# TOWN OF FLETCHER

PRESTON BLAKELY
MAYOR

MARK E. BIBERDORF
TOWN MANAGER

COUNCIL MEMBERS:
SHEILA FRANKLIN
JIM PLAYER
TREVOR C. LANCE
KEITH REED

**Town Council Agenda Review Meeting 4-1-24**
**April 1, 2024 at 6:00 PM**

Call the meeting to order at: 6:00 PM

Moment of Silence:

Pledge of Allegiance:

Public Comments:

*"We will strive to uphold each citizen's First Amendment right to free speech. We will ensure a level of civility and decorum. We ask that all speakers be respectful and adhere to the three-minute time limit. Council is not expected to debate/discuss issues during public comment."*

Approval of minutes - corrections, additions or deletions

1) Agenda Review Meeting 3-4-24
2) Regular Meeting 3-11-24
3) Pre-Budget Meeting 3-19-24

Council Updates

Consent Agenda

4) Approval of budget amendment #4 to the FY 23/24 Budget Ordinance
5) Approval of budget amendment #5 to the FY 23/24 Budget Ordinance.

Discussion Items

6) Presentation on recently completed pay classification study - David Hill, Piedmont Triad Regional Council.
7) Discussion on potential grant resources for cane creek greenway extension - Rebekah Robinson, Conserving Carolina.

8) Discussion of proposal from Retail Strategies for Town Center project - Lacey Bacchus, Senior Director of Community Partnerships

9) Presentation of transit feasibility study for Apple Country Transit - Janna Bianculli, Senior Planner for Henderson County

Town Manager Report

Department Reports

10) March Reports

Adjourn

11) **Closed Session per NCGS 143.318.11 (5) "Contractual Matters"**

**Upcoming Events**

Regular Meeting April 8, 2024, at 6:00 pm
LGCCA Meeting Tuesday, April 16, 2024, at 3:00 pm "Mills River hosting"
Annual Shred/Pill Drop event on Saturday, April 20, 2024, from 9:00 am til noon
Agenda Review Meeting May 6, 2024, at 6:00 pm
Budget Retreat Presentation May 9, 2024, at 9:00 am
Regular Meeting May 13, 2024, at 6:00 pm (Multipurpose Room)

"This Institution is an equal opportunity provider."

Town of Fletcher
Town Council Agenda Review Meeting
Minutes
March 4, 2024

**Call the meeting to order at: 6:00 PM**

Those who were in attendance are as follows:
Mayor Preston Blakely
Councilmember Jim Player
Councilmember Keith Reed
Councilmember Trevor Lance
Town Manager Mark Biberdorf

Mayor Pro-Tem Sheila Franklin was absent from this meeting.

**Moment of Silence:**

**Pledge of Allegiance:**

**Public Comments:**
No comments were made at this time.

**Approval of minutes - corrections, additions or deletions**
No comments were made at this time.

**Agenda Review Meeting 2-5-24**

**Regular Meeting 2-12-24**
No comments were made at this time.

**Council Updates**
No comments were made at this time.

**Consent Agenda**

**Approval of proclamation P-24-01 in honor of the spring litter sweep which runs from April 13 - April 27, 2024.**

**Approval of Resolution R-24-01 for Baabals to lease the concession stand at Bill Moore Community park from April 1, 2024, until August 31, 2024.**

**Appointment of Susan Heafner as Deputy Tax Collector**

Town Manager Mark Biberdorf went over the items on the Consent Agenda and stated that with Candy Broome being out for an extended period of time, Susan Heafner would step up as

Deputy Tax Collector and be sworn in next week after approval.

We will have one other Consent Item to add next week concerning an amendment to the Budget Ordinance for a payment to Fletcher Fire & Rescue & Mills River Fire & Rescue due to the recent audit.

**Discussion Items**

**Selection of a candidate to fill an at-large vacancy on the Planning Board.**
Candidates for the vacancy that attended the meeting are as follows:

Robyn Mondin
John Brandon Olsen
Fran Shultz
Jacob Compher
Lorie Boehm

Each candidate introduced themselves and answered questions that council had for them about their interest in serving on the planning board.

**Proposal for consulting services from Retail Strategies**

Town Manager Mark Biberdorf briefly went over the proposal for retail strategies and stated that if the council was interested, he would have a representative come to the meeting next month for a presentation.

Discussion Followed:

The council is interested in a presentation at the April meeting.

**Use of Town Owned Property for Industrial Purposes**

Town Manager Mark Biberdorf stated that the town has listed a portion of the property near the Meritor plant for Industrial purposes with the Henderson County Partnership for Economic Development. There is a question about whether the town wants to continue to list the property for industrial purposes and whether the listing price is still current.

Discussion Followed:

Town Council will discuss this next week when Mayor Pro-Tem Sheila Franklin is in attendance whether to continue to list the property or remove the listing.

**Unassigned Fund Balance- Excess Reserves Recommendation**

Town Manager Mark Biberdorf went over the recommendations for the excess reserves in fund balance and said that Heather Taylor would be here at the regular meeting for discussion on this with council.

Discussion Followed:

**Discussion of partnership for additional tennis facilities**

Town Manager Mark Biberdorf went over the discussion/meeting that he, Mayor Pro-Tem Sheila Franklin and Mayor Preston Blakely had with Buster Brown concerning a partnership for additional tennis courts in Bill Moore Community Park.

Discussion Followed:

Given the cost and the fact that the tennis courts are not in as high demand as the pickle ball courts, the council has decided not to pursue this at this time. This item will also be removed from the agenda for the regular meeting next week.

**Town Manager Report**

The grants for greenway expansion are due in May, and we have asked Rebekah Robinson of Conserving Carolina to come to the April meeting for further discussion on the $500,000.00 matching grant. We will have McGill update the estimated cost and ask for council approval to move forward with this.

I am still trying to set up meetings with our legislative delegation (Senator Moffitt, Representative Balkcom) and the federal delegation (Chuck Edwards, Ted Bud) to discuss our priority list. So far, I don't have anything set up as of yet.

The Auction House is planning a soft opening at the end of March, so that will be happening very soon and I think this will be a great attraction/benefit to Fletcher.

The shred/pill drop event is scheduled for Saturday, April 20 from 9:00 to noon, and we will also have someone from public works, available to load free mulch for anyone who may be interested.

**Department Reports**

**February Reports**

**Adjourn**

**Mayor Blakely** asked for a motion to adjourn.

Councilmember Jim Player motioned to adjourn, and it was seconded by Councilmember Keith Reed.

Motion all in favor.

Adjourned at: 8:05 pm

**Upcoming Events**

**Regular Meeting March 11, 2024, at 6:00 pm**
**Budget Retreat Meeting March 19, 2024, at 8:30 am**
**Easter Egg hunt Saturday, March 23, 2024 12:00-2:00 pm**
**Agenda Review Meeting April 1, 2024, at 6:00 pm**
**Regular Meeting April 8, 2024, at 6:00 pm**
**Annual Shred/Pill Drop event on Saturday, April 20, 2024, from 9:00 am til noon**

Approved.

| | |
|---|---|
| Date | Signed |

Town of Fletcher
Town Council Regular Meeting
Minutes
March 11, 2024

**Call the meeting to order at: 6:00 PM**
Those who were in attendance are as follows:

Mayor Preston Blakely
Mayor Pro-Tem Sheila Franklin
Councilmember Jim Player
Councilmember Trevor Lance
Town Manager Mark Biberdorf
Assistant Town Manager Heather Taylor

Note: Councilmember Keith Reed did not attend this meeting.

**Moment of Silence:**
Mayor Blakely suggested a moment of silence.

**Pledge of Allegiance:**
Mayor Blakely let the group in the pledge

**Public Comments:**
No comments were made at this time.

**Approval of minutes - corrections, additions or deletions**

**Agenda Review Meeting 2-5-24**

**Regular Meeting 2-12-24**

**Mayor Blakely** asked for a motion to approve the minutes as presented.

Councilmember Trevor Lance motioned to approve the minutes as presented, and it was seconded by Councilmember Jim Player.

Motion all in favor.

**Council Updates**
No comments were made at this time.

**Consent Agenda**

**Approval of proclamation P-24-01 in honor of the spring litter sweep which runs from April 13 - April 27, 2024.**

**Approval of Resolution R-24-01 for Baabals to lease the concession stand at Bill Moore Community park from April 1, 2024, until August 31, 2024.**

**Appointment of Susan Heafner as Deputy Tax Collector**

**Approval of Budget Amendment #3 to the FY 23/24 Budget Ordinance for a prior year adjustment for Mills River Fire & Rescue ($20,226.00) from the recent audit.**

**Mayor Blakely** asked for a motion to approve the Consent Agenda as presented.

Mayor Pro-Tem Sheila Franklin motioned to approve the consent agenda and it was seconded by Councilmember Jim Player.

Motion all in favor.

**Discussion Items**

**Selection of a candidate to fill an at-large vacancy on the Planning Board.**

Mayor Blakely stated that council has their ballots and if there are no other questions at this time please select your preffered candidate and write your name on the ballot as well.

The council submitted their ballots to the mayor for the votes to be tallied.

Councilmember Trevor Lance thanked everyone that applied and said that there was a lot of talent in everyone that applied for this seat.

Mayor Blakely announced that the vote was unanimous for Ms Robyn Mondin.

**Mayor Blakely** asked for a motion to approve Robyn Mondin to fill that vacancy on the planning board.

Councilmember Jim Player motioned to approve Robyn Mondin and it was seconded by Mayor Pro-Tem Sheila Franklin.

Motion all in favor.

**Proposal for consulting services from Retail Strategies**

Town Manager Mark Biberdorf gave a brief overview from last week on consulting services with retail strategies. The cost is $45,000 for an annual contract. Ms Backus will be here in April to give a presentation.

Discussion Followed:

## Use of Town Owned Property for Industrial Purposes

Mark Biberdorf gave an overview from last week on the Meritor property stating that the acreage is about 6.76 acres and that it has been listed with the Henderson County Partnership for $570,000.00. This was based on an appraisal that we did in 2021. There had not been much interest or activity until recently. The partnership had an inquiry and wanted to know if we were still interested in selling and if the asking price was still good. If we wanted to continue to list it, we might want to get the appraisal updated. He suggested pulling the property from the listing (due to lack of interest) and holding on to it in case we need to relocate Public Works and Parks & Recreation to the property in the future.

The council has agreed to remove the property from the listing at this time.

**Mayor Blakely** asked for a motion to remove the "towns" Meritor property from the listing with the Partnership for Economic Development.

Councilmember Trevor Lance stated that he would make that motion, and it was seconded by Mayor Pro-Tem Sheila Franklin.

Question on the motion: Mayor Pro-Tem Sheila Franklin asked if we were approached in the future if there was an interest I am assuming that they would reach out to us.

Town Manager Mark Biberdorf stated that yes this just removes it from being an active listing.

Motion all in favor.

## Unassigned Fund Balance- Excess Reserves Recommendation

Assistant Town Manager Heather Taylor went over her report on the suggestions on what to do with the excessive fund balance reserves.

Discussion Followed:

Council has agreed to put these funds towards existing debt and there will be an amendment to the budget ordinance on the agenda for the April meeting.

## Town Manager Report

On the grant assistance for greenway trails, (Rebekah Robinson with Conserving Carolina) will be here at the April meeting to talk to council about this to see if we want to go after any of these grants.

Discussion Followed:

I am still trying to set up meetings with our legislative delegation about our priority list and I have reached out to Senator Moffitt and Representative Balkcom, and I am having a difficult time setting up a meeting right now. Mayor, I may ask you to reach out to them. The other one would be with our Congressman's office as well.

The document shred/pill drop event is set up for April 20, 2024, from 9:00 to noon, and we also will have public works available to load up free mulch for anyone who is interested.

Last week I know there were several comments about the pay study and the mayor and several others were interested in meeting with Mr. Hill and that is set up for tomorrow.

Next week on Tuesday is our budget workshop meeting and we will start at 8:30 at 8:00 there will be a light breakfast available.

**Department Reports**

**February Reports**

**Adjourn**

**Mayor Blakely** asked for a motion to go into Closed Session.

Councilmember Trevor Lance motioned to go into Closed Session, and it was seconded by Councilmember Jim Player.
Motion all in favor.
Went into Closed Session at: 6:30 pm
**Closed Session per NCGS 143.318.11 (5) "Contractual Matters"**
Came out of Closed Session at: 7:20 pm

**Mayor Blakely** asked for a motion to adjourn

Councilmember Trevor Lance motioned to adjourn, and it was seconded by Councilmember Jim Player.

Motion all in favor.

