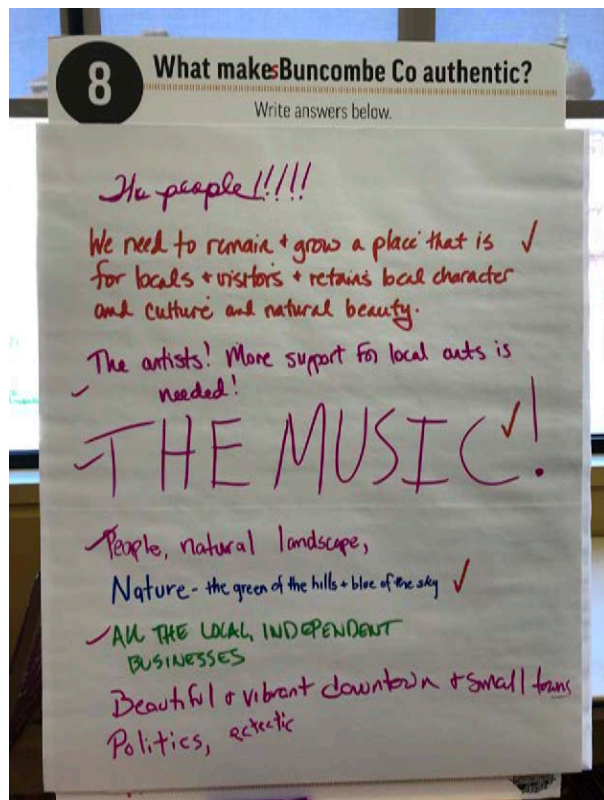
Authenticity in Buncombe County

At Station 8, participants were asked to consider what makes Buncombe County authentic. At this station, the project team was trying to get an understanding of what makes the community unique. What makes this place different from other cities? Why do you live here?

Residents often mentioned the unique environment in Asheville and the "green" amenities that come with. They also often mentioned the music scene and the cultural amenities that having such a strong sense of musical identity brings with it.

The arts, crafts, and makers in Buncombe County were also often cited as reasons the place is unique.

Of all of the stations, this one seemed to be the easiest to answer. Residents were excited to write down what they love about the community and why they choose to live there.



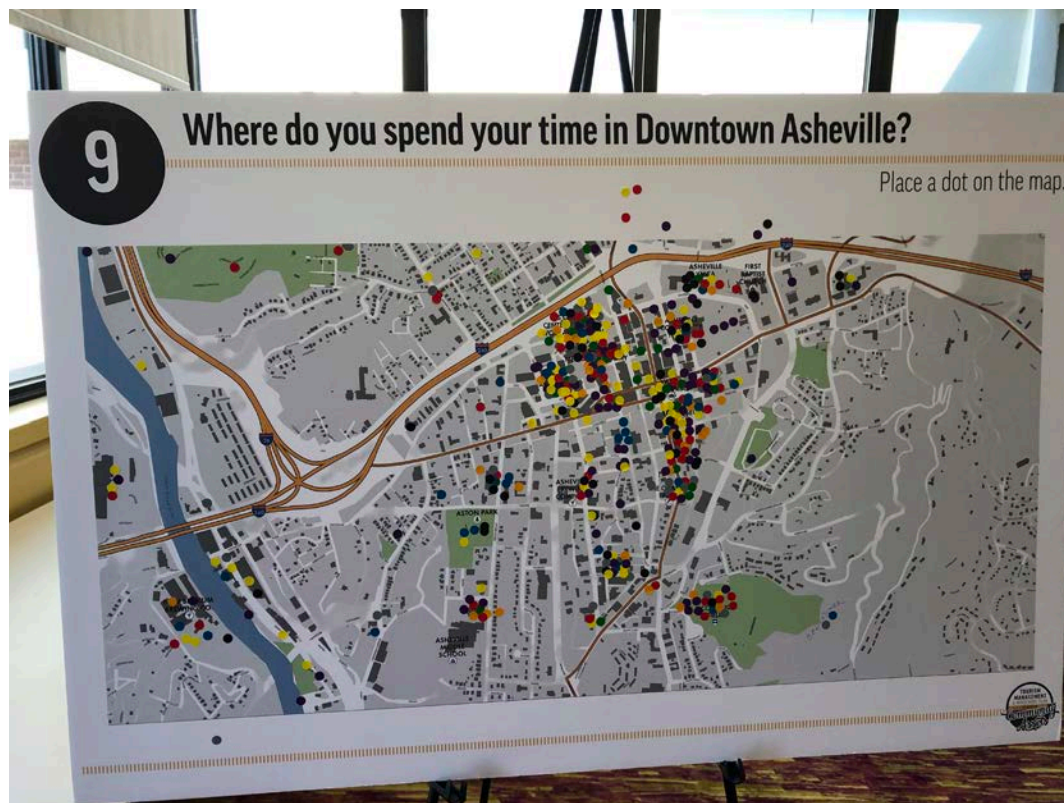
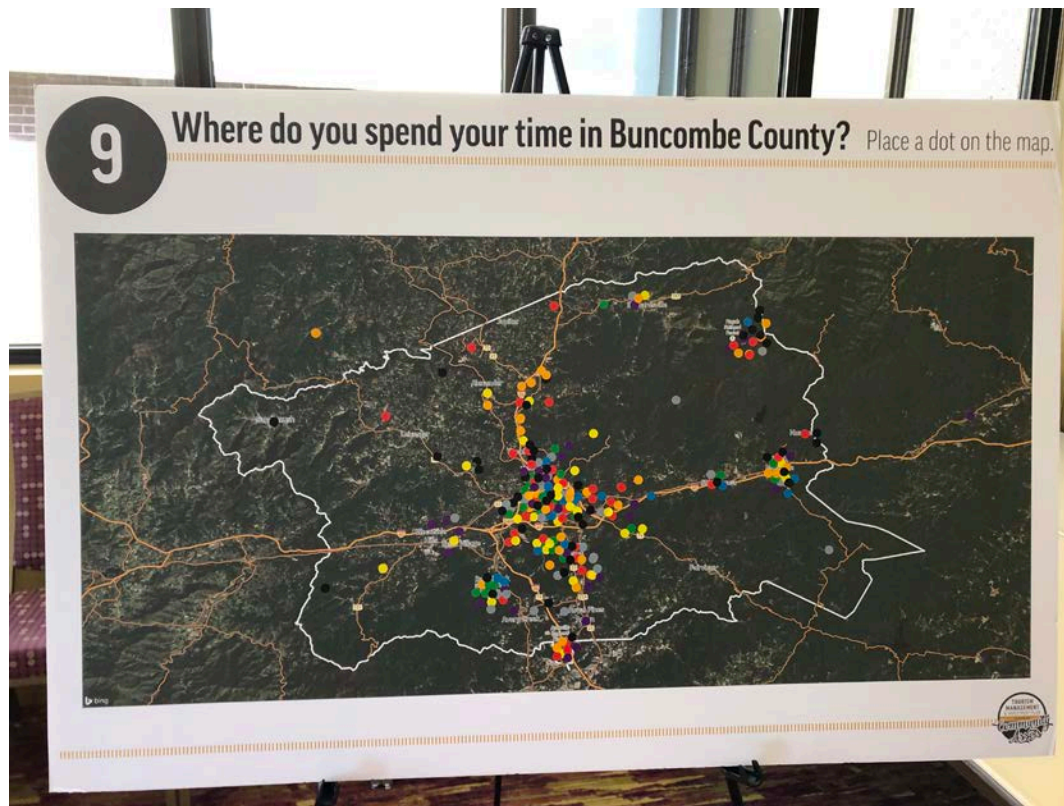
Where do you spend your time?

At Station 9, residents were asked to look at a map of Buncombe County and one of Downtown Asheville and think about where they spend their time.

The Buncombe County map resulted in a wide variety of responses, with a concentration in the City of Asheville but also a spread out contingent of dots in many places around the county.

The Downtown Asheville map, shown at the bottom right, shows a concentration of dots North of Patton Avenue and West of Biltmore Avenue. There is another concentration of dots south of Patton Avenue and West of Biltmore Avenue. A small group of dots were also placed south at McCormick Field.

These two maps were used as an engagement tool to get residents thinking about how they spend time in their community. They also help the project team to understand where there are concentrations of residents. These maps, when overlayed with visitor heat maps can help show where residents and visitors might overlap.



What projects would you like to see funded?

Station 10 asked attendees to think about what projects they would like to see funded with Tourism Product Development Fund dollars. Purposefully placed at the end, attendees had already visited the other stations and begun thinking about their community. Given this, the criteria for funding was listed on the wall nearby, and participants were encouraged to list their project ideas.

Ideas included everything from public transportation to housing programs - some of which are eligible for TPDF funding, and some are not. That being said, the exercise of hearing from residents to understand their perspective on needs was a useful one.

Responses included:

An urban forester

Improvement of basketball infrastructure

Renovate Rec Park into a waterpark or some other amusement

Creating more green spaces in downtown

Affordable artist's studio/residents

Environmentally friendly transportation network

More pedestrian zones

Discounted parking for downtown workers

Thomas Wolfe

Downtown location for large concerts - outside (ex: Kannapolis Village Park)

For greenways to have an interconnected system & 20 miles need = good for residents & tourists

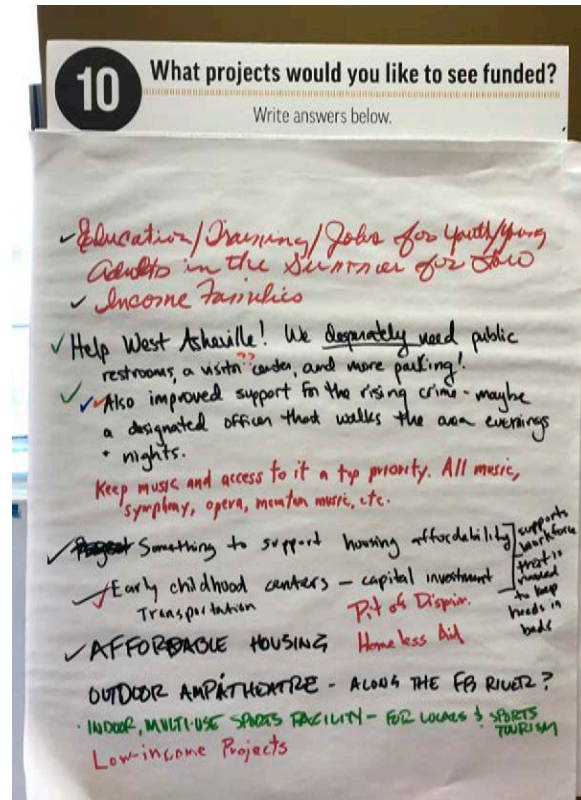
Greenways - completed greenway/ped/bike network so it is more useful/usable

Performing arts center

Asheville Urban Trail - marketing and maintenance

Free tourist shuttle (also from hotels outside the city)

Asheville community theater



Community outreach involving schools

Indoor, multi-use sports facility - for locals and sports tourism

Hop-on, hop-off shuttle

Fix Haywood Street sidewalks

Work with Dogwood Foundation on those projects with obvious health and wellness implications for citizens of WNC

Disparity funds and loans and grants for artists of color

Provide free parking for downtown residents, at least first 2 hrs., with a decal

Pit of Despair

Homeless aid

Community Leadership Council

As part of the Tourism Management and Investment Plan process, a Community Leadership Council was created. This group includes individuals from around the County that represent different perspectives in the community. Members include:

Al Root, Town of Weaverville	Jackson Tierney, Homestay Network
Andrew Fletcher, Public Space Management Committee of the Downtown Commission	Jane Anderson, Asheville Independent Restaurant Association
Anthony Thomas, YMI Cultural Center	Katie Cornell, Asheville Area Arts Council
Ashleigh Hardes, South Slope Neighborhood Association	Janet Cone, UNC Asheville
Avril Pinder, Buncombe County	Jason Young, Town of Woodfin
Barber Melton, City of Asheville Neighborhood Advisory Council	Jerry Vebaun, Town of Woodfin
Brownie Newman, Buncombe County	John Kempsey, Downtown Asheville Residential Neighbors
Carleton Collins, Asheville Area Riverfront Redevelopment Commission	John Pierce, UNC Asheville
Chris Smith, Asheville Buncombe Regional Sports Commission	Josh Harrold, Town of Black Mountain
Clark Duncan, Economic Development Coalition Asheville- Buncombe County	Justin Hembree, Land of Sky Regional Council
Dave Nutter, Urban Planning Professional	Karen Ramshaw, Public Interest Projects
David West/Mike Butram, Land of Sky Association of Realtors	Kevan Frazier, Western Carolina University Programs in Asheville
Debra Campbell, City of Asheville	Kit Cramer, Asheville Area Chamber of Commerce
Demp Bradford, Asheville Buncombe Regional Sports Commission	Lew Bleiweis, Asheville Area Regional Airport
Walt Rapinsky, AB Tech	Liz Button, Asheville Independent Restaurant Association
Dewana Little, YMI Cultural Center	Meghan Rogers, Asheville Downtown Association
DeWayne Barton, African American Heritage Commission	Mike Dempsey, Lenoir-Rhyne University Asheville
Don Collins, Town of Black Mountain	Nancy Cable, UNC Asheville
Esther Manheimer, City of Asheville	Nathan Ramsey, Mountain Area Workforce Development Board
Franzi Charen, Asheville Grown Business Alliance	Rich Lee, Multimodal Transportation Commission
Gar Ragland, Asheville Area Arts Council	Ron Storto, Asheville Lodging Association
J. D. Lee, Blue Ridge Parkway	Sage Turner, Asheville Downtown Commission
Jack Thomson, Preservation Society of Asheville & Buncombe County	Scott Dedman, Mountain Housing Opportunities
	Sekou Coleman, Southside Rising
	Selena Coffey, Town of Weaverville
	Toby Weas, Asheville Downtown Association

Members of the Community Leadership Council were asked to join the group to serve as a sounding board throughout the planning process and offer diverse perspectives. They will meet four times during the course of the project, offering feedback and ideas throughout. The full results of the CLC meetings can be found in the Appendix.

During Phase 1, the Community Leadership Council met twice. The first meeting included an introduction to the planning team and process and a preliminary assessment of tourism in the community. During this meeting, CLC members were asked for their thoughts on several questions. These included:

What does success (of TMIP) look like?

What are the problems you would like the TMIP process to address?

What opportunities does tourism provide for the community?

What are the challenges tourism brings?

What are the challenges tourism faces?

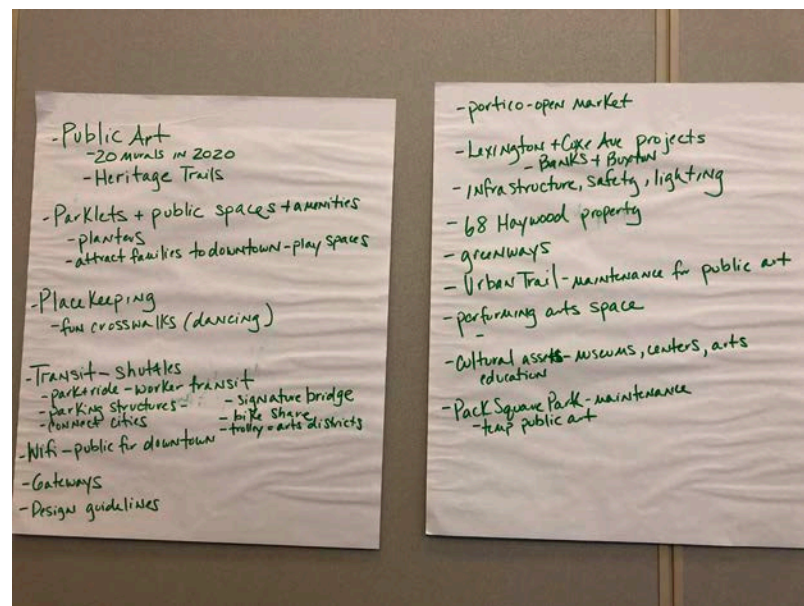
At the second meeting of the CLC, members were asked to brainstorm project ideas. Prompted with the questions “What are your ideas for projects that could be funded?” and “How would you prioritize those projects,” the CLC members worked in groups facilitated by a member of the TMIP project team. Some of the brainstormed responses included:

Waste Disposal
Tree Plan
Landscaping
Carolina Lane/Chicken Alley
Downtown Broadway Cultural Gateway
Mixed Use for Pit of Despair

Multi-Use Sports Complex
Activation of Areas Afflicted by Vagrancy
Greenways
Pack Square Park
Temporary Art Installations

After a review of placemaking ideas and best practices, the group was then asked to consider places in need of creative placemaking in Asheville and Buncombe County. The CLC was encouraged to be creative and think out of the box. Some of the ideas they came up with included:

Rankin “park” (bus shelter, green seating, public art)
Haywood Road (street trees/greening)
SW Pack Square (urban plaza)
Fun crosswalks
Parklets to attract families to Downtown
20 Murals in 2020





GUIDING PRINCIPLES

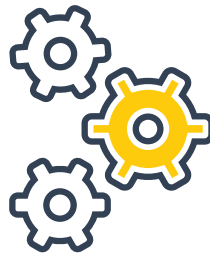




PROTECT & CELEBRATE
AUTHENTICITY



HARNESS THE BENEFITS /
MANAGE THE GROWTH



EMBRACE COLLABORATION
& PARTNERSHIP



ENCOURAGE & CREATE
CONNECTIVITY



these are
days of
riches,
of Velvet
& Pine,
Lincoln, Hazzard,
and Valley-
the vine

...

streets are homelands
and pockets are deeper
cause nobody thirsts when
you're each other's keepers.

PROTECT & CELEBRATE AUTHENTICITY

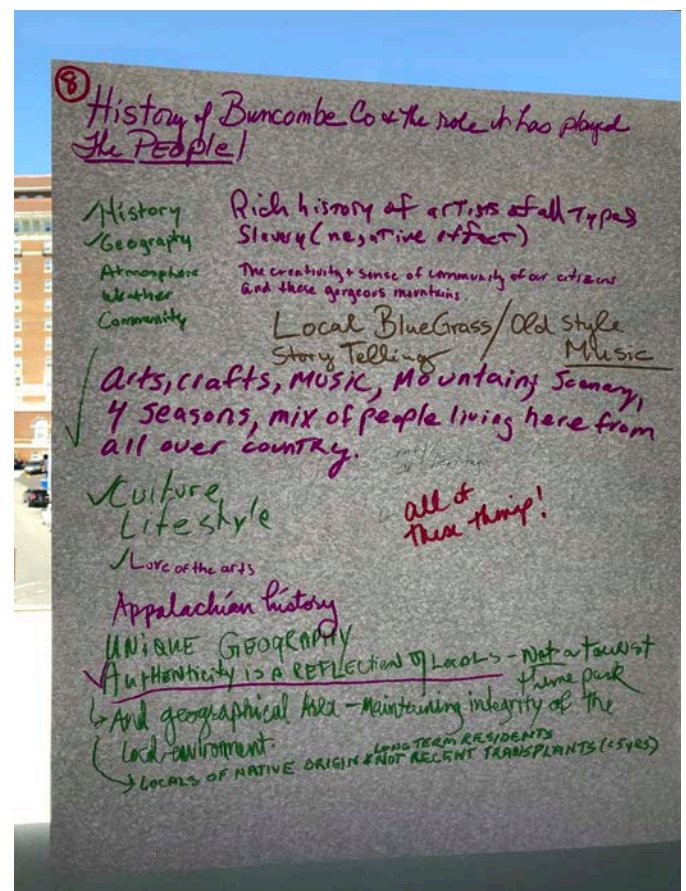
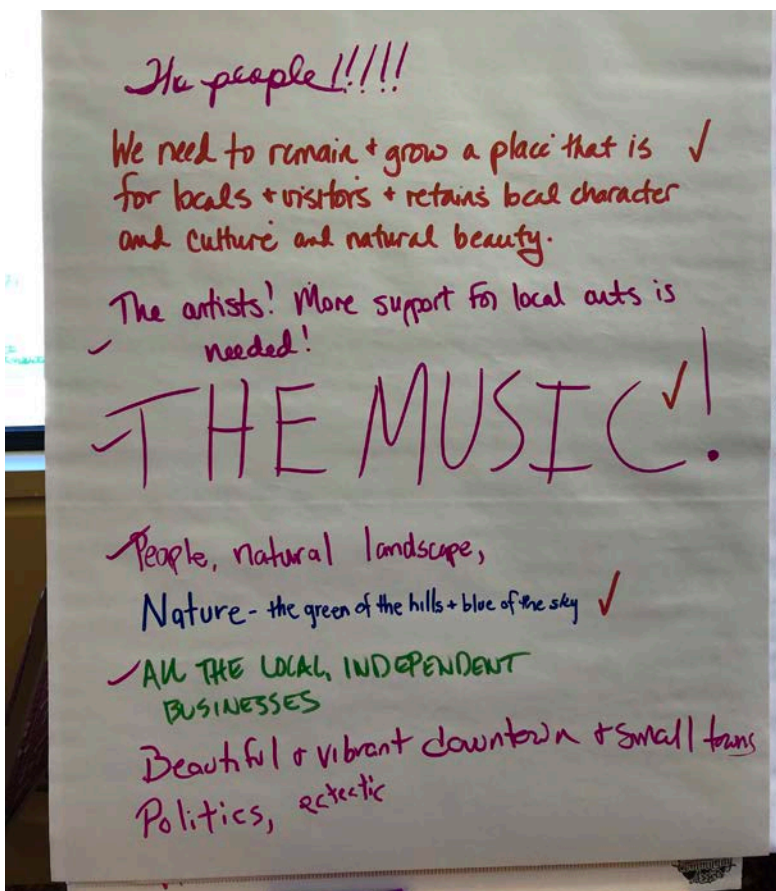


PROTECT & CELEBRATE AUTHENTICITY

Buncombe County has a unique identity and cultural heritage and residents are proud of the authenticity of the place.

Over and over throughout the Phase 1 Assessment process, we heard that “Asheville is funky” or “Buncombe County just feels different.” People recognize an authenticity in Asheville and Buncombe County, and many consider it the thing that makes this place unique. It’s the thing that makes residents proud to live in Asheville and Buncombe County, and it’s the reason that so many visitors want to come experience the place.

This uniqueness is often evident in the food and drink scene, the local retail, the abundance of arts and music, and the focus on the sustainable environment. Several people mentioned the “entrepreneurial spirit” in Asheville and Buncombe County and that people move here because they are interested in this unique scene.



BUNCOMBE COUNTY

1 restaurant for every

394 residents

WAKE COUNTY

1 restaurant for every

560 residents

The food and drink scene in Buncombe County is an impressive one. Far exceeding what the residential population could support, the 675 eating and drinking places in the County accounts for 1 per 394 residents. In contrast, Wake County, home to Raleigh, NC, is home to 1,984 eating and drinking places for a population of 1,111,193. That's 1 restaurant for every 560 residents.

.....

73% of residents surveyed agree that there are more restaurants and a greater variety of independently owned restaurants because of people visiting the area.

Looking at the retail supply and demand in Buncombe County, there appears to be an over-supply in almost every industry category. In some communities this indicates an over extension and a sign of an upcoming economic downturn, resulting in many of the businesses closing. These closings are as a result of an economy that was oversupplied in certain categories.

In the case of Buncombe County though, the retail gap is less of an over-supply issue and more a reflection of the additional customer base that the tourism industry brings to the area. Because of the additional people in Buncombe County throughout the year, the economy is able to support a number of establishments that far exceeds what the residential population could support on its own.

In the case of Food Services & Drinking Places, defined as a sub-sect of the NAICS code 72 - Accommodation and Food Services, which includes places that prepare meals, snacks, and beverages to customer order for immediate consumption both on and off premises, there is an almost \$200 million retail gap. This indicates that these establishments produce an additional \$200 million in sales than the amount that the residential population supports, indicating a level of visitor spending that is nearly 40% of all spending at these establishments.

Based on the recorded number of establishments in this category in 2017, the additional revenue allows 279 additional businesses to operate in Buncombe County. In other words, without the additional customer base that tourism provides, 279 food services and drinking places would not have the customer base to survive.

.....
Industry	Demand	Supply	Retail Gap
Furniture & Home Furnishing Stores	\$121,418,575	\$188,558,153	-\$67,139,578
Clothing & Clothing Accessories Stores	\$150,725,832	\$299,011,713	-\$148,285,881
Book, Periodical, & Music Stores	\$13,089,302	\$22,165,246	-\$9,075,944
Food Services & Drinking Places	\$338,287,280	\$537,283,202	-\$198,995,922

81% of visitors visited local restaurants and bars while in Buncombe County.

Over 70% of Buncombe County residents agreed that tourism helps small businesses in the community.

64% of visitors said that local restaurants and bars were a very important reason they decided to visit Buncombe County.



For every dollar spent at a local business, 3X more money stays in the local economy and keeps Asheville unique



ASHEVILLE'S LOCAL BUSINESS COMMUNITY IS...

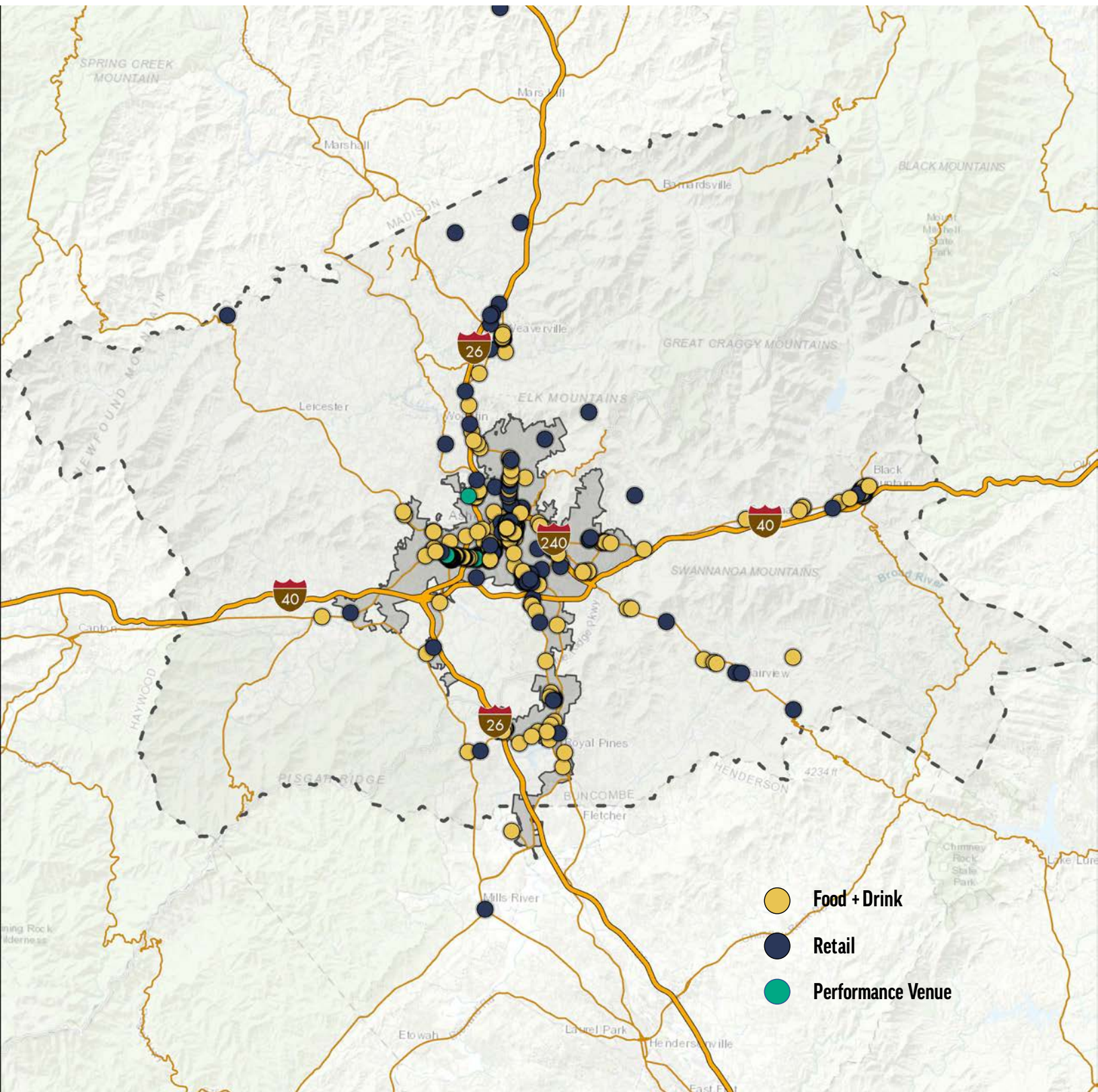


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Based on a 2019 survey by Asheville Grown Business Alliance

BUNCOMBE COUNTY

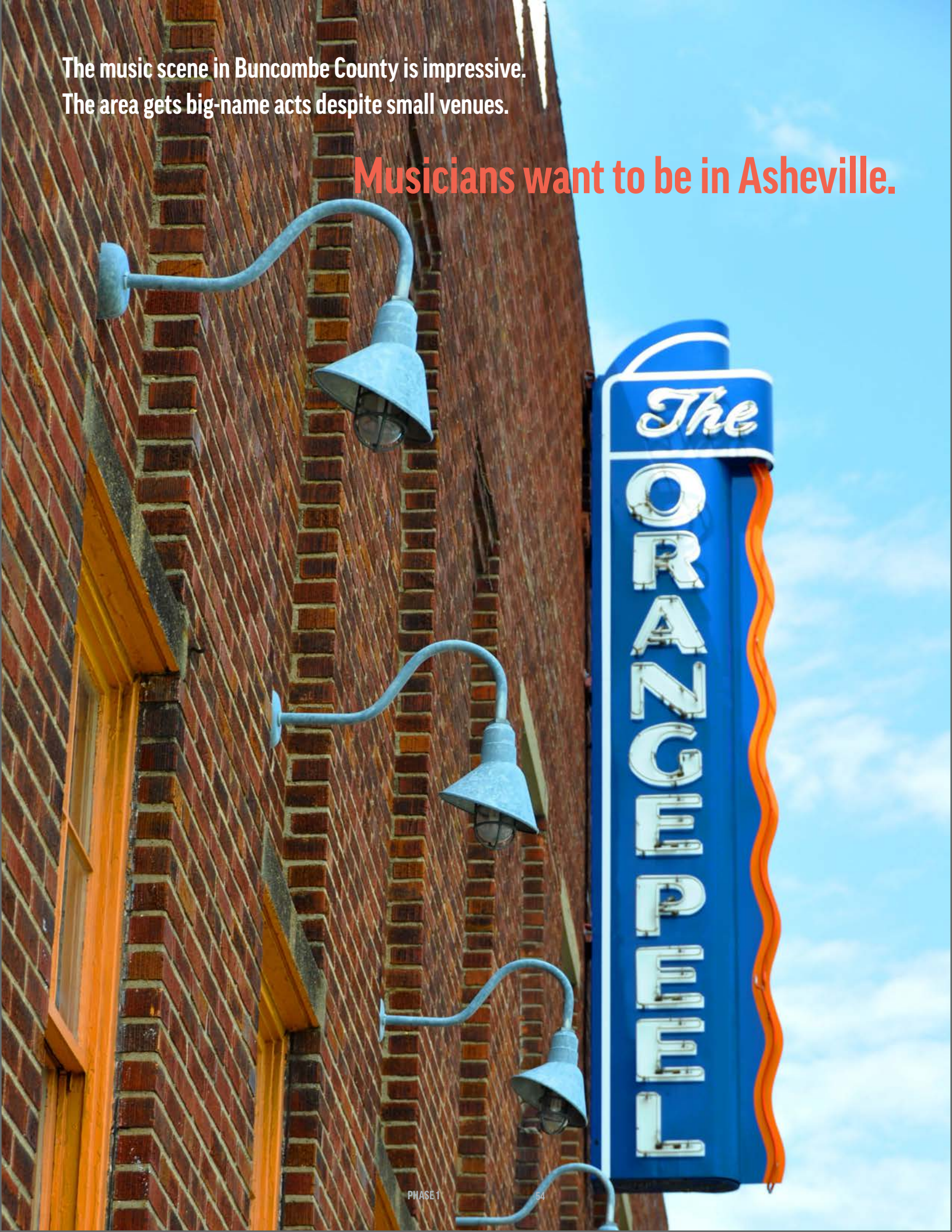
Food & Drink, Retail, and Performance Venues

While food and drink, retail, and performance venues are concentrated within the City of Asheville, they are accessible by residents around the County via the major transportation routes. The map below indicates the impressive number of Explore Asheville Tourism Partners, serving both residents and visitors.



The music scene in Buncombe County is impressive.
The area gets big-name acts despite small venues.

Musicians want to be in Asheville.



Behavior	Number	Percent	MPI
Attended classical music/ opera performance in the last 12 months	8,423	3.9%	104
Attended country music performance in the last 12 months	14,958	6.9%	106
Played a musical instrument in the last 12 months	16,505	7.7%	102

Residents of Buncombe County participate in several musical activities at higher rates than the national average. Using data gathered by GfK MRI in a nationally representative survey of US households, the Market Potential Index measures the relative likelihood of adults in a trade area to exhibit certain consumer behavior (100 representing the national average).

When looking at this index and the likely behavior of Buncombe County residents as compared to the national average, the data indicates some areas where residents participate more often than the national average, some where there is consistency, and others where they do not participate at the same rates.

When asked about attending a classical music, opera, or country music performance in the last year, residents of Buncombe County are more likely than the national average to say yes. In addition, they are more likely to have played a musical instrument, with nearly 8% of the population having done so. While it is difficult to draw conclusions from this data, the increased behavior likely indicates an increased interest in these activities, possibly encouraged by the culture and availability of musical options in Buncombe County.

At the same time, residents seem to attend live theater, go to museums, and visit theme parks at a significantly lower rate than the national average. This may be due to the lack of availability of these amenities in the county - or it could speak to a lack of interest.

The population remains consistent with the nation for attendance at rock music performances and seeing movies in a theater.



64% of Visitors surveyed said the **primary reason** they came to Buncombe County was to attend an arts/cultural event.

Access to arts and music is a primary reason people visit Buncombe County. That additional visitation not only provides additional opportunities for locals to engage, but allows for a robust economy supporting the music and arts scene.

Based on the Creativity Vitality Suite Snapshot of the Arts report produced in 2019, Buncombe County had 8,421 people employed in Creative Jobs in 2017. This represents a 16% increase since 2014. These jobs represented \$415 million in earnings in 2017, a 33% increase in earnings since 2014. The creative industry in Buncombe County accounted for \$1.4 billion in 2017.

Occupations with the greatest number of jobs included:

1,107 Photographers
798 Writers & Authors
778 Musicians & Singers
563 Graphic Designers
362 Fine Artists

Access to this economy in Buncombe County not only helps locals, but continues to be a driver for people visiting the area. Thirty-eight percent of visitors said access to visual arts (including handmade and craft) was a very important reason they chose to visit. Similarly, 28% said the availability of live music was an important reason for their visit.

.....
Residents participate in woodworking and photography at significantly higher rates than the national average.





In addition to qualitative feedback about the importance of recreation in Buncombe County, looking at the data, residents in the area also participate in several activities at higher rates than the national average. As the chart below shows, with the national average represented by 100, residents in Buncombe County participate in lots of activities at a significantly higher rate. Because of this, the robust outdoor recreation economy is a benefit for both residents and visitors.

Behavior*	Number	Percent	MPI
Archery	6,344	2.9%	110
Backpacking	9,132	4.2%	118
Mountain Bicycling	9,449	4.4%	108
Boating	12,089	5.6%	110
Canoeing/kayaking	16,301	7.6%	115
Fishing (fresh water)	29,872	13.9%	120
Fishing (salt water)	9,558	4.4%	117
Hiking	29,211	13.6%	112
Horseback Riding	5,957	2.8%	133
Hunting (with rifle)	11,421	5.3%	135
Hunting (with shotgun)	8,383	3.9%	116
Motorcycling	7,735	3.6%	112
Swimming	36,864	17.1%	106

*Participated in the last 12 months

Part of Buncombe County's identity is as a "green" community with a unique outdoor environment. Located in the Blue Ridge Mountains, the area attracts residents and visitors due to the natural amenities that make Asheville and Buncombe County unique.

Residents are concerned about environmental sustainability and some would like to see more green projects supported by the Tourism Product Development Fund. Some of the projects mentioned include:

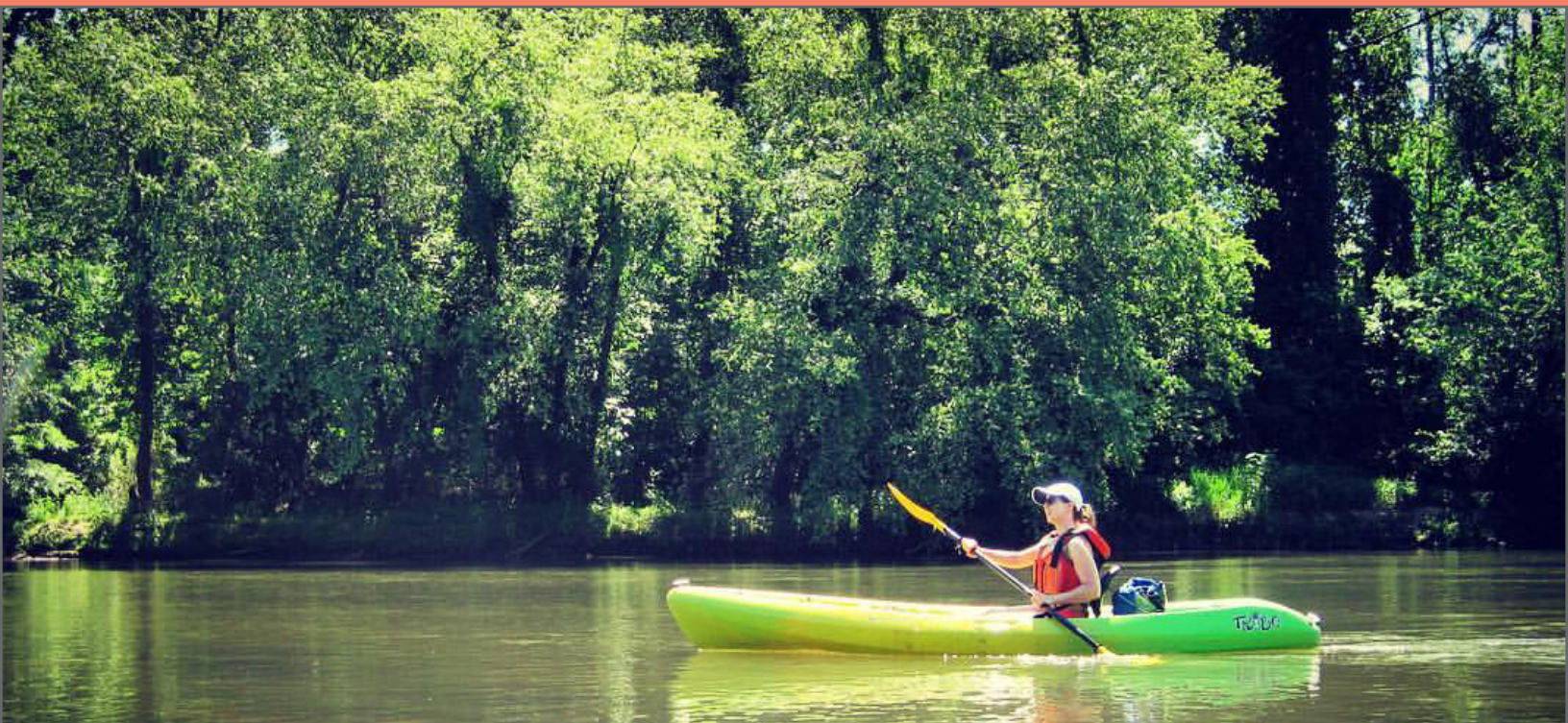
- Tree Preservation
- Green Spaces
- River/Stream Conservation
- Trails/Greenway Expansion
- Community Gardens
- Streetscapes

Residents in the area care about the natural environment and about ensuring that the recreational benefits that brings tourists to Buncombe County remain for the long term for the enjoyment of both residents and visitors.

