



Draft: CPNI Workshop Report

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Construction Professionals Network of North Carolina

ABOUT CPNI The Construction Professionals Network Institute, Inc. (CPNI) is a non-profit initiative focusing on construction industry-related projects and community service throughout the State of North Carolina. CPNI volunteers its members' design and construction industry expertise as a catalyst to empower communities across North Carolina to improve their physical and economic environment. CPNI offers the comprehensive professional and technical expertise of its membership and collaborating partners in the form of workshops tailored to assist communities and engage local governments and community leaders to facilitate discussions and efforts toward redevelopment strategy, community engagement, visioning, and financial considerations. Learn more at www.cpni-nc.org.

ABOUT NCGROWTH NCGrowth is an EDA University Center at UNC-Chapel Hill that helps businesses and communities create good jobs and equitable opportunities through applied research and technical assistance. With a passionate staff and a dynamic pool of graduate student analysts, NCGrowth partners with businesses, local governments, other universities and colleges, and community organizations to tackle outcome-based economic development and entrepreneurship projects. Recent successes include development of the Entrepreneur Technical Assistance Program which infuses high growth companies in rural areas with MBA talent from UNC, ECU, and NCCU and the publications of a series of reports on the practical use of agricultural waste for energy production. Since 2012 NCGrowth has worked with over 150 clients. Learn more at www.NCGrowth.unc.edu.

Table of Contents

CPNI Workshop Team and Town of Badin Attendees.....	3
Executive Summary	4
Workshop Overview	5
Strategic Planning.....	6
Economic Development Organization	8
Marketing and Place Making	9
Publications and Media	9
Social Media	9
Digital Reviews	10
Cross-Promotion	10
Internal Marketing and Community Engagement.....	10
Wayfinding and Place Branding.....	10
Outdoor Economy.....	11
Tour of Badin	12
Built Assets	16
<i>Isiah Westbrook Community Center.....</i>	<i>13</i>
<i>West Badin School</i>	<i>14</i>
<i>ALCOA Site.....</i>	<i>16</i>
<i>Old Hospital and Conference Center</i>	<i>17</i>
<i>Service Station</i>	<i>20</i>
<i>Badin Inn Golf Course</i>	<i>20</i>
<i>Downtown East Badin</i>	<i>20</i>
Next Steps	21
Resources.....	23

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Executive Summary



CPNI members and NCGrowth staff met with the Town of Badin officials and community members, residents, and local business owners for a two-day workshop on September 12 and 13, 2019.

The workshop opened with discussion about Badin’s unique history as a factory town named after the founder of the French Aluminum company, L’Aluminium français. Through the decades, the aluminum factory was the primary industry and employer, but the industry that gave the town a rich history slowed its growth and progress with a lengthy court case between the state of North Carolina and the aluminum company, ALCOA. Finally, the arduous court battles have ended, and the town is eager to move forward with its plans for development and growth.

The Town of Badin expects to see many changes as some of the ALCOA property is transferred to the State and the Town of Badin. One significant hurdle of the ALOCA settlement is that the primary industrial parcel located in central Badin presents an obstacle to both community connectivity and a transition away from heavy industrial.

Badin has made a special effort to engage visitors and transition towards a recreational and tourist destination. Badin is active in planning a variety of events related to the “Ten Days of Uwharrie” outdoor festival. Most notably for the growth of Badin is the Outdoor Recreational Business Summit, which will be located in the Conference Center in Badin. This provides the town with the opportunity to build the outdoor economy through recruitment and facilitation of outdoor businesses. The summit also lays the foundation for Badin as a tourist destination, and an outdoor economy center.