Adjourned at: 7:23

**Upcoming Events**

**Budget Retreat Meeting March 19, 2024, at 8:30 am**
**Easter Egg hunt Saturday, March 23, 2024 12:00-2:00 pm**
**Agenda Review Meeting April 1, 2024, at 6:00 pm**
**Regular Meeting April 8, 2024, at 6:00 pm**
**Annual Shred/Pill Drop event on Saturday, April 20, 2024, from 9:00 am til noon**

Approved.

Date

Signed

Town of Fletcher
Town Council Pre-Budget Retreat Meeting 3-19-24
Minutes
March 19, 2024

**Call the meeting to order at: 8:30 am**
NOTE: This meeting finished much earlier than originally scheduled.

Those who were in attendance are as follows:
Mayor Preston Blakely
Mayor Pro-Tem Sheila Franklin
Councilmember Jim Player
Councilmember Keith Reed
Councilmember Trevor Lance
Planning & Zoning Director Eric Rufa
Public Works Director Jabbo Presley
Police Chief Dan Terry
Parks & Recreation Director Greg Walker
IT Director Matthew Horton
Assistant Town Manager Heather Taylor
Town Manager Mark Biberdorf

**Discussion Items**

**Police Department Budget Presentation - Chief Dan Terry 8:30-9:00 am**

Police Chief Dan Terry gave a presentation on the proposed budget for the police department for the upcoming fiscal budget year and answered questions that the council had for him.

Discussion Followed:

**Information Technology Budget Presentation - Matthew Horton 9:00 - 9:30 am**

IT Matthew Horton gave a presentation on the proposed budget for the IT department for the upcoming fiscal budget year and answered questions that the council had for him.

Discussion Followed:

**Parks & Recreation Budget Presentation - Greg Walker 10:00 - 10:30 am**

Parks & Recreation Director Greg Walker gave a presentation on the proposed budget for the parks & recreation department for the upcoming fiscal budget year and answered questions that the council had for him.

Discussion Followed:

Break at: 9:36 am
Back from break at: 9:48 am

**Public Works Budget Presentation - Jabbo Pressley 10:45 - 11:30 am**

Public Works Director Jabbo Pressley gave a presentation on the proposed budget for the public works department for the upcoming fiscal budget year and answered questions that the council had for him.

Discussion Followed:

**Fletcher Fire & Rescue - Greg Garland 11:30 - 12:00 pm**
Fire Chief Greg Garland, with the assistance of Board member Hugh Clark gave a presentation on the proposed budget for Fletcher Fire & Rescue for the upcoming fiscal budget year and answered questions that the council had for them.

Discussion Followed:

**Planning & Zoning Budget Presentation - Eric Rufa 1:00-1:30 pm**
Planning & Zoning Director Eric Rufa gave a presentation on the proposed budget for the planning department for the upcoming fiscal budget year and answered questions that the council had for him.

Discussion Followed:

**Administration, Professional Services & Town Facilities Budget Presentation - Heather Taylor 1:30 - 2:00 pm**
Assistant Town Manager Heather Taylor gave a presentation on the proposed budget for administration, professional services and town facilites for the upcoming fiscal budget year and answered questions that the council had for her.

Discussion Followed:

**Governing Board Budget Presentation - Christine Thompson 2:00 - 2:30 pm**
Town Clerk Christine Thompson gave a presentation on the proposed budget for the governing board for the upcoming fiscal budget year and answered questions that the council had for her.

Discussion Followed:

**Presentation on Revenues, CIP, Open Discussion - Mark Biberdorf, Town Manager 2:30 - 3:00 pm**

Town Manager Mark Biberdorf went over the Revenues & CIP for the upcoming budget year and gave an overview of last year stating that he is going to have the budget based on the .28 (per 100) tax rate that went into effect last year after the property re-evaluation by Henderson County.

Discussion Followed:

**Adjourn**
**Mayor Blakely** asked for a motion to adjourn

Councilmember Keith Reed motioned to adjourn, and it was seconded by Mayor Pro-Tem Sheila Franklin.

Motion all in favor.

Adjourned at: 11:48 am

Approved.

| | |
|---|---|
| Date | Signed |

**BUDGET AMENDMENT 4**
**Original Ordinance # 0-23-07**
**Amended on April 8, 2024**
**0-24-02**
**REQUEST FOR BOARD ACTION**
**TOWN OF FLETCHER**

**MEETING DATE:** April 8, 2024

**SUBJECT:** Budget Amendment 4

**ATTACHMENTS:** YES

**SUMMARY OF REQUEST:**

The Town has decided as part of its resurfacing program to resurface Continuum Drive and Snowball lanes this fiscal year. The Town also needed to replace the guardrail along Old Cane Creek Road. The Town will need to appropriate additional Powell Bill funds to be keep these projects within budget.

The attached budget amendment will increase the Powell Bill Maintenance & Repair line item by $19,000 to account for the resurfacing project for Town maintained streets along with associated engineering costs and other road expenditures.

The Town received additional Powell Bill funds above what we budgeted thus we can appropriate $19,000 from our current year distribution.

**TOWN MANAGER'S RECOMMENDATION:**

It would be appropriate for the Board to approve the attached budget amendment to keep the Powell Bill Maintenance & Repair line item within budgetary requirements.

# BUDGET AMENDMENT # 4
# FY 23/24 BUDGET ORDINANCE
**Effective April 8, 2024**

| | Account # | Debit | Credit |
|---|---|---|---|
| **General Fund** | | | |
| **Revenues** | | | |
| Powell Bill | 10-3430-0000 | | 19,000.00 |
| **Expenditures** | | | |
| Powell Bill Maintenance & Repair | 10-5700-7600 | 19,000.00 | |

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______________________________
Mayor Preston Blakely

ATTEST:

-----------------------------------------------
Christine Thompson NCCMC, MMC
Town Clerk

**BUDGET AMENDMENT 5**
Original Ordinance # 0-23-07
Amended April 8, 2024
0-24-03
**REQUEST FOR BOARD ACTION**
**TOWN OF FLETCHER**

**MEETING DATE:** April 8, 2024

**SUBJECT:** Budget Amendment 5

**ATTACHMENTS:** YES

**SUMMARY OF REQUEST:**

Town Council in 2017 approved a Fund Balance Policy that outlined that unassigned fund balance should be a minimum of 45% of general fund total expenditures and no more than 65% of general fund total expenditures. In the policy, unassigned fund balance percentages in excess of 65% calculated at the previous fiscal year end, maybe drawn down for nonrecurring expenditures (one-time expenditures, start-up expenditures, appropriated to lower the amount of outstanding principal on existing debt, or used to lower the property tax rate).

At the end of FY 22/23, the Town had an unassigned fund balance of 75% or an excess of $850,000. At the March Town Council Meeting the consensus of Town Council was for the Town to apply the excess reserves as outlined by the Fund Balance Policy towards outstanding principal on existing debt.

The consensus was to apply the $850,000 towards two separate loans: $371,000 towards Truist/Town Hall loan and $479,000 towards the USDA/$5 million/Town Hall loan. This would generate $650,000 in interest savings as well as paying off the Truist loan and shortening the term on the USDA loan.

The attached budget amendment will increase the Principal Debt Retirement line item by $850,000 to apply the excess reserves towards lowering the amount of outstanding principal on existing debt per the Fund Balance Policy.

**TOWN MANAGER'S RECOMMENDATION:**

It would be appropriate for the Board to approve the attached budget amendment to keep the Principal Debt Retirement line item within budgetary requirements.

**BUDGET AMENDMENT # 5**
**FY 23/24 BUDGET ORDINANCE**
**Effective April 8, 2024**

| | Account # | Debit | Credit |
|---|---|---|---|
| **General Fund** | | | |
| **Revenues** | | | |
| Fund Balance Appropriated | 10-3990-0000 | | 850,000.00 |
| **Expenditures** | | | |
| Principal Debt Retirement | 10-7000-0001 | 850,000.00 | |

Mayor Preston Blakely

ATTEST

Christine Thompson NCCMC, MMC
Town Clerk

# MEMORANDUM

TO: Mayor and Town Council

FROM: Mark E. Biberdorf, Town Manager

COPY TO: Heather Taylor, Assistant Town Manager
Greg Walker, Parks & Recreation Director

DATE: March 27, 2024

SUBJECT: Discussion of Grant Opportunities for Extension of the Cane Creek Greenway and Potential Operating Cost Impacts

Rebekah Robinson with Conserving Carolina had previously appeared before Council regarding a potential grant source for extension of the Cane Creek Greenway. She will be back before Council to discuss that grant program called Connecting Communities to State Trails. She will also be discussing another potential grant source called the Great Trails State Program (GTSP). Both need to be discussed with Council in order to get some direction in terms of authority to pursue one or both of these grants.

Another issue that was previously brought up about extending the greenway was what would be the operational cost impact for doing so. Looking at just the Cane Creek Greenway extension there would be some operating cost impacts on both the personnel side and capital side as well. In terms of personnel, this expansion would likely push our Parks & Recreation Department to the point of needing an additional full-time maintenance worker. The net cost for this, factoring in eliminating the need for a keeping a permanent part-time maintenance position, would be $43,952 in the first year.

On the capital side of operating cost impacts, staff would recommend the purchase of a utility terrain vehicle (UTV). This purchase could be initiated by either the Police Department or Parks & Recreation Department. The estimated cost for a police equipped UTV would be approximately $21,000. A parks & recreation equipped UTV would be in the neighborhood of $16,000.

If Council should have any questions on the information provided here in advance of the meeting, please let me know.

MEB/meb

## MEMORANDUM

TO: Mayor & Council

FROM: Mark Biberdorf, Town Manager

COPY TO: Heather Taylor, Assistant Town Manager
Eric Rufa, Planning & Zoning Director

DATE: 3/27/2024

SUBJECT: Discussion of proposal from Retail Strategies for Town Center project - Lacey Bacchus, Senior Director of Community Partnerships

Background:
Staff presented this item at the March Council meeting in order to provide some background on the potential benefits of utilizing these consulting services for our Town Center project. Ms. Bacchus will provide additional details about how these consulting services will work and how this can benefit our project.

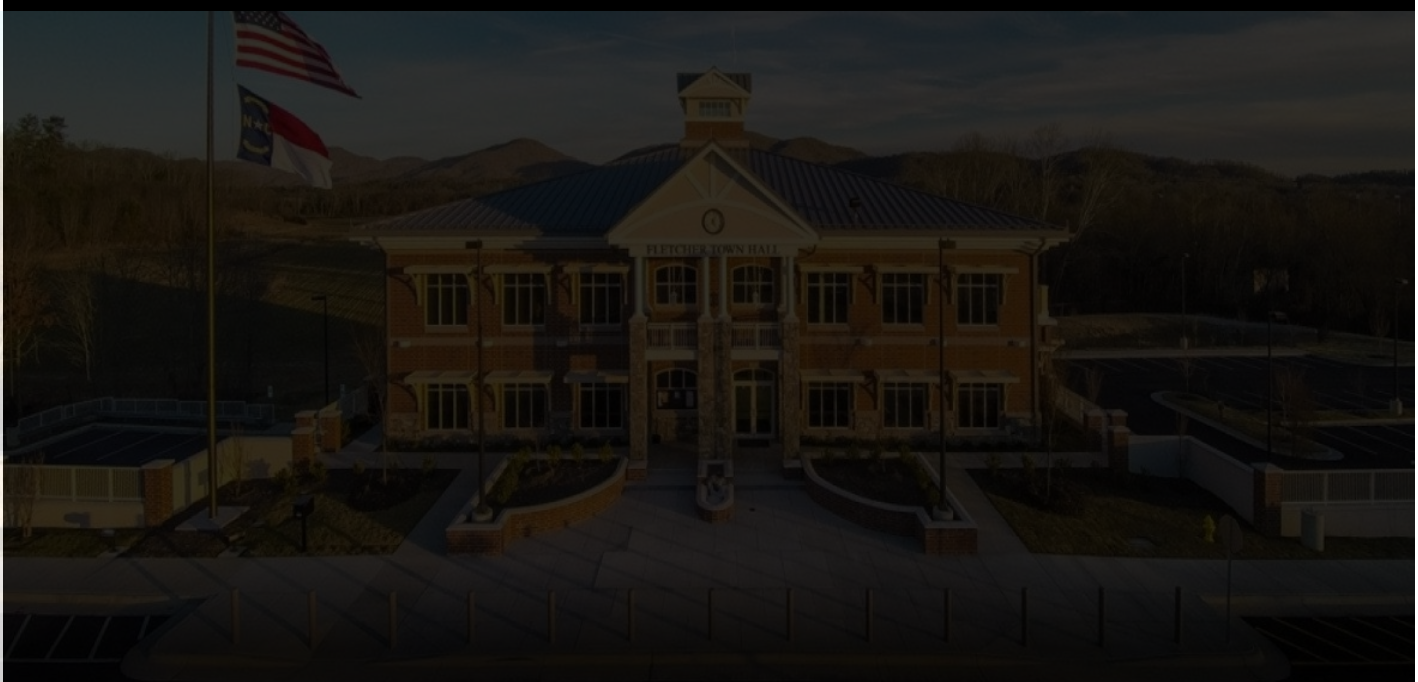
Recommendation:
It is the recommendation of staff that Council consider approving this proposal.