.....
Residents in Buncombe County participate in several outdoor activities at significantly higher rates than the national average, likely due to the proximity to outdoor recreation opportunities that Buncombe County offers.

40% of visitors said outdoor recreation was a **very important** factor in deciding to visit Buncombe County.

66% of visitors said the Blue Ridge Mountains were a **very important** reason they decided to visit Buncombe County.





Given the focus and pride in the authenticity of Asheville and Buncombe County, engaging in Sustainable Tourism is important. Sustainable tourism is only possible through engaging in tourism planning that both optimizes the positive impacts of tourism and benefits all involved. Over the long term, through this proactive planning and management, Asheville can lessen the negative effects tourism brings and leverage the industry for positive city growth.

SUSTAINABLE TOURISM ACCOMPLISHES SEVERAL THINGS:

Generates positive experiences for visitors

Provides economic and social benefits to the host community

Does not breach the carrying capacity of the destination

The Tourism Management & Investment Plan is a first step toward engaging in this kind of behavior, considering the quality of life, experience, and resources for both the residents of Buncombe County and those that visit.

In Iceland, they have chosen to engage in Sustainable Tourism by promoting the Icelandic Pledge, geared toward encouraging visitors to respect the natural environment. Through this, they have ensured that visitors continue to be able to enjoy the country and the tourism they have to offer, but also ensures that the destination is taken care of in the long term. A strategy like this might work in Asheville to maintain the natural amenities that residents are so proud of.

CASE STUDY

The Icelandic Pledge, an 'oath' for tourists

I PLEDGE TO BE A RESPONSIBLE TOURIST.
WHEN I EXPLORE NEW PLACES,
I WILL LEAVE THEM AS I FOUND THEM.

I WILL TAKE PHOTOS TO DIE FOR,
WITHOUT DYING FOR THEM.

I WILL FOLLOW THE ROAD INTO THE UNKNOWN,
BUT NEVER VENTURE OFF THE ROAD.

AND I WILL ONLY PARK WHERE I AM SUPPOSED TO.
WHEN I SLEEP OUT UNDER THE STARS,
I'LL STAY WITHIN A CAMPSITE.

AND WHEN NATURE CALLS,
I WON'T ANSWER THE CALL ON NATURE.

I WILL BE PREPARED FOR ALL WEATHERS,
ALL POSSIBILITIES AND ALL ADVENTURES.







HARNESS THE BENEFITS / MANAGE THE GROWTH

Buncombe County has the opportunity to use current success to lay the groundwork for managing tourism for long-term sustainability.

During the Phase 1 Assessment process, a theme that came up again and again is the opportunity that tourism presents for Buncombe County. If managed properly, residents repeatedly mentioned the benefits that the tourism industry brings to their community. The idea that we can “Harness the Benefits” and also “Manage the Growth” helps to frame the tourism industry in Asheville and Buncombe County as both the benefit that it is, but also stresses the intentional effort around anticipating and managing its effects.



VISITOR SPENDING

Based on data provided by Tourism Economics, a division of Oxford Economics, visitor spending in Buncombe County in 2017 accounted for:



\$544 MILLION IN FOOD & BEVERAGE



\$453 MILLION IN LODGING



\$437 MILLION IN RETAIL

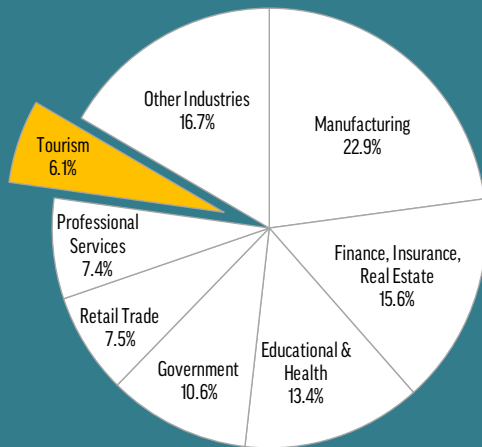


\$275 MILLION IN RECREATION & ENTERTAINMENT



\$230 MILLION IN TRANSPORTATION

With visitor spending contributing billions of dollars per year to the economy, it is an important component of the Buncombe County and Asheville economy.



Looking at the Buncombe County economy though, tourism* accounts for about 6.1% of the GDP. Including things like restaurants, local businesses, and even the manufacturing components of the local beer scene, which are all related to tourism, increases the percentage, though it still remains less than half of the economy.

Likely due to the quantity of visitors rather than the actual scale of the economy, the tourism industry was often cited by residents as the only industry in town.

When comparing this GDP breakdown to that of other peer cities, while there are some differences, the percentage of tourism is consistent. For example, in Charleston, tourism accounts for slightly less, at 5.7%. However, they have a significantly higher percentage in their government and finance sectors. In New Orleans, tourism accounts for 7.1% of the GDP, higher than in Buncombe County, but transportation accounts for 5.2% of their economy, an industry with little representation in Asheville.

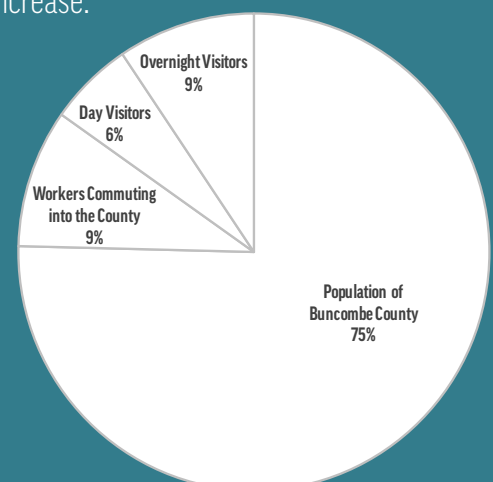
*Tourism includes all art, entertainment, recreation, accomodation, and food services industries as classified by the Bureau of Economic Analysis by NAICS code.

GROWTH TRENDS

The residential population of Buncombe County has grown since 2010 and is projected to continue growing. The 2010 Census found the population of the County was 238,318. The 2018 count found an increase of almost 30,000 residents, representing more than an 11% increase in eight years. The 2023 five-year estimates predict a population growth of almost 18,000 additional residents, growing the county's population to 284,153.

Similarly, the overnight visitor population has seen increases. In 2013, this number was 3.2 million visitors. In 2017, 3.9 million visitors came to Buncombe County, representing more than a 21% increase.

By looking at these numbers in terms of population by days in a year, it is clear that the day visitors represent 6% of the daytime population in a year as the over 7 million people visit for a single day. Overnight visitors, who, on average, visit for 3 days, account for about 11 million days of visits or about 9% of all "people days" in the County. Using the population of the County times 365 days they are present, this group accounts for 75% of the people in the County over a year's time. The remaining 9% is represented by the workers commuting into the County for 260 work days per year.



Another way to look at the local economy in Buncombe County is to analyze the household expenditures of residents. Based on consumer spending data gathered from 2015 and 2016 Consumer Expenditure Surveys by the Bureau of Labor Statistics, Buncombe County residents spend significantly less of their income on several segments. Using the “Spending Potential Index” metric, which represents the amount spent for a product or service relative to the national average of 100, Buncombe County residents score substantially lower than the average on several key industries.

Expenditure	Average Amount Spent	SPI
Education	\$1,148	79
Travel	\$1,768	82
Alcoholic Beverages	\$464	83
Apparel & Services	\$1,806	83
Housing	\$18,188	84
Entertainment & Recreation	\$2,719	84
Food	\$7,212	85
Transportation	\$6,877	85
Healthcare	\$4,939	86



For some things, Buncombe County residents are spending more than 20% less than the national average. Worth noting is the SPI of “Travel,” which is 82, indicating that residents in Buncombe County travel significantly less than the average American. Some cities have launched programs to encourage being a “Tourist in Your Own Town,” capitalizing on some of the reasons people visit and ensuring that locals also get the opportunity to enjoy these activities.



WAGES in Buncombe County

Based on a review of 2018 wages collected as part of the Quarterly Census of Employment and Wages by the Bureau of Labor Statistics, wages in the Buncombe County area are lower than the state of North Carolina in every industry **except Health Care & Social Assistance and Accommodation & Food Services.**

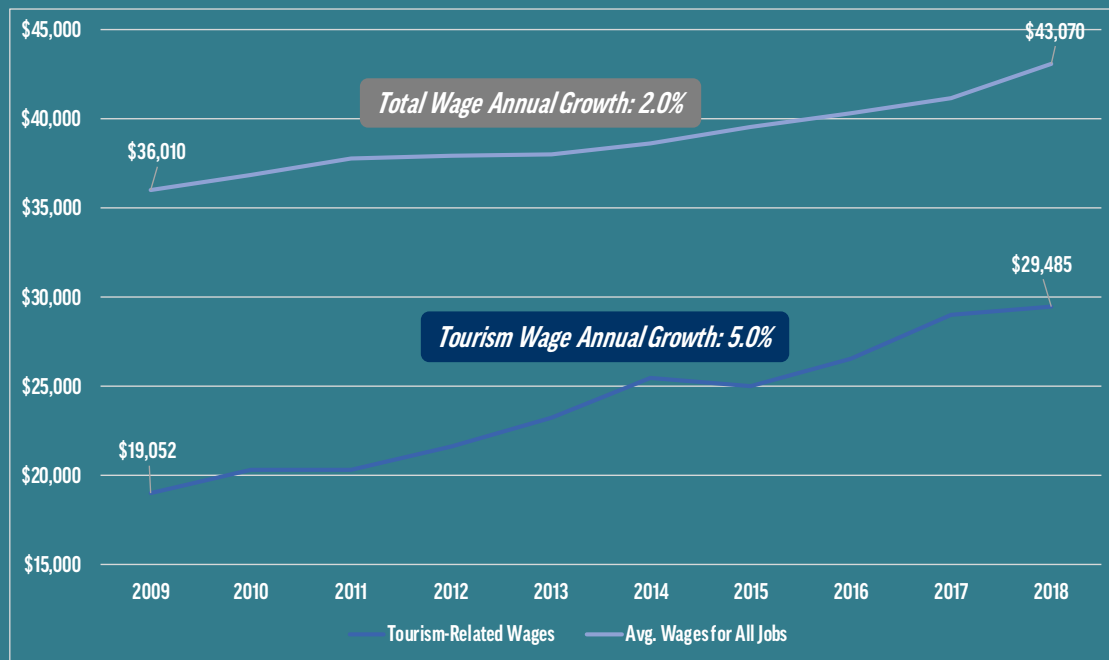
Industry	Average Annual Wage in WDB*	Average Annual Wage in NC	Variance	Percent
Health Care & Social Assistance	\$54,693.08	\$50,716.12	\$3,977	+ 7.8%
Accommodation & Food Services	\$20,688.20	\$17,844.84	\$2,843	+ 15.9%
Public Administration	\$49,067.20	\$49,925.20	(\$858)	- 1.8%
Retail Trade	\$27,673.88	\$28,610.92	(\$937)	- 3.3%
Arts, Entertainment, & Recreation	\$28,832.44	\$31,534.88	(\$2,702)	- 8.6%
Agriculture, Forestry, Fishing & Hunting	\$33,306.00	\$36,460.84	(\$3,155)	- 8.7%
Administrative & Support & Waste Management & Remediation Services	\$33,186.40	\$37,143.08	(\$3,957)	- 10.7
Transportation & Warehousing	\$45,595.16	\$50,499.80	(\$4,905)	- 9.8%
Other Services (except Public Administration)	\$29,192.28	\$35,201.40	(\$6,009)	- 17.1%
Construction	\$48,318.40	\$54,561.52	(\$6,243)	- 11.5%
Manufacturing	\$52,737.36	\$59,827.56	(\$7,090)	- 11.9%
Educational Services	\$39,528.84	\$46,741.76	(\$7,213)	- 15.5%
Mining	\$54,275.00	\$61,796.80	(\$7,522)	- 12.2%
Real Estate & Rental & Leasing	\$39,196.04	\$50,939.20	(\$11,743)	- 23.1%
Utilities	\$80,407.60	\$92,974.96	(\$12,567)	- 13.6%
Wholesale Trade	\$53,952.60	\$74,041.76	(\$20,089)	- 27.2%
Professional, Scientific, & Technical Services	\$55,918.72	\$84,773.00	(\$28,854)	- 34.1%
Finance & Insurance	\$69,925.44	\$99,842.60	(\$29,917)	- 30%
Information	\$51,325.04	\$83,584.80	(\$32,260)	- 38.6%
Management of Companies & Enterprises	\$64,642.76	\$109,093.92	(\$44,451)	- 40.8%

*Mountain Area WDB is how the Quarterly Census of Employment and Wages defines the Asheville area.

The average wage in the Buncombe County area is pulled down not by the lowest paid sectors, but by the highest paying sectors who, on average, make significantly less in Buncombe County than they do elsewhere in the state.

Buncombe County residents often cited low paying jobs as a negative aspect of the tourism industry.

AVERAGE WAGE FOR TOURISM RELATED JOB VS. ALL JOBS



When looking at how tourism-related wages compare to other industries, while the wages are lower on average, the annual wage growth is significantly higher.

	Maids & Housekeepers	Hotel Desk Clerks	Concierges	Recreation Workers	Travel Guides
Asheville, NC	\$10.97 (1)	\$11.51 (1)	\$14.88 (1)	\$13.05 (4)	\$12.67 (2)
Charleston, SC	\$10.61 (2)	\$11.29 (2)	\$13.96 (2)	\$13.57 (3)	\$15.70 (1)
Chattanooga, TN-GA	\$10.19 (5)	\$10.36 (5)	N/A	\$11.35 (5)	\$11.54 (4)
Raleigh, NC	\$10.54 (3)	\$11.05 (3)	\$12.54 (3)	\$14.42 (2)	\$10.08 (5)
Wilmington, NC	\$10.25 (4)	\$10.50 (4)	N/A	\$16.14 (1)	\$12.28 (3)

When prompted with the statement “Wages in the area are lower because of the impact of tourism and tourist related jobs”, about 60% of residents agreed with the statement in some form, while 40% disagreed or strongly disagreed. The control sample of respondents was split at 50%.

As the chart to the left indicates, of several tourism jobs shown, the hourly pay in Asheville is highest as compared to several similar markets for all but one occupation.



INFRASTRUCTURE

Another concern residents brought up often is the concern for infrastructure, particularly that the visitor population is causing wear and tear on their infrastructure and that the City and County budgets alone cannot afford the maintenance and repairs necessary.

WHEN RESIDENTS WERE POLLED ABOUT THIS ISSUE, THEY SAID:

44% of residents indicated that sidewalks and increased walkability was important

When asked to allocate 100 chips to various projects, residents on average only dedicated 4.8 chips to this category

WHEN VISITORS WERE POLLED ABOUT THIS ISSUE, THEY SAID:

87% were very satisfied or somewhat satisfied with sidewalks in Buncombe County

98% ranked better sidewalks/making the city more walkable as very important or somewhat important





Residents expressed concern about parking and traffic, often citing the visitor population as the reason that streets are congested and parking is difficult to find. While the number of spaces is finite, there are several ways that the City of Asheville in particular could alleviate some of the congestion residents feel by employing new management strategies.

Asheville might consider Dynamic Pricing for parking garages, street parking, and lots Downtown, utilizing the same variable pricing system that services like Uber and Lyft use to regulate demand. By increasing prices during peak periods, drivers have the economic incentive to make better decisions. This might mean only parking once, parking farther away, or utilizing another form of transportation. Sometimes called performance-based pricing, the City's 2018 Parking Study recommended this approach for Asheville. Instead of time limits, increasing prices in lots/spaces that are full, lowering prices where they are too empty, and maintaining price where the optimal demand has been reached will regulate the pricing supply and demand and allow for less strain on parking spaces.



CASE STUDY

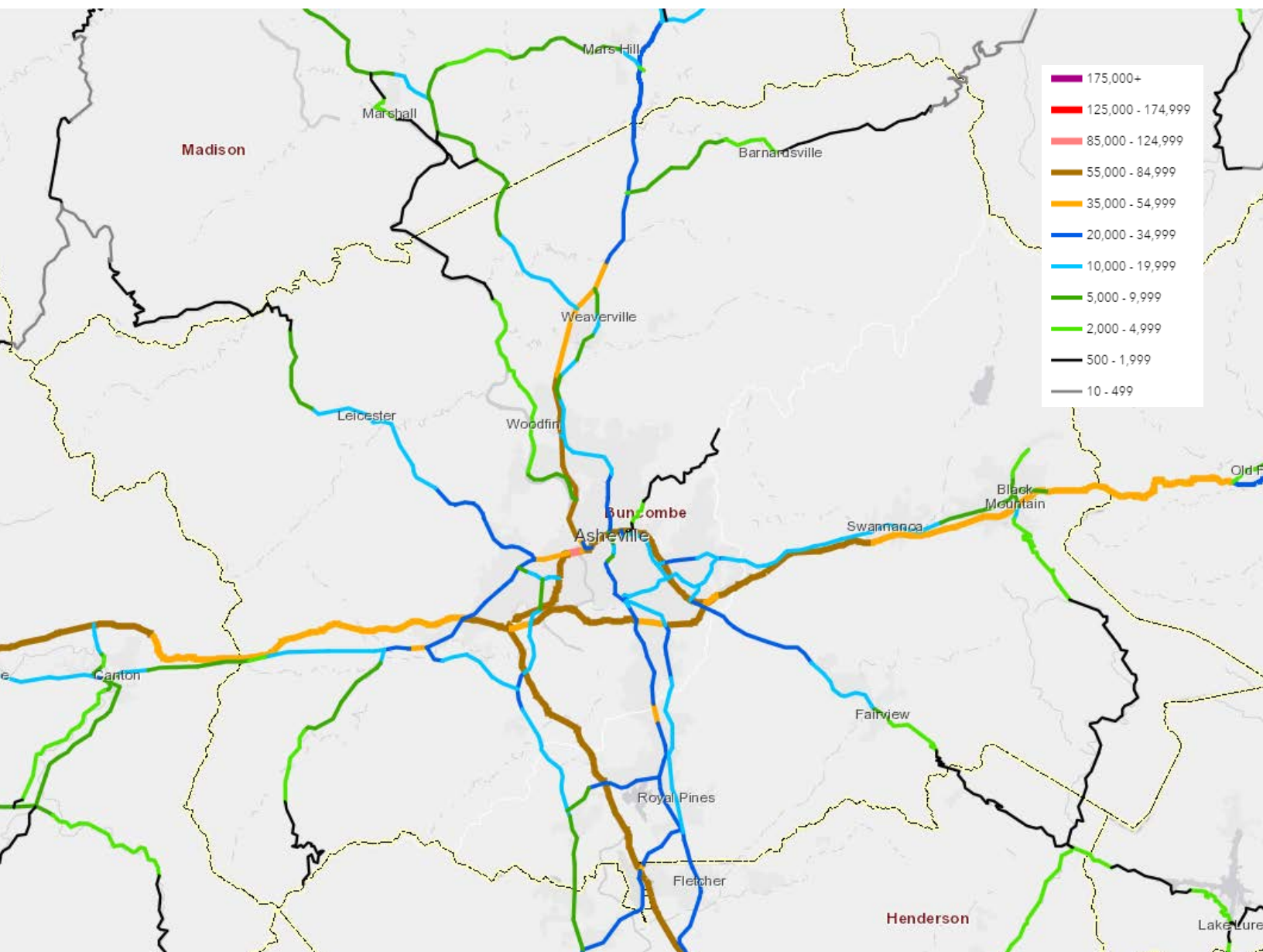
In San Francisco, the City began SFPark, a parking management program which used variable pricing to regulate on-street parking. The technology allowed them to regulate metered parking spaces in response to occupancy rates. The intention was to maintain two or more open spots on every block through price incentivization. Under-priced parking leads to high utilization rates and therefore a feeling of a need for more parking. Ensuring some spaces are always open helped people in San Francisco believe that parking was always available. This program resulted a 43% reduction in the time it took drivers to find parking, 30% reduction in vehicle miles traveled searching for parking, an 8% decrease in traffic volumes, and a 22% decrease in double parking. The City pledged to use the additional revenue from the pilot program to subsidize public transit, an ideal that was appealing to many. The pilot program was funded through a grant from the US Department of Transportation and was expanded and fully implemented in 2018.

BUNCOMBE COUNTY TRAFFIC

Based on traffic counts from the North Carolina Department of Transportation, traffic on major and secondary roads in Buncombe County have changed in several ways recently.

1. Automobile traffic has grown faster on interstate highways and some suburban streets than on Downtown Asheville streets.
2. Some Downtown streets in the City of Asheville have seen a decline in traffic.
3. Growth in vehicle traffic has not been consistent across the County.

With automobile traffic increasing in some areas and decreasing in others, it is clear that traffic and congestion could be better managed in the area. Through additional transportation investments, encouraging walkability, and improving alternatives to automobiles, Buncombe County can manage the negative impacts of growth.





Increases in traffic emerged as an issue related to tourism for residents in the community sentiment survey and in the public input workshops. Traffic counts in Buncombe County have generally risen in most places in recent years, but the degree of those increases vary widely depending upon location. In order to understand better the impact of traffic in the community, the project team looked at annual average daily traffic (AADT) data provided by the North Carolina Department of Transportation. This data is available for many locations in the county as far back as 2002 and as recently as 2018.

For this analysis, AADT data was compared between 2018 and 2002, and between 2018 and 2010 (during the Great Recession, when economic activity declined sharply). Traffic counts for 14 locations in the central business district of Asheville were examined. These locations were not randomly selected, all but one of the 14 have traffic data available for 2002, 2010, and 2018, and only 2002 was missing for the other location. The 14 locations represent a variety of places within the central business district. NCDOT does collect traffic data for other locations in downtown Asheville, but the reporting of these locations is either inconsistent or doesn't date to 2002.

As the chart to the right indicates, for the 13 central business district locations compared to 2002, 2018 traffic counts were down overall by 5% in 2018. This finding may seem surprising in light of the historical overall increase in people visiting Asheville, but a variety of potential factors could explain the decline:

- There may be fewer workers overall in downtown Asheville compared to 2002 due to long-term declines in employment in the financial and government sectors.
- More people visiting Asheville who now stay overnight in the central business district and limit their use of personal vehicles.
- The rise in the use of hotel shuttle services for hotels outside downtown Asheville.

Another key observation is the great variability in the rate of increase or decrease for the 13 central business district locations compared to 2002. One location (Patton Avenue) saw a decrease of 39% (likely attributable to the redirection of Patton Avenue through Pack Square Park), while other locations saw increases of as much as 15%. Increases in vehicular traffic are inconsistent throughout the downtown area.

There is an overall average increase of 9% in traffic counts for the 14 locations analyzed for 2018 compared to 2010. Again, there is significant variability in the rates of increase or decrease, ranging from an increase of 27% to a decline of 18%.

Downtown Location	2002	2010	2018	% Change (02-18)
US 25 (Southside Ave), W of Lexington Ave.	6,500	8,400	7,500	15%
US 70 BUS (Patton Ave.), W of Church St.	6,600	5,900	5,500	-17%
US 70 BUS (Patton Ave.), W of US 25 (Broadway)	6,900	5,000	4,200	-39%
US 25 (Biltmore Ave.), N of Hilliard Ave.	10,000	8,600	10,000	0%
US 25, S of S Market St.	12,000	8,700	10,000	-17%
US 25 (Broadway), S of College St.	11,000	9,500	9,600	-13%
US 25 (Broadway), N of College St.	13,000	9,300	9,800	-25%
SR 3214 (Biltmore Ave.) N of McCormick Pl.	16,000	13,000	16,000	0%
SR 3284 (Charlotte St.), E of US 25 (Biltmore Ave)	12,000	12,000	13,500	13%
SR 3284 (Charlotte St.), S of US 70-74A College St.	17,000	15,000	19,000	12%
SR 3284 (Charlotte St.), N of US 70-74A College St.	25,000	21,000	23,000	-8%
SR 3548 (Clingman Ave.), S of Patton Ave.	11,000	11,000	12,000	9%
US 70 BUS (Patton Ave.), E of Church St.	5,800	5,500	4,500	-22%
US 70 (College St.), E of US 25 (Broadway)	N/A	4,600	5,100	N/A
TOTAL	152,800	137,500	149,700	-5%

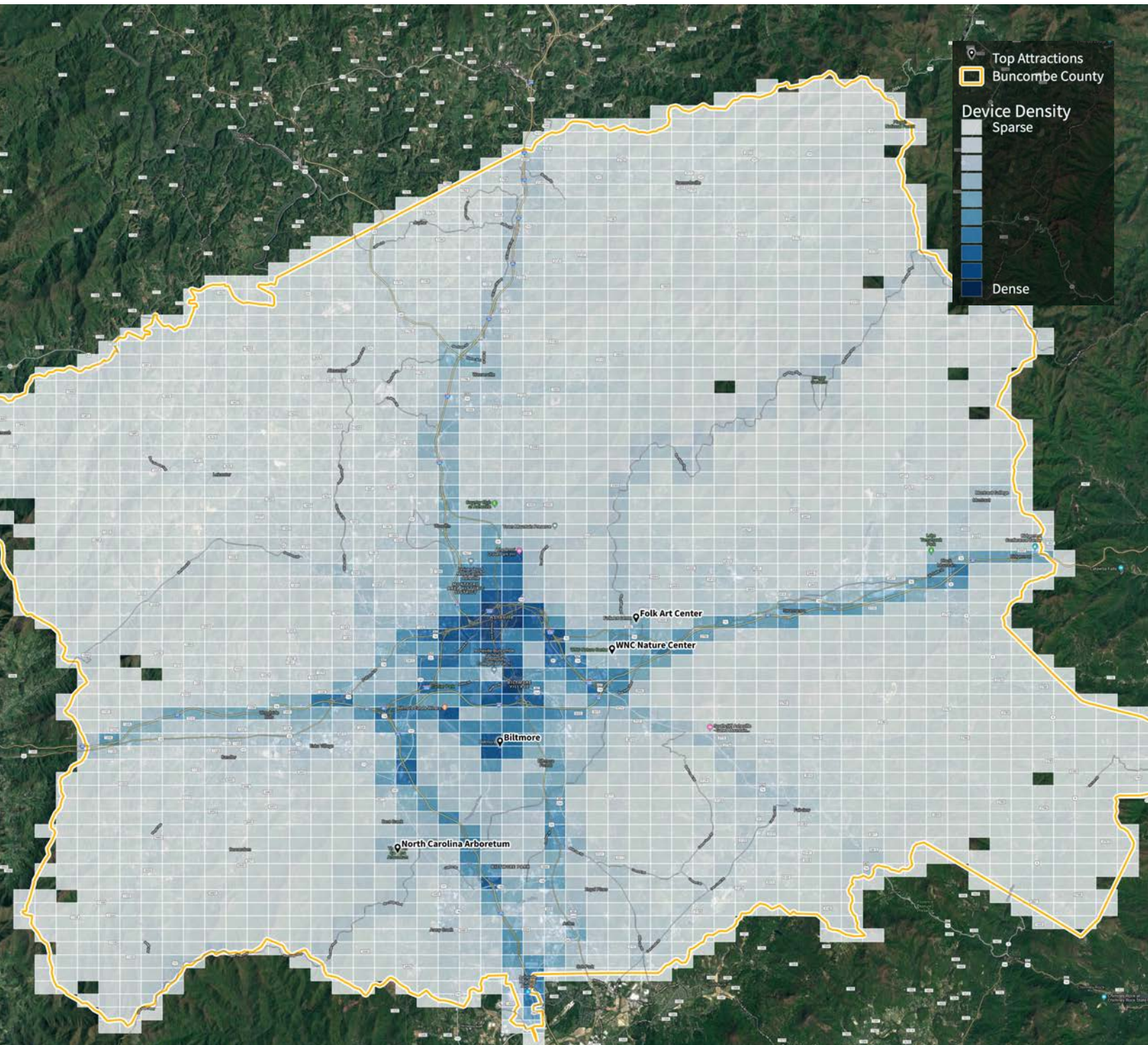
The analysis of traffic data also looked at every interstate highway location in Buncombe County where data was available for 2002, 2010, and 2018. This analysis included 37 locations on Interstates 40, 240, and 26 (including locations on Future I-26 in the northern half of the county). Traffic counts for these locations show a 23% average increase in vehicle count for 2018 versus 2002, and a 16% average increase for 2018 versus 2010. Compared to the downtown Asheville locations, almost every interstate highway AADT location shows a double digit increase for both periods of comparison.

These increases in vehicle counts are not attributable entirely to visitors. In recent years, there has been an increase in daily commuters into Buncombe County for work, and the number of residents of those surrounding counties coming into Buncombe for a variety of reasons (shopping, dining, medical, etc.) has also likely increased. Interstates 26 and 40 are also important regional transportation corridors and are used by a large number of travelers passing through Asheville. While there is no historical data available from NCDOT showing a rise in the number of trucks using I-40 and I-26, that traffic has likely increased and in 2018 represented as much as 10% to 15% of vehicles on the two interstate highways in Buncombe County.

BUNCOMBE COUNTY

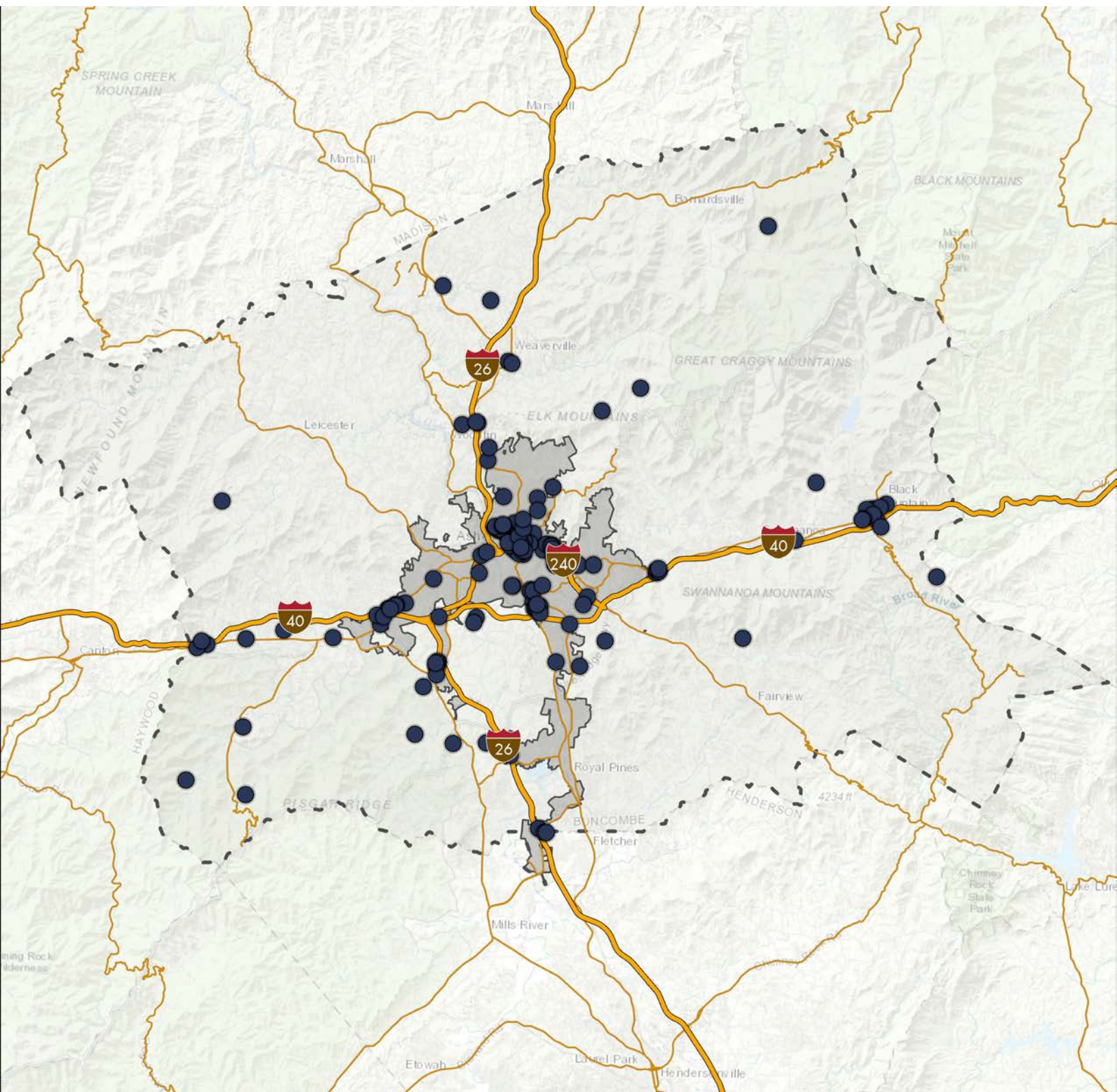
Overnight Visitors

Uber Media, a data collection service, collected device information from cell phones with a “common location” outside of the County (i.e. are not residents spending the majority of their time within the County). This map below represents the movement of those people between 6am and midnight. There is a large concentration of density in the central part of Asheville, including Downtown. In addition, other concentrations are noticeable on major highways outside of downtown in other sub-markets like Biltmore Village, I-26 Corridor, Tunnel Road, Far East, and West.



As the visitor movement map to the left indicates, overnight visitors are concentrated in the central part of Buncombe County in the City of Asheville and on major transportation corridors in all directions. This correlates with the location of lodging options as seen on the map below. The places where it does not directly correlate might indicate that these visitors are staying at short-term rentals or with friends and family, rather than a traditional hotel. It also might mean they are traveling away from their lodging option for day-time activities such as the Biltmore or other outdoor recreation.

Understanding the geographic landscape of lodging options is an important component to the discussion about capacity and tourism management. It also helps to visually support the idea that areas of Buncombe County that desire more tourism have the capacity to add additional lodging options and help to spread out the tourism and economic impacts.

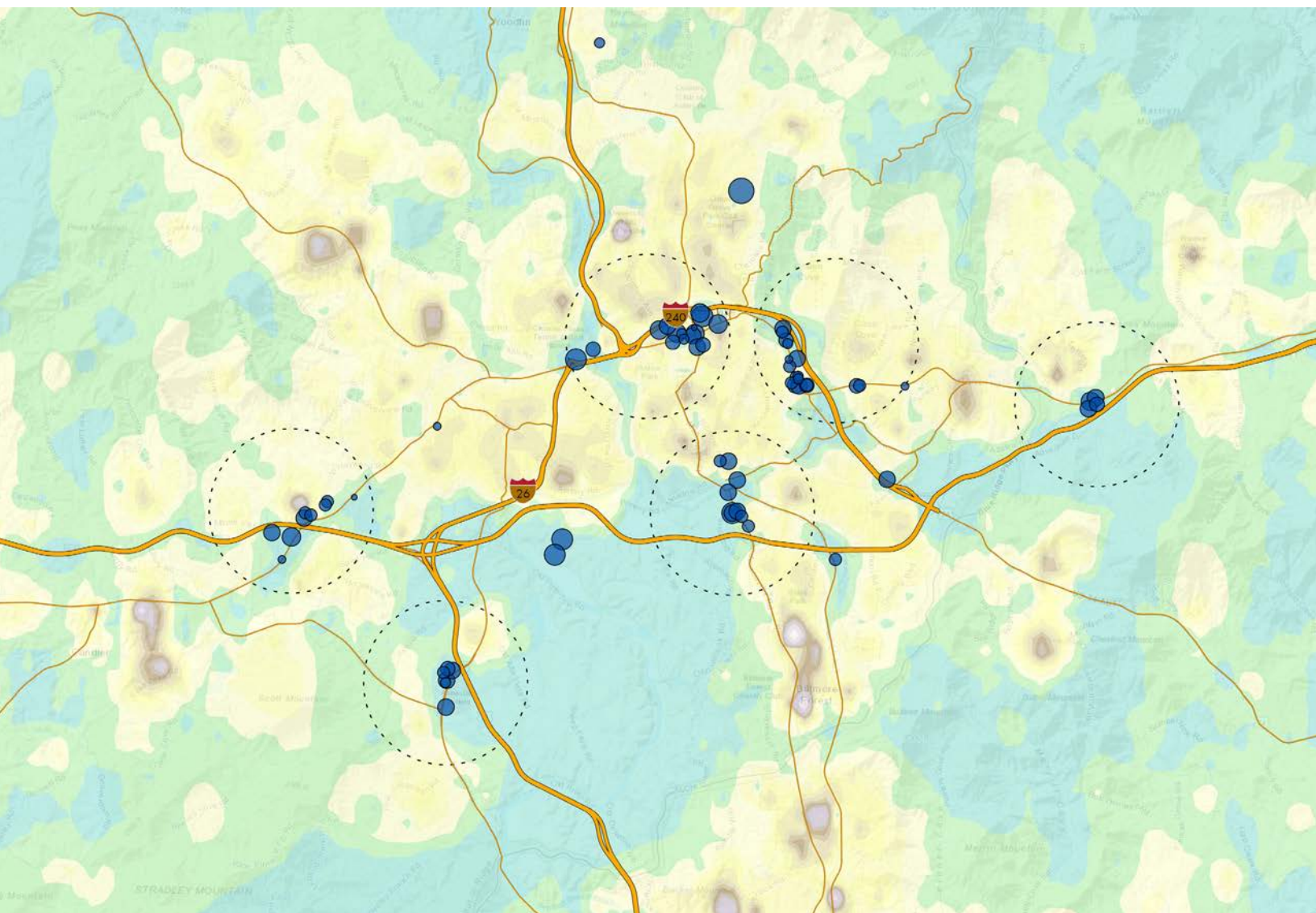


Looking more closely at the lodging options in Buncombe County and where they are concentrated, they are, as expected, nearly all located near major transportation routes. In some cities, this is also where the major population centers are located. In other cities, the population is concentrated further off the major corridors, or adjacent to smaller roads, creating a geographic separation.

In Asheville, as the map below indicates, population density (reflected by the darker orange areas), is not concentrated around major transportation. Instead, the darker pockets which have higher densities are mostly located off smaller transportation routes. As a result, the areas with a high concentration of traditional hotels are not the same areas as those that are heavily residential. This does not eliminate the concern about the number of lodging options, but it does help to clarify where the conflict points are.

When looking at these sub-markets of lodging concentration, they are all seeing growth, though some much more significant than others. Based on a review of the development pipeline, in 2020 and into the future, the Downtown, Biltmore Village, I-26 Corridor, and Tunnel Road markets are expected to add the most rooms while Far East, West, and North are unlikely to add significant numbers. Occupancy, Average Daily Rate, and Revenue Per Available Room also vary by sub-market but are consistently strongest Downtown and in Biltmore Village and weakest in Far East and West.

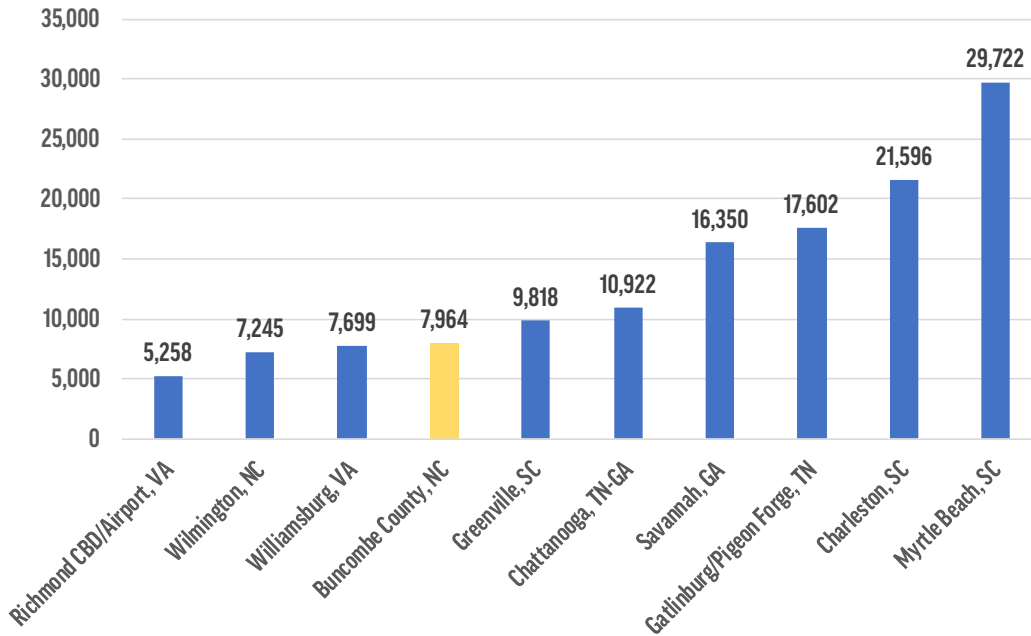
On the following pages is a review of the hotel and short-term rental market in Asheville and Buncombe County.