Following this discussion, the CPNI team and workshop participants took a tour, led by town officials to locations of interest in the community and the surrounding area. This CPNI Recommendation Report provides the following information:

- An overview of the opportunities, assets, and challenges identified during the workshop
- Recommendations for strategic planning and marketing and destination branding
- Opportunities for developing and outdoor economy
- Project recommendations for infrastructure and properties viewed on the town tour

Workshop Overview

Badin has a rich history and culture, which creates an inviting atmosphere with the natural beauty of the lake and the mountains paired with the French historical architecture. Visitors and residents of Badin can enjoy the proximity to Badin Lake, Morrow Mountain State Park, and Uwharrie National Forest as well as many cultural and outdoor events. Downtown East Badin provides a central meeting point through the post office and other municipal buildings. Downtown East Badin also provides the ambiance and infrastructure that enables residents to walk to shops, restaurants, and enjoy the lakeside.

The Town of Badin faces significant challenges stemming from the aluminum industry that founded the town. The town is physically divided by the ALCOA plant, which presents problems for a unified town and a unified image. Additionally, as Badin seeks to transition to a town centered on the outdoor economy, the existing label of “heavy industrial” as an economic driver presents a challenge to this transition. Currently, Badin lacks the amenities and the online presence that attracts significant numbers of tourists. The challenge of capturing supporting commerce presents significant obstacles toward the town’s economic growth goals.

Since beginning its central downtown development efforts in 2009, the Town of Badin has made progress in bringing its vision of becoming a tourist destination to fruition. Badin has engaged in streetscaping projects in both East and West Badin, which help contribute to walkability and revitalization. Badin has sought funding for these projects and collaborated with ALCOA, NC State, and the NC DOT. Badin has plans for a lakefront park, the vision to build a bridge to connect the town to Uwharrie National Forest, and it has already made plans to work with the State on the addition to Morrow Mountain State Park and the Hardaway Cultural site that this acquisition will encompass. Unfortunately, the lengthy legal issues between the state and ALCOA put many plans and projects on hold for nearly a decade.

With the resolution of the case, it is time for the Town of Badin to revisit its plans and merge them with new ones in order to create a long-term vision that guides growth and development in Badin. The Town of Badin seeks to grow from a foundation built on its rich history and its most valuable resources: its citizens and its natural beauty.



Strategic Planning

Strategic planning is a process through which a municipality determines its vision for the future of the organization and the community and the steps to reach this vision. Strategic planning involves determining the fundamental goals, priorities, and action strategies to achieve that vision. This process and document serve as a roadmap and is used to prioritize initiatives, resources, goals, department operations, and projects. This process involves big-picture thinking focused on directing efforts and limited resources toward clearly defined priorities. Strategic planning develops a timeline consisting of short-term, middle-term, and long-term goals and considers issues such as changing markets and demand for organizational services and funding challenges.

There are three main approaches a community can take in creating a strategic plan.

1. **Visioning:** works backward from the overarching long-term vision down to more specific actionable steps.
 - During the workshop, stakeholders and the CPNI team emphasized the vision of a unified and connected Badin, which draws tourists from across the country to enjoy the many recreational activities Badin has to offer.
2. **Incremental planning:** a realistic approach that makes small changes, evaluates them and moves on to the next phase.
 - The CPNI team recommends creating a twenty-year plan divided into increments of three to five years to achieve specific phases of development.
3. **Analytical planning** uses in-depth analysis to improve the strategic fit between the town and the environment consisting of many opportunities and challenges. The analytical approach relies on market research to determine the feasibility and impact of different planning items in the community. The strategic plan should account for changes in the environment, such as changing laws and collaborators.
 - The CPNI team recommends an economic impact and market study to assess the feasibility of recreational tourism in the Town of Badin.
 - Also, a robust assessment of current and future infrastructure needs to foster, accommodate, and enhance the growth of Badin.