Attachments:
1. Retail Strategies - Retail Recruitment Consulting Proposal Fletcher NC

retail strategies

Strictly Private & Confidential

Pricing Valid for 60 Days



# Retail Recruitment Consulting Partnership
# Town of Fletcher, North Carolina

**Presented to**

**Mark Biberdorf, Town Manager**

**February 21, 2024**

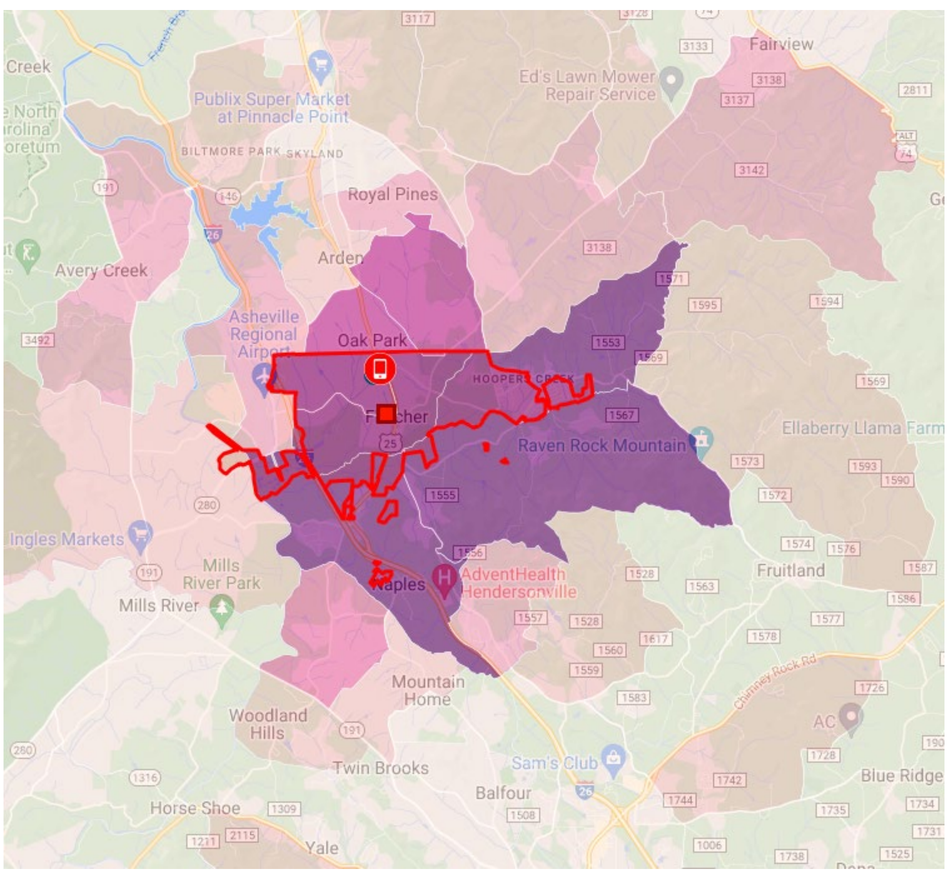
# Opportunity in Fletcher

In a preliminary analysis, we identified a custom trade area of 70,000+ consumers in Fletcher, far beyond your municipal boundaries.  Utilizing mobile data collections, we can determine who is coming into Fletcher to live, work, shop, play and eat  (darker the color = more dense area of shoppers).

By partnering with Retail Strategies, you can reclaim some of your annual retail leakage leaving the Town each year including:

- $40 million general merchandise
- $30 million grocery
- $ 4 million clothing
- $ 4 million restaurants

This shows a tremendous opportunity to recruit development and businesses to the Town to keep dollars local and improve quality of life for residents.



RETAIL STRATEGIES

# About Us

Retail Strategies is the national expert and must trusted partner in recruiting businesses on behalf of communities.

Retail Strategies' mission is to provide real estate expertise, tools, and human effort that position deserving  communities as alluring locations for recruiting and retaining businesses.

Our expertise includes over 150 collective years of retail real estate experience and 40 licensed Commercial Real Estate professionals. We have a track record of success to aggressively execute a tailored  strategy to attract retailers, restaurants and hotels for our Clients across the United States.

Retail Strategies has been honored with "Best Places to Work", "Who's Who of Commercial Real Estate", "CEO of the Year", "Top 40 Under 40" and "Top 100 Influencers in Real Estate."

Our activities pay a return in taxes, add jobs, and add businesses that enhance the unique qualities of your community.  Retail Strategies' network of contacts within the retail and real estate industry (over 9,000 businesses) will be put to work for you.

## Industry Leaders

- 150 years of retail real estate experience
- 40 licensed commercial real estate professionals
- Direct connections to retailers & developers
- Proactive, hands-on approach

## Industry Involvement

ICMA

ICSC INNOVATING COMMERCE SERVING COMMUNITIES

NLC NATIONAL LEAGUE OF CITIES — CITIES STRONG TOGETHER

MAIN STREET AMERICA 2020 Allied Member

IDA INSPIRED LEADERS SHAPING CITIES

IN THE NEWS

## ICSC Names Lacy Beasley to Board of Trustees

**Lacy Beasley**, President of Retail Strategies, was appointed to **ICSC's Board of Trustees** for an initial three-year term. She was one of 16 new trustees added to the board, and one of only two members representing the **public sector**.

The board provides input in helping **ICSC** achieve its goal of serving its more than 70,000 members globally by proactively advocating and communicating the critical social, civic, and economic role played by the retail real estate industry across the world.

Lacy has cemented herself as a go-to source in the commercial real estate world, developing a niche working with municipalities on their retail development strategies.

# Discover: Market Analysis

discover

The process begins with market analysis. We take the deep dive into data, advanced analytics, and proprietary tools we developed to uncover and define the potential in your community.

Retail Strategies' industry-trusted data providers are used by national retail, pharmacy, grocery, and restaurant brands.

This data consistently delivers the highest level of accuracy and allows our team to provide the deepest, most reliable information possible to our Clients.

### Real Estate Analysis

A real estate study that identifies opportunities for strategic focus properties, underutilized assets, development zones, and redevelopment zones.

### Mobile Data Collection

An industry-leading report which utilizes cell phone data to identify the location of consumers that visit a defined shopping area.

### Trade Area Identification

By utilizing mobile data, analytics and real estate acumen, we identify consumer opportunity, demand & shopping patterns.

### Gap Analysis

Examining the market supply and market demand (leakage and surplus) within the trade area to uncover the categories of retail desired by your community.

### Retailer Void Analysis

Identifying businesses that have entered similar communities but have not yet entered your market.

### Peer Community Analysis

Identification and comparison of similar communities to measure your retail base and identify opportunities from a categorical perspective.

### Business Recruitment Categories

After reviewing key demographic information, we deliver a list of priority business categories for recruitment and/or expansion that will elevate your community.

### Psychographic Analysis

Tapestry Lifestyles define the type of consumers by demographics, consumer preferences, expenditures, and cultural ideals through psychographic profiles.

### Consumer Spending Patterns

Drilling down into each retail segment to identify and understand your consumers' spending patterns.

retail strategies



# Discover: Real Estate Analysis

discover

Real Estate is the key to every business expansion.

Retail Strategies features over 150+ years of retail real estate experience and we utilize our collective experience to provide the most thorough, and creative, assessment of your community.


Our team of licensed real estate professionals come to your community for a Boots on the Ground analysis of the market and view and inventory properties, sites and buildings.

We uncover underutilized real estate assets and identify sites and properties:

- short and long-term development
- Redevelopment
- highest and best use
- vacancies to be filled

Your dedicated team will identify and conduct outreach to property owners, brokers, developers, retailers, restaurants, and all other industry players to connect the dots to your market.

Retail Strategies is the only retail consulting firm that is also a real estate development and brokerage firm. With over 40 licensed commercial real estate professionals, you benefit from this depth of real estate expertise.

# Connect: Retail Recruitment

connect

## Retail Recruitment Strategy & Plan

At the end of our Discovery process - we combine your data, analytics, real estate, and community vision to create your Retail Recruitment Plan and Strategy.

This 70+ page document highlights our research on the community, demographic information, retail analysis and our Boots on the Ground real estate analysis.

Identified are the top prospects where our team of experts will perform outreach to match your real estate and market opportunities.

Retail Strategies will present the Plan for approval before implementation. As your partner, your buy-in is vital to our efforts and our success.

Once approved, we will send an electronic file and printed and bound copies of the Plan.

## Community Marketing Guide

You will receive a customized Marketing Guide that highlights critical market intelligence, data, real estate information, and advanced analytics to illustrate the top facts that position you for economic growth.

These flyers can be printed and/or uploaded to your website.

# Connect: Retail Recruitment

**connect**

## Marketing & Outreach


This is where we take the information we have collected for your community, package it in the appropriate format, and begin highlighting opportunities in your community.

We become an extension of your team – your real estate consultants that are promoting your opportunities in the industry.

Retail Strategies will reach out to property owners, brokers, developers, retailers, restaurants and industry players to connect the dots to your market.

Continue to provide information throughout our partnership to help us define the opportunities in your community.

## Conference Representation

Our team attends more than a dozen retail real estate conferences including ICSC, ICSC Recon and RetailLive!

Retail Strategies attends these shows to meet with industry leaders and market your opportunities.

At conferences, we set up meetings with targeted retailers, restaurants, brokers, and developers on your behalf.

Following the conference, you receive an update on who we met with, what was said, and what our next steps are for your community.


# Advance: Reporting & Collaboration

**advance**

Communication is the key to our partnership.

We work to ensure that your questions, feedback, and other information can be answered, collected, and utilized.

## Reporting

Throughout our partnership, we report to you regularly with updates from our recruitment efforts, industry news, and other information that will allow you to become more of an expert on your market and the industry.

Your team will be reaching out to property owners, brokers, developers, retailers, restaurants, and other industry players on your behalf. These conversations will be summarized and provided to you to keep you in the know on our efforts.

In addition, through our experience we know we can learn as much from a “no” as we can from the “yes”.

We provide you information on why it is a yes and why it was a no so that  your community can better understand how prospective businesses and industry leaders view your community.

## Basecamp

Retail Strategies utilizes Basecamp, a project management and collaboration web platform, to record and store conversations and information shared with our Clients.

This platform is username and password protected and keeps our partnership organized.

Communications and recaps are stored in Basecamp for you to access at any time.

## Retail Trends & Access


Retail is constantly evolving and changing. Every day we are processing new information and converting it into insights for our Client Communities.

Throughout the life of our partnership, we will continuously provide updates on industry trends and expansion.

As clients, you can have access to our invaluable research tools and subscriptions.

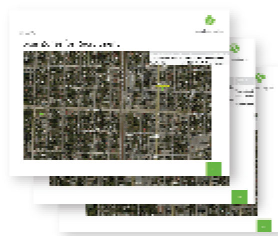
# Deliverables

**advance**

## Proven Process = Proven Results

### Data & Analytics

A complete market analysis that will empower community leaders and give credibility when speaking with the retail and real estate industry and your community.



### Real Estate Analysis

Retail Strategies licensed real estate professionals will conduct a building and business inventory to help create a plan of action for available retail sites in your market.

### Recruitment Plan

A thorough analysis of your trade area, real estate assets, and prospective businesses that will thrive in your market.

### Marketing Guide

These customized marketing guides highlight critical market intelligence, data, real estate, and advanced analytics to illustrate the top facts that position your community for economic growth.

### Outreach & Marketing

Pro-active retail recruitment to a minimum of 30 retailers, restaurants, brokers and/or developers each year to market the uniqueness and opportunity of your community, overcome objections, and advance your economic efforts.

### Conference Representation

Retail Strategies will represent your community to targeted retailers, restaurants, brokers, and developers. After the conference, you receive an update on who we met with, what was said, and what next steps.

# Investment

Our services will help reduce retail leakage, pay a return in sales taxes, add jobs, increase property taxes, and add businesses that enhance the unique qualities of your community.

| Service | Annual Investment |
|---|---|
| Retail Recruitment Consulting | $45,000 |

***Pricing valid for 60 days***

Retail Strategies' agreements are defined prices for three years of service to protect you from any future price increases.

The Client will have the option to extend or discontinue the agreement each year and is not locked in for multiple years of service.  Future year pricing will be discussed during our partnership.

Real estate deals take up to 18-36 months on average and the seeds we plant in year 1 often cannot come to fruition until year 2 or 3.

The total fee for completion of work is due upon execution of agreement.