Hotel Rooms Available in July 2019

BUNCOMBE COUNTY, NC AS COMPARED TO OTHER MARKETS

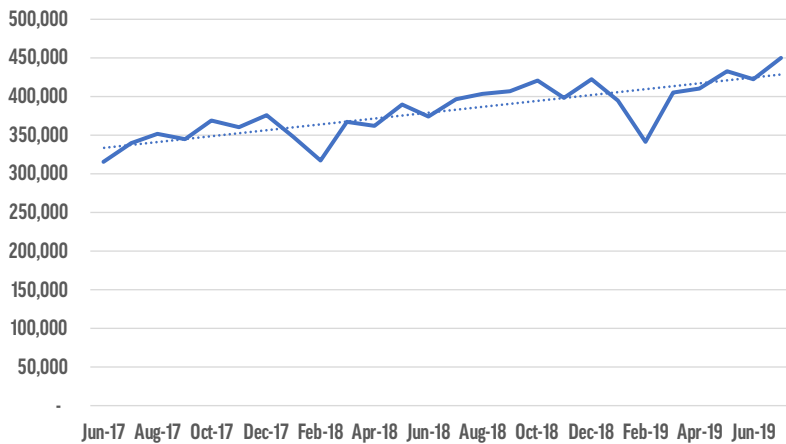


As the chart to the left indicates, Buncombe County is home to just under 8,000 hotel rooms. This is more than Richmond, VA, Wilmington, NC, and Williamsburg, VA but less than the other cities listed.

It is worth noting though that these numbers represent hotel rooms, not hotel rooms per capita.



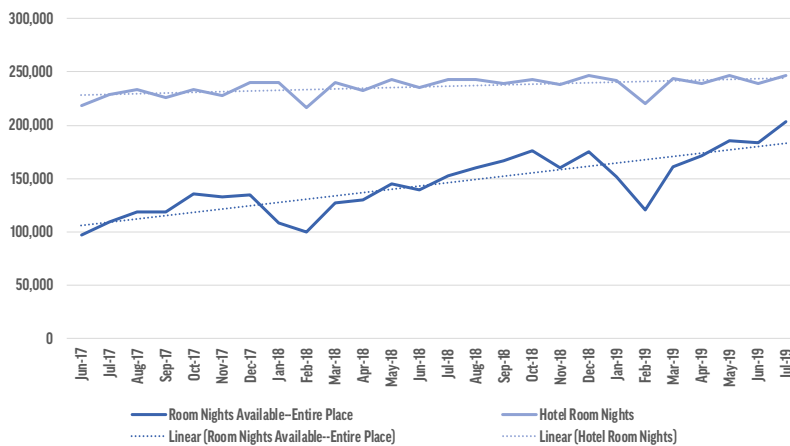
Room Nights Available in Entire Place Rentals & Hotels



An understanding of the total overnight room inventory in Buncombe County is required in order to fulfill the management objectives of TMIP. According to lodging industry data sources Smith Travel Research and AirDNA, total overnight lodging inventory in Buncombe County (in both entire place rentals and hotels) has grown 43% in 2 years.

An average night in July of 2019 had 14,522 bedrooms available in entire place rentals or hotels.

Room Nights Available in Entire Place Rentals vs. Hotels



The term “entire place rentals” includes listings on Airbnb, VRBO, and HomeAway. As defined by Airdna, the term may include both whole home rentals with no owner onsite as well as properties where an owner is onsite and multiple bedrooms are listed online.

When looking at the lodging growth separated into entire place rentals versus traditional hotels, there is consistent growth in both arenas, though growth in entire place rentals has been at a higher rate. From June of 2017 to July of 2019, the number of traditional hotel rooms in Buncombe County increased 13%. During the same period, room nights available in entire place rentals grew 110%, from less than 100,000 room nights to more than 200,000.

Room nights available in entire place rentals (calculated as the total number of bedrooms available in listed properties) now represent 82% of the available lodging room inventory.

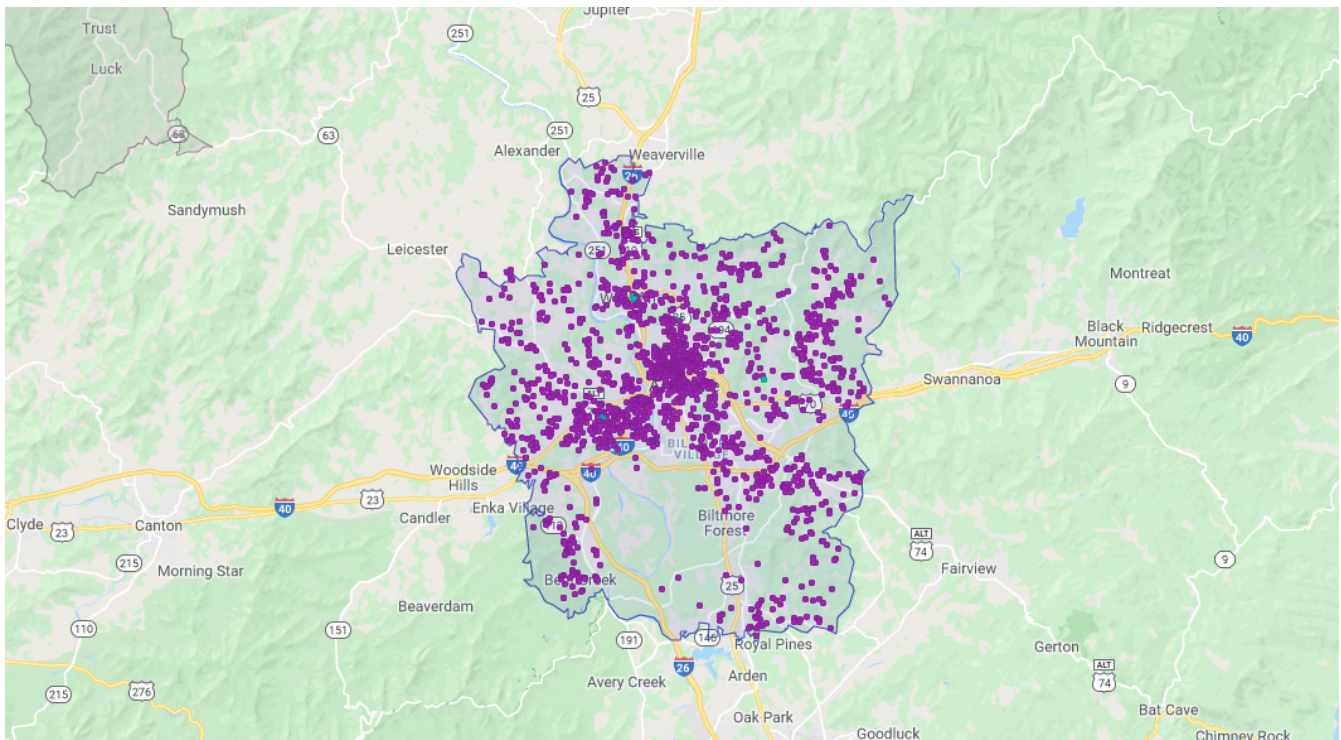




Short-term rentals have grown quickly in Asheville and Buncombe County, adding to the lodging inventory at a higher rate than traditional hotels. These options are also more likely to be located within residential areas. Hotels, which are classified as commercial properties, are regulated to areas like Downtown Asheville or on major transportation corridors. Short-term rentals, which are usually classified as residential uses, are more often located near other residential uses and farther from the central business district and major transportation.

Looking at the numbers to the right and map below, central Buncombe County, including the City of Asheville, is home to 1,882 entire place short-term rentals. Other areas of Buncombe County also have many listings, with the Black Mountain area being home to the most at more than 400.

Area	Active Entire Place Short-Term Rental Listings
Central Buncombe County	1,882
Black Mountain	419
Weaverville	291
Candler	234
Fairview	219
Swannanoa	152
Leicester	132
Arden	117
Barnardsville	46
Alexander	36





EMBRACE COLLABORATION & PARTNERSHIP



EMBRACE COLLABORATION & PARTNERSHIP

Buncombe County stakeholders and residents consistently called for better collaboration and partnerships.

The Buncombe County Tourism Development Authority has created a platform for collaboration with municipal partners and the community to prioritize the opportunities and challenges that can be addressed with occupancy tax revenues in the decade ahead. Phase 1 of the Tourism Management and Investment Plan process brought up repeated concerns about collaboration and partnership. Stakeholders and residents consistently called for better collaboration and partnerships in the area to make things happen. This public input underscores the desire by the public for the City of Asheville, Buncombe County, and the BCTDA to become effective partners.

Currently, Buncombe County's occupancy tax is a 6% additional tax that applies to all commercial lodging with five units or more. Twenty-five percent of this revenue is allocated to the Tourism Product Development Fund, which is projected to generate more than \$6 million in 2019.

With limited resources, the City, County, and other stakeholders are ready to come together to work with the Tourism Development Authority to define TPDF priorities for years to come and embrace collaboration and partnership for the long-term.



When asked to prioritize potential projects that should be addressed by the Tourism Management & Investment Plan, the top areas included:

1. Housing Affordability
2. Parking
3. Workforce Affordability
4. Transportation
5. Public Safety & Policing Issues

Several thousand Buncombe County residents were surveyed as part of the Resident Sentiment Survey during Phase 1 of the TMIP process. Respondents were given several topics and were asked to indicate which were highest priority to be considered as part of the planning process.

While some of these topics are not directly tied to the legislative mandate of the Tourism Product Development Fund, they are topics that tourism has some impact on and therefore could be related to the planning process via cooperative management or funding relationships.



The City, County, and State each share responsibility for maintenance of existing infrastructure and investment in new infrastructure. Most local infrastructure is maintained by the City and the County and is paid for with local tax revenue. Sometimes, local governments issue bonds to raise funds to pay for larger projects. City of Asheville issued a bond in 2016 for \$74 million – before that, the City’s last bond issue was in 1986.

The City of Asheville has a list of capital projects totaling \$390 million, though not all are tourism related. This includes \$60 million in the current capital improvement plan and \$330 million in additional requests.

The City of Asheville, Buncombe County, and the Tourism Development Authority should explore other sources of revenue to leverage the collaboration and partnership into needed funds.

As other cities around the country deal with infrastructure in need of repair and maintenance through the issuing of bonds, the City of Asheville and Buncombe County could consider the same. Regular bond-financing initiatives on the part of the City and County can help manage infrastructure maintenance and capital investment needs.

The Tourism Development Authority can use its occupancy tax revenue to support debt issued by another party but its use of revenue is restricted in several ways.

1. Not more than 33% of net funds received in any one year may be committed to debt service in any one year and not for a period of time in excess of 10 years.
2. Not more than 10% of net funds may be pledged for purposes of debt service in support of any one project.

CASE STUDY

General Obligation Bonds are the primary source of funding for many projects in Charlotte, NC. They allow the City to keep pace with an expanding population by replacing aging infrastructure and improving quality of life. Bonds allow the city to pay for projects over a longer period of time.

Funding for the City’s current Capital Investment Plan is proposed to occur over four bond cycles - with previous voter-approved bonds in 2014, 2015, and 2018 and a planned vote in 2020.

The Tourism Development Authority can create a revolving fund using money held in reserves. By doing this, it may present a way to fund ongoing maintenance for capital improvement projects.



Hypothetical TPDF Debt-Financing Example

State legislation places limitations on the amounts of TPDF monies that may be committed to paying debt service on any bond issue. These statutory requirements mean that the TPDF cannot effectively serve as a primary payor of bond debt service, but the TPDF may participate with another public entity and pledge a portion (or portions) of TPDF monies to the payment of debt service on bonds issued in support of one or more projects in Buncombe County.

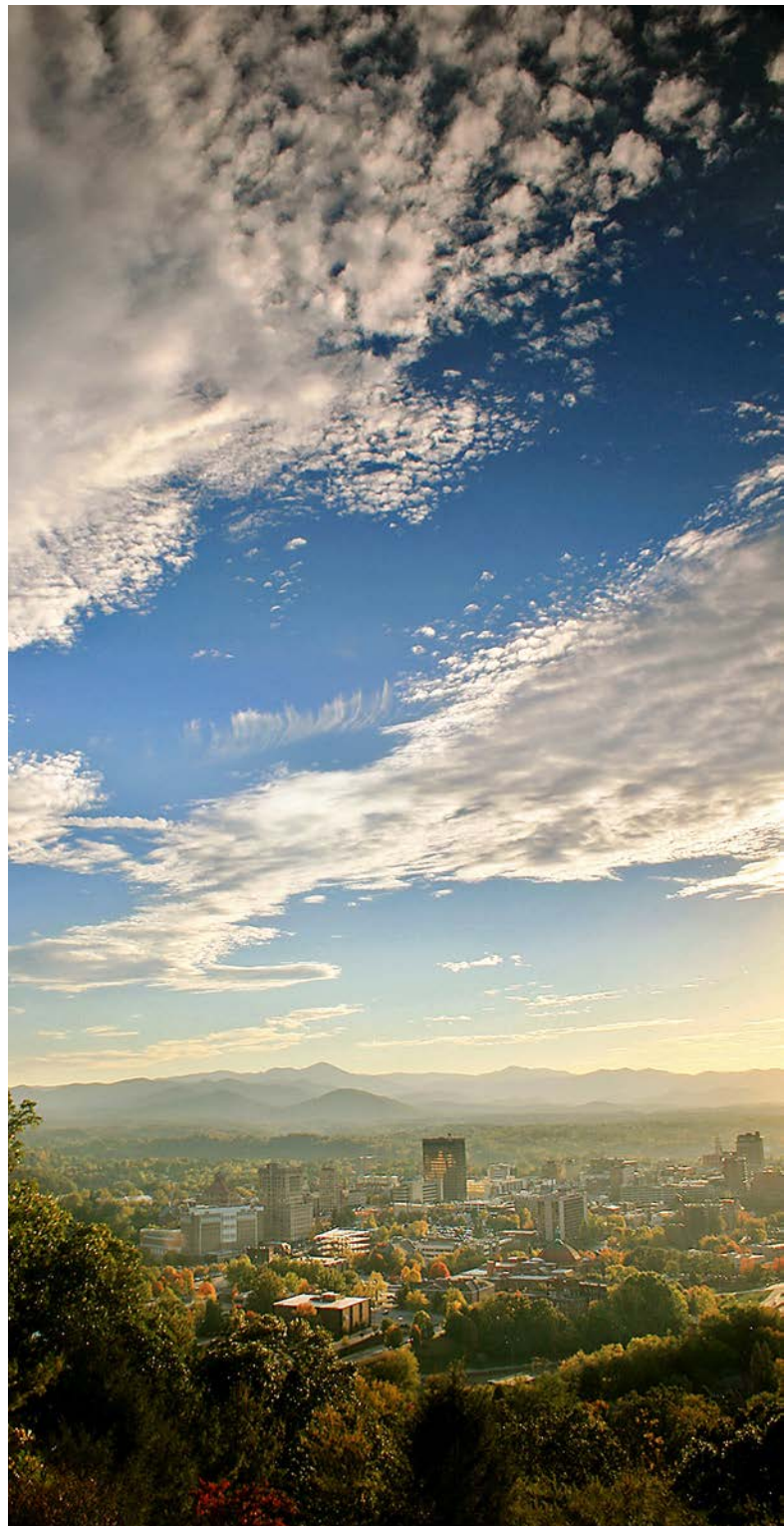
HOW COULD IT WORK HERE?

For example, if the TPDF collects approximately \$6 million in revenue in 2019, as projected:

1. Thirty-three percent of revenues, or \$2 million, could be used to pay debt service on bonds.
2. This \$2 million (33%) ceiling cannot be exceeded for a period of time in excess of 10 years.
3. Assuming an interest rate of 5% and no growth in Tourism Product Development Fund collections, then the TPDF could repay approximately \$20 million in bonds over 20 years.
4. Assuming the same interest rate (5%) and accounting for continued growth in Tourism Product Development Fund collections at an average annual rate of 9% (over the next decade), then the TPDF could repay approximately \$40 million in bonds over 20 years.

Only 10% of the annual TPDF revenues could be pledged toward any one project.

The TPDF can participate in bond financing with public partners and could support the repayment of debt in an estimated range of \$20 million to \$40 million while pledging no more than 10% of annual revenues (at this point \$600,000) to any one specific project.



FINANCIAL TOOL BOX

Part of the Phase 1 process included a review of development finance tools available in the state of North Carolina; the purpose of which was to assemble a “tool-box” of financial resources that could be used in combination with TPDF funds to leverage additional funding opportunities to make projects happen.

Existing tools include:

- Special Assessments
- Synthetic Tax Increment Financing
- Opportunity Zones
- Special Taxing Districts
- Historic Tax Credits
- New Market Tax Credits
- Traditional Financing Mechanisms

SPECIAL ASSESSMENTS

Local governments in North Carolina can use their special assessment authority to impose the costs of a public infrastructure project on the eventual property owners who benefit from the project.

Like user charges, and unlike property taxes, special assessments are levied in some proportion to the benefit received by the assessed property. Unlike user charges, special assessments are levied against property rather than persons and are typically used to fund public improvements rather than services.

Currently, there are two different statutory methods for levying special assessments in North Carolina. Under both methods, a governing board defines an area within a unit that includes all properties that will directly benefit from a certain capital project and a unit must follow a detailed statutory process to determine and impose the assessments. Only one of the methods, what is referred to as the newer assessment method, however, is specifically targeted to economic development projects (public infrastructure projects aimed at incentivizing private development).

Newer Assessment Method

During the 2008 and 2009 legislative sessions, the General Assembly bestowed the newer special assessment authority, entitled special assessments for critical infrastructure needs, on counties and municipalities to fund a wide range of capital projects. See S.L. 2008-165; S.L. 2009-525. (The legislature recently extended the authority for the newer assessment method to July 2015.) The authorized projects are almost exclusively government infrastructure projects, ranging from constructing and maintaining public roads to building public schools.

The purpose of the newer authority, modeled on legislation from other states, is to help local units fund public infrastructure projects that benefit new development. It allows a unit to impose assessments, with payments spread out over a period of years, with the expectation that all or at least a majority of the assessments will be paid by the eventual property owners (instead of the developer or the local government).

CASE STUDY

Representatives with Funston Land and Timber, LLC, the developer and owner of Brunswick Forest, proposed to Leland, North Carolina for the establishment of a special assessment district that would encompass certain undeveloped sections of Brunswick Forest as a way for the town to help Funston accelerate the construction of public improvements and the planned construction of homes and businesses over the coming years. The total cost of the improvements is estimated at \$16 million. In February 2018, the town council established the Brunswick Forest Special Assessment District to pay for these improvements.

The unit can front the costs of the projects and recoup its investment over time with the yearly assessment payments. Alternatively, the unit may be able to borrow money, pledging the assessment revenue as security, and use the yearly assessment payments to meet its debt service obligations.

Conceptually, the newer special assessment authority functions much like an impact fee, allowing a unit to collect revenue from new development to pay for infrastructure costs that are necessitated by the new development. Unlike an impact fee, though, the newer assessment method imposes little to no costs on the developer. Most of the payments are collected once the development is completed (assuming, of course, that the development occurs as expected).

SYNTHETIC TIF

Similar to traditional Tax Increment Financing (or “TIF”), a Synthetic TIF is a type of debt financing in which a local government borrows money to fund public infrastructure projects that will benefit (and incentivize) new private development in a defined area.

However, instead of pledging the incremental tax revenue as security, the city pledges the asset itself. The expectation is that the city will use future increases in property taxes to service debt, but the tool itself is technically a general obligation bond or installment financing that looks like a TIF.

Establishing a synthetic TIF is less transparent compared to the typical TIF process. There is no legal process other than the fact that the unit must follow all procedures for the particular borrowing mechanism, whether it is installment financing or general obligation bond.

OPPORTUNITY ZONES

Launched in 2017 as part of the Tax Cuts and Jobs Act, Opportunity Zones seek to incentivize investment in certain areas by offering discounts or deferments to the capital gains tax paid by investors as they realize their investments. Technically, the Opportunity Zones are a tax policy in which an investor with capital gains tax liability can defer payment of that tax for a period of time as well as eliminate new capital gains tax liability for investments made in Opportunity Zones and held for at least ten years (Funk 2019). Opportunity zones have become widespread since its implementation, and the North Carolina legislature plans to utilize this tool as a major economic development vehicle.

Opportunity zones in Buncombe County are concentrated in areas to the south and west of the City of Asheville between US-63 and French Broad River. A large portion of the areas along downtown Asheville also fall in Opportunity Zones and could be used for leveraging financing.

SPECIAL TAXING (SERVICE) DISTRICTS

In a Special Taxing District, an additional property tax is assessed in defined area within municipality or county to fund specific projects and/or services that benefit the properties in that district. A service district is not a separate government. It is simply a mechanism whereby a local government may raise money to pay for services or projects from those property owners that most directly benefit from the services or projects. There are two types of special taxing districts that are active in North Carolina, which, generally, deal with different types of services:

Municipal Service District

- Revitalizing downtowns and urban areas
- Transit oriented development

CASE STUDY

The Town of Hillsborough, North Carolina recently issued the first assessment-backed revenue bonds in the state. The town borrowed \$4.63 million at 7.75 percent interest for a 10-year term to fund the public infrastructure associated with a private development project. According to the town’s preliminary assessment resolution, the borrowed funds will be used to establish parks and open space, construct and improve water, wastewater and drainage facilities, construct and improve streets, roads, and rights-of-way in the assessment district, which encompasses a 210-acre area within the town. The town imposed assessments totaling \$6.2 million on properties located in the assessment district, with payments allowed over a 10.5 year period.

- Drainage projects
- Sewage collection and disposal
- Off-street parking facilities
- Watershed improvement projects
- Beach erosion control

County Service District

- Fire protection
- Recreation
- Sewage collection
- Solid waste collection
- Water supply and distribution
- Ambulance and rescue
- Watershed improvement projects
- Cemeteries



A Business Improvement District (or “BID”) is commonly used to fund improvements in urban areas. Sometimes referred to as Business Improvement Area, Business Revitalization Zone, Community Improvement District, Special Services Area, or Special Improvement District, a BID is a revitalization tool that can generate revenue to invest back into the district.

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The Asheville Downtown Master Plan suggested a Community Improvement District to assist with the management and maintenance of downtown infrastructure, marketing, and events.

HISTORIC TAX CREDITS

Historic Tax Credits are another tool commonly used by developers and local governments to rehabilitate historic structures and sites in North Carolina. Properties must be registered on the National Register of Historic Places. These tax credits provide an additional source of equity for developers, thereby reducing the amount of debt financing needed for property rehabilitation. North Carolina in particular has a large number of historic properties, which makes this a popular tool for development projects. High-profile projects utilizing these include the American Tobacco Campus in Durham and Revolution Mill in Greensboro. There are numerous other cases of historic mills or factories being turned into luxury apartments or office buildings in North Carolina.

NEW MARKETS TAX CREDITS

New Markets Tax Credits are widely used in North Carolina and nationwide to facilitate investment in low-income communities. Credits are allocated to designated Community Development Entities (CDEs) to invest in projects. The private capital attracted through the New Market Tax Credit Program is used primarily to finance businesses in these communities that include manufacturing facilities, food, retail, housing, health, technology, and education. Communities benefit from the jobs associated with these businesses and the provision of access to better commercial and community services. Between 2003 and 2015, the New Market Tax Credits have financed over 5,000 projects.

TRADITIONAL BORROWING MECHANISMS FOR NC LOCAL GOVERNMENTS

According to UNC School of Government, North Carolina local governments have five authorized borrowing methods including:

- General obligation bonds
- Revenue bonds
- Installment financings
- Special obligation bonds
- Project development financings/TIFS

These mechanisms can be combined with the above tools, along with the TDA's debt financing capabilities, to finance various projects.



ENCOURAGE & CREATE CONNECTIVITY



ENCOURAGE & CREATE CONNECTIVITY

Due to topography, growth patterns, and transportation needs, connectivity within Buncombe County can be a challenge.

During the Phase 1 Assessment process, residents and stakeholders shared concerns about issues related to connectivity within Asheville and throughout Buncombe County. The Phase 1 assessment and data collection effort related to connectivity focused on issues of the built environment and land use. Some of these concerns include parking, traffic congestion, sidewalk crowding, public spaces, transportation, and walkability.





PARKING IN ASHEVILLE

A major concern related to connectivity that came up over and over during the Phase 1 process is the lack of parking in Downtown Asheville. Residents and stakeholders have mixed opinions on whether or not there is truly a lack of parking or just a lack of awareness about where the parking is. While some think the quantity available is too little for the population coming into Downtown, others think improving wayfinding and encouraging a “Park Once” mindset will solve the perceived issues.

DOWNTOWN PARKING

12,000 parking spaces on 0.6 square miles

700 metered spaces

2,300 spaces in publicly owned lots

9,000 in privately owned lots



95% of visitors said Downtown Asheville was either **somewhat or very important** in making their decision to visit Buncombe County.

88% of visitors drove to get to Asheville and Buncombe County on their recent visit.

72% of residents believe there are parking and traffic issues because of people visiting Buncombe County.



Given the sentiments of residents and the reliance on the automobile by both residents and visitors, parking must be addressed in Downtown Asheville.

As part of the Asheville Comprehensive Plan, the city outlines a goal to create a Livable Built Environment, part of which includes parking management strategies. Rather than adding additional parking, the plan focuses on freeing up surface parking through the use of parking structures and encouraging ride-sharing and carpooling to limit the number of cars needing daily parking.

Asheville's Parking Study also recommends resident parking zones utilizing a permit. This can ensure that residential areas maintain the parking that they need, while also freeing up areas for visitors. It also prevents any "spillover" effects, such as what sometimes happens in the neighborhoods adjacent to Thomas Wolfe Auditorium.

While there are some administration costs of programs like this, utilizing residential parking zones can ensure that residents have the parking they require.

CASE STUDY

In Chicago, all residents driving, parking, leasing, or owning a vehicle are subject to the Chicago Wheel Tax and are required to purchase a Chicago City Vehicle Sticker. This sticker (between \$46-\$464 depending on type of vehicle) allows residents to park in approved residential zones. Residents can update their address information with the City at any time and receive permission to park in a different residential zone. In the residential zones where stickers are required, visitors must utilize metered parking or other off-street parking. As a City of 2.7 million people, the City of Chicago has a dense street network and limited parking so residential zones allow for set-aside parking for City residents. Revenue from the Chicago Sticker program funds the repair and maintenance of 4,000 of Chicago streets.

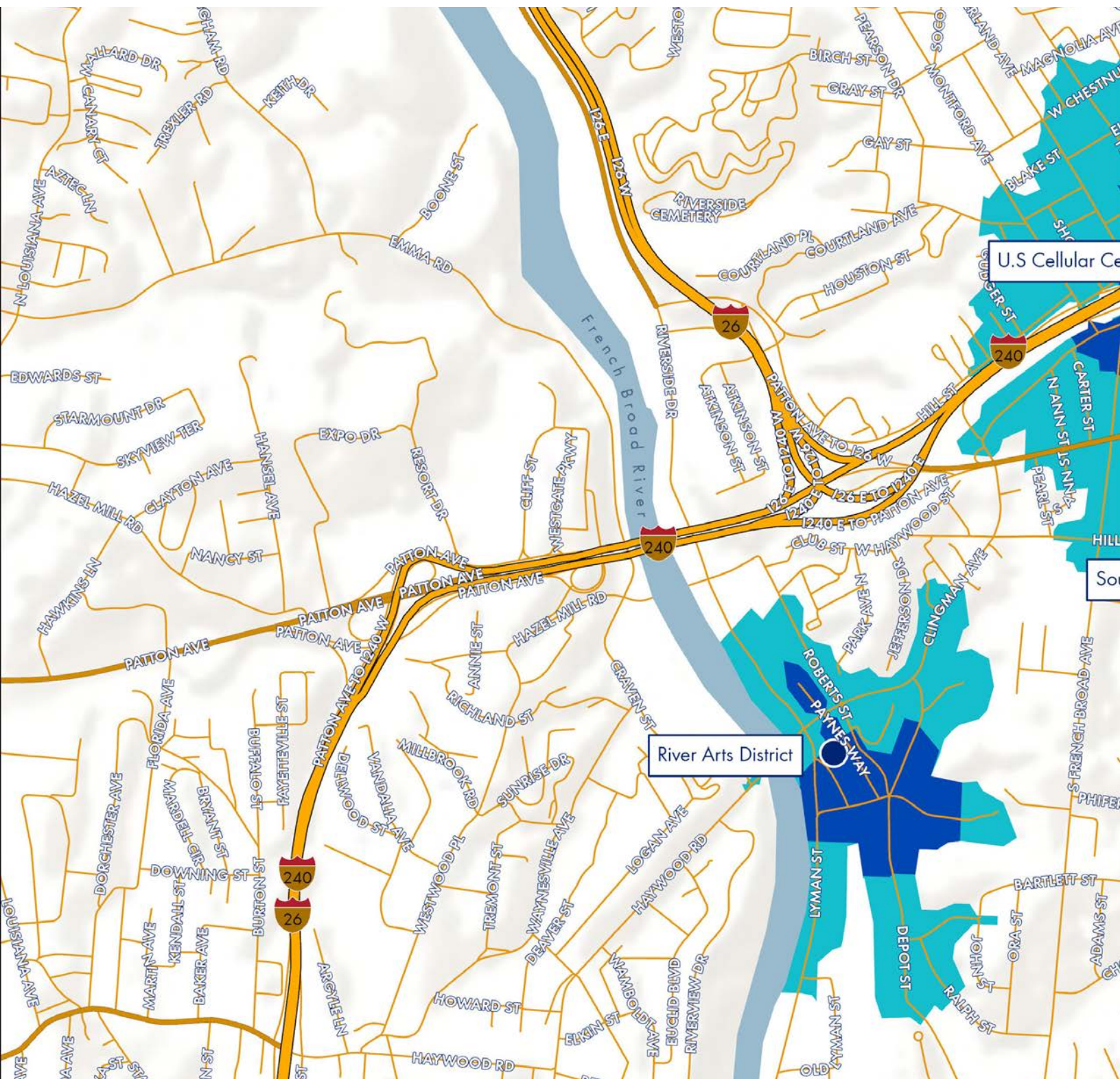


The City's Comprehensive Plan references "Shared Parking" as a strategy in which parking spaces are shared by multiple land uses, rather than separated for each use. Peak parking demands for retail, residential, and office occur at different times, so shared parking allows more efficient use of the parking supply, reducing total parking spaces required. As mentioned by other tourism stakeholders, the City of Asheville could employ a more comprehensive parking strategy that allows for day-time versus night-time parkers, differentiating by weekday versus weekend.

A more comprehensive approach to parking management would be a tool for alleviating the perceived conflict parking creates.



WALKING DISTANCE FROM DOWNTOWN HUBS



In order to understand connectivity within Asheville, the map above shows the 5-10 minute walking distances from several popular Downtown attractions. While it may feel far to walk from South Slope to a game at McCormick Field, as the map above shows, it's less than 10 minutes. Educating visitors and locals to encourage the "park once" mindset will help to alleviate some of the connectivity issues.

WAYFINDING

Additional wayfinding to encourage the Park Once concept for visitors and residents should be considered. The current wayfinding system does not include any walk times and therefore does not make the case that one can walk. For example, signs could include a statement like “10 minutes to McCormick Field” to encourage non-automobile transportation.



CASE STUDY

The Convention and Visitors Bureau for Greater Cleveland, has coordinated the wayfinding and connectivity plans, designed to: (1) improve how visitors navigate the city, and (2) ensure the pathways that take visitors from one place to the next are beautified. Street signage includes walking maps, bicycle routes, trails, and initiatives like bike sharing. A unique feature is on-street digital signs used to highlight events and real-time offers. The signs feature ‘heads-up’ mapping, which indicates the landmarks and attractions directly in front of the pedestrian, and a five-minute walking radius, which inspires discovery of the surrounding area and attractions.





When considering wayfinding, pedestrian connectivity, or the physical layout of cities, the five basic elements pioneered by Kevin Lynch in **The Image of the City** need to be considered.

Paths Paths are the channels along which the observer customarily, occasionally, or potentially moves. They may be streets, walkways, transit lines, canals, railroads. For many people, these are the predominant elements in their image. People observe the city while moving through it, and along these paths the other environmental elements are arranged and related.

Edges Edges are the linear elements not used or considered as paths by the observer. They are the boundaries between two phases, linear breaks in continuity: shores, railroad cuts, edges of development, walls. They are lateral references rather than coordinate axes. Such edges may be barriers, more or less penetrable, which close one region off from another; or they may be seams, lines along which two regions are related and joined together. These edge elements, although probably not as dominant as paths, are for many people important organizing features, particularly in the role of holding together generalized areas, as in the outline of a city by water or wall.

Districts Districts are the medium-to-large sections of the city, conceived of as having two-dimensional extent, which the observer mentally enters “inside of,” and which are recognizable as having some common, identifying character. Always identifiable from the inside, they are also used for exterior reference if visible from the outside. Most people structure their city to some extent in this way, with individual differences as to whether paths or districts are the dominant elements. It seems to depend not only upon the individual but also upon the given city.

Nodes Nodes are points; the strategic spots in a city into which an observer can enter, and which are the intensive foci to and from which he is traveling. They may be primarily junctions, places of a break in transportation, a crossing or convergence of paths, moments of shift from one structure to another. Or the nodes may be simply concentrations, which gain their importance from being the condensation of some use or physical character, as a street-corner hangout or an enclosed square. Some of these concentration nodes are the focus and epitome of a district, over which their influence radiates and of which they stand as a symbol. They may be called cores. Many nodes, of course, partake of the nature of both junctions and concentrations. The concept of node is related to the concept of path, since junctions are typically the convergence of paths, events on the journey. It is similarly related to the concept of district, since cores are typically the intensive foci of districts, their polarizing center. In any event, some nodal points are to be found in almost every image, and in certain cases they may be the dominant feature.

Landmarks Landmarks are another type of point-reference, but in this case the observer does not enter within them, they are external. They are usually a rather simply defined physical object: building, sign, store, or mountain. Their use involves the singling out of one element from a host of possibilities. Some landmarks are distant ones, typically seen from many angles and distances, over the tops of smaller elements, and used as radial references. They may be within the city or at such a distance that for all practical purposes they symbolize a constant direction. Such are isolated towers, golden domes, great hills. Even a mobile point, like the sun, whose motion is sufficiently slow and regular, may be employed. Other landmarks are primarily local, being visible only in restricted localities and from certain approaches. These are the innumerable signs, store fronts, trees, doorknobs, and other urban derail, which fill in the image of most observers. They are frequently used clues of identity and even of structure, and seem to be increasingly relied upon as a journey becomes more and more familiar.

An aerial photograph of a portion of Washington, D.C., featuring a grid-based heatmap overlay representing visitor density. The heatmap uses a color scale from light blue (Sparse) to dark blue (Dense). High-density areas are concentrated along major roads and near commercial buildings. A legend in the top left corner shows the color gradient. Numerous location pins are scattered across the map, indicating specific points of interest or data collection sites. The background shows residential neighborhoods, green spaces, and infrastructure like highways and bridges.

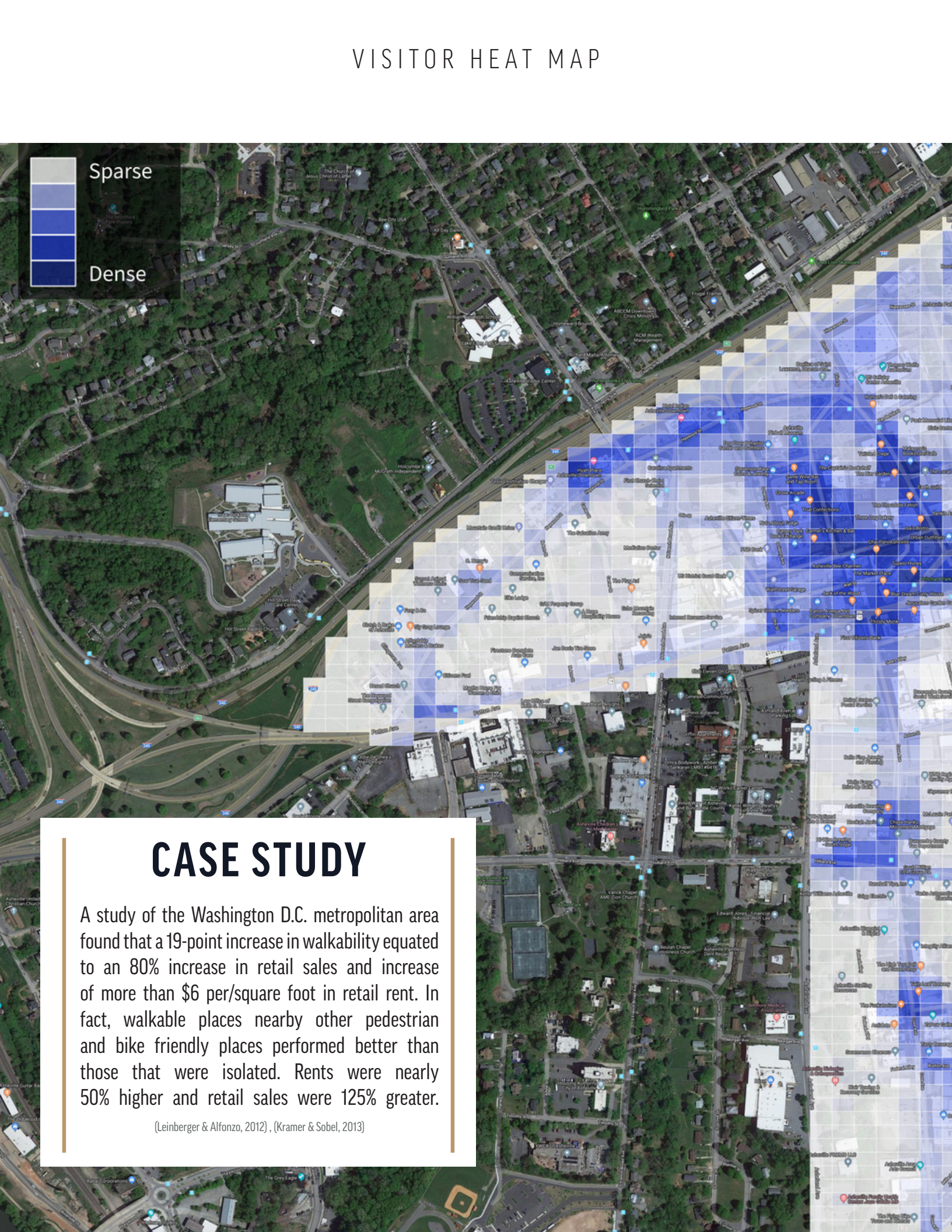
VISITOR HEAT MAP

The figure is a composite image consisting of an aerial photograph of a city area, likely Washington D.C. based on the text, overlaid with a heatmap. The heatmap is composed of a grid of squares, where the color of each square indicates the density of visitors. A legend in the top-left corner shows a vertical color bar with three shades: light blue at the top labeled 'Sparse', medium blue in the middle, and dark blue at the bottom labeled 'Dense'. The heatmap shows higher concentrations of visitors (darker blue) in certain urban centers and along major thoroughfares, while other areas show lower densities (lighter blue). Various landmarks, streets, and green spaces are visible in the underlying aerial view.

CASE STUDY

A study of the Washington D.C. metropolitan area found that a 19-point increase in walkability equated to an 80% increase in retail sales and increase of more than \$6 per/square foot in retail rent. In fact, walkable places nearby other pedestrian and bike friendly places performed better than those that were isolated. Rents were nearly 50% higher and retail sales were 125% greater.