The CPNI team suggests that Badin engage in **comprehensive strategic planning** for the following reasons:

- To create a long-term vision for the Town of Badin
- To control development and growth towards that vision through incremental phases
- To coordinate and consolidate the existing plans and maps
- To integrate new plans and clarify changes in property from the ALCOA settlement
- To ensure the future is considered and well planned for through:
 - Identifying potential properties to acquire and creating a land acquisition timeline
 - Creating a guide for future zoning, overlay districts for mixed-use and conditional uses

- Creating a plan for built assets to include architectural standards and guidelines, historical designation for standalone buildings or a Historic District, and plans for conditions assessments, environmental assessments, best use and practice, and decommissioning plans.
- Planning for the growth of municipal departments
- Engaging the community and intentionally seeking unity and connectivity
- Engaging in diversity, equity, and inclusion as a unifying aspect of the planning process

The strategic planning process can be a difficult one involving significant time and resources, and it can be challenging and uncomfortable process; however, a comprehensive strategic plan will help Badin reach its short-term, middle-term, and long-term goals with more efficiency and intentionality. By having a strategic plan, Badin can make informed decisions regarding which projects to engage in based on a variety of factors, including funding and support. Badin can also use the strategic plan to create a budget and grant application guide for specific projects. The comprehensive master plan also provides an umbrella under which other master plans can reside, such as a parks and recreation master plan, a strategic marketing plan, and a master plan for addressing built assets.

By engaging in this planning process, Badin is capitalizing on the energy and enthusiasm that helped Badin create the many plans it has today. Strategic planning is proactive and provides a mandate for the allocation of resources to respond to challenging conditions and new opportunities. It also provides a platform to build relationships within municipal government and lays the groundwork for building collaborative partnerships with other local governments, private businesses, and non-profit organizations. Through this process, stakeholders are more aware of the unique problems facing the town while also focusing on the overall goal of working towards becoming a recreational destination. The costs of strategic planning are in the time and labor spent in the planning process, the potential disagreement in strategic planning meetings, as well as the potential loss of initiative and momentum.

The strategic planning process should include the following steps:

Step 1: Build the infrastructure necessary to develop a plan.

- Appoint a planning committee
- Distribute strategic planning literature to the entire committee and invested stakeholders
 - This should include existing consolidated plans, land use maps, a comprehensive land assemblage plan and proposed changes based on the recent ALCOA settlement with the state of North Carolina
- Decide on a facilitator or consultant
 - This can be a member of the local government or a paid or volunteer consultant

Step 2: Decide how many years the strategic plan will cover.

- The CPNI team recommends that a forty-year vision guide the process, with a twenty-year strategic plan and shorter incremental phases of three to five years.

Step 3: Put in writing the timetable and process.

Step 4: Prepare a memo on what is expected of the strategic planning process.

- Send to the planning committee
- Highlight significant problems to be addressed

Step 5: Have the town council approve the planning process and fund it.

Step 6: Send out the orientation materials, and schedule the first meeting

The CPNI team recommends addressing the need to create overlay and building all focus on lake recreation, differentiating recreation within the town so that activity on the lake centers around fishing and motor-powered boating and activity below the narrows centers around outdoor recreation such as paddling, biking, and hiking. Strategic planning should address the need for dining options close to the lake, ample space for docking, including space for pontoon boats, and a filling station for motor-powered boats. Additionally, the CPNI team recommends addressing a plan to attract a grocery store in the strategic planning process.

Economic Development Organization

The CPNI team strongly encourages the Town of Badin to create a downtown development 501(c)3 non-profit organization to encourage economic development in Badin. Better Badin engages in promotional activities for the Town of Badin; however, the 501(c)3 organization needs to have the flexibility in its mission and articles of incorporation to be able to acquire land, apply for grants and other funding opportunities, and work with private businesses to address some of the development challenges that the Town of Badin does not have the capacity to address. The CPNI team recommends including county and state business and political leaders on the board of the 501(c)3.

This type of organization will facilitate the quick action that is necessary for addressing specific economic development opportunities such as acquiring land and working with developers. The primary goal of this organization is to promote specific initiatives to develop and promote the town of Badin. There is potential for the existing Better Badin to adapt its articles of incorporation and its mission to encompass these goals. The organization should be centrally located within the town, and it should be involved in seeking funding opportunities and following the recommendations of this report. Additionally, this organization can work with the town to apply the branding suggested in the style guide to implement wayfinding across the community to increase connectivity between East and West Badin and between Badin and Morrow Mountain. Increased wayfinding will also improve the visitor experience. The economic development organization can also be a collaborative partner in community events and regional festivals and attractions. Recruitment for the board of this organization should seek to involve a broad range of backgrounds and perspectives to ensure a wealth of ideas and community investment.