Should the Client request a special assignment, additional work, and/or additional travel needs not specifically referenced in the contract, we will prepare written authorization to be signed by the Client in advance of commencing any additional work. One trip to Client is included in pricing. Any additional travel will be approved by the Client (not to exceed $1,000 per trip).

## American Rescue Plan

Our services are eligible uses of the American Rescue Plan (ARPA) funds that the Town is receiving and are an investment back into the community.

retail strategies

RETAIL STRATEGIES

# Success Stories

## North Carolina Statewide Economic Impact

- Estimated $4 M Annual Sales Tax Collections
- 2,100+ Full And Part-Time Jobs
- 100+ New Businesses

### ALBEMARLE, NC

**$23.4M** Annual Sales and **$468,980** County Retention. **185 jobs** from Dickey's BBQ, East Coast Wings and Grill, Farmer's Furniture, Hwy 55, Ollie's Bargain Outlet, Petsmart, Chick-fil-a, Verizon and Roses Express.

### LUMBERTON, NC

**$15.3M** Annual Sales and **$306,840** County Retention. **145 jobs** from Jimmy John's, Mattress Firm, Panera Bread, PetSense, Popeyes, Hobby Lobby and Ollies Bargain Outlet.

### SHELBY, NC

**$61.8M** Annual Sales and **$1.2M** County Retention. **125 jobs** from Checkers, Firehouse Subs, Jimmy Johns, Great Clips, Bargain Hunt, Ingles and Lidl.

### WAKE FOREST, NC

**$21.7M** Annual Sales and **$435,240** County Retention. **167 jobs** from Chipotle, AT&T, Which Wich, BurgerIM, Firehouse Subs, Culver's, Kay Jewelers, Tropical Smoothie Café, First Watch, Chronic Tacos and Freddy's Frozen Custard.

## Total Impact to Date - North Carolina

$4 million in sales tax collections, 2,100 new jobs & 100+ new businesses

RETAIL STRATEGIES

# Success Stories

GREENVILLE, NC

**$41.8M** Annual Sales and **$296,060** in County Retention. **298 jobs** from Bad Daddy's Burger Bar, Dunkin, Jack Brown's Beer and Burger, Tropical Smoothie Café, Marshall's, Sola Salon, Publix and Orange Theory Fitness.

WILSON, NC

**$9.4M** Annual Sales and **$189,860** County Retention. **102 jobs** from Dominos, Farmer's Furniture, Harris Teeter Gas, Jimmy Johns, Sam's Carwash, Smithfield's Chicken 'N Bar-B-Q and Wendy's.

LEXINGTON, NC

**$8M** Annual Sales and **$160,100** County Retention. **79 jobs** from Marco's Pizza, PetSmart, Chick-Fil-A and Planet Fitness.

MORGANTON, NC

**$31.4M** Annual Sales and **$629,500** County Retention. **85 Jobs** from Rural King, Buffalo Wild Wings, Food Matters and Workout Anytime.

## Total Impact to Date - North Carolina

$4 million in sales tax collections, 2,100 new jobs & 100+ new businesses

RETAIL STRATEGIES

# Success Stories

## Laurinburg, NC – Retail Recruitment Wins

| Brand | Avg Annual Sales/store (estimate) | Avg New Jobs/store (estimate) |
|---|---|---|
| Biscuitville | $1,900,000 | 20 |
| Firehouse Subs | $891,000 | 15 |
| Popeye's | $1,612,787 | 15 |
| Starbucks | $9,300,000 | 20 |
| Burkes Outlet | $1,800,000 | 20 |
| Harbor Freight | $5,500,000 | 20 |
| Planet Fitness | $1,560,000 | 15 |
| Hardee's | $1,197,000 | 15 |
| Chick-fil-A | $8,700,000 | 35 |
| Dunkin | $1,056,000 | 15 |
| Freddy's | $1,758,000 | 15 |
| Five Below | $2,400,000 | 25 |
| ***Total*** | ***$37,674,787*** | ***230*** |

*"Not only does Retail Strategies provide demographic data, marketing tools, and legitimate prospects, but they also perform the actual recruitment outreach. They have established relationships with regional and national retail brands, local real estate brokers, and developers.*

*It is nice to have an expert (with a track record) representing our city at trade shows as well as key meetings here in Laurinburg. Because of Retail Strategies, our city welcomed new businesses such as Chick-Fil-A and added over 100 new jobs!"*

*Charles Nichols, City Manager Laurinburg, NC*

## Total Impact to Date - Laurinburg, NC

$37+ million in retail sales collections, 230 new jobs & 12 new businesses

# Success Stories

**Albemarle, North Carolina**

Over the past seven years, 11 regional and national retailers have moved to Albemarle, resulting in more than 200 new jobs and just under $27 million in total investment.

After remaining stable for many years, sales tax revenue has increased by more than 43% from 2014 to 2020 and the retail businesses have also increased revenues for the city's electric, water and sewer operations.

Retail Strategies helped recruit to Albemarle:

- Dickey's BBQ, created 10 jobs
- East Coast Wings and Grill, created 20 jobs
- Farmer's Furniture, created 5 jobs
- Highway 55 Burgers, Shakes and Fries, created 20 jobs
- Ollie's Bargain Outlet, created 30 jobs
- PetSmart, created 29 jobs
- Chick-fil-A, created 36 jobs
- Verizon, created 10 jobs
- Rose's Express, created 25 jobs
- Harbor Freight, created 15 jobs
- Planet Fitness, created 10 jobs

## Total Impact to Date - Albemarle, NC

327+ million in retail sales collections, 200 new jobs & 12 new businesses

## MEMORANDUM

TO: Mayor & Council

FROM: Janna Bianculli

COPY TO: Heather Taylor, Assistant Town Manager

DATE: 3/28/2024

SUBJECT: Presentation of transit feasibility study for Apple Country Transit - Janna Bianculli, Senior Planner for Henderson County

Background:
Henderson County has recently completed a transit feasibility study for Apple Country Transit. Janna Bianculli with the Henderson County Planning Department will present the highlights of the transit study and potential impacts for the Town of Fletcher.

Recommendation:
Information item only.

Attachments:
1. Henderson County Transit Plan_ES021624

# Henderson County Transit Feasibility Study

## Executive Summary

February, 2024

# Table of Contents

# Henderson County Transit Study
# Vision & Goals

## VISION:

Our vision for the future of transit within Henderson County was developed collaboratively and seeks to create a safe, connected multimodal network that provides people with greater access to opportunities and to ensure a greater level of coverage so the transit system becomes a reliable mobility asset to residents, employees, and visitors.

- Our vision is  achieved through intentional and effective public outreach and stakeholder participation. The vision improves connectivity and safety for all residents while supporting equitable, multimodal development.
- Our county offers excellent quality of life offering mobility options that provide access to employment, healthcare, education, and recreational  opportunities.
- Our transportation network is well connected, providing  mobility options throughout the entirety of Henderson County, ensuring equal and equitable access for all users.
- Our transit system provides more frequent service, expanded coverage, and improved first-/last-mile connections, linking municipalities directly and reaching underserved communities.

## GOALS:

- To conduct a SWOT and bus stop safety analysis at a system level
- To conduct effective public engagement in order to ensure recommendations are aligned with local input
- To identify opportunities for more effective and efficient transit service that provides safe and equitable access to employment, education, and healthcare

# Introduction

The feasibility study is being conducted to assess Apple Country Public Transit (ACPT) routes and ridership at a system level, inventory and analyze bus stop safety and amenities, solicit public feedback, and provide recommendations to identify opportunities to improve and enhance existing services.

The study intends to identify opportunities to increase the ridership of ACPT's transit while optimizing the level of service for current and potential riders, and allow safe and equitable access to employment, education, healthcare, and other regular destinations. A SWOT and bus stop analysis, as well as public engagement will inform the opportunities identified.

Findings and recommendations from the study will support the vision of Henderson County of providing safe and equitable service to all members of the community.

# Market Analysis

Demographics, employment centers and trip patterns were assessed across Henderson County to understand how transportation is currently used and where the most transportation disadvantaged populations reside.

Results from the demographic analysis are provided below:

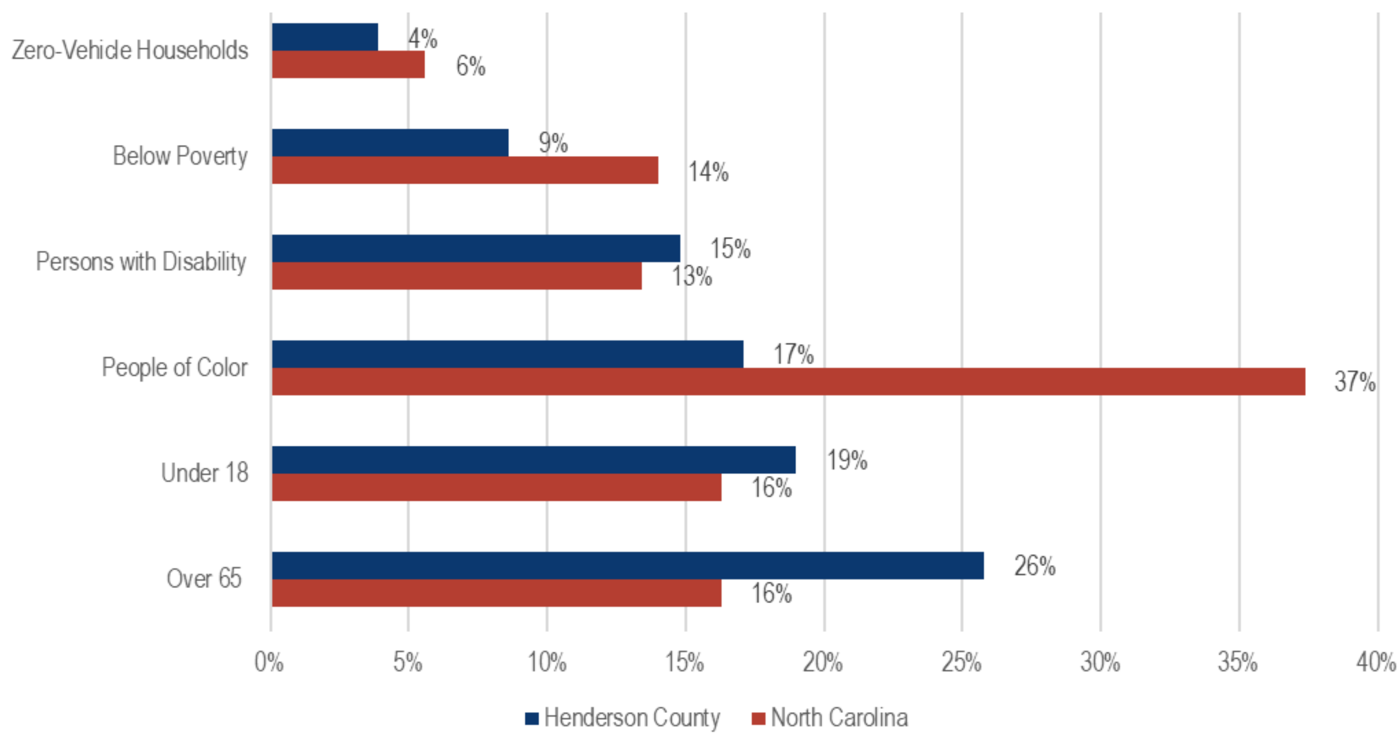



Figure 1 Comparison of Transportation Disadvantaged Demographics in Henderson County Compared to the State

The prevalence of individuals with disabilities can be a key factor in determining communities with greater reliance on public transportation for regular errands. The greatest density of Henderson County's disabled residents exists along I-26 and in downtown Hendersonville.

Another transportation disadvantaged group that exists in higher proportion within Henderson County is senior aged citizens. As a group that may rely on aids for daily tasks and may also be on fixed income, they may also have a stronger dependency on transit services. High concentrations of the elderly population live around ACPT's Route 1, along the I-26 corridor in eastern Henderson County, and in the towns of Fletcher and Flat Rock.