(Leinberger & Alfonzo, 2012), (Kramer & Sobel, 2013)



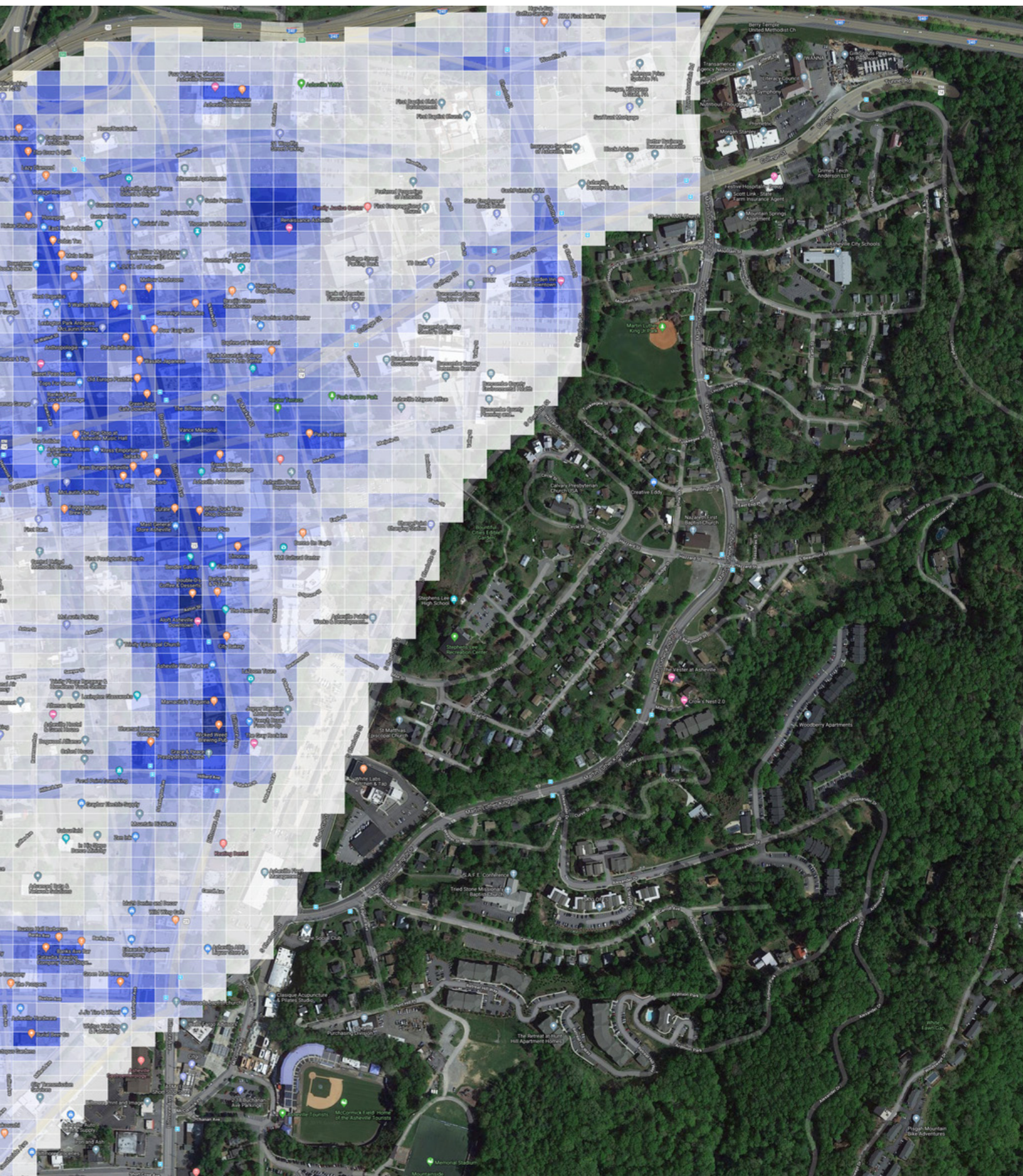
CASE STUDY

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(Leinberger & Alfonzo, 2012) , (Kramer & Sobel, 2013)

Encouraging non auto-centric transportation can generate additional revenue for local businesses.

The map below shows the location of overnight visitors (as recorded in 2018) during the daytime hours. Knowing this, investments in areas that are walking distance from these locations will help to disperse visitors, limit parking impacts, create activity in less utilized portions of Downtown, and generate additional investment.



PLACEMAKING AS A TOOL

Creative placemaking is a process that aims to increase vibrancy, improve conditions, and build capacity through creative interventions in the urban environment. Successful creative placemaking highlights community characteristics, often focusing on history or culture, building connections between places and the people that occupy them. Oftentimes, placemaking activates public spaces that are not used, or could be used more.

Community members and stakeholders are eager to utilize creative placemaking to activate additional spaces in Asheville and Buncombe County, both to disperse visitors to areas outside of Downtown and to activate interesting places in Buncombe County.



Creative placemaking not only results in changes to the urban environment, but also provides opportunities for interaction. Interesting places become gathering spaces that community members and visitors alike can enjoy. They create the physical spaces for people to interact and share perspectives.

With a strong equity commitment from both Buncombe County and the City of Asheville, investments in creative placemaking could strategically promote equitable policies while also accomplishing some of the community goals related to tourism.

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Placemaking has the potential to both disperse visitors from the central business district, but also draw visitors out to interesting parts of Buncombe County that can support additional visitors.

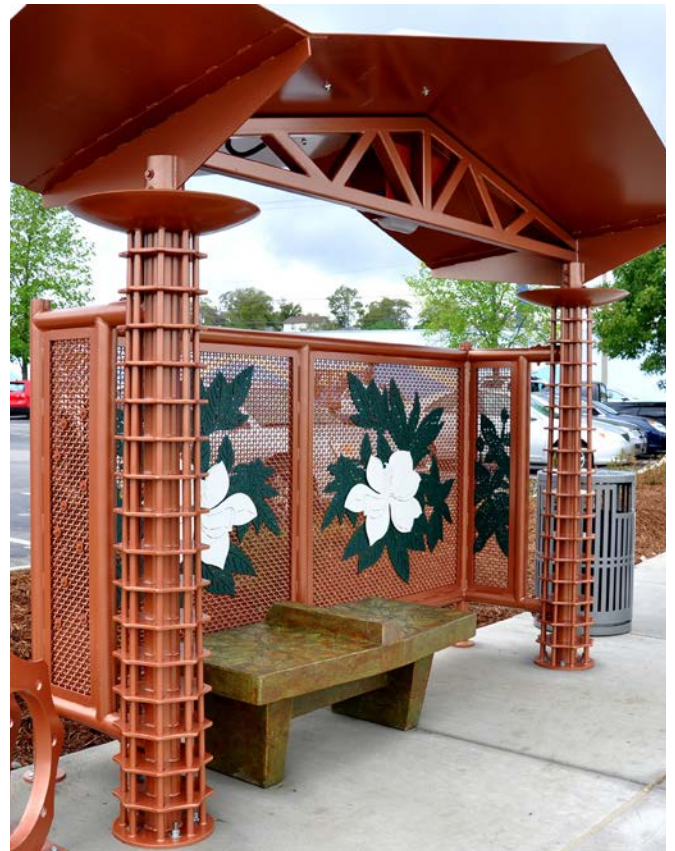
Things like creating interesting bus shelters, activating small parcels of unused space, adding public art, and creating green alleys all have the potential to both spread visitors out to new spaces, alleviating some of the perceived congestion, create a more walkable environment, and create new and interesting places.

This concept also has the potential to address some of the environmental concerns residents of Asheville and Buncombe County brought up during the Phase 1 public engagement. Adding more green components to projects, reducing automobile usage, and minimizing the impervious surfaces all help to make cities more environmentally friendly - and often more interesting.

CASE STUDY

In Los Angeles, the City started the Cool Pavement Program. The pilot program, which was first incubated in 2015, covered more than 15 blocks' worth of heat-trapping black asphalt with a white-gray coating last summer, leaving surfaces 10 degrees cooler.

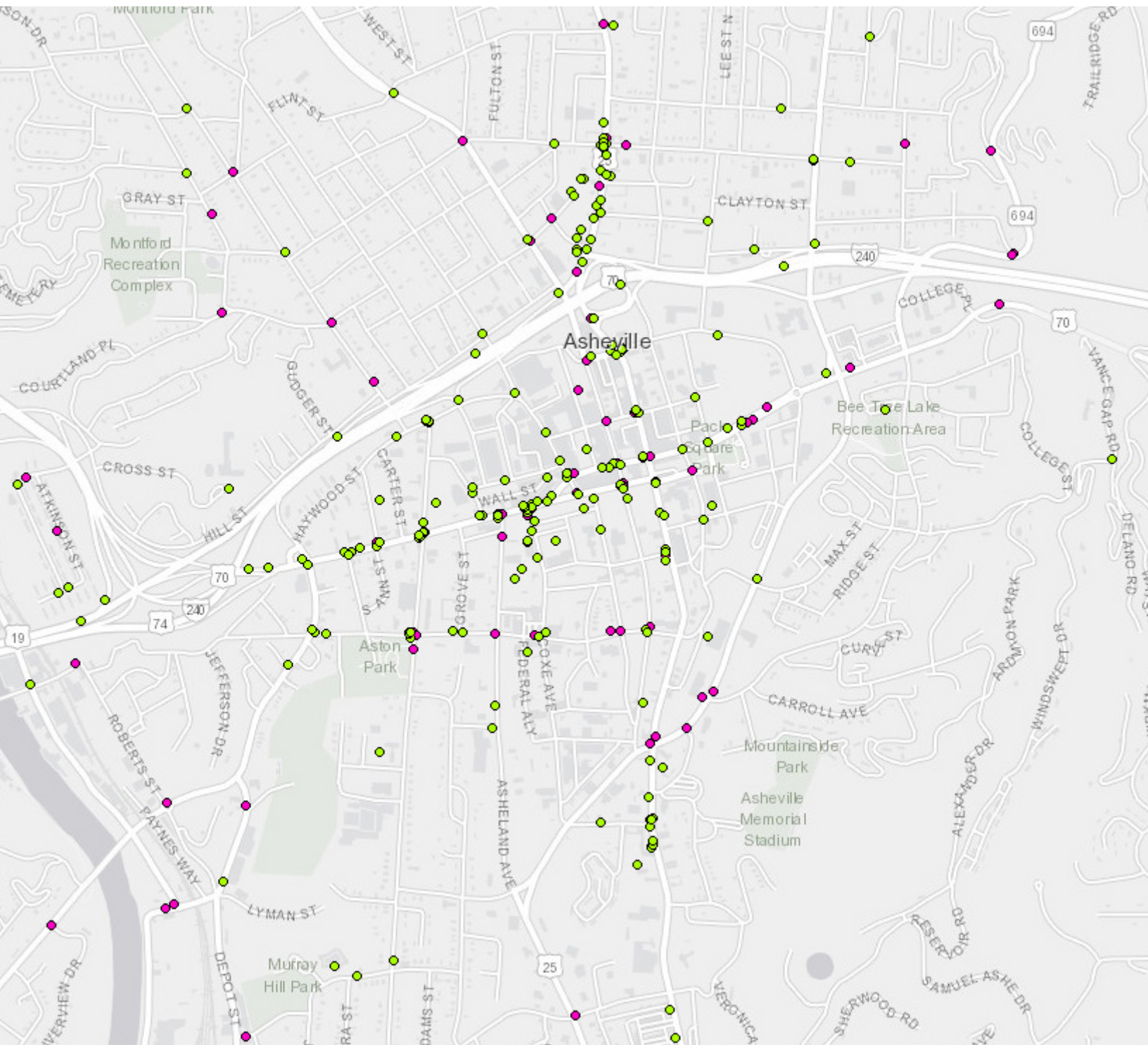
The program was aimed at tackling first- and last-mile transportation challenges to help residents without access to personal vehicles or ride share safely complete their journeys before and after using public transportation.



BIKE & PEDESTRIAN SAFETY



The map below displays data from the State of North Carolina indicating where automobile accidents involving a bikes (pink) or pedestrians (green) have taken place between 2007 and 2016. When considering utilizing wayfinding or creative placemaking to encourage connectivity and manage some of the capacity issues Downtown, a focus on safety is a must.



In 2009, the North Carolina Department of Transportation created the “Complete Streets” policy which directs the department to consider and incorporate several modes of transportation when building new projects or making improvements to existing projects. The City of Asheville has also committed to Complete Streets, referring to transportation policies and design guidelines that seek to create environments where all people are able to safely and conveniently access destinations within their communities. These goals are accomplished by crafting policies and designs that fully consider the needs of all travelers, regardless of age, ability, or mode of transportation.

Creating streets that are safe for walking was a goal for both the City of Asheville and Buncombe County. County-wide, the focus is on greenways and how they can connect existing walkable places. In Downtown Asheville, walkability is most focused on creating streets in downtown and nearby areas that are pedestrian-oriented and connected.

“The adoption of NCDOT’s Complete Streets policy and the formation and ongoing implementation of these guidelines will represent a significant change in the approach to street design for North Carolina. At the heart of this transition to Complete Streets is the understanding that “transportation” is not only about moving cars, but also about moving people and connecting, supporting, and building communities. **This includes the recognition that streets contribute to the quality of life and the economic vitality of places and are meant to serve all users.** It is about providing North Carolinians with safe, comfortable, and viable options for how they move about their communities.”



Documents: Haywood Streetscape Improvement Project, City of Asheville



Beginning in 2011, the Buncombe County Greenways & Trails Master Plan effort began with the goal of linking existing and proposed greenways together to create a regional system for recreation and active transportation. Involving over 2,500 people, the planning process resulted in a plan to guide multi-use trail investments in Buncombe County for the next 20 years.

Costing up to \$1 million per mile, the 102 miles of proposed greenways in Buncombe County will help to connect residents and visitors to existing amenities and also allow for additional investments. Currently, about 11 miles of greenway exist, including 5 miles in Asheville and 4 miles in Black Mountain. Buncombe County is committed to expanding the greenway system and is actively seeking partners willing to help with the expansion effort.

With topographic and environmental challenges to expanded roadway systems, the greenway system could provide needed connections without increasing congestion on existing roadways. They also serve as an environmentally friendly alternative to auto-transportation, encouraging active living and building on the strong history of outdoor recreation in Buncombe County.

In addition to serving as a regional transportation connection for residents and visitors in Buncombe County, the greenways have the potential to catalyze additional economic development. Whether dispersing people to new places in the county or providing new opportunities for local businesses to seek additional customers, greenways have the ability to create a better system of regional connectivity from those living in and visiting Asheville to the outer reaches of the county.



CASE STUDY

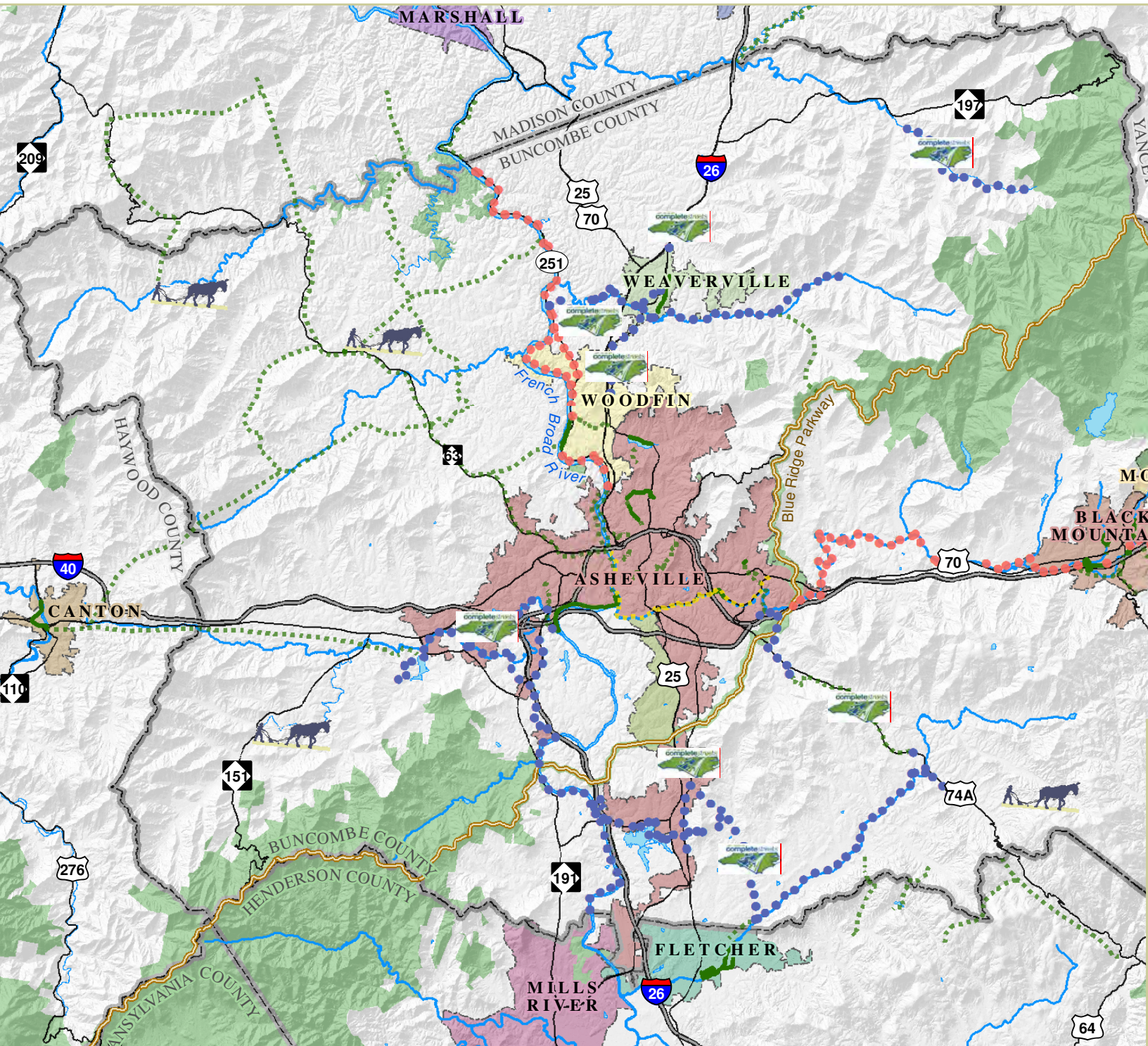
A study in Portland, Oregon found that though people that arrive on bike spend less per visit than those traveling by car, they visit more often, resulting in more money spent per month. “Looking at spending categorized by the respondent’s mode of travel, walkers seem to spend the most (defined as the greatest percentage spending more than \$100 per month), followed by bicyclists, then car drivers, and finally public transit users”.

(Andersen & Hall, n.d.) (Sztabinski, 2009, 17)



66% of Visitors said that the Blue Ridge Mountains were a very important reason they decided to visit Buncombe County.

With so many people visiting Buncombe County due to the outdoor amenities available, investing in the greenways system is an investment in not only the transportation system in the region, but also into the tourism economy.



SUMMARY & CONCLUSIONS

The Phase 1 Assessment process was a robust look at the Buncombe County community. After a careful review of best practices from successful tourism management plans, an analysis of Buncombe County's past and current planning efforts, data collection, and extensive community engagement, the TMIP project team has developed a deeper understanding of the current needs and opportunities facing Asheville and Buncombe County. Although there may be differing views of how to manage tourism and growth, one uniting theme throughout Phase 1 is that both residents and visitors recognize the special attributes that make Asheville and Buncombe County a wonderful place to live and visit.

From this research emerged four guiding principles that will continue to be referenced throughout the planning process. These included:

Protect & Celebrate Authenticity

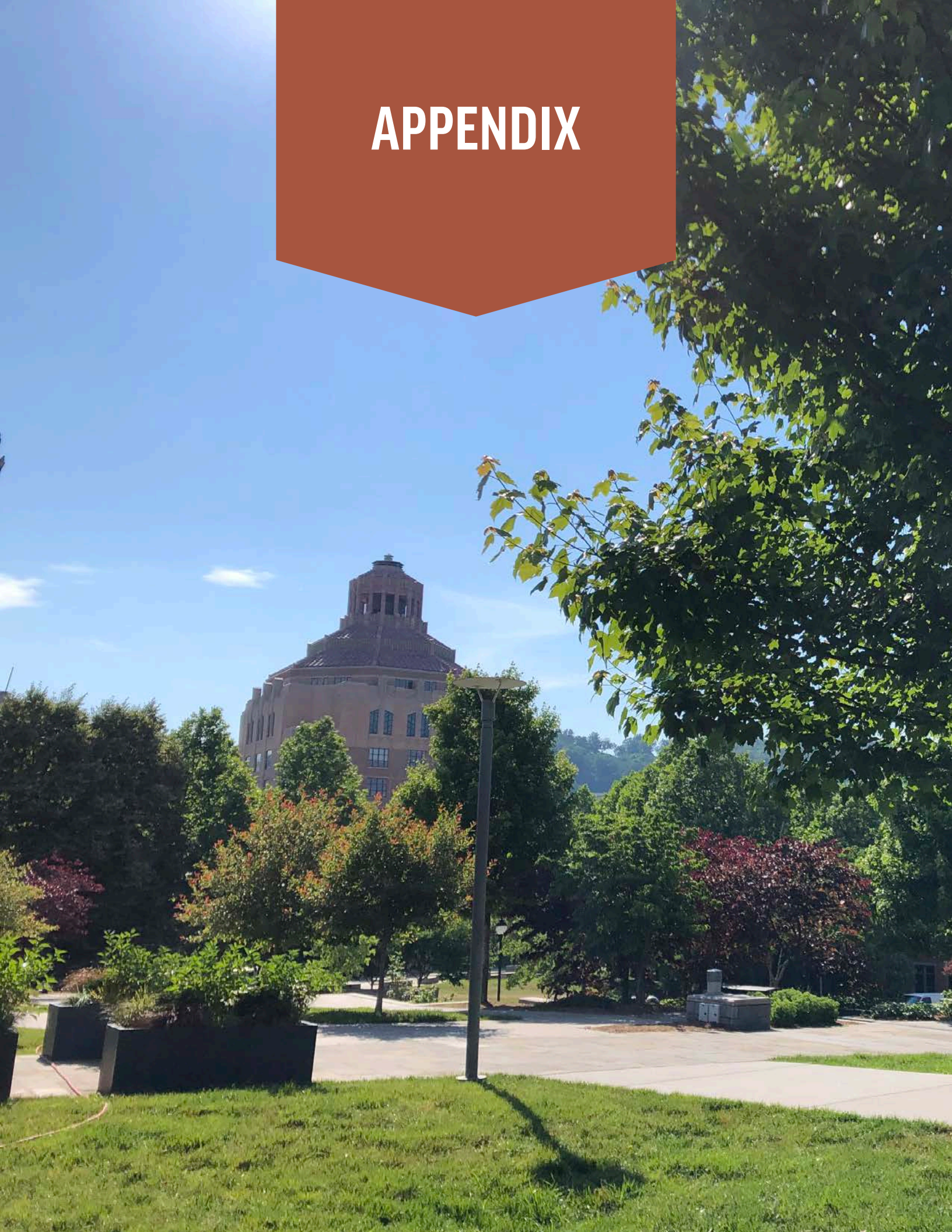
Harness the Benefits / Manage the Growth

Embrace Collaboration & Partnership

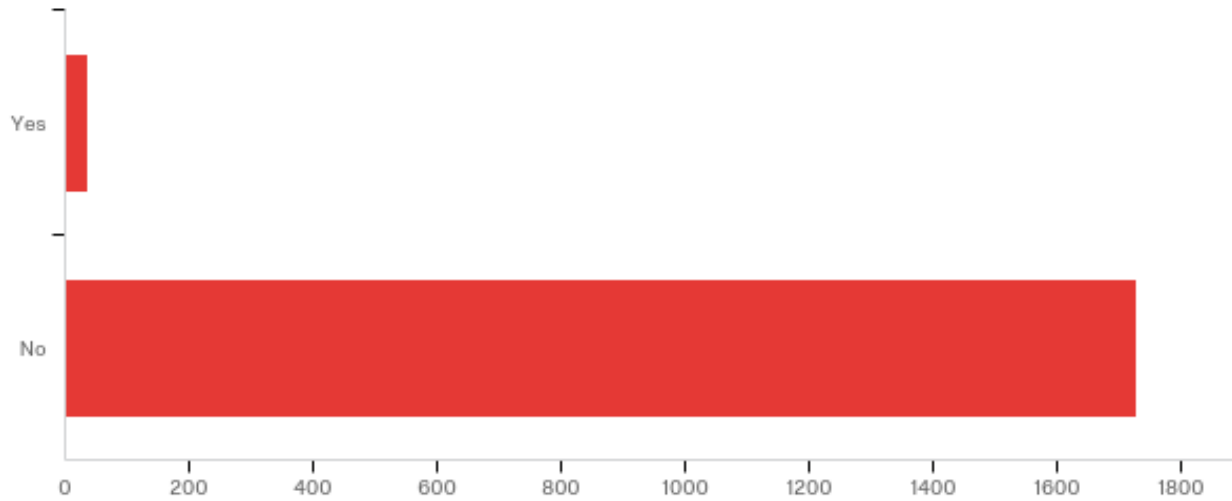
Encourage & Create Connectivity

The next phases of the Tourism Management and Investment Plan process will build upon the knowledge and understanding gained in this first phase. As the planning process continues, the project team will take an in-depth look at potential projects, continue stakeholder engagement, and examine the financing mechanisms and strategic sequencing necessary to make the greatest positive impact on Buncombe County and the residents that live there. The end result will be a strategic plan that enhances the resident and visitor experience while maintaining the unique value of place that exists in Buncombe County.

APPENDIX



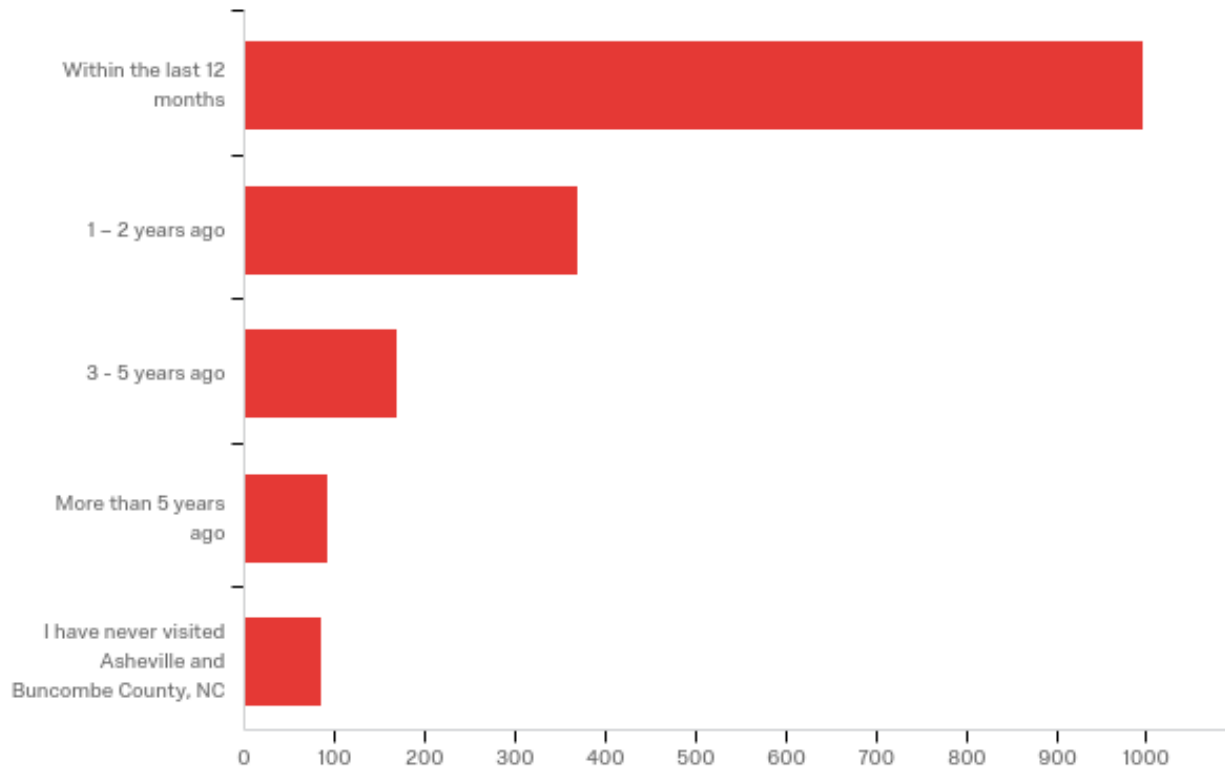
Q2 - Are you currently a resident of Buncombe County, NC?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you currently a resident of Buncombe County, NC?	1.00	2.00	1.98	0.14	0.02	1761

#	Answer	%	Count
1	Yes	1.99%	35
2	No	98.01%	1726
	Total	100%	1761

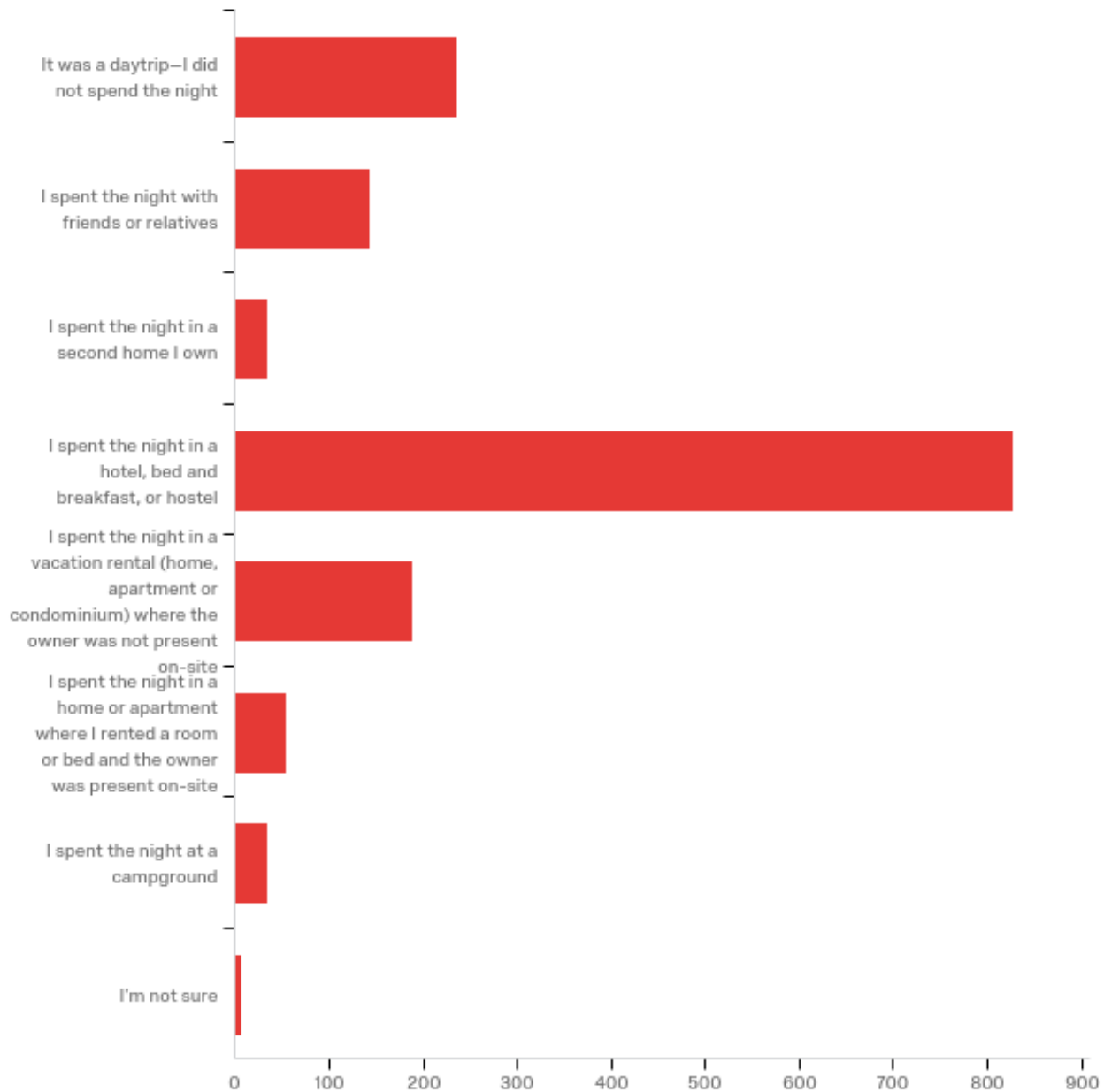
Q3 - When was your last visit to Asheville and Buncombe County, NC? This includes the towns of Black Mountain, Weaverville, Woodfin, and Biltmore Forest.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	When was your last visit to Asheville and Buncombe County, NC? This includes the towns of Black Mountain, Weaverville, Woodfin, and Biltmore Forest.	1.00	5.00	1.77	1.14	1.29	1712

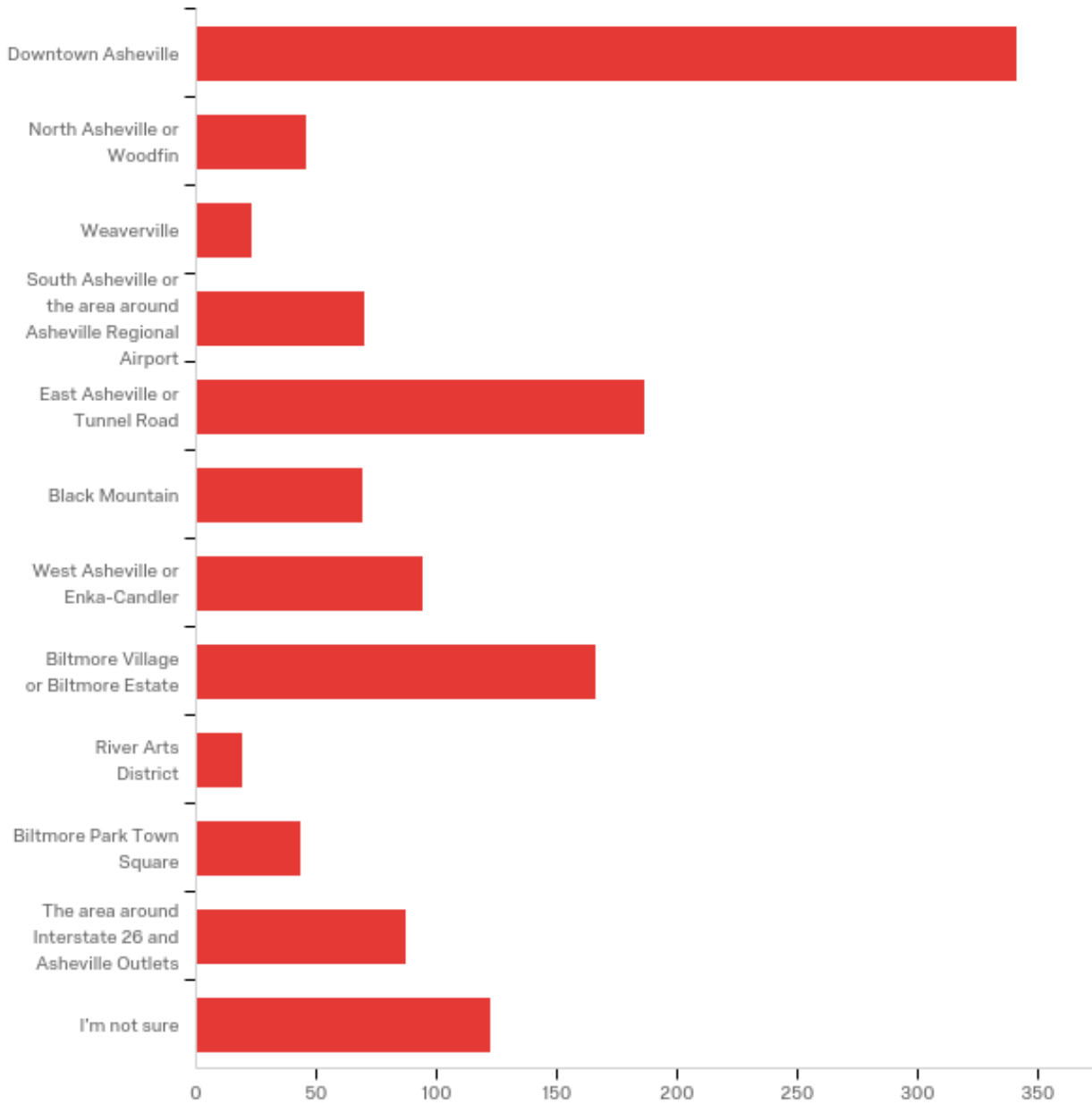
#	Answer	%	Count
1	Within the last 12 months	58.18%	996
2	1 – 2 years ago	21.55%	369
3	3 - 5 years ago	9.93%	170
4	More than 5 years ago	5.37%	92
5	I have never visited Asheville and Buncombe County, NC	4.96%	85
	Total	100%	1712

Q4 - What best describes your last visit to Asheville and Buncombe County?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What best describes your last visit to Asheville and Buncombe County?	541.00	549.00	543.63	1.55	2.40	1524

Q6 - What part of Asheville and Buncombe County did you stay in on your most recent visit?

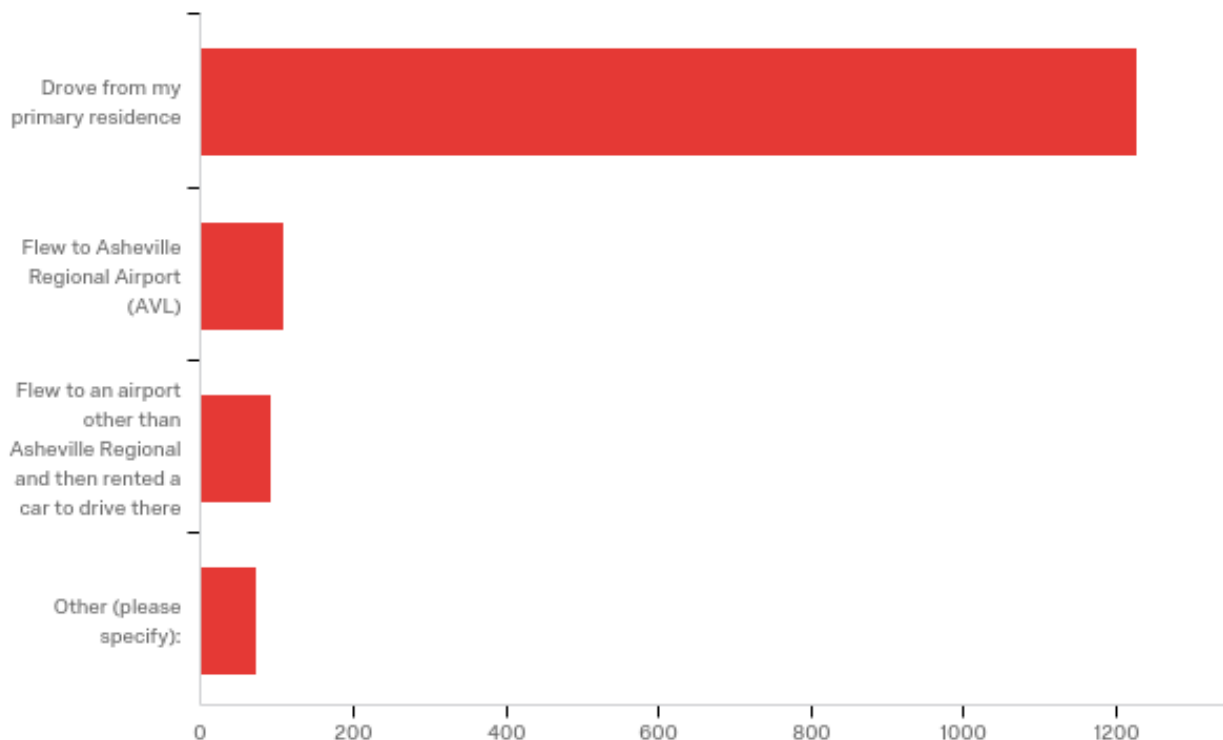


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What part of Asheville and Buncombe County did you stay in on your most recent visit?	1.00	12.00	5.64	3.77	14.18	1266

Q6 - What part of Asheville and Buncombe County did you stay in on your most recent visit?