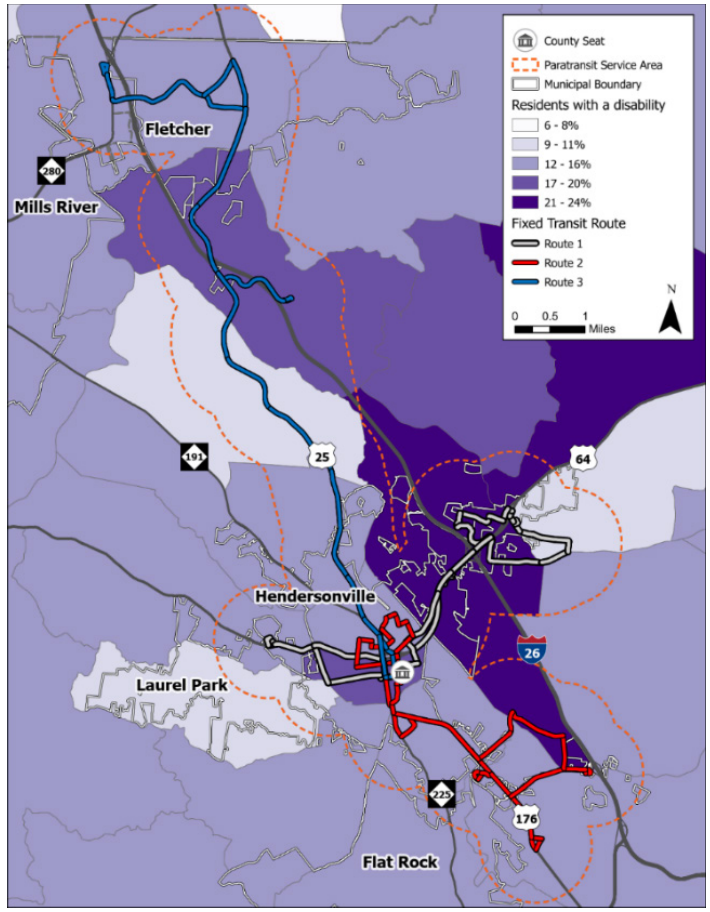



Figure 2 Population with a Disability

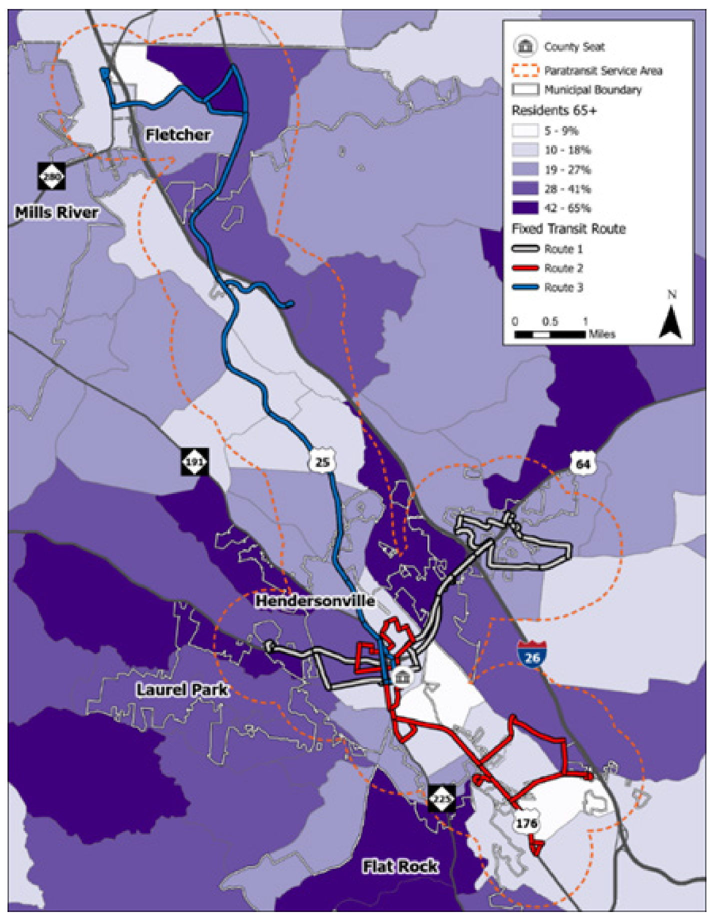



Figure 3 Population Over 65

Other transportation disadvantaged groups (minorities, impoverished individuals, and households without vehicles) are not found at a high rate in Henderson County above the state average. However, the densest populations of the latter two can be found along the I-26 corridor, and the former in Southeast Hendersonville, demonstrating the importance of reliable transit service in these areas.

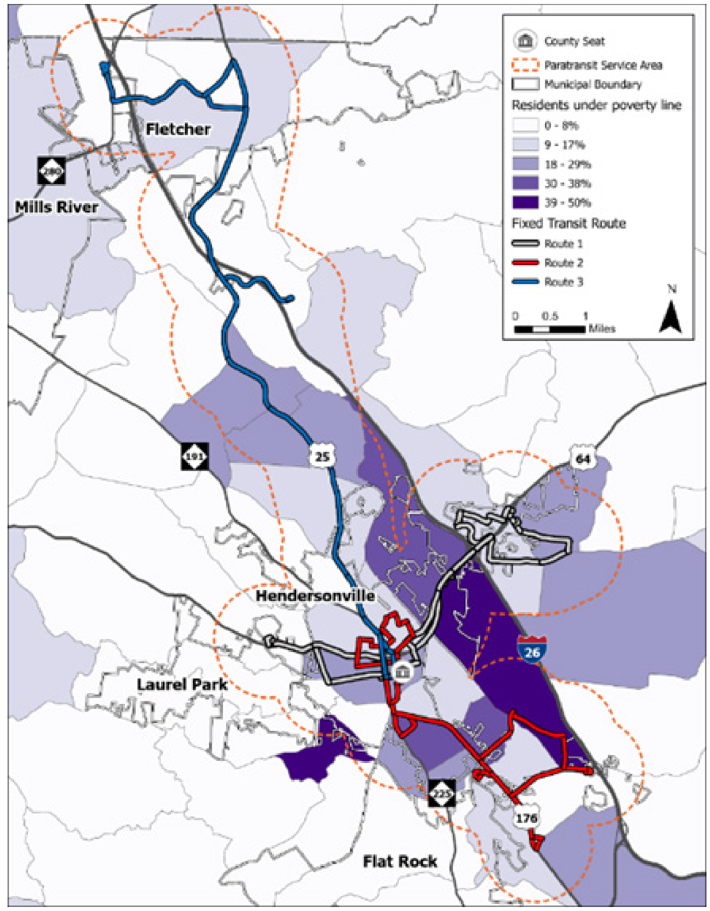



Figure 5 Population Below Poverty Line

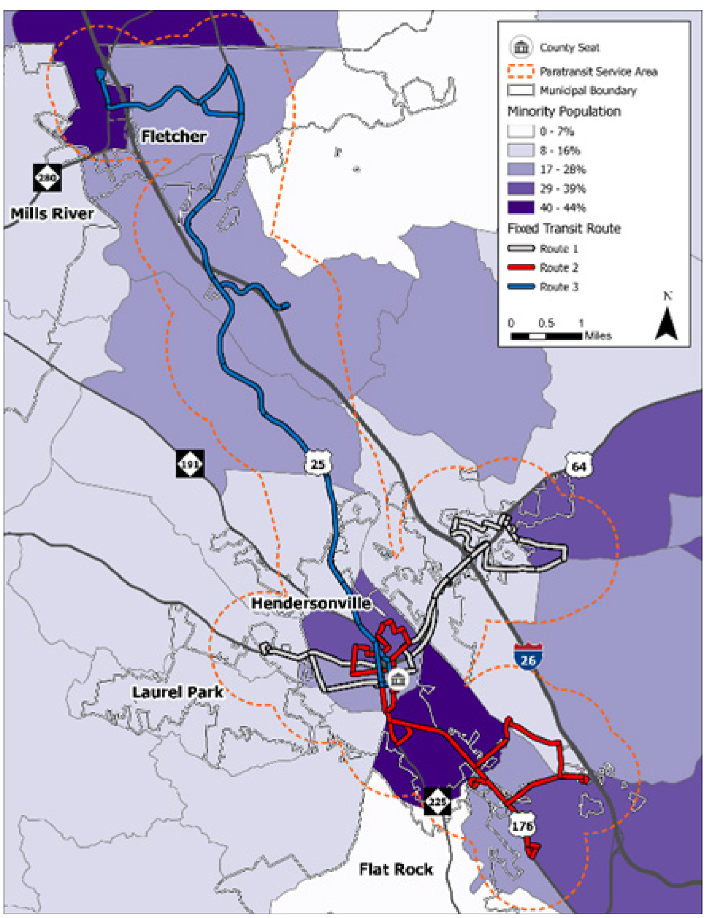



Figure 4 Distribution of Minorities

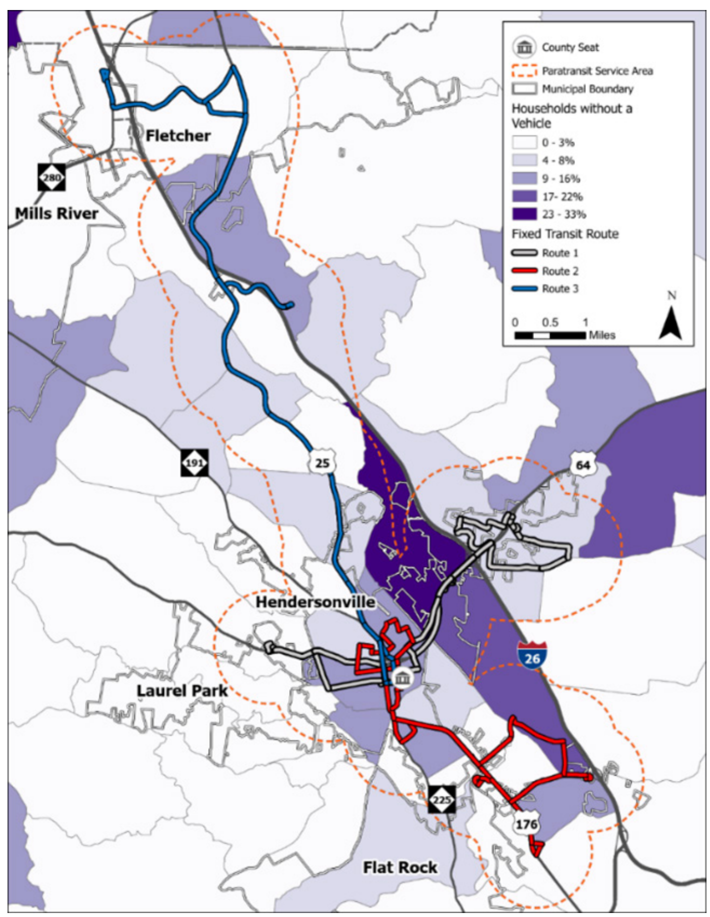



Figure 6 Zero Vehicle Households

The location of large employment centers within the county, as well as where outside of Henderson County residents are commuting, is key information to tailor potential service modifications.

The densest cores for employment in Henderson County are in proximity to the major thoroughfares of I-26 and US-64.

Henderson County brings in a near equal number of workers into the county (19,473) as native residents who stay in the county to work (19,957). The plurality of these workers commuting into Hendersonville travel from neighboring Buncombe County.