#	Answer	%	Count
1	Downtown Asheville	26.94%	341
2	North Asheville or Woodfin	3.63%	46
3	Weaverville	1.82%	23
4	South Asheville or the area around Asheville Regional Airport	5.53%	70
5	East Asheville or Tunnel Road	14.69%	186
6	Black Mountain	5.45%	69
7	West Asheville or Enka-Candler	7.42%	94
8	Biltmore Village or Biltmore Estate	13.11%	166
9	River Arts District	1.50%	19
10	Biltmore Park Town Square	3.40%	43
11	The area around Interstate 26 and Asheville Outlets	6.87%	87
12	I'm not sure	9.64%	122
	Total	100%	1266

Q8 - How did you arrive in Asheville and Buncombe County on your most recent visit?

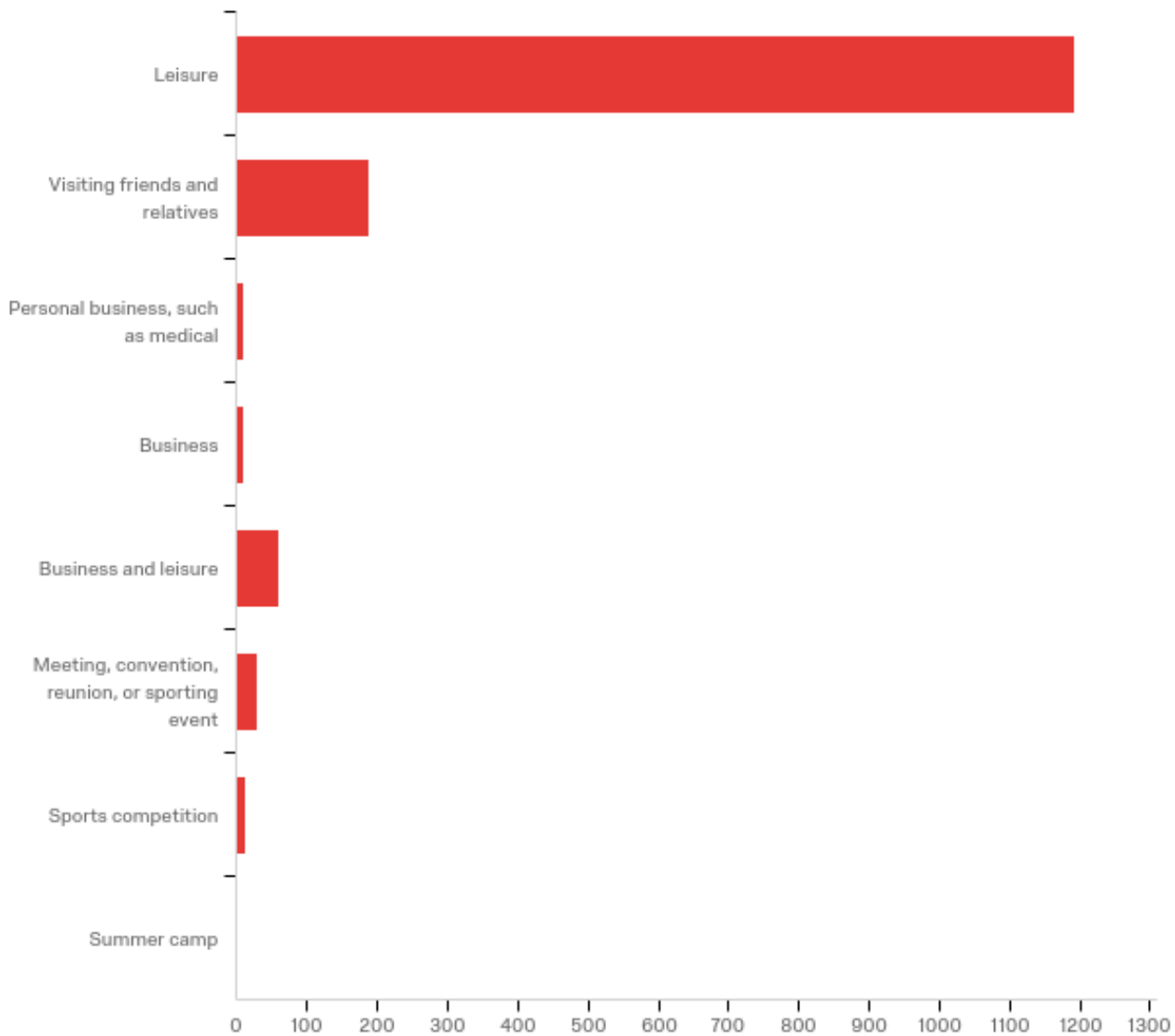


Visitor Survey Results, cont'd

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How did you arrive in Asheville and Buncombe County on your most recent visit? - Selected Choice	1.00	4.00	1.34	0.80	0.64	1503

#	Answer	%	Count
1	Drove from my primary residence	81.70%	1228
2	Flew to Asheville Regional Airport (AVL)	7.32%	110
3	Flew to an airport other than Asheville Regional and then rented a car to drive there	6.19%	93
4	Other (please specify):	4.79%	72
	Total	100%	1503

Q9 - What best describes the purpose of your most recent visit to Asheville and Buncombe County?

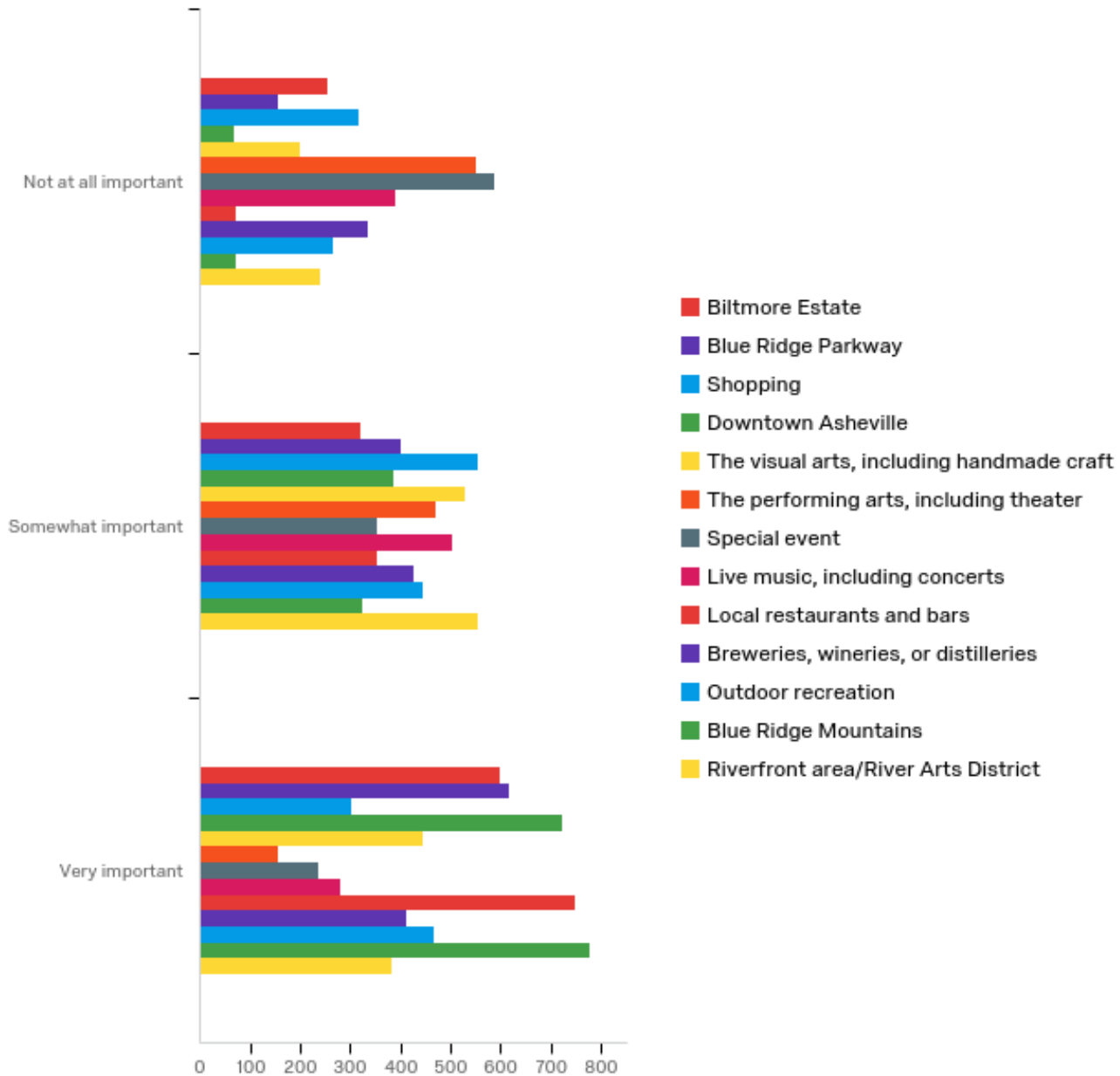


Visitor Survey Results, cont'd

#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What best describes the purpose of your most recent visit to Asheville and Buncombe County?	1.00	8.00	1.47	1.20	1.45	1500

#	Answer	%	Count
1	Leisure	79.47%	1192
2	Visiting friends and relatives	12.47%	187
3	Personal business, such as medical	0.60%	9
4	Business	0.67%	10
5	Business and leisure	4.00%	60
6	Meeting, convention, reunion, or sporting event	1.87%	28
7	Sports competition	0.80%	12
8	Summer camp	0.13%	2
	Total	100%	1500

Q10 - How important were each of the following in making your decision to visit Asheville and Buncombe County on your most recent visit?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Biltmore Estate	1.00	3.00	2.29	0.80	0.64	1175
2	Blue Ridge Parkway	1.00	3.00	2.40	0.71	0.50	1175
3	Shopping	1.00	3.00	1.99	0.73	0.53	1175
4	Downtown Asheville	1.00	3.00	2.56	0.60	0.36	1175

Visitor Survey Results, cont'd

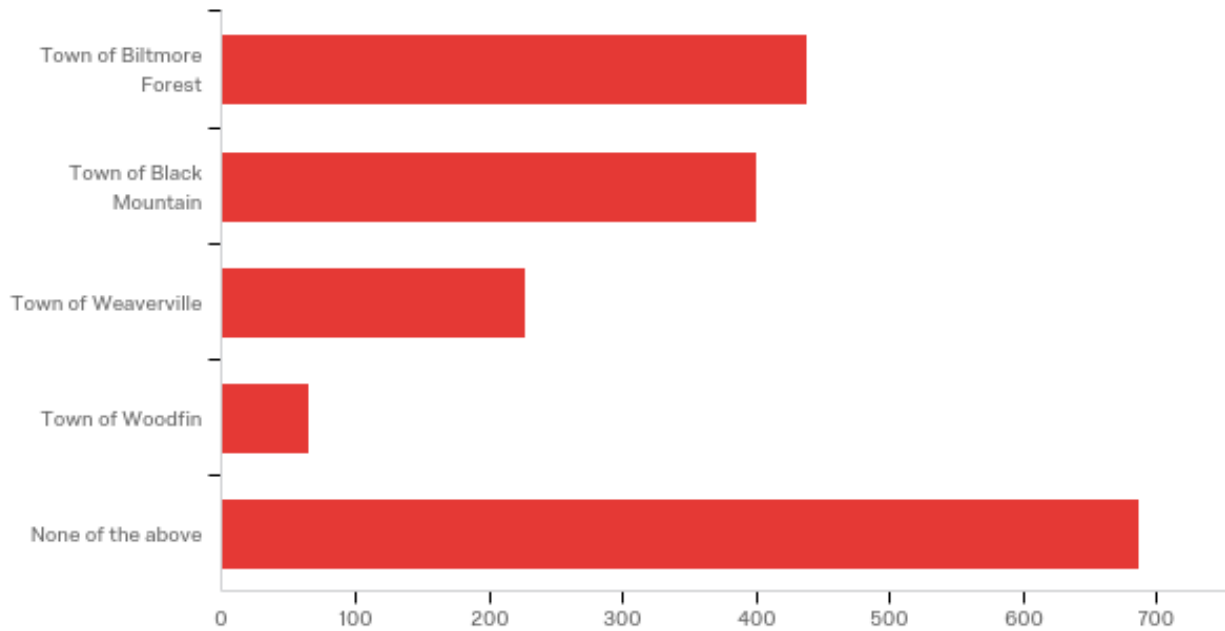
5	The visual arts, including handmade craft	1.00	3.00	2.21	0.71	0.51	1175
6	The performing arts, including theater	1.00	3.00	1.66	0.70	0.49	1175
7	Special event	1.00	3.00	1.70	0.78	0.61	1175
8	Live music, including concerts	1.00	3.00	1.90	0.75	0.56	1175
9	Local restaurants and bars	1.00	3.00	2.58	0.60	0.36	1175
10	Breweries, wineries, or distilleries	1.00	3.00	2.06	0.80	0.63	1175
11	Outdoor recreation	1.00	3.00	2.17	0.77	0.59	1175
12	Blue Ridge Mountains	1.00	3.00	2.60	0.60	0.36	1175
13	Riverfront area/River Arts District	1.00	3.00	2.12	0.72	0.51	1175

#	Question	Not at all important		Somewhat important		Very important		Total
1	Biltmore Estate	21.79%	256	27.15%	319	51.06%	600	1175
2	Blue Ridge Parkway	13.11%	154	34.21%	402	52.68%	619	1175
3	Shopping	26.89%	316	47.32%	556	25.79%	303	1175
	Downtown Asheville	5.62%	66	32.77%	385	61.62%	724	1175
	The visual arts, including handmade craft	17.11%	201	44.94%	528	37.96%	446	1175
	The performing arts, including theater	46.81%	550	40.09%	471	13.11%	154	1175
	Special event	49.96%	587	29.96%	352	20.09%	236	1175
	Live music, including concerts	33.36%	392	42.89%	504	23.74%	279	1175
	Local restaurants and bars	6.04%	71	30.21%	355	63.74%	749	1175
	Breweries, wineries, or distilleries	28.68%	337	36.34%	427	34.98%	411	1175
	Outdoor recreation	22.47%	264	37.87%	445	39.66%	466	1175
	Blue Ridge Mountains	6.21%	73	27.66%	325	66.13%	777	1175
	Riverfront area/River Arts District	20.34%	239	47.15%	554	32.51%	382	1175

Q12 - Which of the following did you participate in or visit on your most recent visit to Asheville and Buncombe County? Please select all that apply.

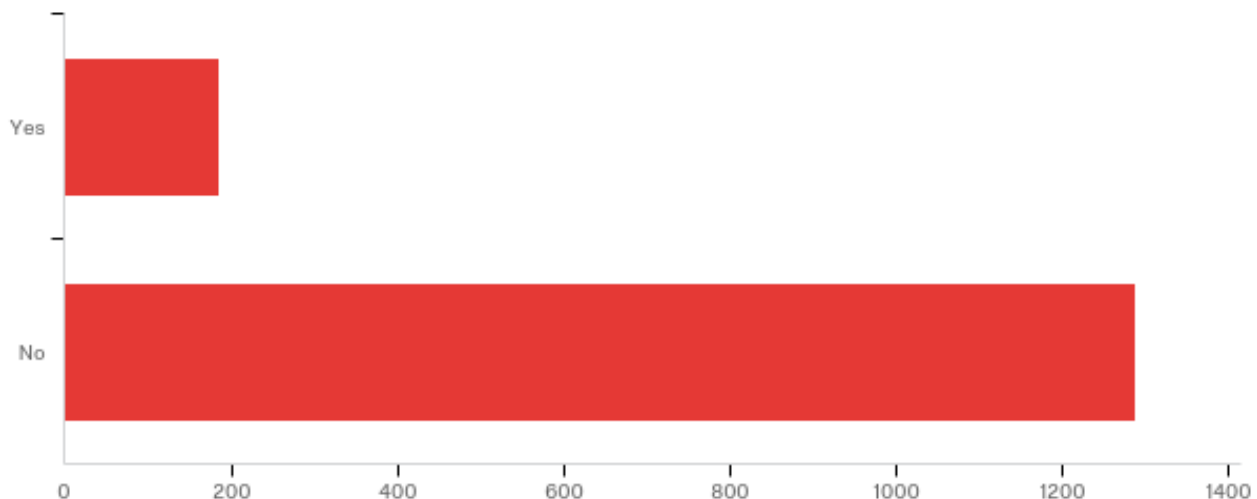
#	Answer	%	Count
63	Local restaurants and bars	14.01%	1193
58	Downtown Asheville	13.50%	1150
57	Shopping	10.38%	884
66	Blue Ridge Mountains	9.71%	827
56	Blue Ridge Parkway	9.65%	822
55	Biltmore Estate	8.91%	759
64	Breweries, wineries, or distilleries	7.73%	658
67	Riverfront area/River Arts District	6.60%	562
59	The visual arts, including handmade craft	6.28%	535
65	Outdoor recreation	5.94%	506
62	Live music, including concerts	3.82%	325
61	Special event	2.40%	204
60	The performing arts, including theater	1.03%	88
68	None of the above	0.05%	4
	Total	100%	8517

Q13 - Did you visit any of the following communities on your most recent visit to Asheville and Buncombe County? Please select all that apply.

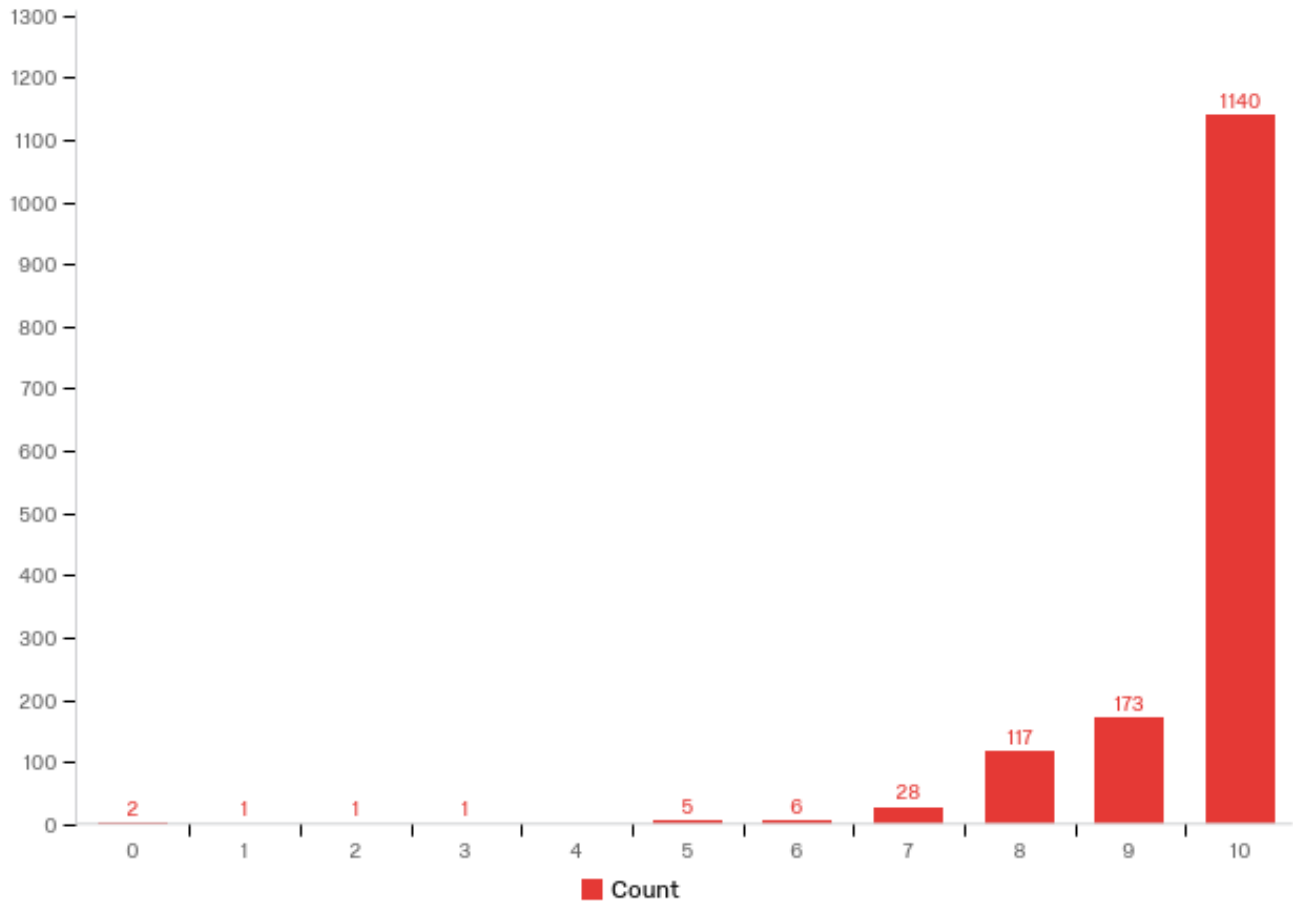


#	Answer	%	Count
1	Town of Black Mountain	22.06%	401
2	Town of Weaverville	12.49%	227
3	Town of Woodfin	3.58%	65
4	None of the above	37.79%	687
	Total	100%	1380

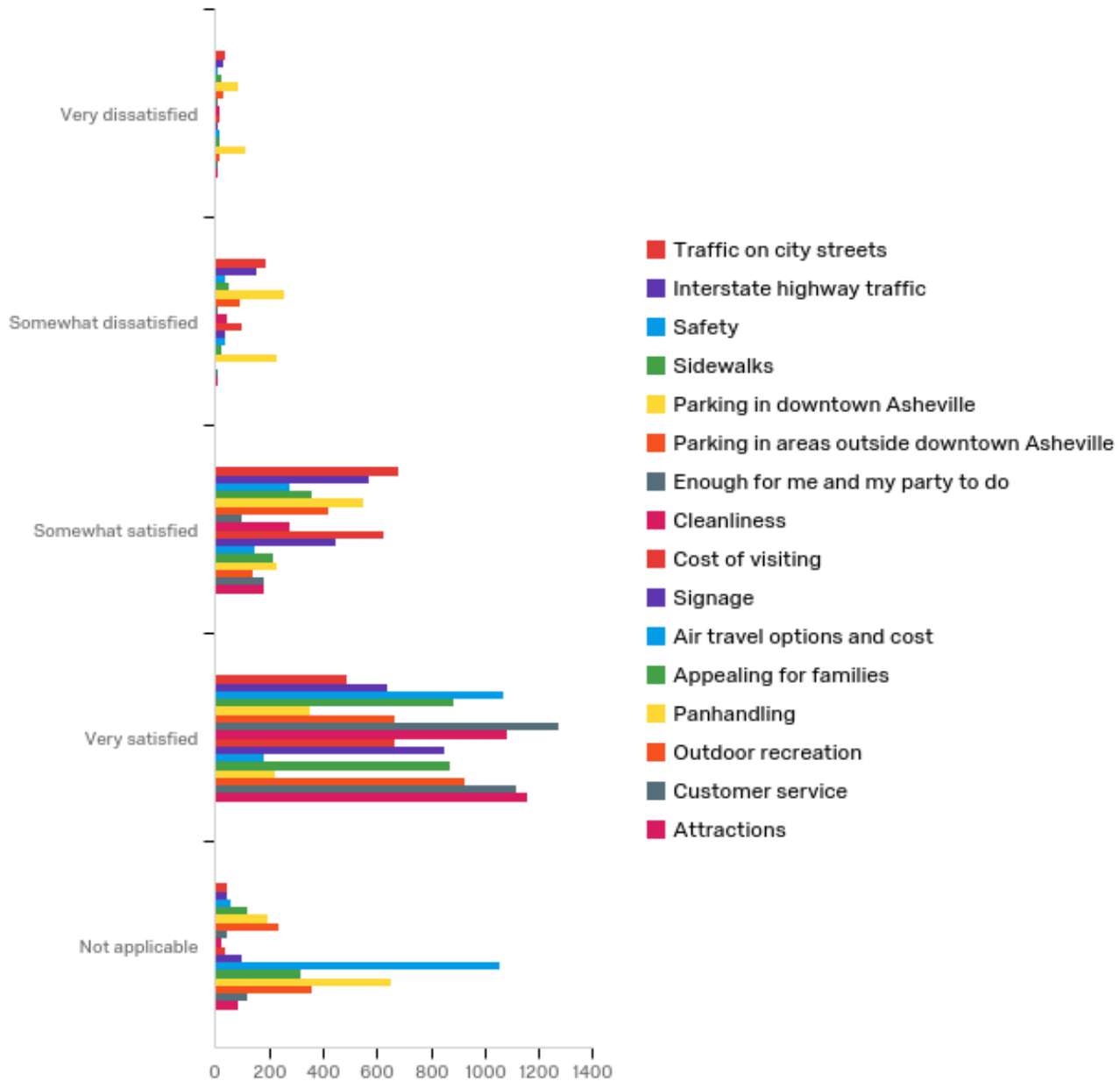
Q15 - Were there any members of your party under the age of 18?



Q16 - On a scale of 0 to 10, with 0 being not at all and 10 being extremely likely, how likely are you to recommend visiting Asheville and Buncombe County to your friends or family?



Q18 - How satisfied were you with each of the following on your most recent visit to Asheville and Buncombe County?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Traffic on city streets	1.00	5.00	3.22	0.80	0.64	1442
2	Interstate highway traffic	1.00	5.00	3.35	0.80	0.64	1442
3	Safety	1.00	5.00	3.78	0.57	0.33	1442
4	Sidewalks	1.00	5.00	3.71	0.73	0.54	1442

Q18 - How satisfied were you with each of the following on your most recent visit to Asheville and Buncombe County?

5	Parking in downtown Asheville	1.00	5.00	3.22	1.08	1.16	1442
6	Parking in areas outside downtown Asheville	1.00	5.00	3.69	0.89	0.78	1442
7	Enough for me and my party to do	1.00	5.00	3.92	0.45	0.21	1442
8	Cleanliness	1.00	5.00	3.73	0.60	0.37	1442
9	Cost of visiting	1.00	5.00	3.43	0.71	0.50	1442
10	Signage	1.00	5.00	3.68	0.67	0.45	1442
11	Air travel options and cost	1.00	5.00	4.55	0.85	0.72	1442
12	Appealing for families	1.00	5.00	4.01	0.72	0.52	1442
13	Panhandling	1.00	5.00	3.74	1.37	1.89	1442
14	Outdoor recreation	1.00	5.00	4.12	0.66	0.44	1442
15	Customer service	1.00	5.00	3.92	0.54	0.29	1442
16	Attractions	1.00	5.00	3.90	0.51	0.26	1442

#	Question	Very dissatisfied		Somewhat dissatisfied		Somewhat satisfied		Very satisfied		Not applicable		Total
1	Traffic on city streets	2.43%	35	13.04%	188	47.36%	683	33.98%	490	3.19%	46	1442
2	Interstate highway traffic	2.36%	34	10.54%	152	39.60%	571	44.31%	639	3.19%	46	1442
3	Safety	0.55%	8	2.50%	36	19.07%	275	74.06%	1068	3.81%	55	1442
4	Sidewalks	1.60%	23	3.61%	52	25.10%	362	61.51%	887	8.18%	118	1442
5	Parking in downtown Asheville	6.03%	87	17.61%	254	38.28%	552	24.55%	354	13.52%	195	1442
	Parking in areas outside downtown Asheville	1.94%	28	6.31%	91	29.26%	422	46.19%	666	16.30%	235	1442
	Enough for me and my party to do	0.90%	13	0.83%	12	6.73%	97	88.49%	1276	3.05%	44	1442
	Cleanliness	1.32%	19	2.84%	41	19.35%	279	74.97%	1081	1.53%	22	1442

Visitor Survey Results, cont'd

Cost of visiting	1.18%	17	6.66%	96	43.20%	62 3	46.39%	669	2.57%	37	144 2
Signage	0.69%	10	2.77%	40	30.79%	44 4	58.95%	850	6.80%	98	144 2
Air travel options and cost	0.97%	14	2.57%	37	10.33%	14 9	12.76%	184	73.37%	105 8	144 2
Appealing for families	0.97%	14	1.60%	23	14.77%	21 3	60.40%	871	22.26%	321	144 2
Panhandling	7.84%	11 3	15.95%	23 0	15.74%	22 7	15.19%	219	45.28%	653	144 2
Outdoor recreation	1.11%	16	0.21%	3	9.50%	13 7	64.22%	926	24.97%	360	144 2
Customer service	0.62%	9	0.90%	13	12.76%	18 4	77.53%	111 8	8.18%	118	144 2
Attractions	0.62%	9	0.76%	11	12.62%	18 2	80.17%	115 6	5.83%	84	144 2

Q20 - The Buncombe County Tourism Development Authority (the local tourism promotion agency for Asheville and Buncombe County) is currently developing a tourism management and investment plan to guide future efforts. Please rate the following areas on how important they are to you as a recent visitor to Asheville and Buncombe County.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Maintaining parks and sports venues	1.00	3.00	2.56	0.61	0.37	1402
2	Developing new sports facilities and entertainment facilities	1.00	3.00	1.85	0.68	0.47	1402
3	Better sidewalks/making city more walkable	1.00	3.00	2.46	0.58	0.34	1402

Visitor Survey Results, cont'd

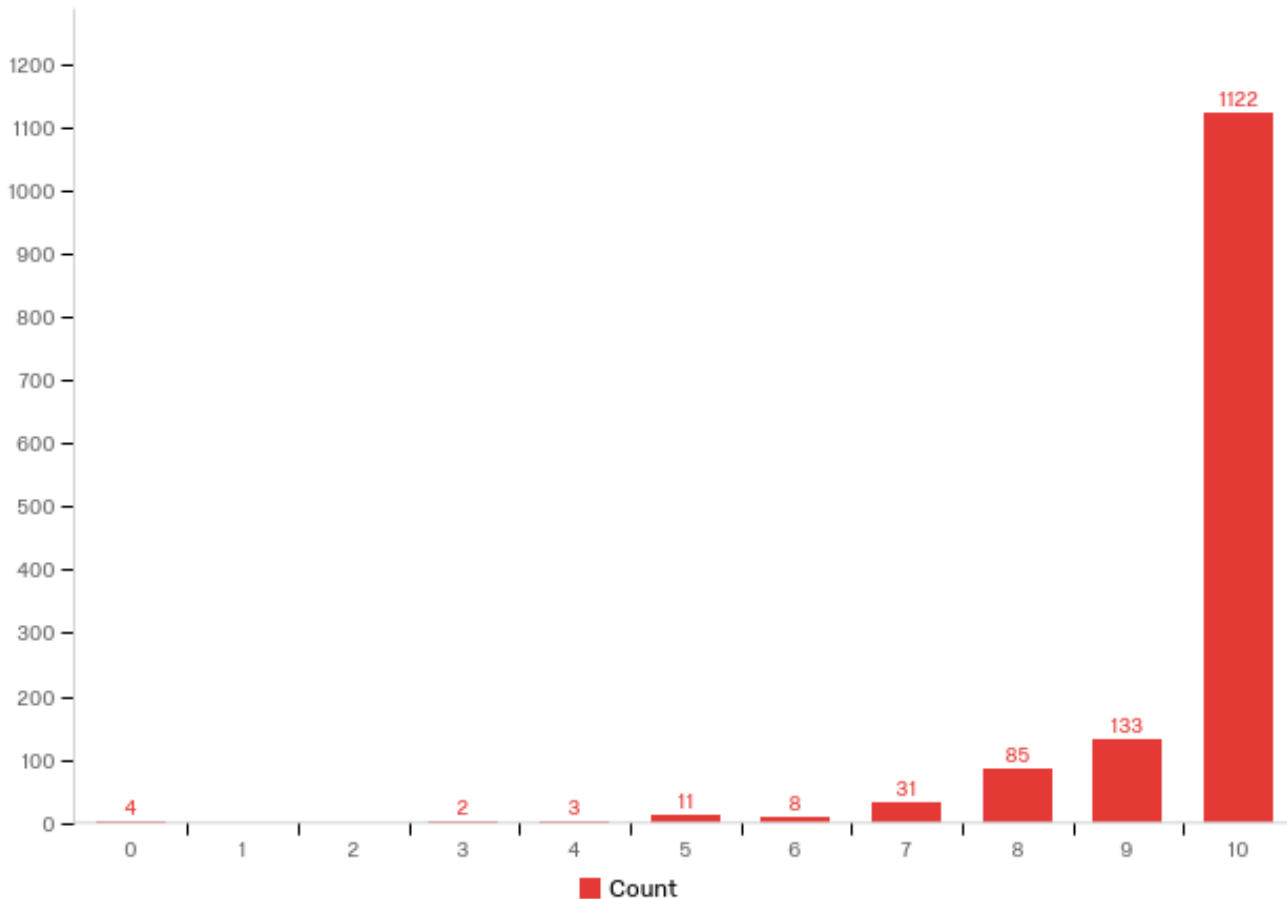
4	Parking	1.00	3.00	2.68	0.50	0.25	1402
5	Walking trails or bike paths	1.00	3.00	2.47	0.66	0.43	1402
6	City cleanliness	1.00	3.00	2.81	0.41	0.17	1402
7	Transportation – buses, trolley, shuttles, etc.	1.00	3.00	2.36	0.67	0.45	1402
8	Homelessness	1.00	3.00	2.48	0.64	0.41	1402
9	Panhandling	1.00	3.00	2.47	0.65	0.43	1402
10	Public safety and policing issues	1.00	3.00	2.72	0.50	0.25	1402
11	Housing affordability	1.00	3.00	2.17	0.78	0.61	1402
12	More and different restaurants	1.00	3.00	2.41	0.62	0.38	1402
13	More and different retail	1.00	3.00	2.23	0.68	0.46	1402
14	Supporting local small businesses	1.00	3.00	2.72	0.50	0.25	1402
15	Signage	1.00	3.00	2.45	0.58	0.33	1402
16	Developing or renovating new tourist districts/areas	1.00	3.00	2.40	0.62	0.39	1402
17	Developing or renovating additional arts businesses and events	1.00	3.00	2.36	0.62	0.38	1402
18	Developing or renovating additional sports venues or facilities	1.00	3.00	1.79	0.70	0.49	1402
19	Providing signage in the community	1.00	3.00	2.33	0.61	0.37	1402
20	Support for arts and culture	1.00	3.00	2.56	0.59	0.35	1402

#	Question	Not at all important		Somewhat important		Very important		Total
1	Maintaining parks and sports venues	6.35%	89	31.74%	445	61.91%	868	1402
2	Developing new sports facilities and entertainment facilities	32.31%	453	50.78%	712	16.90%	237	1402
3	Better sidewalks/making city more walkable	4.35%	61	45.15%	633	50.50%	708	1402
	Parking	1.78%	25	28.74%	403	69.47%	974	1402
	Walking trails or bike paths	9.20%	129	34.59%	485	56.21%	788	1402
	City cleanliness	0.71%	10	17.55%	246	81.74%	1146	1402
	Transportation – buses, trolley, shuttles, etc.	11.20%	157	41.44%	581	47.36%	664	1402
	Homelessness	7.85%	110	36.38%	510	55.78%	782	1402

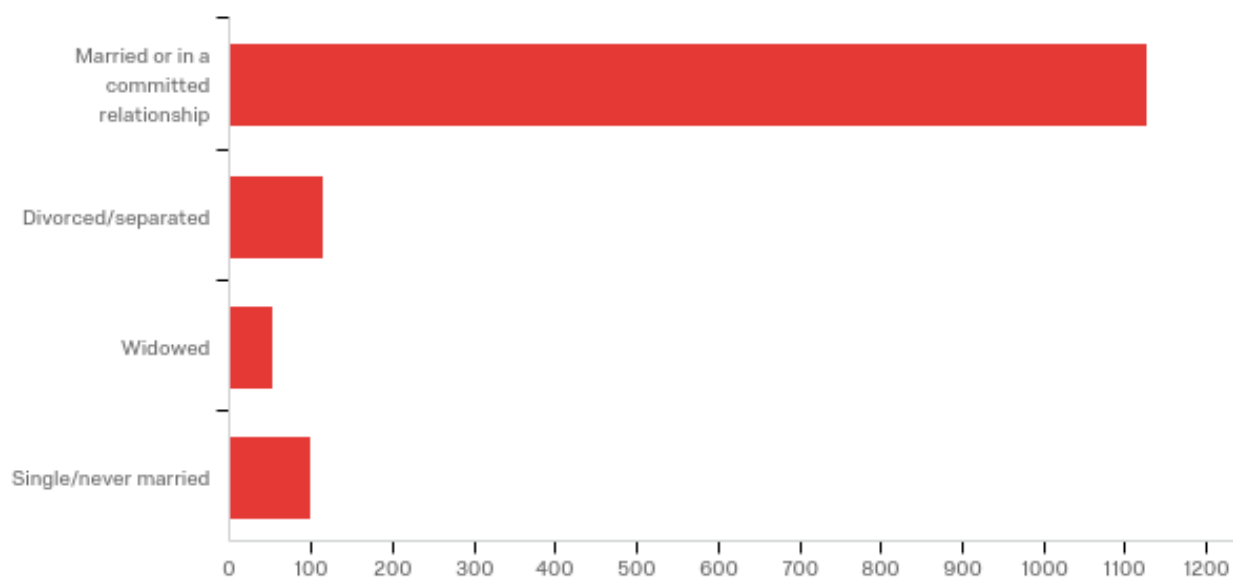
Visitor Survey Results, cont'd

Panhandling	8.84%	124	35.24%	494	55.92%	784	1402
Public safety and policing issues	2.21%	31	23.89%	335	73.89%	1036	1402
Housing affordability	23.68%	332	35.81%	502	40.51%	568	1402
More and different restaurants	7.06%	99	44.65%	626	48.29%	677	1402
More and different retail	14.12%	198	48.72%	683	37.16%	521	1402
Supporting local small businesses	2.35%	33	23.25%	326	74.39%	1043	1402
Signage	4.28%	60	46.29%	649	49.43%	693	1402
Developing or renovating new tourist districts/areas	7.28%	102	45.51%	638	47.22%	662	1402
Developing or renovating additional arts businesses and events	7.63%	107	48.86%	685	43.51%	610	1402
Developing or renovating additional sports venues or facilities	36.80%	516	47.15%	661	16.05%	225	1402
Providing signage in the community	7.28%	102	52.00%	729	40.73%	571	1402
Support for arts and culture	4.99%	70	33.74%	473	61.27%	859	1402

Q22 - On a scale of 0 to 10, with 0 being extremely unlikely and 10 being extremely likely, how likely is it that you will visit Asheville and Buncombe County again in the future?