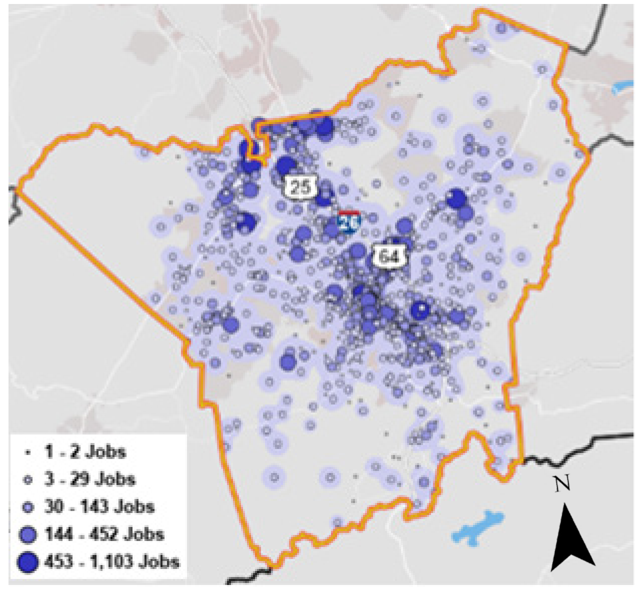



Figure 7 Employment Density

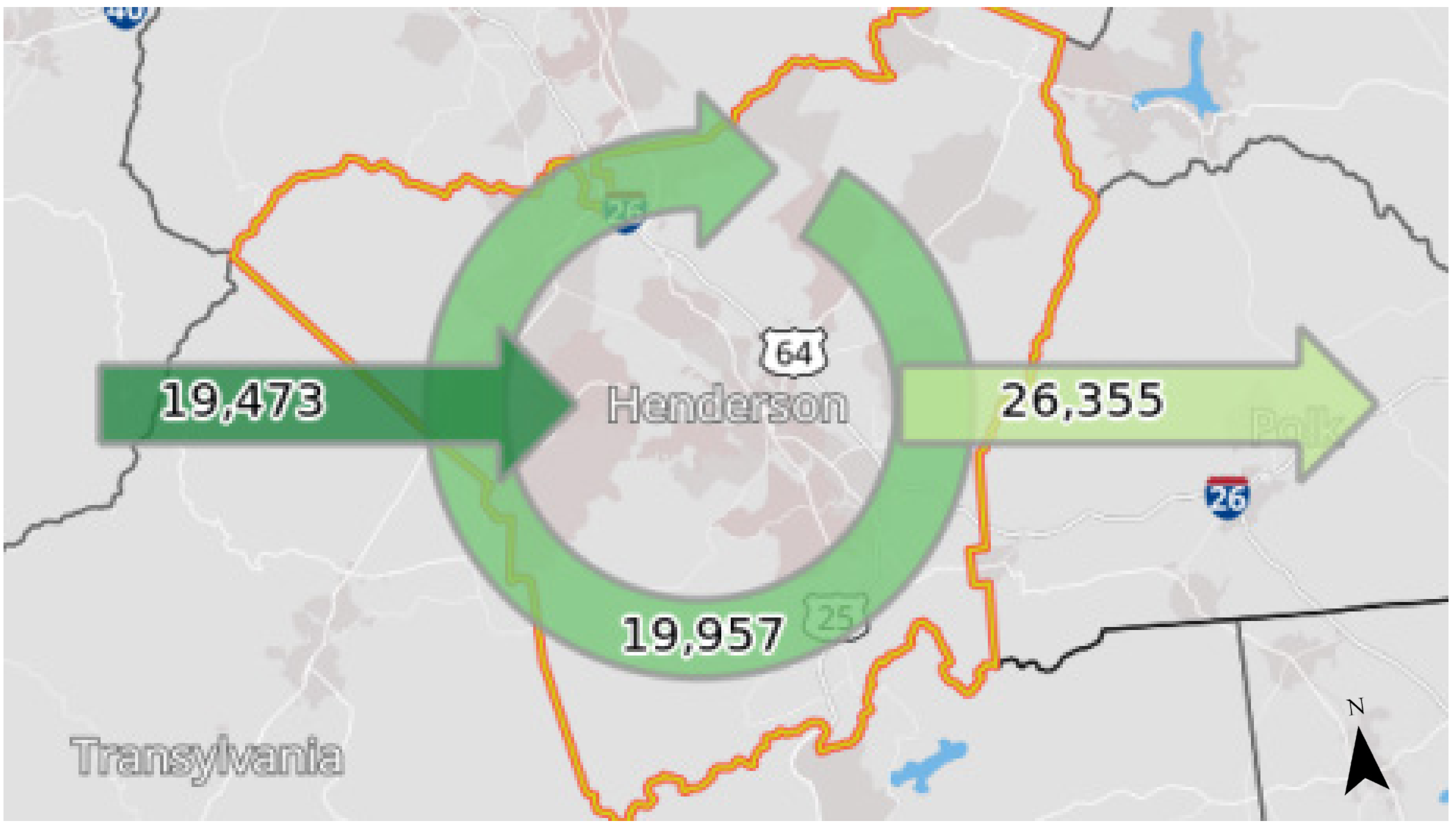



Figure 8 Inflow/Outflow Commuter Patterns

Existing transportation plans in the service area were also reviewed to affirm that the findings and recommendations of the feasibility study aligned with these plans. These plans included community plans for unincorporated communities such as Etowah-Horse Shoe, NCDOT's Complete Streets Policy, the Regional Transit Feasibility Study, and the French Broad River MPO Metropolitan Transportation Plan.

One of the more integral plans for the area's development is the 2045 Comprehensive Plan. The feasibility study seeks to facilitate goals identified in the plan such as promotion of healthy living, public safety, and access to education.

Table 1 Where Henderson County's Workers Live

| Location | Count | Share |
|---|---|---|
| All Counties | 39,430 | 100% |
| Henderson County | 19,957 | 50.6% |
| Buncombe County | 7,880 | 20.0% |
| Transylvania County | 1,516 | 3.8% |
| Haywood County | 990 | 2.5% |
| Rutherford County | 885 | 2.2% |
| Polk County | 875 | 2.2% |
| Greenville County (SC) | 582 | 1.5% |
| Mecklenburg County | 469 | 1.2% |
| McDowell County | 417 | 1.1% |
| Cleveland County | 382 | 1.0% |
| All Other Locations | 5,477 | 13.9% |

# Public Involvement

Public involvement is a key component of the Feasibility Study, informing community needs and gathering input about elements that are important for users and potential users of the transit system.

Several media were used to gather input from different stakeholders across the community. Steering Committee meetings were held with representatives of the county's departments and its partners, focus groups conducted with the leaders of local business and social service organizations, and interviews were held with drivers working for ACPT. Two surveys, a community survey and a rider survey, were also distributed broadly to the public to most directly inquire about service gaps and the needs of existing and potential riders. These surveys garnered almost 300 total responses with answers to select questions provided below:


Figure 10 Word Cloud from Responders who Face Transportation Challenges

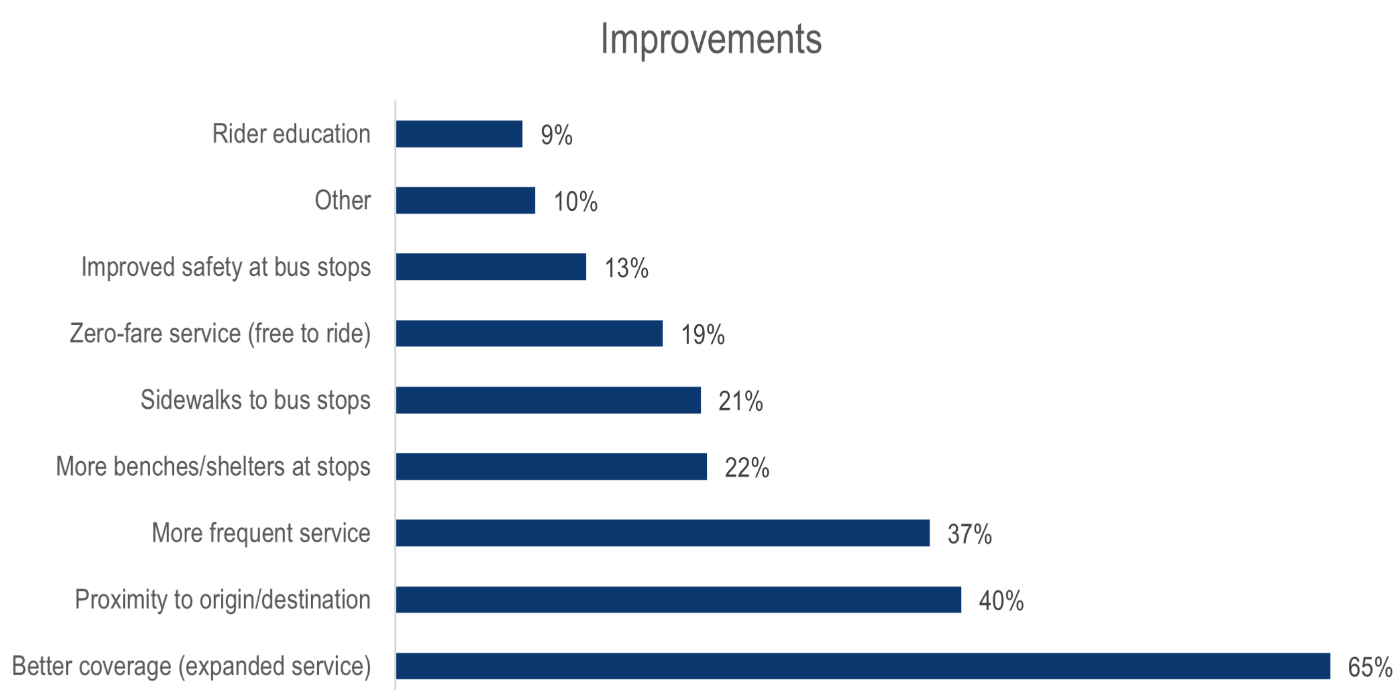



Figure 9 Preferred Improvements to ACPT

Public input indicated that it is very important for the community to expand coverage and increase reliability. For riders, the most important improvement was to provide Saturday and Sunday services (73%).

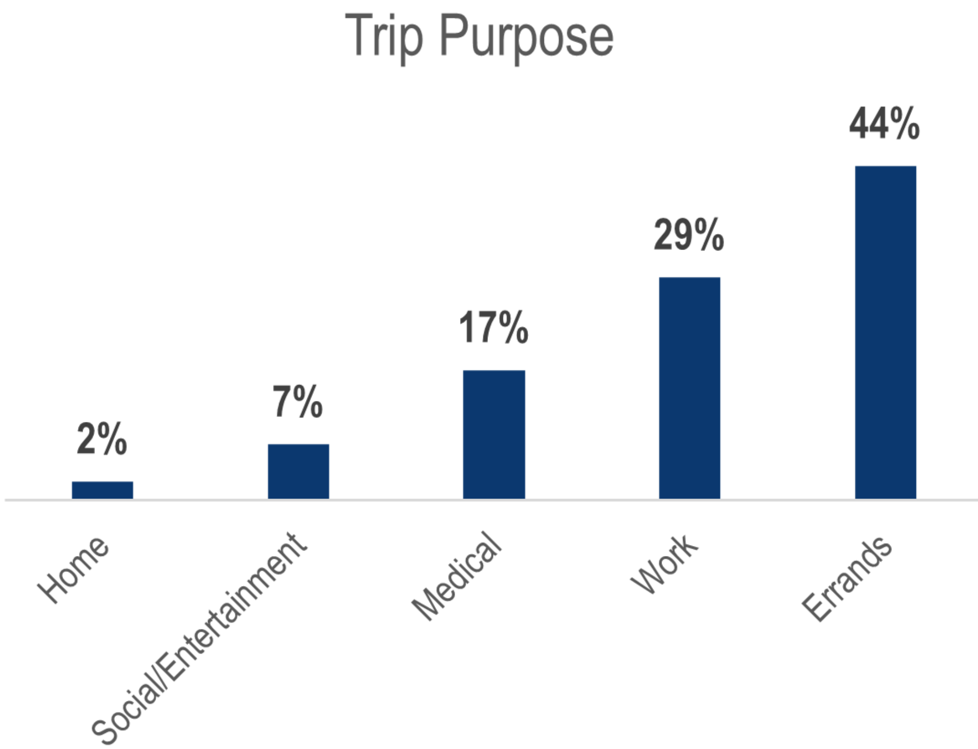



Figure 11 Primary Trip Purpose for ACPT Riders

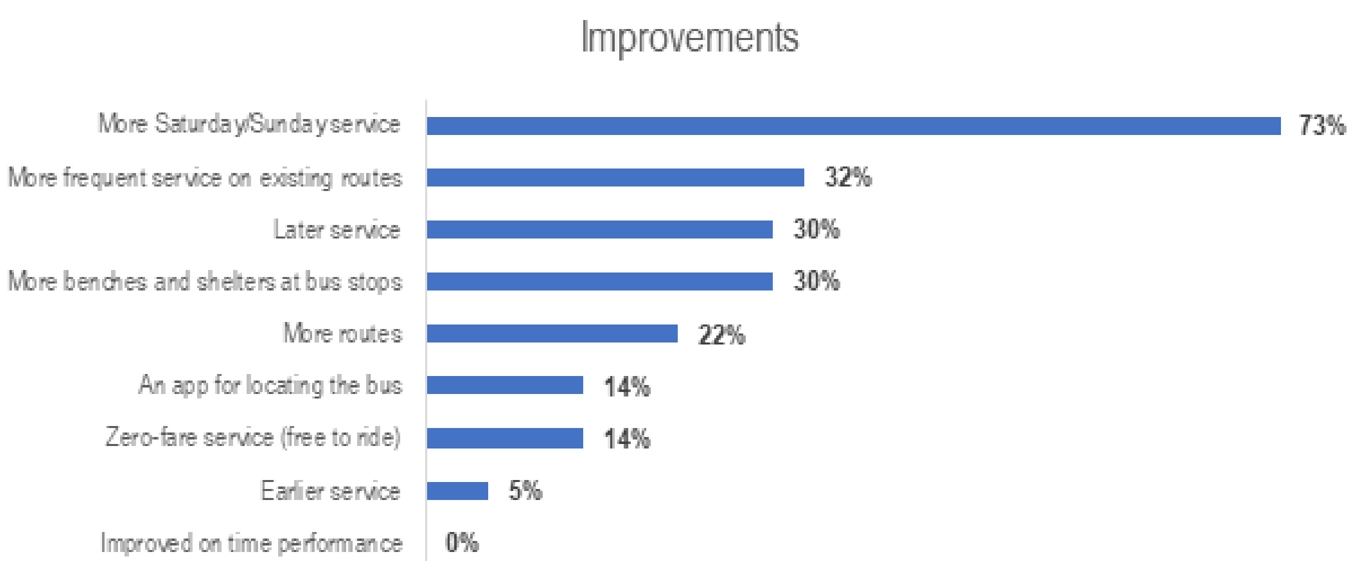



Figure 12 Rider's preferred improvements

# SWOT Analysis

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was performed using the data and information collected through previous tasks. The analysis considers existing service, organization and policies, facilities, fleet, and technology to integrate new mobility options to expand and enhance ACPT's system.