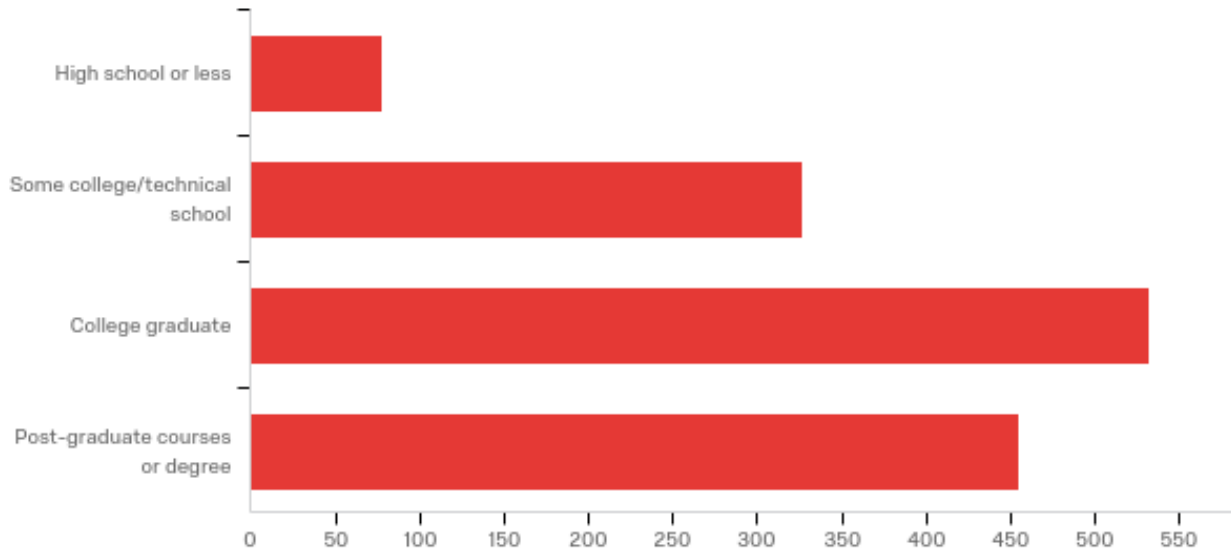
Q25 - Are you currently...?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you currently...?	1.00	4.00	1.37	0.86	0.74	1394

#	Answer	%	Count
1	Married or in a committed relationship	80.85%	1127
2	Divorced/separated	8.18%	114
3	Widowed	3.87%	54
4	Single/never married	7.10%	99
	Total	100%	1394

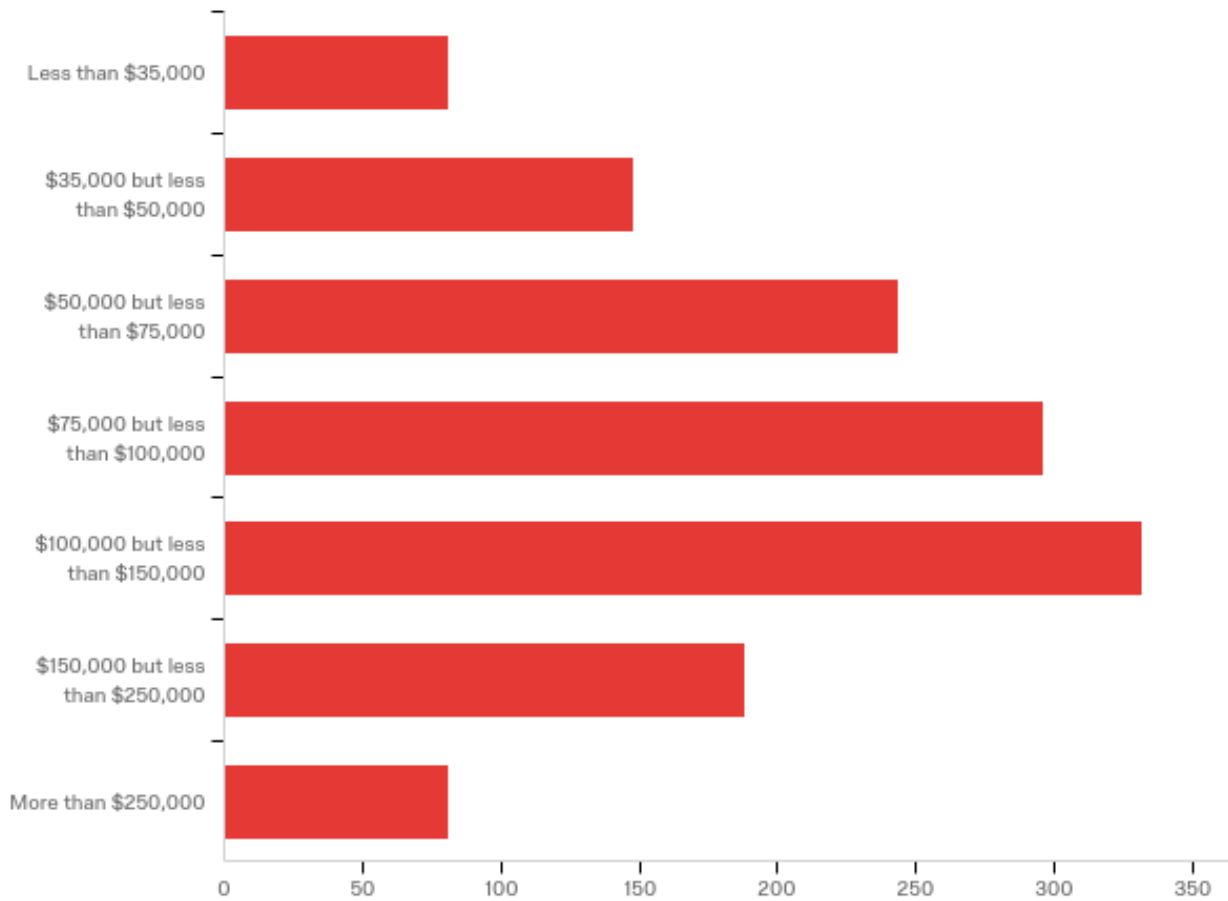
Q26 - Which of the following categories best represents the last grade of school you completed?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Which of the following categories best represents the last grade of school you completed?	1.00	4.00	2.98	0.89	0.79	1392

#	Answer	%	Count
1	High school or less	5.60%	78
2	Some college/technical school	23.49%	327
3	College graduate	38.22%	532
4	Post-graduate courses or degree	32.69%	455
	Total	100%	1392

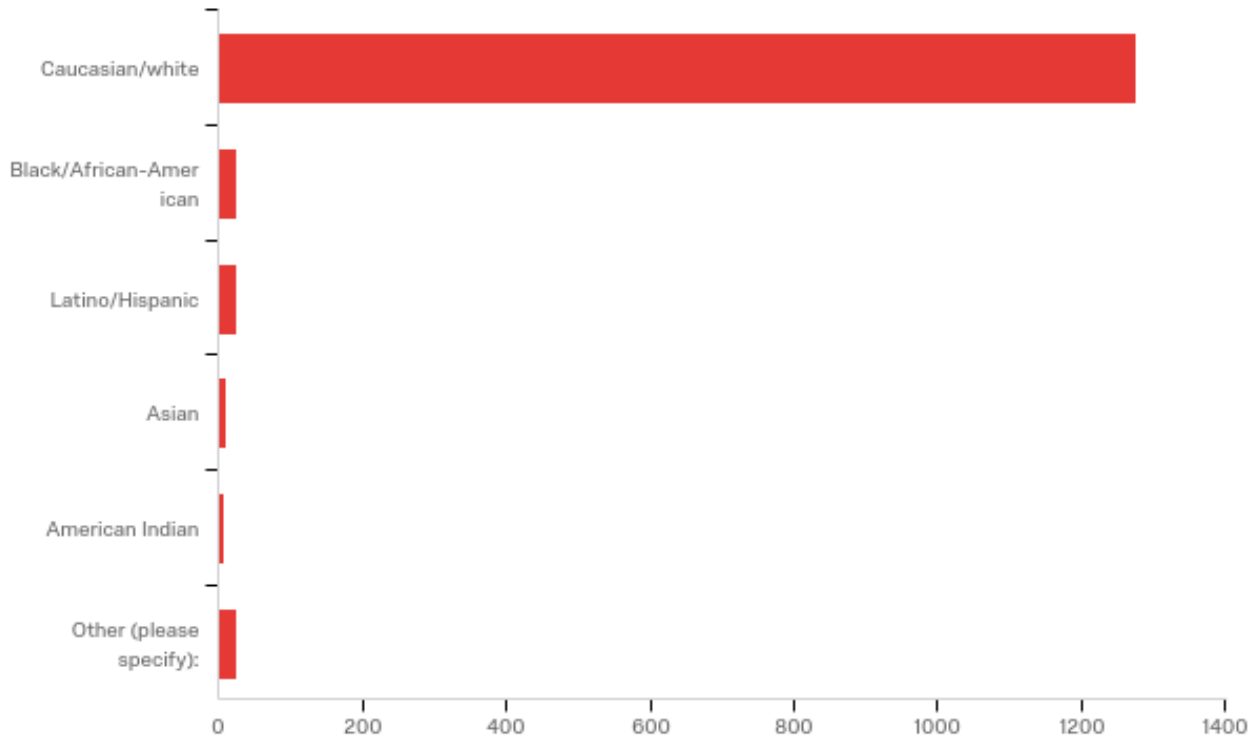
Q27 - Which of the following categories best represents the total annual income for your household before taxes?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Which of the following categories best represents the total annual income for your household before taxes?	1.00	7.00	4.12	1.57	2.45	1370

#	Answer	%	Count
1	Less than \$35,000	5.91%	81
2	\$35,000 but less than \$50,000	10.80%	148
3	\$50,000 but less than \$75,000	17.81%	244
4	\$75,000 but less than \$100,000	21.61%	296
5	\$100,000 but less than \$150,000	24.23%	332
6	\$150,000 but less than \$250,000	13.72%	188
7	More than \$250,000	5.91%	81
	Total	100%	1370

Q28 - Which of the following best describes your racial and ethnic heritage? Are you...?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Which of the following best describes your racial and ethnic heritage? Are you...? - Selected Choice	1.00	6.00	1.19	0.81	0.66	1369

#	Answer	%	Count
1	Caucasian/white	93.21%	1276
2	Black/African-American	1.90%	26
3	Latino/Hispanic	1.75%	24
4	Asian	0.80%	11
5	American Indian	0.51%	7
6	Other (please specify):	1.83%	25
	Total	100%	1369

Station #1 - Tell Us About Yourself

Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
41 to 60	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$50,000-\$75,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	i'm worried that asheville is experiencing overtourism and is at a crucial turning point now. we are about to lose/ruin what makes asheville so special
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	\$50,000-\$75,000	No	Not Employed		My personal car	learn about tourism plan & budgeting
61 & over	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	\$50,000-\$75,000	No	Not Employed		My personal car	just curious about why all this tourism money can't pave our roads
25 & under	Black/African American	Male	The City of Asheville	Less than high school		Yes, there are 3+ children	Temporarily out of the labor market (student, maternity/paternity leave, etc.)		Bike	cookies
61 & over	Black/African American	Male	The City of Asheville	Bachelor's Degree	\$75,000-\$100,000	No	Not Employed		My personal car	interest in what i can share pertaining to education
61 & over	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	Over \$100,000	No	Not Employed		My personal car	
61 & over	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	Over \$100,000	No	Not Employed		My personal car	just info
61 & over	Caucasian/White	Male	In Buncombe County, but not within the Asheville City limits	Bachelor's Degree	\$50,000-\$75,000	No	Not Employed		My personal car	we will have a chance to affect tourism development management in AVL
61 & over	Caucasian/White	Male	In Buncombe County, but not within the Asheville City limits	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Part-Time	I work in a tourism or hospitality related sector	My personal car	opportunity to provide input. advocating for the sport of tennis.
61 & over	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher		No	Not Employed		My personal car	interested in how TDA money can enhance quality of life in Aville.

Station #1 - Tell Us About Yourself

Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	\$50,000-\$75,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	i want TDA to have a bigger investment in the local projects - particularly maintenance. your tourists wear it down, but residents have to repair/replace
61 & over	Caucasian/White	Male	In Buncombe County but not within Asheville City limits	Master's Degree or Higher	\$75,000-\$100,000	No	Not Employed		My personal car	possibility of funding for city improvements. public spaces like a haywood-page
61 & over	Caucasian/White	Female	In Buncombe County but not within Asheville City limits	Master's Degree or Higher		No	Not Employed		My personal car	we need to use more of the hotel tax to benefit the community directly
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher		No	Employed Full-Time	I do not work in a tourism or hospitality related sector	Walking	bring southside projects together with South Slope of Southside
61 & over	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	i want input into the future of Asheville & how tourism will input it - greatly. I want tourist tax revenues (beyond out of market advertising) to share in the cost of servicing this high impact industry & retain our quality of life
61 & over	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher		No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	very interested in function of TDA & how (illegible) made for \$ allocation
41 to 60	Black/African American	Male	The City of Asheville	Master's Degree or Higher		No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	interested in learning how the tourist industry function as it relates to support for the under served
41 to 60	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher		No	Employed Full-Time	I do not work in a tourism or hospitality related sector	Walking	potential to support more public green space in Asheville, especially downtown
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	opportunity to help AVL become the recognized center for the arts, culture and technology in WNC

Station #1 - Tell Us About Yourself

Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher		No	Employed Part-Time	I do not work in a tourism or hospitality related sector	Walking	interested in how to receive funding to preserve the Il Collier Avenue wood in the South Slope of Asheville
41 to 60	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	\$75,000-\$100,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	interested in seeing TDA money investd wisely in projects that meet both TDA needs and community needs
41 to 60	Black/African American	Female	The City of Asheville	Some college	Less than \$35,000	Yes, there are 1-2 children	Employed Full-Time	I do not work in a tourism or hospitality related sector	Taxi/Ride-Share	i work here and was wondering what was happening
26 to 40	Black/African American	Female	The City of Asheville		Less than \$35,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	
41 to 60	Asian	Male	The City of Asheville	Bachelor's Degree	Over \$100,000	Yes, there are 1-2 children	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	
26 to 40	Black/African American	Female	Outside of Buncombe County	Master's Degree or Higher	\$35,000-\$50,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	because there is a need for tourism to connect w/community! As we have more visitation, we also need more infrastructure.
26 to 40	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	\$35,000-\$50,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	nice to have opportunity to learn more about what is going on and ask questions, share ideas, etc.
61 & over	Caucasian/White	Female	The City of Asheville	Bachelor's Degree		No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	hopefully TDA can bring their hideous practices under control!
41 to 60	Black/African American	Female	In Buncombe County but not within the Asheville City limits	Some college	Less than \$35,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	
41 to 60	Black/African American	Female	In Buncombe County but not within the	Some college	Less than \$35,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	

Station #1 - Tell Us About Yourself

Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over	Caucasian/White	Male		Master's Degree or Higher	Over \$100,000	No	Employed Part-Time	I work in a tourism or hospitality related sector	My personal car	running & walking & bike trails occupancy funds allocations
26 to 40	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$35,000-\$50,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	while distrustful of the intentions behind it, i hope that by participating in this process more funding can go towards critical community needs
61 & over	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	\$75,000-\$100,000	No	Not Employed	I do not work in a tourism or hospitality related sector	My personal car	information & support
41 to 60	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	\$35,000-\$50,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	i appreciate the opportunity to give feedback. as a native Ashevilleian I appreciate a value the tourism economy, but am keenly aware that Asheville is more than a tourist town and needs to be treated as such
26 to 40	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$35,000-\$50,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	
41 to 60	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	Over \$100,000	Yes, there are 1-2 children	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	i'm excited that TDA is opening up to the public having a big role in community projects related to tourism and hope they will invest significantly in public transit affordable housing and early childhood education with occupancy tax revenue
25 & under	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	\$35,000-\$50,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	
61 & over		Female	The City of Asheville	Master's Degree or Higher	\$50,000-\$75,000	No			My personal car	

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Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over	Caucasian/White	Female	In Buncombe County, but not within Asheville City limits	Bachelor's Degree	\$75,000-\$100,000	No	Not Employed		My personal car	it's exciting to be able to provide input
26 to 40	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	\$75,000-\$100,000	Yes, there are 1-2 children	Employed Full-Time	I do not work in a tourism or hospitality related sector	Bike	i hope to learn about the investments the TDA makes and encourage investment in transportation services for workers
41 to 60	Caucasian/White	Other	In Buncombe County, but not within Asheville City limits	Master's Degree or Higher	Less than \$35,000	No	Employed Part-Time	I work in a tourism or hospitality related sector	My personal car	i am starting a tourist-based business
41 to 60	Caucasian/White	Male	In Buncombe County, but not within Asheville City limits	Master's Degree or Higher	Over \$100,000	Yes, there are 3+ children	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	it is important to hear from all people and understand how tourism impacts their lives to develop sustainable strategies
41 to 60	Latino/Hispanic	Female		Some college	\$50,000-\$75,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	to hear more about the infrastructure of AVL
26 to 40	Caucasian/White	Male	The City of Asheville	Some college	\$50,000-\$75,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	get tourism money to benefit the people of Asheville. Get representation.
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	No	Not Employed		My personal car	
41 to 60	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$50,000-\$75,000	No	Not Employed		My personal car	want to be part of my community
61 & over	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	here to learn.
61 & over	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$50,000-\$75,000	No	Not Employed		My personal car	want to make sure funds are used to meet high needs area

Station #1 - Tell Us About Yourself

Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over		Male		Some college		No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	Over \$100,000	No	Not Employed		My personal car	- voice heard -interest in furthering success of ASD
61 & over	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	Over \$100,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	to give input and make sure B&Bs are represented in the process. i love the stations!
26 to 40	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$35,000-\$50,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	i own West AVL yoga studio and am concerned how tourism is affecting business in W AVL
61 & over	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	Over \$100,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	key to get community & local business input during this fast growth period. thank you!
41 to 60	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	\$50,000-\$75,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	\$\$\$ distribution say - critical
41 to 60	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$50,000-\$75,000	No	Temporarily out of the labor market (student, maternity/paternity leave, etc.)		My personal car	would love to be able to provide input on use of funds
61 & over	Caucasian/White	Female		Master's Degree or Higher	\$35,000-\$50,000	No	Not Employed		My personal car	help manage growth of asheville
26 to 40	Caucasian/White	Female	In Buncombe County, but not within Asheville City limits	Bachelor's Degree	\$35,000-\$50,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	i have lived in Asheville for 12 years & worked in small businesses. I want to have a part in how my city grows
26 to 40	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	Less than \$35,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	the TDA should not exist. Climate scientists say we only have 10 years to become carbon neutral. tourism is at LEAST 8% of our carbon emissions

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Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
26 to 40	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	\$35,000-\$50,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	the TDA should not exist - there should be no tax-funded advertising. that money should be the community's to decide how to use.
61 & over	Caucasian/White	Female	In Buncombe County, but not within Asheville City limits	Master's Degree or Higher	\$75,000-\$100,000	No	Not Employed		My personal car	Asheville is at a tipping point of becoming an empty shell or a lovely place to live
61 & over	Caucasian/White	Male	In Buncombe County, but not within Asheville City limits	Master's Degree or Higher	Over \$100,000	No	Not Employed	I do not work in a tourism or hospitality related sector	My personal car	it's good to have been asked for input
41 to 60	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	Over \$100,000	Yes, there are 1-2 children	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	
41 to 60	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	Over \$100,000	Yes, there are 1-2 children	Employed Full-Time	I do not work in a tourism or hospitality related sector	Walking	i am excited about providing comments to the TDA
26 to 40	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	\$50,000-\$75,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector		i want to see the TDA invest in more community infrastructure, especially stuff that will make or city less auto-dependent (greenways, bikelanes, sidewalks)
61 & over	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	Less than \$35,000	No			Public Transportation	trying to preserve the remnants of democracy
61 & over	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	curious if you really are listening. Am i being HEARD?
	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher		No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	using tax revenue to ameliorate the problems exacerbated by so much tourism

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Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over	Caucasian/White	Male	The City of Asheville		Over \$100,000	No	Not Employed		My personal car	influence city management
61 & over	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	Over \$100,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	support of tourism!
61 & over	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	Over \$100,000	No	Not Employed		My personal car	hope you listen to residents!
26 to 40	Other	Other	The City of Asheville	Some college		No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	Over \$100,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	excited about potential of this funding source to improve quality of life for locals and enhance tourism
41 to 60	Other	Male	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	Yes, there are 3+ children	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	excited about a new music hall!
26 to 40	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	Over \$100,000	Yes, there are 1-2 children	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	all the possibility Asheville future holds
41 to 60	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	Over \$100,000	Yes, there are 1-2 children	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	to provide input as a business owner & resident (20 yrs.)
41 to 60	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	i love the choice to provide input or how the occupancy tax \$ should be spent to support our community
41 to 60	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	Over \$100,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	Bike	a chance to prioritize human & workforce needs in BCTDA's role - housing, transit, education (especially early childhood)
26 to 40	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	\$35,000-\$50,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	Public Transportation	

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Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over	Caucasian/White	Female	The City of Asheville County, but not within Asheville City limits	Master's Degree or Higher	Over \$100,000	No	Employed Part-Time	I work in a tourism or hospitality related sector	My personal car	to learn about & provide feedback re: allocation of occupancy tax funds & projects
61 & over	Caucasian/White	Male		Master's Degree or Higher	Over \$100,000	No	Not Employed		My personal car	let's get a music hall!
25 & under	Caucasian/White	Female	The City of Asheville	Less than high school	\$50,000-\$75,000	Yes, there are 1-2 children	Temporarily out of the labor market (student, maternity/paternity leave, etc.)		Walking	preventing tourism from making asheville a hectic, non-family place
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	\$50,000-\$75,000	No	Employed Part-Time	I work in a tourism or hospitality related sector	My personal car	on public art (illegible) advocate of public spaces.
41 to 60	Caucasian/White	Female	In Buncombe County but not within the Asheville city limits	Bachelor's Degree	\$35,000-\$50,000	Yes, there are 3+ children	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	i'm excited to participate in the future development of my beloved community
61 & over	Caucasian/White	Female	In Buncombe County but not within the Asheville city limits	Bachelor's Degree	Over \$100,000	No	Not Employed		Walking	i have a personal stake in the quality of life in Asheville, (this state and my country)
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	Over \$100,000	No	Not Employed		My personal car	chance to put preferences for symphony future!
41 to 60	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$35,000-\$50,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	Other	TPDA funding is a significant resource for community improvements & want to provide input
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	Over \$100,000	No	Not Employed		My personal car	
61 & over	Caucasian/White	Female	The City of Asheville	Some college	Over \$100,000	No	Not Employed		My personal car	

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Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over	Black/African American	Female	The City of Asheville	Master's Degree or Higher	Less than \$35,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	the possibility of money made available for employment career training for African American youth in low income areas
41 to 60	Caucasian/White	Male	In Buncombe County, but not within Asheville City limits	Master's Degree or Higher	\$50,000-\$75,000	Yes, there are 1-2 children	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	funding for early ed, transportation, housing, work force, peer support specialist training
61 & over	Caucasian/White	Female	The City of Asheville	Some college	\$75,000-\$100,000	No	Not Employed		My personal car	want \$ on infrastructure improvements
61 & over	Caucasian/White	Female	In Buncombe County, but not within Asheville City limits	Bachelor's Degree	\$50,000-\$75,000	No	Employed Part-Time	I do not work in a tourism or hospitality related sector	My personal car	i want to know how i can support maximizing the money available to our community being spent on infrastructure & facilities that benefit locals as well as tourists.
41 to 60	Caucasian/White	Male	The City of Asheville	Bachelor's Degree	\$75,000-\$100,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	to provide feedback on the importance of tourism and how its assets should be allocated
41 to 60	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	\$75,000-\$100,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	being part of community that believes in tourism
61 & over	Caucasian/White	Male	Outside of Buncombe County	Master's Degree or Higher	Over \$100,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	
61 & over	Caucasian/White	Female	The City of Asheville	Bachelor's Degree	Over \$100,000	No	Not Employed		My personal car	Thomas Wolfe Auditorium
61 & over	Latino/Hispanic	Male	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	being able to take public interest into account for priorities

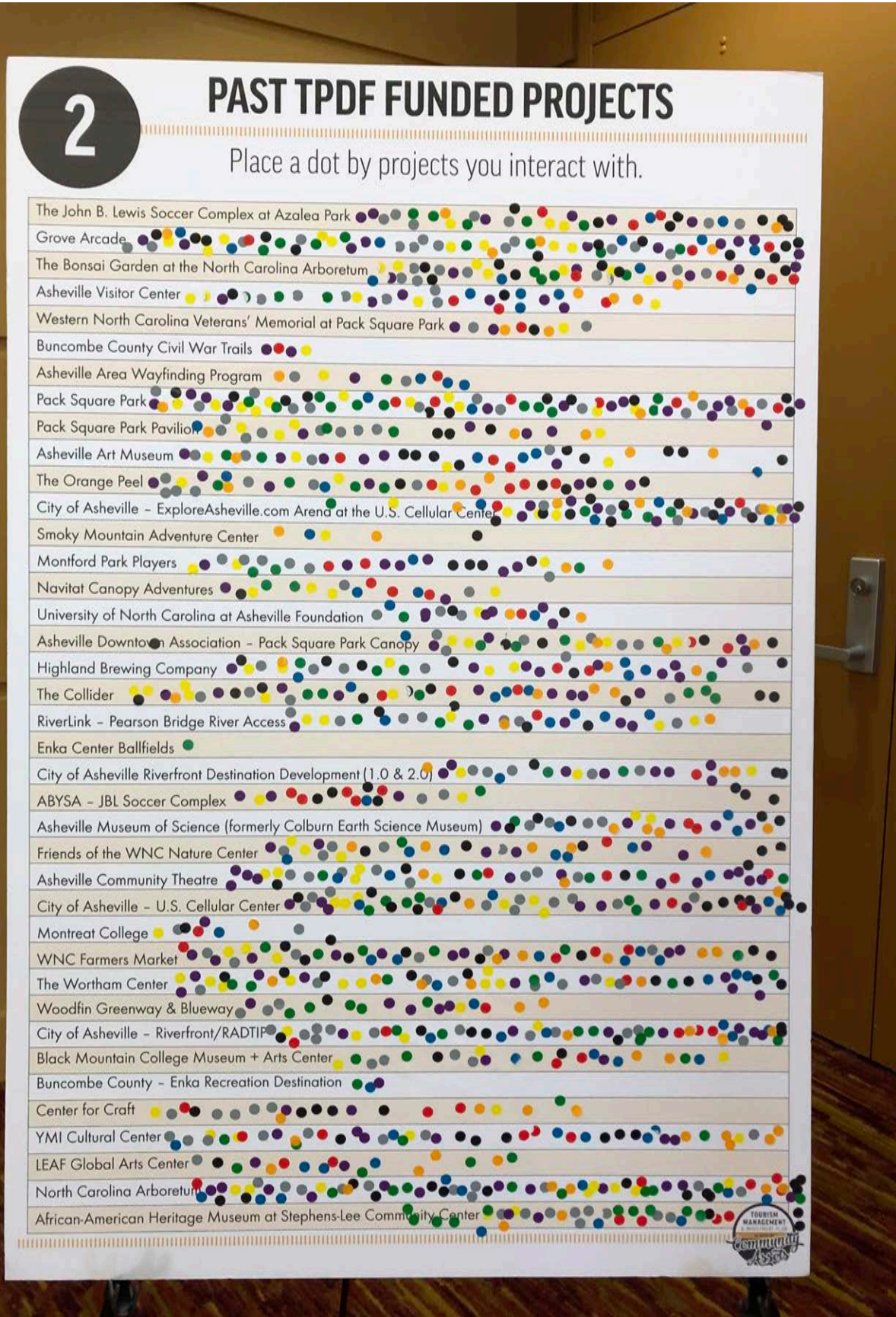
Station #1 - Tell Us About Yourself

Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher		No			My personal car	improvements renovation wishes for Thomas Wolfe Auditorium
61 & over	Caucasian/White	Male	In Buncombe County but not within Asheville City limits	Bachelor's Degree	Less than \$35,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	excited to be a part of planning the direction of a "new Asheville"
41 to 60	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	Over \$100,000	Yes, there are 1-2 children	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	would appreciate more transportation options
41 to 60	Latino/Hispanic	Female	In Buncombe County but not within Asheville City limits	Some college	\$35,000-\$50,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	i want to have a voice as to where tourism & goes - i have a strong focus on improving transit in Asheville
61 & over	Caucasian/White	Female	In Buncombe County but not within Asheville City limits	Bachelor's Degree	\$75,000-\$100,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	curiosity
41 to 60	Caucasian/White	Female	In Buncombe County but not within Asheville City limits	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	Tell you how to spend your money- suggestion-
41 to 60	Other	Prefer not to answer	Outside of Buncombe County In Buncombe	Bachelor's Degree		No	Temporarily out of the labor market (student, maternity/paternity leave, etc.)		Other	
61 & over	Caucasian/White	Female	In Buncombe County but not within Asheville City limits	Bachelor's Degree	Over \$100,000	No	Not Employed		My personal car	Want to stay in the loop. Hopefully get support (honest answer)
61 & over		Male	In Buncombe County but not within Asheville City limits	Master's Degree or Higher		No		I do not work in a tourism or hospitality related sector	My personal car	Music Hall
26 to 40	Caucasian/White	Female	The City of Asheville	Master's Degree or Higher	\$35,000-\$50,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	to understand why/how funds are used

Station #1 - Tell Us About Yourself

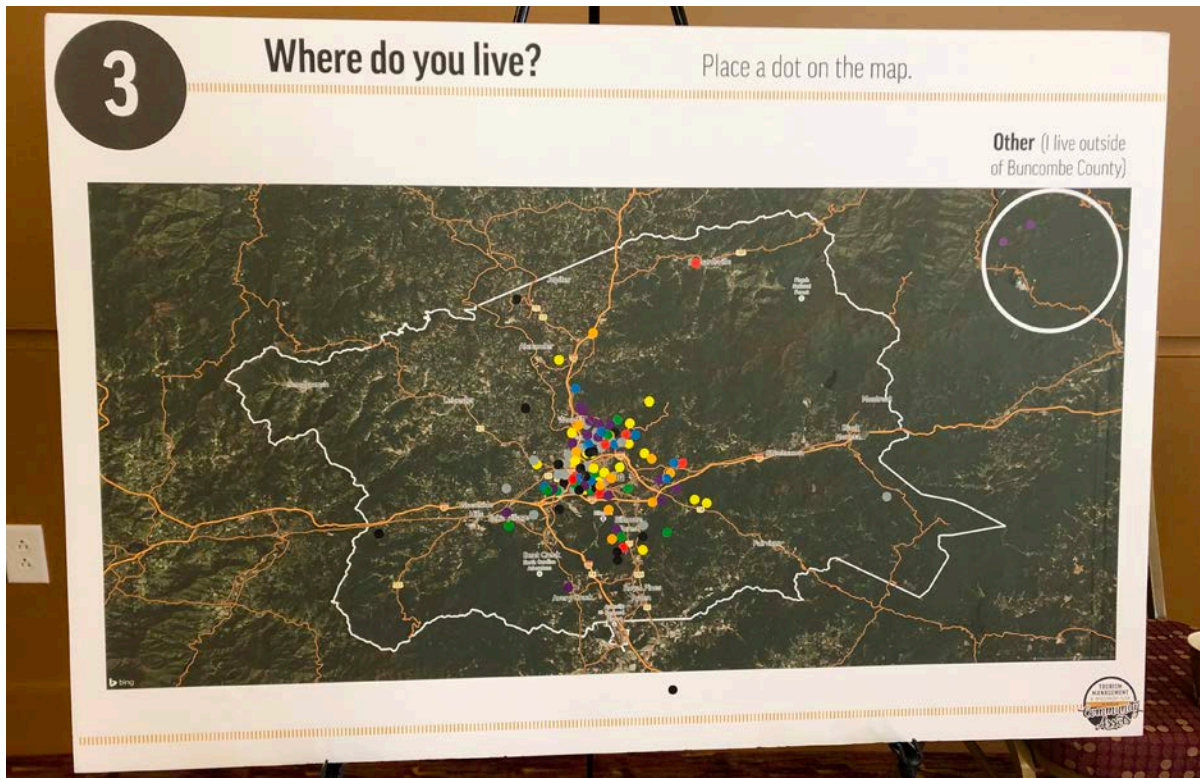
Age	Race/Ethnicity	Gender	Do you live in...	Education	Household Income	Does your household have children under 18?	Employment Status	Tourism-Related Employment	My primary form of transportation is...	Why are you here today? What excites you about this process?
61 & over	Caucasian/White	Female	The City of Asheville	Some college	Over \$100,000	No	Employed Full-Time	I work in a tourism or hospitality related sector	My personal car	Getting the community engaged
61 & over	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	Over \$100,000	No	Not Employed		My personal car	I live downtown and am concerned about the impact of tourism and the steps that can be taken to improve Asheville for tourists and residents.
26 to 40	Caucasian/White	Male	The City of Asheville	Master's Degree or Higher	\$75,000-\$100,000	No	Employed Full-Time	I do not work in a tourism or hospitality related sector	My personal car	I would like to see more of these resources going back into the community to enhance educational opportunities for our residents, support for the arts, and protection for the environment.
25 & under	Black/African American	Female	In Buncombe County but not within Asheville City limits	High school diploma	\$35,000-\$50,000	Yes, there are 1-2 children	Temporarily out of the labor market (student, maternity/paternity leave, etc.)			

Station #2 - Which projects have you interacted with?

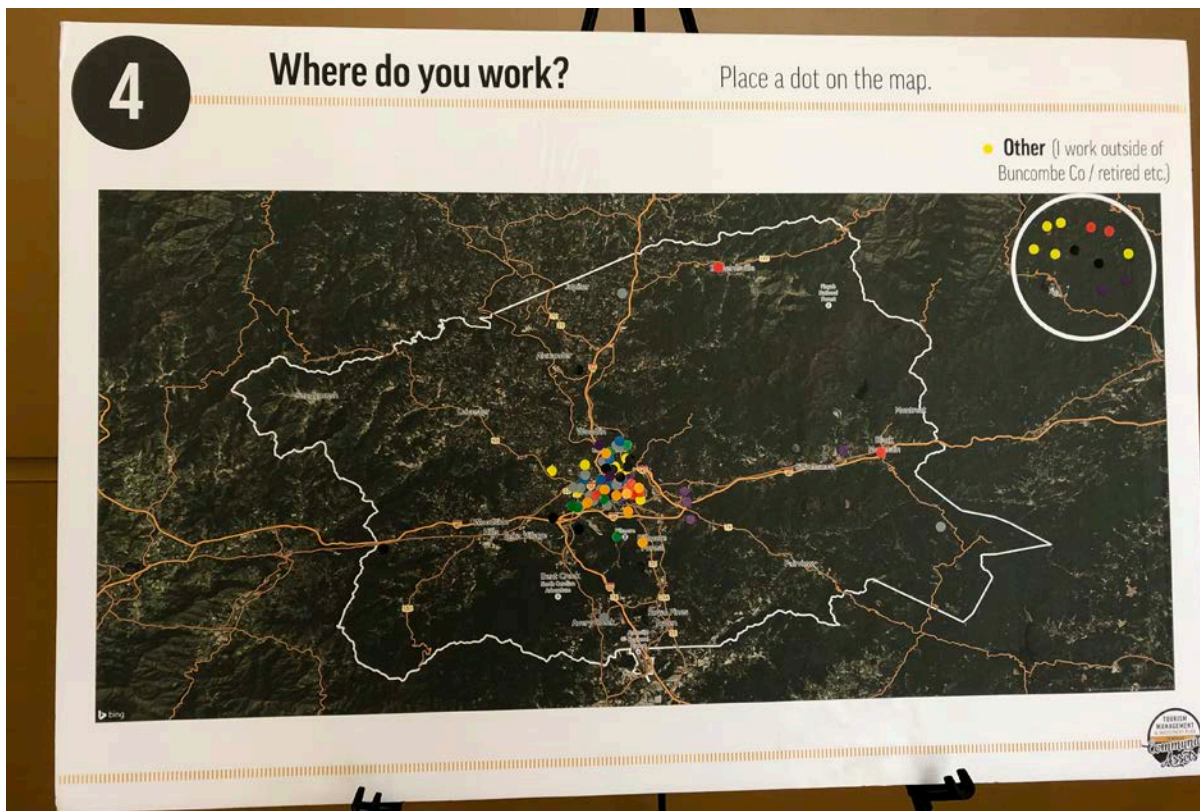


The photo above is the results after all three public input workshops (dots continued to be added to the same board).

Station #3 - Where do you live?



Station #4 - Where do you work?



The photos above is the results after all three public input workshops (dots continued to be added to the same boards).

Station #5 - Tourism Survey

Public Input Workshop Results, cont'd

When we say "Tourism" or "Tourism Industry", what comes to mind?	What are the assets of our community that you feel are enjoyed by both visitors and residents?	What assets, if any, do you think should be reserved for residents alone?	Do you go to Downtown Asheville?	Why or why not?	If you were in charge of the Tourism Development Authority (TDA), what would you set as your goals for your first six months on the job? How would you do it?	Please use this space to share any other information you would like the project team to be aware of.
visitors spending money enabling bctda to contribute to tourism outreach and also _____ (unfinished)	vibrant downtown scene; fantastic food & lodging options		Yes	walkable from montford many varied options	gain/regain collaboration w/asheville gov't; regain a positive position w/loals	
a local industry that drives the business economy through the traveling public also resulting in an improved quality of life for local community	local retail & restaurant small businesses. outdoor adventures- water, hiking, ziplining, camping, culture, art museums, artists studio, live music, drum circle	none really - not appropriate to exclude visitors if we depend economically on our tourism	Yes	we love it! great vibe, festive, walkable, cultural events, great food & gathering spots	- assess current needs/input from locals - prioritize top 3 goals - initiate a strong & consistent community message to build support	
hotels, restaurants, tee-shirt shops, brewpubs	the arts & crafts traditions, the access to beautiful country & outdoor activities; the festivals; the universities, music		Yes	i do avoid coming downtown often because of traffic, lack of public transportation, crowds of spacey tourists	i think planning for ongoing listening and participating by the local community is key. i would focus equally on making it a wonderful place to live, shop, work as for tourists so asheville has depth worth visiting	i hope we will invest in longterm value projects: public transportation, attractive apartments & shops for residents of all ages & economic situations; a symphony hall/performance arts space; trees & parks for seniors and young children
visitors coming to see our wonderful town	restaurants, retail, greenways, museums		Yes	restaurants, bars, retail	educate public on benefits of tourism	
people visiting the town	nature, bars, retail, restaurants, arts	some parking, discounts	Yes	with a caveat that i don't spend as much time as i used to due to parking, increased traffic in restaurants & tourists	to push putting dollars into social justice & the minority communities. to bring more awareness towards those communities and what they have to offer asheville & our tourists. promote minority leaders in our community	
businesses and services that help attract and retain the interest of outside visitors. marketing shops, restaurants, entertainment, hotels, restaurants, tours.	most of the businesses and service types do have some benefits for everyone in the city, particularly restaurants, entertainment, wayfinding, shop	the tda could help fund some service types for residents - such as worker transportation - but even that could be leveraged toward learnings and operations that create a tourist circulator	Yes	it is the hub of the city - a large part of what makes this place special. it is creative at its core, even in the way that it engages with tourism	make it clear that the tda funds projects that benefit locals while growing the share of the funds that go toward these noble applications	
hotels, restaurants, festivals, music events & concerts, air b&b, vrbo, retail	restaurants, music, concerts, art, city walking, retail, greenways & other outdoor recreation		Yes	work downtown, enjoy eating and other things downtown, enjoy shopping to eat, art galleries, shop, movies, walk, drink, to enjoy the entertainment	evaluate ways investment in the asheville community can increase value for residents and enjoyment for tourists. invest in greenways, multimodal transportation, alternative transportation	could tourism dollars be used to improve mass transit to get residents and tourists to the places they want to go easily & quickly? free shuttle on major corridors every 15 minutes
places to stay for folks coming, restaurants, entertainment	the unusual qualities of some people who live and work here, friendly people who are helpful	some parking downtown - sell city parking stickers	Yes		infrastructure desperately needs improvement	
services for visitors	national forests		Yes	less and less because of the traffic & congestion and alcohol-focus of many businesses	i would support eco-tourism that provides work for local folks, especially people of color 8. other marginalized communities	we are starting a new eco-tourist worker-owned coop that involves half people of color & other marginalized folks. you can contact me at alinaeaver@gmail.com my name is alinah ever. thanks.

Station #5 - Tourism Survey

Public Input Workshop Results, cont'd

When we say "Tourism" or "Tourism Industry", what comes to mind?	What are the assets of our community that you feel are enjoyed by both visitors and residents?	What assets, if any, do you think should be reserved for residents alone?	Do you go to Downtown Asheville?	Why or why not?	If you were in charge of the Tourism Development Authority (TDA), what would you set as your goals for your first six months on the job? How would you do it?	Please use this space to share any other information you would like the project team to be aware of.
1) people from other areas spending money in avl 2) low wages for service workers, bad working conditions, schedules	museums, nature center, trails, restaurants, entertainment venues	none	Yes	love the food and entertainment	because tda is about developing tourism, i'd work on getting more visitors but i'd also realize that the community must be healthy, safe and appealing in order to attract visitors	the hotel industry feels the occupancy 6% is contributed by them. it is not. it is paid by visitor tourists. they deserve safe sidewalks, improved roads, usable waterfront
people with an interest in seeing & doing something they cannot do at home. included in this is visiting restaurants, walking, learning an area's culture	mountains, trees, breweries, biltmore estate	none	Yes	music shopping, restaurants, just for the energy of asheville	work with state authorities to use most of the occupancy tax paid by visitors, to repair our infrastructure, roads, water, sidewalks, greenways	
i'm living in a nice place	music, crafts, mountains, outdoor activities, restaurants, breweries.	none	Yes	it's alive. it's why i retired here.	i would start a pr campaign about how tourism helps us	tourism is not a problem. it is an opportunity to use outside revenue to improve our infrastructure
lack of parking! variety of restaurant offerings. to many hotels - enough! crowded roads rt 261	music, restaurants, festivals, friendly atmosphere, breweries, arts, museums, crafts, biltmore	special parking permits for events	Yes	music events, restaurants, church	instead of advertising for more tourists, use the money to improve tw center for classical music, infrastructure, more services to residents in need	raising the parking fees for events is difficult for resident who sponsor these events - symphony particularly (illegible) city/county. in sum, how do we continue a "good thing" w/o killing the golden egg laying goose - avl. (i.e. avl is not an inexhaustible asset, s/b treated like an "extractive" resource)
facilitating non-residents to come to share in our cultural and commercial offerings so as to benefit them and local residents/infrastructure by their relationship	countless: natural setting, historic architecture, diverse music forms, food & bev, offered at high level of creativity, accessible scale of the city, educational resources	none. reserving these "assets" is a) impossible & b) counter-productive. rather, focus on intelligent planning & ops management	Yes	i moved here b/c i enjoy its aesthetic & cultural offerings; also, b/c it attracts people of interest (i.e., intellectually stimulating)	understand more clearly what is needed/wanted by city/county elected & appointed officials and their voters/taxpayers to feel what is a fair/viable exchange of value in the relationship between "tourists"	
businesses (illegible) cater to or serve out of town visitors. this is a great place to live and we enjoy sharing it.	restaurants, performing arts, br parkway, outdoor recreation, galleries, interesting shops	none (other than the restaurant i can't get into)	Yes	restaurants, attend a performance, meetings	evaluate tourism's impact on community assets - then plan how to protect them	
hotels, conferences, welcome center, pamphlets, marketing	greenways, museums, theaters, parks, sidewalks, bike lanes, shuttles, parking garages	nothing - and i am a native ashevillian	Yes	i love downtown asheville. it is beautiful and there are many things to do here	work on reallocating the marketing funds and would put them toward assistance in maintenance and creation/extensions of infrastructure like greenways, sidewalks, bike lanes, parking, shuttles	the city is overly burdened by the impacts of tourism but does not receive the lion's share of the funds from hotel taxes
my livelhood, black socks & cameras, crowds, beer	restaurants, galleries, the arts, parks, hiking, waterfalls	it would be nice to reserve some parking downtown for locals, but there's too little parking in general. hotels need to provide more parking for their guests and locals	Yes	i love the restaurants & galleries & local shops, but i don't go on the weekend - too busy & can't park	work with local & state government to limit hotels to a sustainable level - maybe too late. work to discourage the deterioration of neighborhoods by str. support affordable housing.	we need to think long & hard about how many tourists we can sustain and what kinds of tourists we want to attract
strong economy, entertainment, restaurants, hotels, traffic, strains on infrastructure, breweries	restaurants & breweries, many pdf funded projects, biltmore, parkway, mountains, river	none	Yes	for work and fun - dining, music, etc. fun and entertaining place. just need to clean it up and get rid of the bums!	tda must get engagement from city and county leaders to create a shared vision for our community that preserves the best parts of our past, addresses challenges, and positions us for sustainable growth..	please fix thomas wolfe and make it a great music hall

When we say "Tourism" or "Tourism Industry", what comes to mind?	What are the assets of our community that you feel are enjoyed by both visitors and residents?	What assets, if any, do you think should be reserved for residents alone?	Do you go to Downtown Asheville?	Why or why not?	If you were in charge of the Tourism Development Authority (TDA), what would you set as your goals for your first six months on the job? How would you do it?	Please use this space to share any other information you would like the project team to be aware of.
hotels, hotels, crowds, trash, bad sidewalks, no parking, traffic. no interest in residents. all you care about are the taxes we pay. lack of safety. less of community for residents.	drum circle, less & less for residents. all about the tourists. restaurants to some degree.	all the trees @ ii collier avenue. our private neighborhoods, church street night time	Yes	i live in dt asheville	listen to the residents. find out what we want. how to preserve our sense of a residential community. save the trees	keeping asheville green. save the trees. declare ii collier wood historic & preserve it
overnight visitors, day visitors, people who do not live in AVL, spending \$ in AVL	parks, public spaces, sidewalks, bikelanes, walking paths, attractions, restaurants, arts, culture		Yes	i live and work in west AVL, i avoid downtown because its busy and overcrowded	help address the homeless displaced by the river project. w. AVL needs support: trash cans, bathrooms, visitors center. address drug use/homlessness	west avl is a tourist destination - and we need to address what is going on at the street level
big part of the economy. visitors who may invest here in the future. great amenities for visitors that also benefit local residents	restaurants, theaters, civic center, parks	none	Yes	exciting, diverse businesses, and people. theaters, music.	exactly what you are doing now!	
tourists	downtown art galleries	none	Yes	i live downtown	safety downtown (more police) support ABID!	
tourists, public and private facilities	too broad question	none	Yes	live there	support the community	safety and accessibility
hotels, restaurants, attractions, shows, plays, concerts, outdoor activities	the beauty of the environments, and surroundings plus everything in #1		Yes	for the restaurants, attractions, concerts atmosphere lack of parking is a (huge) deterrent that is getting much much worse. soon i'll not be able to come downtown anymore	i would do more forums like this one to truly understand what residents want and what visitors want	
money interests destroying our community for gain	the views and natural environment that is sadly being degraded and disappearing		Yes		get some of that money shook loose to pay for infrastructure that is terribly overburdened by all the outsiders	
\$, jobs, issues	climate, entertainment, interesting people, history, architecture, mts.	no restrictions - open to all - we can share	Yes	i live on haywood st.	try to find a way to assist with downtown infrastructure (sidewalks, parking, traffic, signalization to minimize congestion)	keep up the good work!
outside dollars, lots and lots of people	public space, breweries, restaurants, national and state parks, trail systems, greenways	\$	Yes	work, food - more so now that i work downtown, before it was a headache to find parking i work downtown. i own my company & the benefits of working downtown are becoming less attractive. access to food is great but impacts from # of people & homeless has been an issue	investment/interest in transportation connects beyond asheville/into asheville. primarily train, regional bike/greenways. develop a divers team (planners, environmental, business rep, etc. not just tourism folks cause they only appear to care a lot more hotels or what is best for hotel owners), to select projects, develop better vision beyond "heads in beds" w/focus on locals for projects	
disruption of local quality of life if focus on only "heads in beds". it means don't go downtown on the weekend to get out of the office on friday as quick as possible	natural beauty, sports events, breweries, the riverfront	it's the amount of tourists not the assets that should be secret	Yes			the unhoused poor are scapegoats; we must first assure that all are treated w/dignity and respect and basic human needs of all are met. funding breweries will not help mitigate impacts of coming climate disasters
hotels like concrete bunkers, crowded, littered sidewalks, drunken "frat" boys on pub cycles, traffic snarls	shindig on green, pack library	all TDA assets should 1st be used to enhance city needs: respectful interactions between residents, local workers & the tourist hoards can be encouraged in community gardens, outdoor music & such	Yes	i live in low-income senior housing. i live in the midst of the endless hotel construction & loss of urban trees; crass pub cycles & dangerous sidewalks	TDA is undemocratic - the people of the city should be in charge of how funds are dispersed. support public libraries, transit, sidewalks, gardens, trees, etc.	

When we say "Tourism" or "Tourism Industry", what comes to mind?	What are the assets of our community that you feel are enjoyed by both visitors and residents?	What assets, if any, do you think should be reserved for residents alone?	Do you go to Downtown Asheville?	Why or why not?	If you were in charge of the Tourism Development Authority (TDA), what would you set as your goals for your first six months on the job? How would you do it?	Please use this space to share any other information you would like the project team to be aware of.
people from out of town/area visiting/experiencing/spending their money in the area too many! overcrowding! nowhere to park! can't get into my favorite restaurant	the great outdoors, the arts & creative community, good food (both chefs & access to food)	i'm not sure anything should just be for residents	Yes	i live nearby, so i walk often (easier to access). i love the local business/restaurants/entertainment	identify what are the assets both locals and tourists value and put a committee(s) to help preserve, expand, invest in those assets. (focusing on local & independent business/people, etc.)	
attraction of out-of-towners and its effect on AVL residents	biltmore museums, restaurants, movies, athletics, etc.		Yes	not very often, because there is nowhere to park!	i wouldn't take the damn job! explain/interact with AVL residents to determine how to make tourism more beneficial to AVL residents.	
hotels, restaurants, B&Bs, entertainment, sports, education, conferences, music	scenery, casual attitudes & dress, no big town traffic (except i-26 south of town)	none	Yes	presence of attractive sites, restaurants, shops, movies, etc.	events (like this) to demonstrate willingness to listen to local residents on regular basis. projects that benefit both local users and tourists (i.e., indoor pool used by schools as well)	concerned about age and condition of water and sewer lines over 50 years in place
lots of visitors! hotels	restaurants, river activities, art, music, hiking	none	Yes	meals, shows, people watching, museums we love the liveliness of the city vibe! we are proud of our "hometown"	investing tourism profits in street/sidewalk improvements understand where all the funding is going. review regulatory/statutory provisions that dictate how funds are spent. communicate to residents what the TDA has done	
visitors to our area	restaurants, parks, entertainment venues, movie theaters, shopping	none	Yes	love the vibe - plenty to do	define an attraction - outlining steps to be successful	
living outside local area, working to make tourist welcome.	park, river arts district, city parks, festivals, museums	none	Yes	for event and dining	freeze on hotels, analyze money situation and work with planning commission and resident input	do not overbuild, consider the infrastructure that exists and try not to do what every joe wants. be sensible.
bringing people into our city to experience its vibe	people are wonderful. numerous events and activities for all ages	infrastructure - roads, sidewalks, parks	Yes	shop, hair, theater, eat, etc.	infrastructure improvements. we must provide enough roadways to meet the needs & #s in town. must work with DOT, city & county officials	do we have enough hotels? probably. can middle class afford to live in asheville? probably not.
providing services & hospitality to visitors, economic impact	parks & attractions, arts, restaurants, sports	none - why should we not share	Yes	enjoy the ambiance, church, walk around & see the diversity	to be sure \$ from tourism are channeled to benefit and equalize opportunities for residents (taxpayers). draft a budget that prioritized the needs of all people of all economic status and esp. focus on improving life for those who need additional resources and community access - transportation, housing, education.	the incredible discrepancy between the wealthy and the poor, majority and minority in asheville
visitors who come to our area for the special aspects of our community - art, natural beauty - tourism implies money brought to the community	arts, natural beauty, culinary arts, retail opportunity, parks		Yes	to enjoy the arts, food, to walk	fix sidewalks. fun & maintenance of our art.	
people people people	downtown, parks, parkway	none	Yes	love it. down here all the time.	divert more of the hotel tax from promoting asheville to promoting the well-being of the citizens; especially through affordable housing and developing the park at haywood/page	
enjoyment for visitors, destruction of our attractive, historic city	parks (such as they are), restaurants, breweries, the surrounding mountains, smokies, blue ridge parkway, national forests	keep hotels out of the downtown	Yes	i volunteer with friends of pack library bookshop, which sells to visitors as well as locals.		

Station #5 - Tourism Survey

Public Input Workshop Results, cont'd

When we say "Tourism" or "Tourism Industry", what comes to mind?	What are the assets of our community that you feel are enjoyed by both visitors and residents?	What assets, if any, do you think should be reserved for residents alone?	Do you go to Downtown Asheville?	Why or why not?	If you were in charge of the Tourism Development Authority (TDA), what would you set as your goals for your first six months on the job? How would you do it?	Please use this space to share any other information you would like the project team to be aware of.
travel, hotels, camping, beach, nature, architecture, sightseeing, leisure, learning about other places, eating out, new flavors	the proximity of the mountains, views, clean air, cooler air than in many other nearby cities, outdoor activities opportunities, biltmore estate, sidewalks	car travel in downtown, visitors should walk or shuttles	Yes	i live there.	educate the citizens what TDA does, especially on how the funding/grant process works, through public meetings, newspaper articles, mainstream media, mailings	i would like the TDA to pay special attention to projects that preserve the character of asheville in terms of landscape and architecture. i would provide funding for more frequent and free of charge public transit within downtown or even beyond. please preserve the historically and ecologically significant spaces such as the li collier ave. wood on the forever campus of the ravencroft school
money and traffic	views & weather	land space	Yes	to go to meetings	getting money into underserved communities	
visitors coming into a community "on tour" they're literally driving through, and visiting a non-native place. why not connect w/community? tourism industry - art, music, food, events, theaters, festivals, farming?		discount for locals! affordable housing, discounted services...wellness services, venue rental, tickets & admissions, food, groceries - vote with your dollar!			i would hold community listening sessions, hear what needs are. i would create tournaments that are city/county/TDA sponsored by/for local orgs, schools and community orgs...can enter into & win prizes. i would sponsor business incubation & networking events to inspire tourism enterprise.	artists designing evolution (ADE project) would love to partner with you! thanks, Cortina!
visitors spending money on food & hotels	food & music outdoor activities	free or discount parking for residents	Yes	to take advantage of the business offerings theater, food	i would allocate more money to support our local artists & arts organizations	my primary interest is support for the industry that brings many people to asheville - the arts - something like 31 million dollars
bringing or attracting visitors to our area, attracting conventions, industry, jobs	the art community, non food, downtown, the mountains & all the National Parks & area offer in terms of outdoor activities, music, weather, friendly citizens	special rates, discount at restaurants, perhaps retail - as a full-time resident a break on my property taxes	Yes	enjoy theatre, restaurants, art events, walkable	i would allot (given total control) money from the hotels for the art industry (artists) & public transportation	i hear a lot of complaints about tourists, i realize they bring in needed revenue - but i do not feel we need to spend the enormous amount of \$ that we do on promoting tourism - less marketing
visitors, hospitality industry, hotels, dining more people, more events, trouble parking	environment, shopping, arts the outdoors	affordable housing, discounted services	Yes	for work, dining because i live and work downtown	fix traffic, not sure, maybe encourage more public transportation, walking paths, etc. analyze impact of future tourism growth with locals	artists designing evolution (ADE project) would love to partner with you! thanks, Tarah Singh
people coming from all over to enjoy the wide variety of natural & man-made attractions in WNC/AVL	mountains, rivers, hiking trails, many attractions such as nature center, breweries, music venues, other cultural attractions	hmmm...maybe parking for "employees/locals" only...don't think we should exclude anyone though	Yes	not as often as a few years ago - overly touristy	working to change legislation to allow the 25% portion of the hotel tax revenue to be used for infrastructure, affordable housing, etc., not just tourist attractions	hotel development should be regulated by the market, not by the city council. allow market forces to determine supply.

Station #5 - Tourism Survey

When we say "Tourism" or "Tourism Industry", what comes to mind?	What are the assets of our community that you feel are enjoyed by both visitors and residents?	What assets, if any, do you think should be reserved for residents alone?	Do you go to Downtown Asheville?	Why or why not?	If you were in charge of the Tourism Development Authority (TDA), what would you set as your goals for your first six months on the job? How would you do it?	Please use this space to share any other information you would like the project team to be aware of.
the interesting things (art, music, scenery) that our town and area have to offer	arts & craft, music, scenery, unique shops, great food	housing - air B&B, VRBO have ruined communities (Austen, Portland)	Yes	i live downtown and use services & shops here	get legislators to change the required mandate of funding. reach out to local organizations that may need funding.	there has been pressure from businesses promoting scooters. these are potentially dangerous for users & pedestrians and our roadways are not equipped to accommodate them. i'd like to see the TA come out against them.
excitement, fun, things to do, pride in our city, crowds, energy, local business	restaurants, breweries, natural environment, civic center, nature center, greenways/parks, galleries, local stores	none	Yes	walk, fun, to eat	figure out how to invest in the community in a different way, in order for residents to feel they are benefitting from the occupancy tax - in a way, that more directly addresses our challenges - housing, transportation, infrastructures childcare. i would shift how the tax is split and broaden the uses for non-marketing \$	we need to be thinking not just of changing the percentage that goes to the TPDF but also broadening in the statute how it can be used.
people from all over the world coming to our beautiful city. also traffic, drunk people, more crime, locals being pushed out	beautiful mountains, lakes, creeks & rivers. incredible artists, amazing music! kind people. healers everywhere!	none	Yes	- very little - sometimes it takes 20 minutes to go 1 mile. at night, i no longer feel safe. too many drunks. not enough parking	create a tiny home village w/transport for homeless folks. create a shuttle system to ease the driving/parking issues. create a forum for local artists to be able to speak to their needs. extend public transport hours. get public restrooms, parking, visitor's center in west asheville	as tourism has increased significantly in west asheville, we are burdened with higher crime, more homelessness, and greater need for public parking & restrooms
ebb and flow of guests to our city	level of "city" culture vibrantly mixed with our wilderness assets, especially those nearby	all should be shared but parks and performance spaces should be especially "tilted" toward those who live here; i.e. local events	Yes	love to come downtown but avoid "crazy" crowd time	building bridges - collaborations with a (illegible) of non-profits, for profits and the city. building joint goals (rising tide lifts all ships)	extremely important to knit together city priorities with tourism priorities, the balance is crucial. we're currently over-muscling on the tourism side. both need to work and mesh.
visitors, attracting visitors, promoting our community	unique & vibrant downtown with many local businesses; local arts/artists & music; walkable downtown & neighborhoods; natural beauty & resources - for viewing, hiking, camping, fishing, etc.	shouldn't promote everything we have, so we can retain some spaces which are quieter and less visited. people will find some of these special places on their own, too much promotion can destroy places.	Yes	i love downtown asheville- walking around, restaurants, music venues, church, events...	listening to residents & local businesses - learning what they love & what is special about asheville, & also about challenges & concerns & then develop a work plan that honors our people and place and addresses challenges	want to see more investment in community infrastructure & assets - especially greenways, sidewalks & bikeways & parks - to improve city for all. i would also like to see more investment in transit (for visitors and locals) and police/safety & trash cleanup
explore asheville - TDA - too many people walking downtown	civic center	no		i go downtown for work but not for leisure too many tourists	focus on the downtown corridor	
people enjoying a different region - industry provides the things for people to enjoy	the people, the weather, the views	simple respect of the local residents would be nice. don't know if you view it as assets, (illegible) local residents are not feeling "welcome" in this city they grew up in.	No	too crowded, nothing of interest since i'm not a "beer" drinker	this question would require more time and thought to improve parks and recreation	
people from outside the area coming into the area to spend money to frequent local facilities	parks and recreation facilities, shopping, and restaurants	none	Yes	to frequent shops and restaurants	profits, promote tourism through advertising, and advocate for expanding tourism facilities (hotels)	

Station #5 - Tourism Survey

When we say "Tourism" or "Tourism Industry", what comes to mind?	What are the assets of our community that you feel are enjoyed by both visitors and residents?	What assets, if any, do you think should be reserved for residents alone?	Do you go to Downtown Asheville?	Why or why not?	If you were in charge of the Tourism Development Authority (TDA), what would you set as your goals for your first six months on the job? How would you do it?	Please use this space to share any other information you would like the project team to be aware of.
the vibrancy & excitement people feel & show when they visit our town	a rich arts community, great natural resources, an amazing restaurant scene	none	Yes	am downtown almost daily for entertainment and restaurants	set a strategic plan that defines areas of priority for financial support for those highest impact efforts that with drive both tourism and cultural sustainability	
specifically in asheville, people who come to the area to visit/experience - biltmore, outdoors, food	arts, outdoors, some dining	this is more general - asheville caters more to tourists than residents & while tourism helps economy it puts residents in a financial bind - local deals on food/better/more even distribution of funds, housing, etc.	Yes	work primarily sometimes dining/shows	engage my local community more; research better transit options; explore creative partnering w/local nonprofits clean up and repair sidewalks. more police.	cultural preservation & sustainability
crowds consistent motor tourist activity, TDA and hotel room tax. some worthwhile prospects funded w/TDA funds. positive activity of tourists downtown	town good restaurants, outdoor activities, art studios, beautiful scenery, wide range of music offerings	none	Yes	live here attend asheville symphony and events at diana wortham, shops in grove arcade, church in downtown	either fund effort to improve thomas wolfe auditorium significantly or fund effort to build a new performance center	
the infrastructure to serve out of town guest - lodging, F&B, amenities, attractions, etc.	asheville's culture and lifestyle make it attractive	neighborhoods - no STRs in neighborhood - city AND county	Yes	to take advantage of the city's amenities	i would identify these assets that make asheville unique for people who live here and then incorporate those interests to include locals. locals create the culture and lifestyle that are of interest to visitors	
bringing people in to visit a particular area and enjoy what that area has to offer as well as providing income to the area	arts & cultural events, fantastic food industry, beautiful environment, arts, music, festivals, theatre, all performing arts	all assets should be shared. i feel social services should prioritize Asheville's local residents	Yes	i work downtown, and i frequent local establishments. i personally do not mind walking a few blocks to venues.	i would look at where money is currently being spent, look at local needs, and create a budget that supports the area that the tourism industry is targeting, paying particular attention to city infrastructure, water, paving, etc. and supporting the vibrant arts culture and organizations in town as this will maintain the quality of life and sustainability of the tourism industry like no other sector.	
low-paying jobs in hospitality & service. all cities that are tourist-based also have a very low overall wage base as these jobs dictate what they set the bar for other businesses	blue ridge parkway, river arts district, AVL airport for travel, breweries, UNCA botanical gardens, arboretum, hiking trails	i don't know if anything should exclude tourists but i definitely feel as though we need to focus more on the wellbeing and inclusion of locals. many many locals no longer come downtown and that's very problematic.	Yes	i work here; this tourism bubble will burst. there already has been a decrease. if locals no longer feel welcome who will keep these businesses alive?	i would look to put a real effort in improving transit. i would create a free downtown loop for riders and make it easier for downtown workers who are necessity riders to get to and from work	the economy is driven by tourism but there is a huge fracture that is getting larger between locals and AVL tourism - this has to be addressed and rectified
people from out of area to visit and share in beauty & offerings in AVL	Mountains, culture, beer, hiking, biking, theatre, music, food	none - to be inclusive	Yes	theatre, music, restaurants	prioritization of assets based on community input phased approach	AVL consists of "a third of red necks, a third of artists, a third of retirees
income for the city	many restaurants, vital arts culture		Yes	work/entertainment/shopping	improved bus system hiring someone who knows what they're doing	increase walkability of city support the arts - symphony

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retirees, newlyweds, white people, businesses i never go to	roads, sports stuff, arts - but residents, especially black and brown, just feel traumatized by trying to participate in the city with tourists	i think its opportunities that need to be equitably distributed to everyone or assets or funds, or (illegible) and representation	No	cost	finding any way i could to value and honor our residents lived experience - not distant poor - not future - just the acknowledgment of what locals bring to our community - and funding for ECE, transit, etc.	
the people Asheville wants to attract umm - lodgings, events, special times of fun and rest	restaurants, outdoor trails, Biltmore state (sic), breweries, bike trails, grove park (illegible), spas & wellness surroundings - mountains! air of excitement - penetrates to all	schools, neighborhood parks	Yes	for work meetings, restaurants, theater, entertainment, shopping, networking	evaluate past TDA projects to ascertain what worked & what didn't, and make a plan to build out on successes.	people love a livable city - no one likes a tourist trap
primarily, bringing people in to the asheville-buncombe county from outside the area	mountains, food, eclectic people	nothing - maybe a few parking spaces	Yes	love it	get a consensus, as you are doing	
people visiting, spending money	mountains & views, weather, recreational parks, artist, breweries, biltmore house, local stores	none	Yes	to eat & play	i'd embark in a study of the assets, opportunities, learn who the players are, spend time determining who or what audiences we might be targeting based upon historical date and large trends	
Angry locals	Nature, entertainment, restaurants, festivals	Schools	Yes	to shop, eat @ local restaurants, concerts @ orange peel & downtown	fix the roads - many people are moving in the area & the roads are getting quite busy - increase public transportation, and/or make cyclists safer	keep homeless people safe and or move them to another location Free festivals bring surrounding county visitors which is good, but not our usual visitors dining out etc. we need to inform people that reaching our regional residents is great for Asheville
Revenue for Asheville, crowdedness, Money to benefit the community besides just for businesses and jobs ... money that directly helps the community	Walking trails in bike paths and running trails Riverfront trails Greenways Music venues Roads and bridges Less stringent Airbnb rules, when it comes to that type of apartment which maybe is for Airbnb.	Sometimes I wish they wouldn't find out about particular roads so we have a road to drive on. Get the highway thing moving to completion. Yes	Yes	Work and play	Change local perception that tourism is bad. Continuing engagement with locals and information sharing on many platforms Complete walking, running, biking trails; Find ways to help local people and homelessness in order to clean up the look a little and mostly help people. Reduce marketing budget by 5% and begin to help locals homeless persons. (maybe move to another 5% of marketing money to benefit the community next year if all goes well). It's important that the money benefit the community or its all for nothing. A strong priority. Increase public transportation ... Increase hotel tax by 1%	Move toward green buildings and things to benefit climate change .. or Eric thanks for nothing again
Hotels, Airbnb's, restaurants, hiking, natural beauty	Nature trails & greenways, hiking, mountains, restaurants, arts, tailgate markets, eclectic shops and homes, theater, music!	Can't think of any at the moment.	Yes	Events, to show visitors, church, restaurants, street music	Identify needs of community & tourists, and make long range plans to address, while maintaining the essence of Asheville that attracts so many visitors. Make sure those who work in the tourism industry make a living wage and have access to affordable housing, public transportation, and quality childcare. Getting lots of citizen and business input would be a good start. 1. Refocus on arts and culture - support local arts council, enhance arts opportunities for youth, brand Asheville as arts and entertainment destination. 2. Fight Raleigh to spend funds more strategically to impact residents positively. 3. Hire people of color from the community and seek to honor the rich cultural history and identity of people of color in AVL.	Proceeds from tourism should focus more on benefitting the community than creating more tourism. Tourism should not simply be a way for the wealthy or corporations to make money on the backs of local labor.
Bachelorette parties. Hotels. Inflated prices.	Architecture, roads, entertainment, dining, public art, shopping	Public education.	Yes	Entertainment, dining.		artists and arts organizations.

Station #6 - Tourism Benefits

Learn about the local culture – heritage planning	Great beer	People that visit, spend & leave
Jobs/small business growth	Great restaurants	Good food, restaurants
Brings people to the area who spend \$ that creates opportunity for locals & also enjoy activities, food, etc. that are created/built knowing there is demand \$ for business!	Great arts	As a blue dot in WNC, we are exposing others to our more left leaning values. Hopefully they leave a little more blue/purple
Economic benefits	Not much!	Revenue
When managed sustainably, there are lots of quality of life benefits	Crumbling sidewalks	Tourists bring revenue & sales taxes for projects
When residents become a priority, tourists will benefit	Jobs	Tourists OWN companies in other locations & may decide to bring jobs to AVL by opening expansions here
Certainly not more hotels and loss of views	Activities that locals can enjoy as well as visitors	Defines and positions the city
Economic	Hotel room tax – have invested in cool stuff that benefits residents as much if not more than visitors	Entry level jobs
Showcasing the area	Sports – bringing events here is great for everyone	Bringing outside revenue
Popularity	Restaurants – but prices are going way up	Increasing interest in people to relocate to the area
Input from tourists	Community gathering spaces	Activity, jobs, income
Creation of attractions	Jobs – restaurants & chefs – increase wages?	Clean industry (environmentally)
Ability to show visitors the Asheville style	Visitor spending	Attracts investment
Local business (small businesses) (something that was too blurry)	Youth engagement – creates activities	Money
Tax base	Meet people of different backgrounds	Outside income & interest
TDA funds to local community projects	Eclectic entertainment venues	Attracts wealthy investors
Customers for local businesses	Lots of revenue	Adds interesting, enjoyable attractions & cultural entertainment for all
Wouldn't have Arts, restaurants, etc. w/o them	Wonderful art community	Brings income from outside of AVL
Exposure to more diversity	Music & venues	Makes city more vibrant
Possibility of inviting more diverse people into the place	Puts money into the local economy	
Tourism-based business	Inspires innovation	
Musical offerings – symphony & popular music	Better flight connections	
Festivals (musical & not)	Young people want to locate here	
Jobs, opportunity to grow in a career	Money	
Jobs, entrepreneur opps, creates a fun downtown	Benefits	
Millions \$ in property tax & sales tax	Jobs; need living wage	
Build economic scale for cultural offerings	Lots of things to do	
Tax revenue	Helps property values	
Reinvestment of TDA	Sports	
Hotel tax back to community on projects the community wants	Liveliness – brings music, restaurants, arts	
Please involve the community in these decisions	Fund infrastructure – safe sidewalks, light on street, public art, sculptures	
Supports more restaurants, the arts, festivals, music	Fund maintenance – of sidewalks, art, streetscapes – your tourists use up, wear down and maim those assets. TDA \$ should repair, replace, maintain	
Supports historic preservation via B&Bs & businesses that invest in historic buildings	Telling stories that we want told	
Provides a name for the baseball team	Brings in diversity of people, culture & money. Allows businesses to have larger market to draw from	
Love seeing tourists from all over the world – hopefully it will help make Asheville even more divers and promote more cultural interactions	Supports local economy – it can	
Energy & enthusiasm for local culture & arts	Improvements to infrastructure, government related buildings; growth to local businesses (beer, restaurants, hotels) – sharing of assets with locals	
Jobs, marketing, funding arts & cultural expansion	Provides employment	
	AirBNB helps a lot of locals maintain their homes & support their families	
	It's addi---(illegible)	

Station #7 - Tourism Challenges

Creates demand for services like police, fire, water, parking, etc. that local systems & individuals have to provide/respond to
 Displaces people who pay local taxes from central areas for both housing & business
 Drives up cost of living for locals
 Brings people to town who may not be respectful of or invested in this community
 Parking issues – but it's worth the hassle
 Wear & tear on infrastructure
 Community leaders may be excited to “entertain” traveling public in the short term – can lead to impulsive decisions – need to take long view
 Crowding
 Parking
 Sometimes tourists don't respect their surroundings
 Taxing infrastructure
 Sidewalks (ADA compliance)
 Everyone brings car – need to address climate impact
 Tourism strains infrastructure (already crumbling!) while giving nothing back
 More tourism & more hotels = less interesting downtown & city for locals
 Massive impact on infrastructures in city = \$ for city to pay (streets, water, parking, electricity, housing opportunities)
 Increase traffic
 Funneling tax revenue to improve infrastructure
 Pricing those that are native to here or can't afford to live here because of cost of living/low renting stock & TV
 Locals of mid or low-wealth are priced out of city & funds to breweries, music venues like Orange Peel & other for-profit activities rather than sidewalks, transit shelters, parks, benches, shade trees, etc.
 Funneling tourism dollar to local businesses instead of outside developers & chains
 Too much traffic not enough parking too many hotels
 Too few safe places for unhoused to find dignity of sleep & toilets
 The challenge of filling existing hotel rooms so hotels & B&Bs don't go out of business and create urban blight, while maintaining Asheville's unique character. If we're ALL tourists there's nothing to come here for
 Loss of character & changes to the experience of living here, focus on quality of life
 Loss of community character – community soul, loss of “real” place...we are becoming “anywhere” with folks coming for the wrong reasons. Tourism is also making it almost impossible to live & work here.
 We need to invest in public transportation! If we hollow out the center with hotels & restaurants we may attract one-time tourists and create only low-paying jobs.
 We need to create green spaces & replant trees to create more safe spaces for seniors to gather.
 We are losing places for non-tourism businesses within downtown (think flat iron bldg for one (?) 80 businesses) as well as other places. Have worked downtown almost 40 yrs & have been told by city staff I should leave. My staff is frustrated trying to walk downtown or get to parking (we pay-illegible)- too crowded and folks often inconsiderate of locals)
 None
 Not being able to enjoy favorite spots because too many tourists. When I do go out, I can tell tourists that don't respect or appreciate Asheville culture. The drunk bros mostly.
 Too much emphasis on tourists, while residents suffer from traffic, crime, higher cost-of-living
 State legislature
 NIMBY idiots

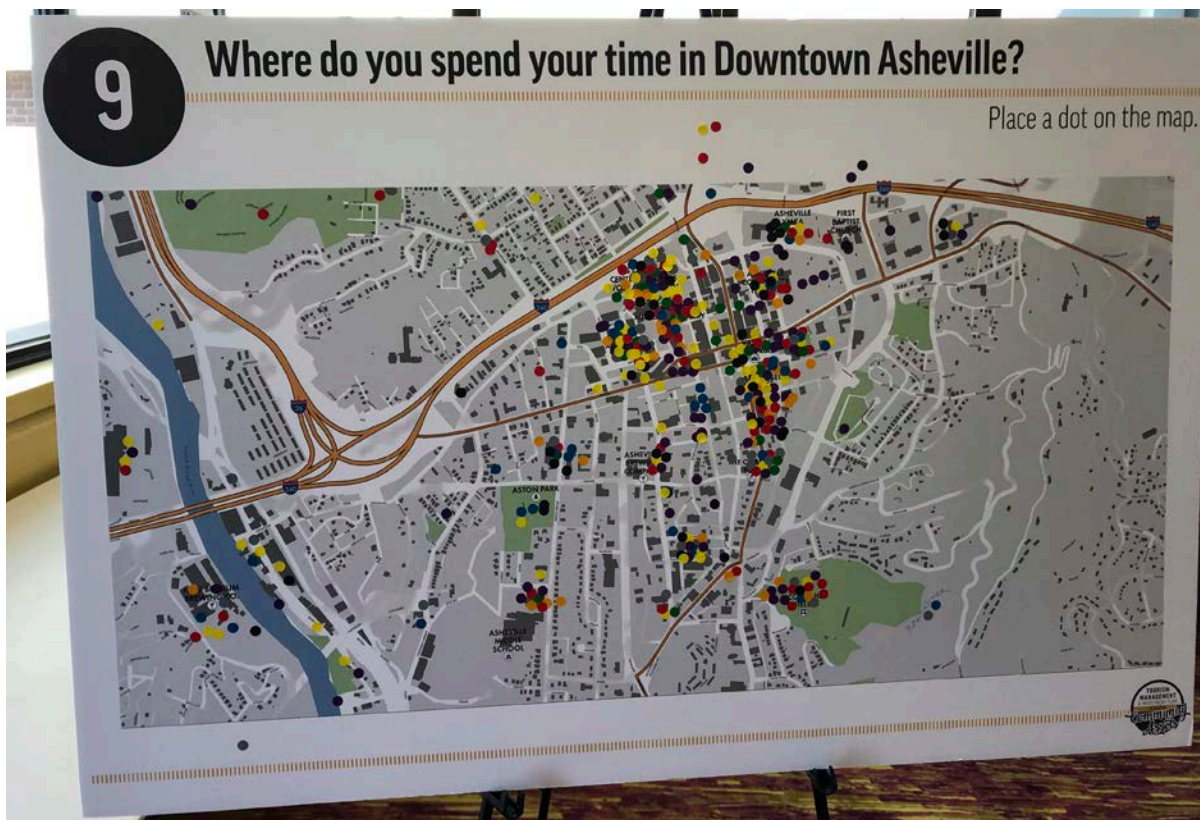
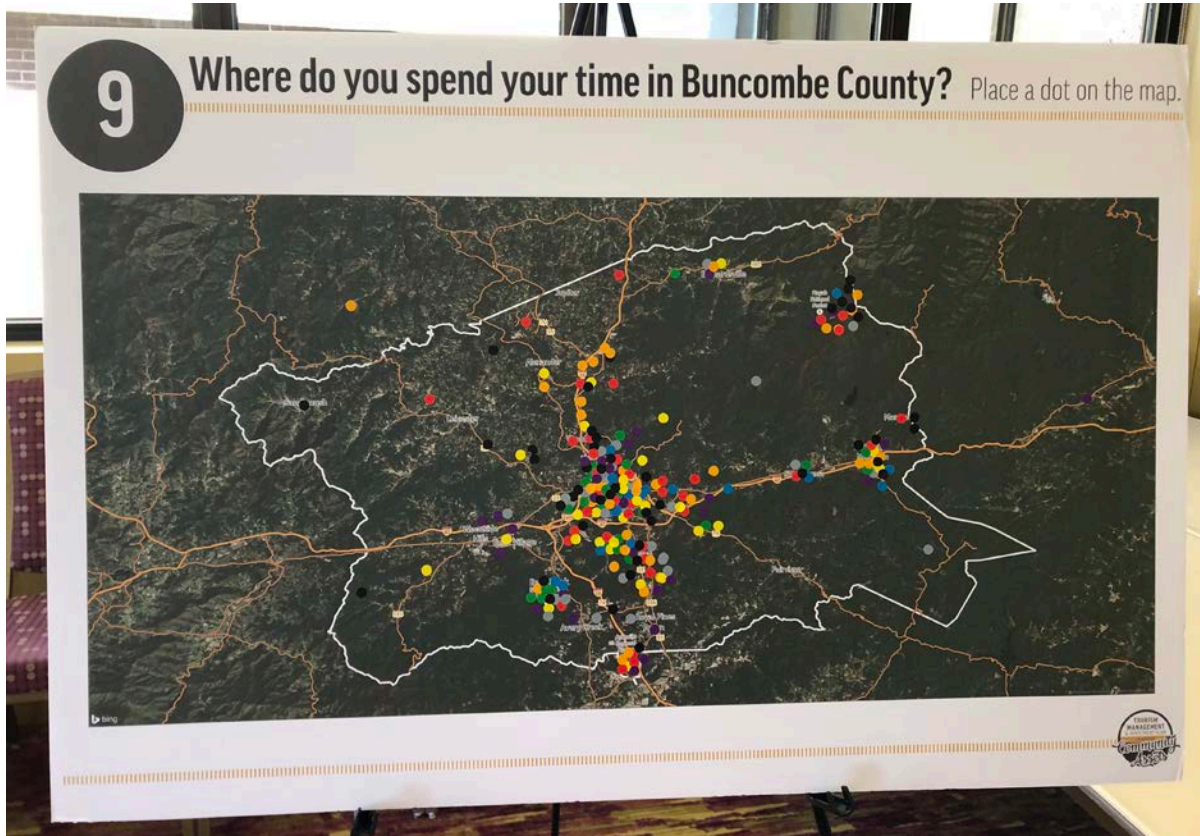
Impact on black Asheville Stagnant wages
 Overemphasis on jobs that rely on tips make it hard to find economic stability for many workers.
 Interests of wealthy boomer tourists do not align with the interest of poor and working class Asheville citizens
 Tourism supports low-paying jobs, pushes citizens out of downtown and W. Asheville, raises housing costs through Air (illegible)
 Tourism strains our failing infrastructure
 TDA is undemocratic institution where the elite spend public money to benefit themselves, while giving nothing back to the working class
 Tourism is the reason for the massive police budget and militarization of downtown (illegible) against citizens and artists who ironically were responsible for making Asheville a tourism destination.
 Traffic
 Parking
 Dangerous, crumbling, crowded sidewalks
 Tourism = 8% of carbon emissions
 We do not have the green infrastructure for tourism & need localized economies now.
 TDA should not exist.
 Ratio of residents to tourists is 1:43. We should not be spending millions on advertising. The TDA should not exist.
 Loss of green space/urban forests
 Increase urban heat island
 Increase stormwater runoff/flooding/landslides
 Increase cost of living (no wage increase)
 Decrease festivals (LAFF, All Go West, Mountain Sports, Bele Chere)
 Increase chains; decrease local businesses (increase rents)
 No parking – no free parking, all lots are now pay
 Traffic – no more easy commutes (& road widening – loss of small businesses)
 \$ allocated to our city for services
 Infrastructure improvements
 Wear & tear on infrastructure
 Crime
 Congestion
 Be practical about approving bike lanes in a city like Asheville that has no continuous terrain. City council is not sensible about this and only is listening to the loudest.
 Transportation (need more bus & bike lanes)
 Environmental (too many cars)
 Equalizing opportunity for all residents, taxpayers with \$ from tourism
 Impact on infrastructure
 Transportation
 Poor pay in typical tourist industry
 Increased gentrification
 Increased traffic
 Longer commutes & increase of accidents/construction
 Increase in hotels, decrease in housing
 Too many people getting paid service wages
 TDA should projects that are Peaks of Distinction (?) for AVL(illegible) – Arts culture, (illegible) exploration on aquarium
 Overcrowding of downtown sidewalks & streets & parking spaces
 Wear & tear of sidewalks & streets
 Trash piling up
 Greed by builders causing cheap, ugly architecture blocking the views citizens used to marvel about, often replacing treasured old buildings & trees
 Noise
 Tourists take up parking that are also needed by locals
 Traffic

Pressure on emergency services
 Too many wages that don't match housing costs
 Increased congestion
 Not enough economic/biz diversity – our reliance on tourism for local economy
 Increasing wealth/economic gap – unaffordable to too many families even with full time work or multiple jobs
 Public perception & comprehension of the impacts
 Attracting more diverse visitors & families
 Downtown becoming overly touristy – less attractive for locals, losing identity as an eclectic city center
 Too much, low pay. Too many expensive hotels.
 Not sufficient parking for locals – the tourists in AVL theme park do not need parking.
 Greater police presence
 Lack of tourism & going to infrastructure
 Sidewalk repair & new sidewalks
 To make sure local residents are not “pushed” aside
 Hotels built when we really need housing for local residents & workers that's affordable and close to downtown.
 Tourism-related projects seem to get higher priority while important issues to locals get pushed back.
 So. Much. Drinking. All the beer culture has really changed our community. More drunk people everywhere.
 People blocking downtown sidewalks
 Prices jacking up
 The rent drives locals/local businesses
 More public intoxication and noise
 Congestion
 Less desirable living conditions
 Breakdown of community
 Low paying jobs – hospitality & service are decreasing pay
 Excessive use of not well-planned out infrastructure
 Increase of short-term travels (?) to the detriment of locals needing housing
 Increased # of drunk drivers as tourists often don't understand increasing gravity beers (??)
 Lack of parking downtown
 Excessive holds & historic buildings being restored for tourists
 Transit – needs to serve & be marketed to tourists & locals
 Rising costs for locals w/out benefit to locals
 Loss of cultural identity
 Maintaining city infrastructure
 Protecting the beautiful environment
 Not enough public transit offered
 Traffic
 Parking
 Use of facilities
 Making sure they are entertained enough to come back again
 Making sure they feel welcome!
 Infringement and squeezing of open spaces/(illegible)
 Traffic and parking
 Negotiating with local government
 Balancing resources
 Housing prices for our artists
 Managing infrastructure to support growth (roads, parking, etc.)
 Low wages
 Provide free events
 Parking, low wages, housing affordability
 Consider the needs of locals
 Tourists strain our current infrastructure
 Growth of city erases what tourists come to see
 Trashier streets & highways – litter everywhere

Station #8 - What Makes Buncombe County Authentic?