The SWOT model is useful in its flexibility and its ability to bring systemic opportunities and challenges to the surface for further scrutiny. This assessment analyzes, in detail, all aspects of the bus service from how the service is overseen and operated, to how customers use and perceive the service, to the fixed assets that make operating and accessing the service possible.

The assessment will be used to identify improvements to the existing service and different modes that may be more appropriate in certain circumstances such as on-demand modes of transit services in areas of lower demand.

With emerging mobility options and new technology, there are a lot of possibilities for ACPT, and the previous analyses and assessments will help determine potential solutions for the County.

The SWOT analysis was conducted by the consultant team following the conclusion of public outreach, focus groups, driver interviews, and operational and resource assessments. Key findings from the SWOT analysis are listed below.

## Strengths

The strengths for the SWOT analysis are broken down into focus areas: Services, resources, multimodal connectivity, and stakeholder perception. Several factors contributing to or affecting service were also discussed: service area, demographics, ridership, and operations. Strengths are those available and valuable assets of Henderson County's existing conditions that should be preserved or improved upon.

Henderson County is a prime location for individuals who seek a quieter lifestyle with access to urban amenities in the city.

**General:**

- Quieter lifestyle with proximity to regional employment opportunities.
- Ease of access to healthcare facilities.
- Henderson County is a growing destination for visitors.

**Services:**

- Routes serve important destinations, including the Asheville Regional Airport, Walmart, Blue Ridge Community College, and major manufacturers.

**Resources:**

- Cooperative and positive relationships amongst partners.
- Henderson County is a member government in the French Broad River MPO, which is a strong advocate for transit.
- Leadership and staff are invested and proactive in addressing community needs. The leadership knows challenges that exist and attempt to mitigate those challenges to improve service for the community.
- Transit Advisory Board represents a good cross-section of the community.
- ACPT has a well-maintained bus fleet, and

the organization continues to pay attention to emerging technologies that could enhance service.

- Strong history of data collection and independent program evaluation.

**Multimodal Connectivity:**

- There is a clear interest in expanding multimodal connectivity, as evidenced in goals within planning documents on the county and regional level.
- The transfer station is located downtown with easy access to services.

**Stakeholder Perception:**

- ACPT serves residents who cannot drive or do not have a driver's license.
- Fares for ACPT remain affordable.

## Weaknesses

The weaknesses are the drawbacks or short-term challenges of Henderson County's existing conditions that need to be addressed so they do not cause long-term problems for the viability of the transit system. Henderson County spans 375 sq. miles, 21% of which is considered urbanized per the 2020 Census urban area definition. Expanding service to outlying places was identified as a transportation need by different stakeholders through public engagement. It is also important to note that the ridership on ACPT has been steadily declining since 2017, which pre-dates COVID ridership declines. The other weaknesses are listed below.

**General:**

- Public transit investment levels have remained the same over time.
- Lack of sidewalks and pedestrian facilities throughout the County.
- There is a distinct lack of awareness from general public regarding services provided by ACPT. Six percent of respondents to the Community Survey explained their lack of awareness by answering that they "don't know anything about it."

**Service:**

- Fixed routes contain loops that make certain types of trips more difficult to make.
- Route 3 is very long and contains a dial a ride service that affects the on-time performance. Heavy traffic along the route prevents consistent on-time arrivals at each stop.
- ACPT does not offer service on Saturday/Sunday, and this improvement was a top priority for riders and community members according to the survey.
- Passenger trips have been declining since 2017, which highlights the need to revisit the current service model.
- Infrequent service makes choosing transit a difficult choice for average Henderson County residents.
- Transfer Station doesn't have any amenities for riders to wait comfortably or buy tickets. This station is also not listed on Google Maps, nor is a picture of the station present on the ACPT site. If the person is unfamiliar with ACPT, it's difficult to find the transfer station.

**Funding:**

- Operating and Capital funds are limited to the Urbanized Area Formula Grants—5307 funding from the FTA. This limits options for the system.

**Multimodal Connectivity:**

- Transit service is hindered by Henderson County's limited number of walkable, transit-oriented destinations.
- Limited access to sidewalks and greenways through the county.

## Opportunities

Opportunities are the long-range positive trends affecting Henderson County's transit as well as positive paths it might follow. Among those opportunities are the population growth in Henderson County, traffic volumes, and interest in multimodal connectivity throughout the County. The expansion of existing transit services in the vicinity of proposed trails and major employers supports several outcomes outlined in the 2045 Henderson County Comprehensive Plan in its bolstering of multimodal connectivity and facilitating access between housing and centers of economic opportunity.

Henderson County and the ACPT system will likely benefit from regional transit plans as well as long as future efforts are done in coordination.

**General:**

- The growing population of Henderson County and increasing employment density as well as congestion on major routes might improve transit interest and viability in Henderson County.
- Increased transportation funding opportunities following The Infrastructure Investment and Jobs Act (IIJA).
- Opportunity to increase marketing and advertising of transit services to increase ridership.

**Service:**

- Partnerships among employers and ACPT might better serve Henderson County residents and workers.
- There is a potential for automatic passenger counting systems to facilitate driver responsibilities. Implementing a different APC system will be critical in the data collection process to better evaluate efficiency and effectiveness of service.
- ACPT could investigate alternative service options like on-demand services that could provide more coverage and help streamline the fixed-route system. ACPT could assess a hybrid system with both fixed-route and on-demand services.
- The current transfer station has potential for additional amenities.

**Resources:**

- Transit usage may be promoted through marketing services more frequently.
- ACPT could improve bus stop amenities (benches, shelters, signs, trash cans) to support ridership trends for each route. According to Driver Interviews, the system could benefit from more shelters and signs.

**Multimodal Connectivity:**

- Improving crosswalks at key locations could enhance passenger and pedestrian safety and experience by making it safer for pedestrians to access bus stops.
- Improving multimodal transportation options in Henderson County would contribute to improved livability and spur economic

development.

- Development of the planned Ecusta Trail. The trail will be in proximity to a stop on Route 1 (Prof Park) and a stop on Route 2 (Beacon Commons).
- 88% of sidewalks fall within a quarter mile of bus stops. Constructing double sided sidewalks, conducting a prioritization study of missing sidewalks, and connecting gaps in the sidewalk network could improve pedestrian mobility throughout the County.

## Threats

Threats are long-term weaknesses that can undermine attempts to meet the County's established transit goals. Threats to Henderson County's transit system include gaps in infrastructure, the continued exurban sprawl, and varying levels of transit demand based on where people live. These threats and others are explained below:

**General:**

- Varying levels of transit demand and support throughout the county may complicate the pursuit of transit improvements. Limitations in funding affect the level of service.
- Infrastructure gaps and continued growth in difficult-to-reach areas may limit the ability to provide transit services in Henderson County.
- Continued dependency on single occupancy vehicles and limited multimodal connections threatens Henderson county's livability and economic vitality.
- The population is growing as well as exurban sprawl, which complicates the potential for effective fixed-route service.

**Resources:**

- Current ACPT's automated passenger count technology is unreliable and the drivers still have to use clipboards to track boardings and alightings.

**Stakeholder Perceptions:**

- The bus drivers noted that there are issues with crosswalks at certain stops where the destination of passengers is across a busy or unsafe road.
- There is a lack of awareness of service or a misunderstanding that ACPT serves elderly and disabled Henderson County residents only.

# Recommendations

A market and SWOT analysis and public engagement responses informed the recommendations for ACPT. Route service modifications would take place over the course of four two-year phases. These modifications intend to increase ridership by increasing the system' s convenience, through both increased frequency and longer service windows primarily in urban Hendersonville. Seven vehicles would be necessary to provide service for ACPT during peak periods by the conclusion of Phase 4 in Year 8.

Additionally, the Asheville Express Route, a service previously described in the French Broad River Metropolitan Planning Organization Regional Transit Plan, was defined within the feasibility study. The Express would run between central Hendersonville and the Asheville Regional Transit (ART) transfer center in central Asheville, operating during morning (6 to 9 AM) and afternoon (4 to 7 PM) peak periods on weekdays.