Arboretum	Slavery (negative effect)	Surrounded by forests
Biltmore Estate	The creativity & sense of community of our citizens	Commitment to Earth healing
PSABC	and these gorgeous mountains	Support of local farmers
Special buildings dating back to Asheville's Golden Age = 1920s	History/geography/atmosphere/weather/community	Scale of buildings, local ownership
It is still rather rural in character	Local bluegrass/old style music	Friendly people (illegible)
A very cool and engaged soccer community	Storytelling	Historic architecture
Our people, our hospitality	Arts, crafts, music, mountains, scenery, 4 seasons,	Artists & makers
Appreciating diversity and knowing appreciating our history	mix of people living here from all over the country	Local businesses v. chains
Mountain views & trees	Culture/lifestyle	Friendly & inclusive people
Tolerance of many views (need to listen, not talk)	Love of the arts	Land trusts/non-profits
Casual attitudes & dress	Appalachian history	Businesses that have been here for 5+ years
Good elected leadership/staff/county sheriff engaged with all residents, willingness to improve	Unique geography	Roman's Deli - bars that cater more to locals and have frequent events & fundraisers to support local causes
Trying to listen to all points of view - but can do better	Authenticity is a reflection of locals - not a tourist them park	Preservation of past (e.g. bldgs., culture, art/craft, music, foods, etc.)
Entertainment opportunities	And geographical (illegible) - maintaining integrity of the local environment	High value on: education, race/gender equality
Education (formal & informal) Opportunities	Locals of native origin/long term residents, not recent transplants (< 5 yrs.)	Accessible to multiple age groups
Natural beauty	Real people live & work here	Seeking synthesis of natural assets w/built enviro.
Income stratification	Biodiversity of our region is unique in the world	Grappling w/high % of low wage jobs (seeking to provide "affordable" wages)
Tourism-based economy.	We are a community of invested advocates who want to improve our community even further	Access to nature - mts. & rivers
Alternative health concepts	Don't forget who brought you to the dance..what made this place special years ago must be treated with care yes yes yes...	The wonderful weird people here...do not want them to be run out
The Arts	People are most open to differences	Our continued existence despite oppressive institutions such as the TDA
Look of diversity - not true	There is something for everyone	Long term/generational communities being able to stay (i.e., African-Americans, folks that go back generations) despite being priced out of our community
Urban & rural	Our sense of fun and adventure	Eclectic experiences across art, food, music & outdoor adventures
What does (or can) make Beer Cty distinctive?	The beautiful environment and how we cherish and enjoy it	Small big opportunities/community of support
Top quality performing arts center, science/tech exploration, aquarium (not a museum)	People are welcoming	Friendly people, local restaurants & retail
Open & accepting arts community	Must have non-commercial spaces where locals and visitors interact and have conversations	Sadly, less & less as tourism grows & locals left out of city planning decisions
The hope & effort to keep a small town feel	Greenways (planned & existing)	People, art, healing practitioners, outdoor activities
Natural setting/outdoor resources	Diversity of population/people who care about each other and the environment; small farms & tailgate markets	Music. Crafts. Mountains.
Our fascinating history	Drum Circle - total diversity of people, cultures, classes	It's Appalachian Mountain roots, it's historic architecture & neighbors - culture & (illegible) environment - current tourism is more & more based on booze & food not "from around here" losing our soul -what she said
The NC Room @Pack Lib	Green, trees, which we are quickly losing to highrises/hotels	Heritage tourism
Generally very good elected officials	Elder & sage garden, BeLoved House, Firestorm - community orgs that don't cater to tourist \$	
The city of Asheville/Downtown points of openness to various view	Small backyard farms, all ages living & interacting small businesses	
The people!	High quality unique music. Thriving music industry	
We need to remain & grow a place that is for locals & visitors & retains local character and culture and natural beauty	Local artists, artisans, craft culture	
The artists! More support for local arts is needed!	VA, good healthcare	
The music!	Locally-owned businesses	
People, natural landscape	Wellness offerings	
Nature, the green of the hills & blue of the sky		
All the local, independent businesses		
Beautiful & vibrant downtown & small towns		
Politics, eclectic (?)		
History of Buncombe Co. & the role it has played		
The people!		
Rich history of artists of all types		

Station #9 - Where do you spend your time?



The photos above is the results after all three public input workshops (dots continued to be added to the same boards).

Station #10 - Project Ideas

Urban Forester	a public space – Asheville's living room (? Cut off...)	Work with dogwood foundation on those projects
Green infrastructure	II Collier Avenue Wood preservation	with obvious health and wellness implications for
Ribbon trails along rivers	Preservation of trees, landmarks	citizens of WNC
River/streambank conservation (climate resilience – we will have more & more flooding and landslides)	Plant real trees and maintain them	Sidewalks (connectivity)
Urban forest conservation/remediation for recent tree loss	Creating more green spaces in downtown	Environmentally friendly transportation network
Improvement of basketball infrastructure/program (model of Transylvania (?) county basketball league/program)	Build the park across from the Basilica	Maintain the public/civic amenities we have before
Focus on history of African American culture: arts in Asheville	Repair all downtown sidewalks	starting new ones, i.e., maintain well the Urban Trail
Connection of greenways and extension of into downtown (South Slope to RAD to Woodfin to Bent Creek)	Provide benches in downtown, many more than are currently available	on an annual basis before adding anymore public art/amenities
For locals & tourists	Provide quiet outdoor spaces for respite	Add professional to city staff who can assist city in the maintenance & conservation of these art assets overtime
Bike infrastructure within the city	Better public transportation	Long-term asset management protection funding (for primary assets)
Funding go to affordable housing, etc., so locals can benefit	Hop-on, hop-off shuttle	Education/training/jobs for youth/young adults in the summer for low income families
Renovate Rec Park into a waterpark or some other amusement	Park & ride parking outside of downtown	Help West Asheville! We desperately need public restrooms a visitor center and more parking!
Local African American Artist Galleries (affordable)	Provide more parking for residents, worker in downtown, customers	Also improved support for the rising crime – maybe a designated officer that walks the area evenings & nights
Youth programming	Provide free parking for downtown residents, at least first 2 hrs., with a decal	Keep music and access to it a top priority. All music, symphony, opera, mountain music, etc.
We need to be able to afford talent & civic management who can help Asheville be the great city it has the potential to be	Goal: make AVL/Bun City recognized as arts, education, culture, sci/tech center of WNC, West SC, east TN – performing arts center/sci/tech Exploration (not a museum)/Aquarium, (i.e., Chatt TN)	Something to support housing affordability which supports workforce that is needed keep heads in beds, along with early childhood centers – capital investment transportation
Clean	Affordable artist's studio/residents	Pit of despair
Safe	Public art	Homeless aid
Important assets well-cared for, such as murals, historic buildings (YMICC), public buildings, the Urban Trail	Micro enterprise with youth	Affordable housing
Inclusive & equitable	Local youth-focused org.	Outdoor amphitheatre – along the FB River?
Offer cultural events & festivals that have \$\$ support so that they can afford to maintain their quality (shindig) and add some new ones. Our mountain culture is unique & our historic identity culture is our unique identity (?)	Vote with your dollars, spend local w/discount incentives	Indoor, multi-use sports facility – for locals and sports tourism
Make sure that when we think of key economic clusters that we don't leave out handmade craft – that was a leader in the creative cluster development idea & then made it happen. Now where these key clusters are mentioned it's beer and food that get called out – art/craft is left out. Should be art/craft/beer/food/music	Creative problem solving	Low-income projects
We must not forget that it was the revitalization of downtown Asheville – due to the efforts of hundreds & hundreds of people & a great public/private partnership – that lit the fire. The growth- the resurrection enjoyed by so many today. It also must be maintained, invested in, beautiful, compelling as	Affordable housing & studios for artists	BTDA should fund public transportation & a downtown shuttle (step-on, no fee bus transportation)
	Disparity funds and loans and grants for artists of color	Asheville community theatre
	14 riverside into an artist coworking space	Support for local artists
	Public art	Community outreach involving schools
	Local discounts incentivized by TDA	Better sidewalks
	Affordable artist housing & studio space	A competitive swimming pool complex
	Infrastructure improved for all: streets/potholes/sidewalks	Free tourist shuttle (also from hotels outside the city)
	Water mains improved (Merriman every week)	More pedestrian zones
	City council planning to thoroughly think through a project they are considering (i.e., parking: Early Girl lack of parking but still approved)	Conference & convention space (state-of-the-art)
	South Sloped Southside: green pocket parks (illegible), sculptures, public art	Extended public transportation hours
	Fix Haywood Street sidewalks – horrible impression for one of the busiest walking areas.	Smaller arts organizations
	Yes yes! And know the street scape project is in planning stages. Yes!	Better transit to serve visitors & locals; promotion of transit to all too
	Sport and recreation facilities that benefit (quality of life/health and social benefits) locals most of the time, but also benefit tourism	Preservation of Asheville culture

Station #10 - Project Ideas

A downtown shuttle & extended hours on public transport
 Discounted parking for downtown workers
 Early childhood ed – “the workforce behind the workforce” – and a great ROI
 The (illegible) recreation park
 The civic center
 Memorial stadium
 Create an entertainment district
 Improved public spaces in the library
 Thomas Wolfe
 Civic Center
 Parking Decks
 Repave downtown streets
 Pack Square Park – make safer & more enjoyable
 Music Hall
 Downtown location for large concerts – outside (ex: Kannapolis Village Park)
 Arts organizations
 Civic center
 Worham Theatre
 Urban Plaza redesign @ pack square
 Natatorium/Regional Aquatic Center (like Greensborough)
 Look @ Swannanoa area
 On BLS line & (illegible) interstates
 Asheville Urban Trail – marketing & maintenance (illegible) & open 24/7!
 Thomas Wolf Auditorium major upgrade, another parking deck; help w/downtown sidewalk repair, DW theatre, projects for children
 Performing arts center/complex
 Bring the trolley back
 Performing arts center
 Bus w/expanded routes every 30 minutes
 Ped zones
 Bike lanes
 Greenways – completed greenway/ped/bike network so it is more useful/usable
 As much infrastructure as possible
 Sidewalks & parking – find a way
 Navtic Sports Center
 Parks & rec expanded better care & education for visitors for physical environment & most utilized hiking areas
 Cleanup along roads & walks & West Asheville
 For greenways to have an interconnected system & 20 miles need = good for residents & tourists
 Commuter rail from Asheville to Charlotte, etc.
 Green infrastructure to address climate change & make Asheville & county more resilient to flooding
 Extend RAD to Azalea Park & Woofin
 Wave park

Beautification projects that achieve other benefits – pollinators, ecological, stormwater
 Sidewalks
 Music hall
 Transit
 Bike infrastructure
 Stephens Lee
 Sidewalks
 Water treatment
 Buffers along streams to improve water quality
 Affordable housing & office space
 Assistance with downtown maintenance
 Repair & expand sidewalks; transit bus shelters; parking outside city center – shuttle tourists
 Cleanup cigarette butts
 Fund greenways, sidewalks, bike lanes, shuttles
 Fund public transportation, maybe smaller electric, more frequent, bus shelters
 Fund a new symphony hall, support
 Help workers with childcare
 Support only those businesses that pay \$15 – a living wage
 More apartments & shops to cater to workers, retirees
 Keep a pedestrian friendly, safe sidewalks, greenways
 Community gardens; shade trees, benches
 Greenways, sidewalks, multimodal transportation, shuttles, buses
 Ditto
 Performing arts center
 Children's science museum
 Support arts programming for youth & increase access to arts for all
 Build a larger science center expand AMOS
 Shared resources w/ UNCA/climatic center/AMOS/ legacy of (illegible) adventure
 More indoor activities for children
 More minority-run plans, non-profits
 infrastructure
 Walkability
 Museums
 Investment in smaller urban parks/pocket park- create a network connected by multimodal transportation
 Transit, deeply & truly affordable housing
 Community gardens
 Parks & facilities for locals
 Roads & streets & sidewalks
 Efficient public transportation
 New symphony hall
 Safe urban trees
 Modern libraries
 Support PACK library

Increase any & all opps for more “walkable and bikeable” channels
 Runoff water management
 Make city more walkable (downtown)
 Linkage between pedestrians and public transit
 Make Explore AVL bldg public property
 Abolish the TDA
 A great music hall in Thomas Wolfe Auditorium
 Restore Democracy: citizen representation on board
 More focus on local resident amenities & support
 Authenticity
 Less % \$ in advertising
 More % \$ on capital investments for locals
 Physical memorial of AVL's past, especially in ref to role of people of color's contribution
 Provide shuttle into city
 The TDA should not be a funding source as it supports a luxury industry that is responsible for 8% of carbon emissions. We don't need it. We have until 2030 to become carbon neutral.
 Support West AVL
 Trash cans (our streets need trash cans)
 Public bathrooms
 W. AVL Visitors Center w/parking, bathrooms, green space
 Address and help us w/the homeless population that was displaced from the river arts project
 Help us clean up W. AVL. We love our community and it is a destination, we need help keeping it friendly & clean
 Service worker housing
 More efficient public transit...not buses
 Public art
 Repair & rehab of Asheville corridor on Blue Ridge Pkwy (edge ruts, formalizing roadside parking, road maintenance, trail head work, etc. access points
 Preservation of historic trees/wood at 11 Collier Ave
 Transit capital: electric bus fast-charge & electric fleet electric downtown shuttle
 Forgotten asset for residents/locals that can be opportunity to improve
 A beautiful music venue for all types of performances
 More green spaces
 Transit center upgrades to market green city
 Public transit (specifically full funding for the transit master plan)
 100% renewable energy transition – converting rooftops and land to solar – TDA property & elsewhere
 Affordable housing & early childhood education that tourism workers need access to in order to have a dignified life here

Community Leadership Council - Meeting #1 Poll Results

What does success look like?	What are the problems you would like the TMIP process to address?	What opportunities does tourism provide for the community?	What are the challenges tourism brings?	What are the challenges tourism faces?
Acceptance of goals by the greater community.	Transit	Small business growth, jobs, good wages, dollars to support non profits and community projects. TPDF increased value.	Over usage of hiking trails. Wear and tear of sidewalks, streets. Public safety compromised. Investors buying property who have little or no commitment to Asheville. AirBnb growth, stressing public services and neighborhoods, driving housing costs up, loss of affordable housing. Creating divisiveness between residents and tourists.	Asheville's loss of uniqueness and independent businesses.
A process that supports investment in large-scale community projects that is regularized and has the support of the community and its governmental bodies.	Misalignment between TDA and governmental entities. City Council's lack of support for tourism and the MANY business sectors its supports.	Jobs. As well as cool stuff to do and great places to eat and drink for locals. Without tourism we would NOT have the vibrant community we enjoy. The population is simply not big enough. Tourism let's us enjoy amenities as residents that most cities our size cannot offer.	Can bring in folks that don't share or respect our community values. They become users instead of contributors.	Over generalized assumptions about tourism that are contrary to the real data. A city council that does not provide the same support for tourism that it does other industries such as healthcare and manufacturing. A disrespect for the people who work in tourism assuming it's a job they would prefer not to have.
Increased equity through community growth, tourism growth just one component and one tool.	1) Dysfunction between TDA and municipalities.	Lots of low wage jobs, longer commutes and increased opportunities for employers and landlords to profit.	Local culture at the expensive of profit for some. Displacement of local uses (and users) for hotel developers and tourists. Increased distance between property owning and working classes, a national trends, exacerbated by certain industries (service and hospitality). Difficult for people to work their up to homeownership due to competition with wealthy outside investors.	1) A potential gas crisis brought on by federal foreign policy. 2) Massive backlash from locals. 3) Elimination of local culture in exchange for tourist trap trash that visitors won't return for. 4) Labor strikes.
Significant funding for projects that truly take into account and benefit the needs of both residents and tourists.	Infrastructure.	Funding source that should benefit residents as well as those who visit and that provides local growth opportunities.	Increased "wear and tear" on infrastructure and public services like fire, rescue and police. wages.	Producing sustainably appropriate wages.
The ability to maintain the livability, vitality and character of Asheville.	Improve transit, green space, affordability for locals, improve economic diversity	increased business diversity, employment, increased access to arts and culture opportunities.	Stress on infrastructure, rapid growth, widening the gap between locals and tourists.	Burnout. Depletion of our creative economy and all the things that make us a "unique destination".

What does success look like?	What are the problems you would like the TMIP process to address?	What opportunities does tourism provide for the community?	What are the challenges tourism brings?	What are the challenges tourism faces?
Well thought out 10 year plan.	Synergy between major non profit entities in the area.	Huge economic driver. Improves Asheville brand which benefits many local orgs.	Striking balance of Increased demand and infrastructure to support that demand.	Local resistance, lack of coordinated community planning, key entity leadership turnover (also an opportunity).
Consensus across community	Meaningfully mitigate the impacts of tourism on infrastructure. Shift cost burden to visitors rather than property tax payers.	It supports businesses and jobs, creates businesses and jobs, grows revenue, supports arts and culture and food. Creates opportunities for locals to experience as well.	Creates polarization in community, have and have nots, winners and losers, many people feel left out of this economy/opportunity and unable to reach a quality of life they see others enjoying	unemployment rate = hard to staff up, cost of start up, community ire, lack of services needed concerning parking, cleanliness, policing or social services for the homeless, transit for their employees, etc.
Achievable long term plan that enhances quality of life for residents. Create an innovative destination.	1. Conflict between industry and policy leaders, 2. Livability/affordability 3. Preservation of authentic place.	Employment, investment, cosmopolitan creation.	Homogenized downtown market, entitlement attitude, "make it the way the tourist wants it".	Reduction to a ubiquitous experience. Loss of the unique through saturation and industry "best practices" not relevant to AVL.
Coordinated and strategic impact	Would like to see broad and equitable investments across social and geographic boundaries within Buncombe County.	Incredibly important employment sector (accessible entry level with upward mobility). How can we cement those career paths?	Infrastructure needs	Sustainability and agility to stay fresh / relevant in face of demographic changes
Success looks like general agreement on priorities that support the community as well as visitors. Minimal gripes.	Infrastructure, a broadening of the interpretation of what the statute says about heads in beds.	Tourism is an important part of a well rounded economy. It supports other industries in turn that support the overall quality of place that makes the place so attractive for tourists.	Stress on local infrastructure	Hostility. Lack of acknowledgement of the connection between tourism and the role it plays in the overall economy. It's a part that helps fuel other pieces.
Sustainable projects benefiting both citizens and visitors, collaborating w community	Infrastructure needs, equity and inclusion	Customers for local biz, economic growth	Crowding/traffic, wear on infrastructure, locals indicate they don't come downtown	Disconnect with locals, overcrowding of amenities, hotels competing for room nights
Increase return to our community and creative sector	Collaboration to bring multiple partners to together to solve problems, support locals and increase tourism. Transit . avoid investment of duplicated tourism activities	Tourism gives entrepreneurs opportunities to be innovative and creative and draw on a much larger audience	Tourism leaves many people behind because of low wages. Pushes people out of neighborhoods by making our city more and more expensive. Puts pressure on transit and infrastructure. Pressure on local business because of rapidly rising property values.	gentrification.

Community Leadership Council - Meeting #1 Poll Results, cont'd

What does success look like?	What are the problems you would like the TMIP process to address?	What opportunities does tourism provide for the community?	What are the challenges tourism brings?	What are the challenges tourism faces?
We're happy to see visitors and share our community because we don't feel we're fighting for scarce resources or ceding our city.	by data - of the impacts, burdens and benefits of tourism. Basic community infrastructure needs investment. The City is burdened by visitors, but also	tourists look for unique, authentic experience. Artists, craftspeople, musicians and makers of all kinds can sell directly and make a living here. Asheville has amenities well beyond its size (restaurants, entertainment,	tourism are part-time (no benefits) and not well paid. As tourism has grown, many locals feel shut out of their downtown and don't feel their concerns are recognized and addressed. Tourism also attracts new residents who then immediately want	Lack of parking, poorly maintained sidewalks, downtown isn't clean, crowded - sidewalks can't be expanded because street parking seen as more important, security concerns, issues with travelers.
Nurtures placemaking, offers a positive memorable experience, and reinforces Asheville authenticity.	Housing	Diverse experiences for visitors and locals, fueling the economic engine	Stresses on infrastructure and transit, lower wage jobs	Growing negative perception
Not sure yet?	Equity	Jobs	Negative impacts on infrastructure, overcrowding and locals feeling pushed out	Economic downturn and anti tourism public sentiment
Quality of life	Communicating the benefits of what tourism provides to the local community	Great careers and advancement for our local youth	Excess demand during peak times that can curb local consumption. Hostility from local community for tourism	Creating new reasons for people to come back. How to keep this major economic driving force sustainable
Community collaboration to work together to enhance our community assets - making sure that we work together to maximize potential and eliminate duplication of efforts	valuable community resources while looking toward the future (10-20 years) for new enhancements designed to improve issues such as parking, equity and quality of life	Incredible restaurants which may not be in a traditional community; jobs; quality hotels; future residents and potentially future business relocating to the community because of the experience during a visit	traffic, parking, increased hotel rates, wear and tear on our public facilities	Higher than average hotel rates, food costs, GAS costs, anti tourism mentality, and finally the community does not recognize that tourism drives a better quality of life in Buncombe County
Inclusiveness to benefit all communities.	Wages Affordable Housing for workforce and retirees. Transit.	Intro to population s who traditionally would not come to the mountains	Exclusion	Gaining trust
Employees of local employers receive significant benefits of the outcomes.	Parking. Help pay some of community costs generated by tourism.	Jobs, many w modest wage, especially retail, food prep and service, hotel/motel.		Defacto hotel moratorium. Tourists don't see real Asheville if they don't see the struggles of workers to pay rent and travel to work.
Locals are engaged and benefit. Local businesses thrive and become resilient. Opportunities open for local ownership.	Growing local industry not purely dependent on tourism.		Lack of sustainable management yields negative impacts on locals and local industry, jobs, affordability and access to local ownership.	Locals no longer feeling / having ownership of the place they call home.

Community Leadership Council - Meeting #1 Poll Results, cont'd

What does success look like?	What are the problems you would like the TMIP process to address?	What opportunities does tourism provide for the community?	What are the challenges tourism brings?	What are the challenges tourism faces?
Involves fresh voices and uncovers untold stories that draw new people to our city.	More visible evidence that the funds are being used for downtown infrastructure needs.	Drawing people from all over nation/world can increase economic prosperity for all residents if managed properly.		Public perception that the industry doesn't provide a living wage for most employees.
Equitable opportunities for all communities to contribute to and benefit from tourism industry	Engagement and representation of local cultural and historical contributions from communities of color.	Revenue streams and pathways to economic mobility	GENTRIFICATION	Representation and input from local communities of color
sustaining our tourism industry in Buncombe County, and its contributions to our local economy WITHOUT compromising our local residents quality of life. Avoiding the development of our local economy without being overly dependent on tourism revenue.	Examining the % of occupancy tax revenue that is mandated for tourism marketing opposed to local capital investment or other investments adjusting this ratio to acknowledge the maturation of our tourism industry since the TPDP was established two decades ago.	Amenities... restaurants, cultural attractions, diversity of businesses, etc. for locals to enjoy, which would otherwise not be able to exist here without patronage from tourists.	Wear and tear on infrastructure. Compromising the integrity and cohesiveness of neighborhoods via homestays (inventory of affordable housing for locals). Disproportionate amount of service-related jobs in our economy. Displacement of our artist community. Decreased authenticity of our brand.	Increased resistance and support from the local community. Acknowledging and addressing the carrying capacity of tourism in our community. The impermanence of being an 'IT' community and en vogue tourist destination, and the economic uncertainty that goes along with it. The inability for our infrastructure to keep up with it.
Better return to service workers from tourism development	tourists are inaccessible to residents with a 26k average and 46k median income and are pushing workers out of downtown without adequate transit	building by being forced to share unaffordable housing, time to listen to radical podcasts while stuck in tourist traffic, opportunity to be arrested in an over policed disneyfied downtown.	Traffic. Workers pushed to margins. More socialization of costs associated with tourism (policing, roads, airport) while community needs ignored, privatization of profit, community sucked dry by carpetbagging outside business interests.	Resistance from labor, community groups, potential to run out of low wage workers if unsustainable practices continue.
Strengthening of place that builds upon existing community values, benefits everyone, and improves the relationship of tourism and community	We need to better understand the impacts of tourism on the community. This goes beyond investments in capital projects and includes studying the ways tourism can hurt us.	Brings full wallets to our community.	infrastructure at a rate we can't maintain, pushing costs to the community. Expansion of housing (STR) for tourists is detrimental to the housing supply and rents for locals. Risk to the balance of locals and visitors. With so many driving here, environmental impacts, Traffic. Solid waste. Huge price increases with no local wage changes. We are suffering from overtourism. Major environmental degradation. Hotels hotels hotels. No storm water runoff planning. Flooding landslides erosion.	visits quickly, then what? And what becomes of the businesses and workers that relied on the visitors? Community at large appears to loath the amount of visitors, creating a divide that hurts us. Are we in overtourism. Direct antagonism between locals and tourists. The I26 project will make traffic unbearable here and tourism will go down and we will have bad press. Ongoing tree loss and environmental destruction here
Resilient, liveable community	Transit challenges. 10% forest canopy loss has happened in the last 10 years. Our city is becoming less liveable and more crowded and less attractive to tourists. Traffic and	Diverse experiences for residents too. Acknowledgement of our beautiful setting. Funding for cultural events.		

What does success look like?	What are the problems you would like the TMIP process to address?	What opportunities does tourism provide for the community?	What are the challenges tourism brings?	What are the challenges tourism faces?
Community involvement is crucial due to the growth of the area and tourism putting a strain on tax base resources.	Community at large feeling tourism takes precedence over residents quality of life.	Jobs, usually prefer to shop and eat locally, so helps small businesses, chance to interact with visitors and learn from their take on the Asheville area.	Low wages in tourism jobs, traffic which our infrastructure can not handle in its present and foreseeable future, most residents feel that they are not heard when the voice their concerns about the large amounts spent to bring in more visitors	The community resentment of so much money being spent to bring visitors to our city when the residents are the ones footing the bill for what they use.
creates capital projects that excite the people of Buncombe County.	Improving the quality of life of the average county citizen:			
The process is transparent and the project management team implements these projects on budget and on schedule	living wages, improved infrastructure, access to mind and body betterment opportunities	Purchase of locally made products and experiences. We don't "ship" it out, you come to us!		Will Asheville remain a unique tourist destination or will the hordes just move on to the next "must see" place?
Sustainability	Affordable housing!	Price gouging	Homogeneity	
Integration of tourism and community	Coordination for the multiple entities	Exposure for potential new residents	Road crowding	
Building community and providing options and opportunities for residents and visitors.	Making sure to focus on every jurisdiction in the county and consider the challenges associated with tourism related projects.	Growth whether good or bad, tax base, recognition and quality of life.	Extreme gentrification. Pushing out natives, POC, working poor, disabled, elderly.	Increased crime, mental health issues, and drug abuse.
Areas that have been forgotten become seen	Neighborhood infrastructure development	Resources and needed attention	Stress on present infrastructure	Overcrowding of area
A plan that recognizes the needs and diversity of each of the individual jurisdictions or communities within the County.	Equity countywide	Jobs, means to make a living, economic growth, opportunities to share our heritage	Rapid growth, strain on infrastructure, need to provide living wage, gentrification.	Acceptance, available land and resources, competing interests.
A sense of sharing a thriving and sustainable & strong community	Transit, access, reducing pollution	Hospitality is a privilege. Hosting visitors is fulfilling beyond measure when you have resources to offer and can share a city you can enjoy yourself <3	Creative Pretending	Negative perception by general public
			Ensuring that tourism-related jobs pay living wages, balancing increased tourism with impact on infrastructure	
			Fossil fuels, disrespectful visitors that reflect leadership's disdain for low income locals, lack of deeply affordable housing, diminishing access, employers not investing in their workers, city giving preferential treatment to non residents	
				Having a healthy hostess body <3

What does success look like?	What are the problems you would like the TMIP process to address?	What opportunities does tourism provide for the community?	What are the challenges tourism brings?	What are the challenges tourism faces?
Equitable growth across all sectors of the community so tourism benefits ALL	Infrastructure and capital needs to improve schools and housing	Potentially improved quality of life for all citizens IF funds are granted equitably thru an INCLUSIVE process.	Traffic, environmental stresses, tourist ignorance about the special character and living increases that challenge housing options for hourly wage earners.	Criticism that tourism is the driver of inequities and disparate income levels in the community, and that the result is negative impacts (growing achievement gaps in schools) disproportionately on persons of color and low wage earners.
Being able to assist the community in giving it more options for residents, while also making it a more attractive place for tourists to visit.	Making locals feel "included" in the plans moving forward.	Jobs and the opportunity to improve infrastructure and entertainment options for our residents through revenue generated.	Meeting the demand with proper infrastructure (roads, transportation, lodging, etc).	Affordability of coming to our area - Mostly, the high cost on hotel rooms, as well as their availability.
Opportunity and access for the entire community. A clean and green city, with free bus service in the city and county that runs 24/7.	Connecting the dots: Maximize all of the investments the TDA has funded by making them accessible to tourists and the local community by making an ongoing investment in transit. Successful cities thrive on robust and efficient transit.	Increased opportunities for local business start-ups, jobs, tax revenue that can be used to improve and expand local services. Benefits to the community make it a more desirable destination for tourists as well.	Increased traffic, parking challenges, low wage jobs that need to be filled by people who cannot afford to live in the city or commute a long distance. Robust transit could help address many of these issues as well as enhance the tourist experience.	Balancing growth and increased tourism while retaining and supporting the local culture and community that created the tourism in the first place.
Collaboration	Safe & livable city for all	Infrastructure	Growth of local businesses, funding source for affordable housing.	Community resentment
		Opportunity for entrepreneurs in a wide variety of businesses	Due to the high cost of living—many employers are unable to pay wages that match that challenge. All categories of jobs—not just traditional tourism jobs.	Anger toward any & all things tourism-related without examination or consideration.

What does success look like?	What are the problems you would like the TMIP process to address?	What opportunities does tourism provide for the community?	What are the challenges tourism brings?	What are the challenges tourism faces?
Melding of community respect and financial success.	Infrastructure with an equity lens.	Economic growth, job opportunities, opportunity to create more diverse creativity and local talent.	Low wage jobs, gentrification, people being shut out of housing market due to inability to pay higher rents or buy a home condo due to increased popularity of the area which really should focus on the arts and mountains.	Understanding and reacting in a respectful and productive manner to the negative impact people are feeling.
Happiness in both armies	Integration of competing projects	At long last, achieve long-range planning!	Acknowledging that we are a "tourist town"	Denial of & hostility to tourism
	Expanded transit needs: extended hours to midnight; more routes; extend routes farther out into the county	Tourism provides jobs, but those jobs need to provide family-supporting income so families can live in the county where the work is.	Many people of color feel uncomfortable coming into downtown Asheville because of increased police presence and being harassed by law enforcement.	
	Engagement process that involves ALL stockholder groups in solutions!	Collective prosperity	loss of authenticity	Inaccurate narrative surrounding tourism
Collective prosperity	nontourism employers to the area. A revenue stream replacing lost manufacturing business -- kept Asheville alive in bad times. Arts and culture opportunities above our weight.	nontourism employers to the area. A revenue stream replacing lost manufacturing business -- kept Asheville alive in bad times. Arts and culture opportunities above our weight.	Low-wage, low-advancement jobs. Demands on local services and infrastructure.	Horrible public opinion.
TDA projects that enhance the community for locals and support the needs of a high-earning, diverse local resident workforce	Increasing the prosperity of workers in Asheville will increase the tourist experience as well	Most importantly growth for the city and its residents while providing a service to tourists	Gentrification!	Cities like Venice and Amsterdam have reached a saturation point how much is TOO MUCH tourism
	Not many, because the people are not in control. Tourism is catapulting us towards catastrophic climate change due to dependence on long distance travel. We need local supply chains and substantially higher wages	Not many, because the people are not in control. Tourism is catapulting us towards catastrophic climate change due to dependence on long distance travel. We need local supply chains and substantially higher wages	CATASTROPHIC CLIMATE CHANGE, PUBLIC HEALTH CRISES AS SO MANY ARE IN POVERTY	US, THE LOW WAGE WORKERS and FIXED INCOME FOLKS WHO ARE SICK OF IT AND ARE RISING UP
				Regulatory environment, particularly between hotels and home-stays (Airbnb)
				Truly sustainable development and investment that meets the needs of Asheville citizens while making it a welcoming city.
				Lack of cultural diversity in access

Community Leadership Council - Meeting #2 Results

Waste Disposal	Security improvements	Design guidelines	Environmental remediation
Tree plan	Streetscapes (beautification/ cleanliness)	Portico – open market	Water quality (esp. French Broad)
Landscaping	Worker parking & transit	Lexington & Coxe Avenue projects	Financial tools for local govts. Long- term
Carolina Ln/Chicken Alley	Greenways & pedestrian amenities	Banks & Buxton	Continued greenway expansion (project in the queue)
Downtown Broadway Cultural Gateway	Activation of areas afflicted by vagrancy	Infrastructure, safety, lighting	Public safety (police & fire)
Wall Street (remove parking? Access is a concern for businesses)	Expansion of farm heritage trail	68 Haywood property	Performing arts (center/fix Thomas Wolfe)
West Asheville & other neighborhood hubs	Expansion of mountain mobility	Greenways	Aquatic Center (innovative new sport activity/greater community service)
Burton Street	New civic center	Urban Trail – maintenance for public art	Indoor track
Shiloh	The Block (placemaking inclusion)	Performing arts space	Sportsplex
Madison Avenue	Wooded Areas (existing in neighborhoods/natural healing space/working ownership)	Cultural assets – museums, centers, arts, education	Track
Montfort	Blk Mountain (pedestrian friendly)	Pack Square Park – maintenance	Downtown streetscape & transportation
Stephens Lee	Intersection of South Slope/RAD	Temp public art	Parking deck (w/athletic facility on top (greenspace))
Triangle Park	Technology infrastructure	68 Haywood	Greenway
Charlotte St.	Training	Coxe & Lex & Banks & Buxton & Collier	Memorial
Thompson St.	Community access to tech	Rankin “park” (bus shelter, green seating, public art)	Placemaking (streetscape/lights/ safety)
Swannanoa Greenway Connectivity	Business incubators	Haywood Road (street trees/greening)	Safe haven for homeless (“traveler population”)
Livingston District	Fix or expand infrastructure that limits sustainable tourism growth (i.e., flooding)	SW Pack Square (urban plaza)	Greenways
Gardens (like Edgington Center)	Tie into existing assets (greenways...) and planned	Haywood St (streetscape project)	Downtown sidewalks
Farmer’s Markets	Transportation connectivity	Pedestrian bridges (add art & amenities)	Streetscape improvements
Connect Gardens by Greenways!!	Historical preservation (working monument)	Sports complex in Swannanoa – connect ppl.	Affordable artist studio space
Public Sculpture at Visitor Center – needs sprinkle	Convertible lodging	Cragolin Park	Riverfront revitalization (continue RADTIP North & South – infrastructure)
Platform system for Biltmore Village (flooding)	Public Art	Beaver Lake Bird Sanctuary	Shuttle between downtown & riverfront
R.A.D. – activation	20 murals in 2020	Wall St. (pedestrian) - @ times	Transit operations & infrastructure
Smaller municipalities – sprinkle	Heritage trails	Local experience/benefits	Performing arts center
S. Asheville – sprinkle	Parklets & public spaces & amenities	Art projects/video on buildings	Community & neighborhood spaces – equity
South Slope Street painting – sprinkle	Planters	Bus shelters/create experience	Food co-ops (food security) – equity
5 greenways in county – need sprinkles	Attract families to downtown – play spaces	Play areas – connections to adult activity	
Libraries – making more than books	Placekeeping	Focus on safety	
Pritchard Park – activation	Fun crosswalks (dancing)	Affordable housing for underserved neighborhoods	
Asheland/Patton Ave.	Transit – shuttles	Minority-owned business support	
Mixed Use for Pit of Despair	Park & ride – worker transit	History museum (multiple locations W. North Carolina)	
R.A.D. – signage & info ctr.	Parking structures	Public housing revitalization	
Airport Term. Expansion	Connect cities	Patton Avenue restoration	
Thomas Wolfe	Signature bridge	West Asheville parking solution	
Multi Use Sports Complex	Bike share	Public outdoor spaces	
Indoor	Trolley=arts districts	Tree canopy restoration	
Outdoor	Wifi – public for downtown	Stream restoration	
Infrastructure	Gateways		
Sidewalks			
Road repairs			
Street trees			