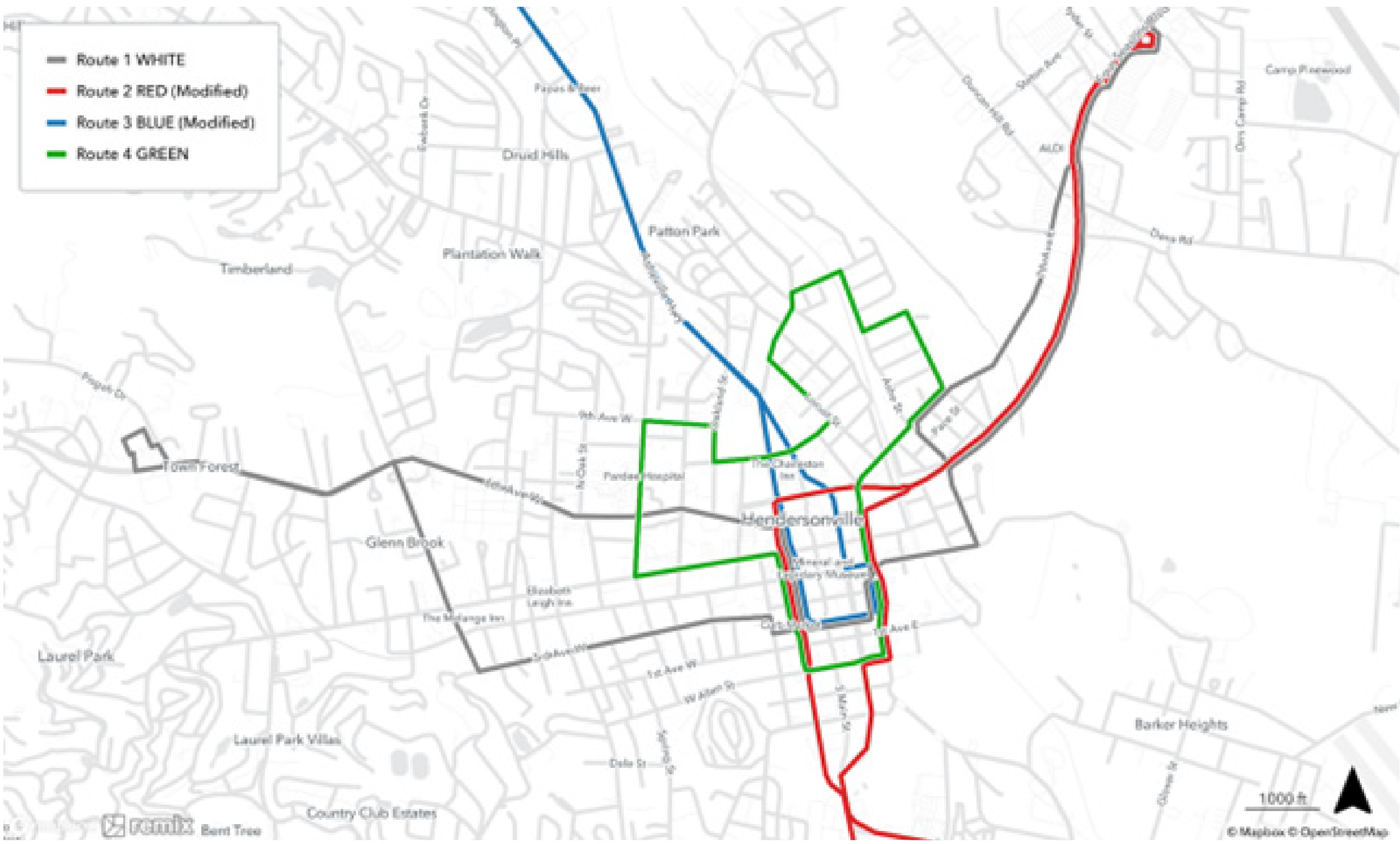



Figure 13 Route 4 and Modified Routes 1, 2 and 3 in the Hendersonville Area

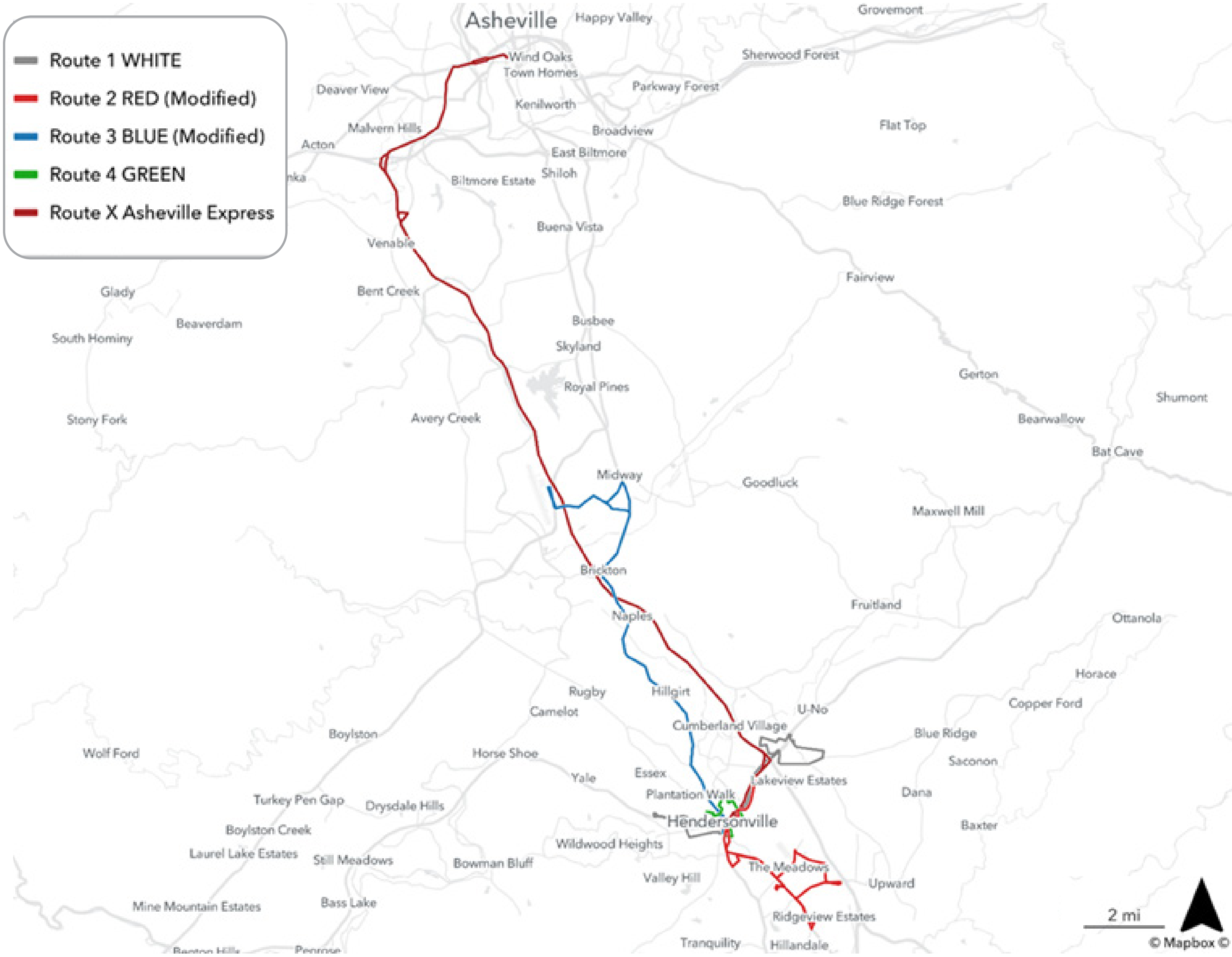



Figure 14 Asheville Express Route

Table 2 Service Recommendations by Phase

| Modification | Phase 1 | | Phase 2 | | Phase 3 | | Phase 4* | |
|---|---|---|---|---|---|---|---|---|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 |
| **Weekday** | | | | | | | | |
| Route 1 every half hour | ■ | ■ | | | | | | |
| Route 1 extension to 6:30 PM | ■ | ■ | | | | | | |
| Realignment of Route 2 to Blue Ridge Mall | ■ | ■ | | | | | | |
| Route 2 extension to 6:30 PM | ■ | ■ | | | | | | |
| Route 4 downtown circulator shuttle implementation | ■ | ■ | | | | | | |
| Conversion of Route 3 to commuter express route to Asheville Regional Airport | ■ | ■ | | | | | | |
| Route 1 extension to 7:30 PM | | | | | ■ | ■ | | |
| Route 2 extension to 7:30 PM | | | | | ■ | ■ | | |
| Route 4 extension to 7:30 PM | | | | | ■ | ■ | | |
| Route 2 every half hour | | | | | | | ■ | ■ |
| Route 4 every 10 minutes | | | | | | | ■ | ■ |
| **Weekday** | | | | | | | | |
| Route 1 hourly service to 6:30 PM | ■ | ■ | | | | | | |
| Route 2 hourly service to 6:30 PM | ■ | ■ | | | | | | |
| Route 1 every half hour | | | ■ | ■ | | | | |
| Route 1 extension to 7:30 PM | | | | | ■ | ■ | | |
| Route 2 extension to 7:30 PM | | | | | ■ | ■ | | |
| Route 4 extension to 7:30 PM | | | | | ■ | ■ | | |
| Route 4 every 10 minutes | | | | | | | ■ | ■ |
| **Weekday** | | | | | | | | |
| Route 1 hourly service to 6:30 PM | | | ■ | ■ | | | | |
| Route 2 hourly service to 6:30 PM | | | ■ | ■ | | | | |
| Route 4 service every twenty minutes to 6:30 PM | | | ■ | ■ | | | | |
| Route 1 extension to 7:30 PM | | | | | ■ | ■ | | |
| Route 1 every half hour | | | | | ■ | ■ | | |
| Route 2 extension to 7:30 PM | | | | | ■ | ■ | | |
| Route 4 extension to 7:30 PM | | | | | ■ | ■ | | |
| Route 4 every 10 minutes | | | | | | | ■ | ■ |

*Phase 4 should occur only if ridership has increased by the end of Phase 4 and can be implemented piecemeal.

# Operating Costs

The estimated operating costs of this program are presented in Table 3. Should the program be carried out until Phase 3, it would mean an increase in the annual operating cost of the system of approximately 67 percent by the end of Phase 3 (i.e., Year 6). With Phase 4, it would mean an increase in the annual operating cost of the system of approximately 137 percent by the end of the phase (i.e., Year 8).

This assumes an annual inflation rate of approximately 2 percent, and an $80.00 per revenue hour system cost in current year dollars.

# Conclusions

The ACPT Feasibility Study analyzed existing service, current demographics, and collected input from the public to determine future service improvements. The plan recommends four phases in an eight-year span, that include the creation of a new downtown shuttle, route realignments, service during the weekends and an increase in the hours of operation; it also recommends coordinating with the FBRMPO to add an express route to connect to Asheville.

Additionally, the plan assessed bus stop locations based on their characteristics and provided recommendations to improve reliability and safety across the service area. A bus stop policy was developed as part of this effort.

All these recommendations intend to improve transit service for riders and non-riders, increase ridership, and improve reliability to become a viable option for all community members.

Table 3 Estimated Costs of Recommended Service Modifications

| Modification | Current | Phase 1 | | Phase 2 | | Phase 3 | | Phase 4* | |
|---|---|---|---|---|---|---|---|---|---|
| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 |
| Weekday | | | | | | | | | |
| Current service | $1,142,720.00 | $1,165,574.40 | $1,188,885.89 | $1,212,663.61 | $1,236,916.88 | $1,261,655.22 | $1,286,888.32 | $1,312,626.09 | $1,338,878.61 |
| Modify Route 2 | $ - | $24,969.60 | $25,468.99 | $25,978.37 | $26,497.94 | $27,027.90 | $27,568.46 | $28,119.83 | $28,682.22 |
| Implement NEW Route 4 Shuttle | $ - | $296,371.20 | $302,298.62 | $308,344.60 | $314,511.49 | $320,801.72 | $327,217.75 | $333,762.11 | $340,437.35 |
| Modify Route 3 | $ - | $(597,475.20) | $(609,424.70) | $(621,613.20) | $(634,045.46) | $(646,726.37) | $(659,660.90) | $(672,854.12) | $(686,311.20) |
| Extend weekday span to 6:30PM/implement Saturday service to 6:30PM on Routes 1 & 2 | $ - | $203,102.40 | $207,164.45 | $211,307.74 | $215,533.89 | $219,844.57 | $224,241.46 | $228,726.29 | $233,300.82 |
| Improve Route 1 weekday headway to 30 minutes | $ - | $242,596.80 | $247,448.74 | $252,397.71 | $257,445.66 | $262,594.58 | $267,846.47 | $273,203.40 | $278,667.47 |
| Improve Route 1 Saturday headway to 30 minutes/implement Sunday service to 6:30PM on Routes 1, 2 & 4 | $ - | $ - | $ - | $228,796.44 | $233,372.37 | $238,039.82 | $242,800.62 | $247,656.63 | $252,609.76 |
| Extend weekday & weekend span on Routes 1, 2 & 4 to 7:30PM/improve Route 1 Sunday headway to 30 minutes | $ - | $ - | $ - | $ - | $ - | $182,217.50 | $185,861.85 | $189,579.08 | $193,370.66 |
| Improve Route 4 headway to every 10 minutes all days/improve Route 2 weekday headway to every 30 minutes | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $718,801.54 | $733,177.57 |
| TOTAL | $1,142,720.00 | $1,335,139.20 | $1,361,841.98 | $1,617,875.27 | $1,650,232.77 | $1,865,454.93 | $1,902,764.02 | $2,659,620.85 | $2,712,813.26 |

## Monthly Update— March, 2024
## Planning & Zoning

**Planning Board/ZBA –** The Board met on March 19. The Board discussed and made recommendations on a number of potential LDC amendments that mainly focus on implementing more technical oversight/review by the Town's consulting engineer on projects that would ultimately involve town/public infrastructure (roads, curbs/gutters, sidewalks, etc). The Board also discussed and made a recommendation on the issue involving street widths in future residential developments. Staff will give council an introduction on the potential amendments at the May agenda meeting, and request a public hearing be set for June.

- Continued day to day issuance of permits, fielded inquiries about potential new developments, and responded to miscellaneous complaints (various complaints involving zoning, solid waste, and/or junked vehicles.

- Attended a meeting with DOT reps, MPO staff and other Henderson County officials regarding additions to the future comprehensive transportation plan (along w/ Town Manager). The only project that was on the list for potential modernization was the Town's section of Mills Gap Road. At the meeting, we made sure that Fanning Bridge was continuing to be on the list for consideration of full modernization, and asked that our section of Hwy 25 be added for future consideration (since DOT officials have previously indicated that our 4 main intersections were nearing "critical failure"). We also asked that Rutledge Road be considered for improvements. This list is truly a "long term" list, and would not likely see projects funded for improvements for years.

- Continued work on implementation of various minimum measures related to the Town's MS4 Stormwater Permit. Continued discussions and work with Mary Roderick from LOS and Chris Brown from McGill on various aspects of the program.

- Participated in discussions with Town Manager and Conserving Carolina on potential grant opportunities related to greenway expansion. There will be a discussion item on April agenda to discuss further with Council and determine if CC will pursue grants on our behalf for Cane Creek Greenway expansion.

- Participated in meeting with Town Manager and McGill to discuss potential for some additional planning related to the Town owned property. It may be beneficial to have McGill drafting a conceptual plan for the Town property beyond the railroad tracks that factors in wetlands, floodplain, etc. and identifies strategically areas that would be best suited for residential, commercial, and potential Town facilities such as an amphitheater and stormwater control measures that have long been a part of the concept plan.

- Participated in the March meeting of the TCC, the advising committee to the MPO.

**Fletcher Parks & Recreation Department**

**March 2024 report**

**We sold out our summer day program in one hour on registration day. All 60 slots were filled for the entire summer camp season. Day Camp will operate from June 3rd until August 3rd. We collected $33,060 in fees. The remaining day camp payments will be made on April 1st, May 1st, June 1st.**

**Fletcher youth baseball/softball has 337 players signed up to play this spring. Practices are being held every evening/Saturday at the Park on all five fields. They paid us $4,044 for field rental this season . ( $12 per registered player) League games will begin on Saturday, April 6th and the Concession stand will Begin operating, and it will be run by Baabals Ice Cream again this year.**

**Empire lacrosse has practices on Tuesday, Wednesday, Thursday at the Park From 4:30pm-6:30pm. They have 64 players registered and will be paying us $768 for field rental. They have two match dates, Saturday, April 27 & May 11th.**

**The multi-courts have been busy to start the spring season. We had 47 court Rentals for Pickleball, 27 by town residents and 20 by non-residents. The tennis and basketball courts have been busy every weekend this month.**

**The Easter egg hunt was held on Saturday, March 23rd from 12pm-1:30pm on The five baseball fields. We had an Easter bunny photo station, DJ for music, Face painting station, and the Taco Boy food truck . Our event sponsors were: FABA, State Farm Insurance, Advent Health, United Federal Credit Union, Hunter Subaru, A-American Electric. We had over 2,500 children participate.**

**Greg Walker, Director**