Marketing and Place-Making

Badin has much to offer and even greater potential to create an outdoor recreational destination. Residents and visitors are attracted to Badin for its location on Badin Lake, its proximity to the Uwharrie National Forest, and Morrow Mountain State Park. Once in Badin, visitors can explore the unique history of the town and a variety of recreational events and festivals. A challenge for the Town of Badin is its limited dining and lodging options, which limit the economic impact of potential visitors. Outdoor recreation participants typically prefer camping as their overnight stay option and grocery stores or small markets for purchasing food and other necessary items for their trip. The Badin Inn offers a delightful overnight stay opportunity in town. However, it has no online presence, which can present a barrier for some visitors.

All participants of the workshop agreed that Badin could become a tourist destination and an ideal place to permanently locate. After creating a strategic plan, Badin should focus on a strategic marketing plan with two primary components: external marketing for tourism and business and internal marketing to build unity across the town and enthusiasm for Badin's transition to a recreational destination. Badin can rely on existing branding efforts and rely on branding throughout the marketing initiative. Branding and marketing initiatives can also focus on Badin's new image as a recreational destination.

Publications and Print Media:

Publications and print media such as brochures, flyers, and newsletters, as well as other media such as social media, the town website, radio, and televised advertisements, are a few critical outlets for marketing and promoting the Town of Badin.

Websites should include information such as maps, guides, camping options, information for novice outdoor participants, links to outfitters and other services, and outdoor-related events. Maps and other important trip information should be formatted so that visitors can download and print the material. It can also be made available through mobile apps. Websites can also provide links to educational material, training opportunities, community events, programs, amenities, and other promotional efforts. Links to partner organizations, management organizations, and volunteer opportunities should also be readily available.

Social Media:

Badin may utilize social media to impacting its growth efforts. Partnering with businesses, residents, and regional stakeholders who have a large social media following by sponsoring their visit to Badin, especially during events. These partners will use applicable hashtags and post about Badin to their social media outlets, ultimately attracting more people and businesses to the town.

Digital Reviews:

Badin may improve search engine optimization by maximizing Yelp and Google digital reviews. Business owners can place laptops or tablet kiosks in their restaurants and stores to capture higher volumes of feedback on guest experiences. Finally, the town may improve its' main website to work as a central hub for information and include a live newsfeed featuring current events and town relations on Badin's website. The town's website and social media pages should also include an updated community-wide activity log and events calendar to promote people, businesses, events, and organizations within the town.

Cross-promotion:

Community organizations and businesses should seek to cross-promote and uplift one another. Thus, synergy around billboards and other marketing opportunities with neighboring municipalities and cross-promotion will be a focus. The Town of Badin should collaborate with existing tourism-related sites to share information and create a better experience for the user. Cross-promotion of lake trips should exist with other recreational activities such as hiking, mountain biking, and camping. The CPNI team recommends pursuing collaborative partnerships between the Town of Badin and Morrow Mountain State Park and Uwharrie National Forest.

Internal Marketing and Community Engagement:

During the workshop, stakeholders agreed that the people of Badin were their most significant asset, and indeed residents can "market" the wonderful aspects of the town through word of mouth. By participating in internal marketing, residents will value the lake and the parks as community and economic assets, which will lead to increased use among locals, less resistance to tourists, and increased stewardship of these assets. Internal marketing of the outdoor recreational opportunities is key to the overall success of a more developed outdoor economy in Badin.

Internal marketing can be implemented through a variety of methods, but a strategic plan and team need to lead these efforts. The Veteran's Parade is an excellent example of existing community engagement. By creating events that cater to families, the community, and outdoor recreation participants, the community builds on its human capital, and the connection between Badin and the natural resources grow. Additional community events could include more programming on the lake for youth and adults such as paddle clinics, environmental/nature trips, float parades, and additional clean up events, perhaps in partnership with local businesses such as breweries.

Wayfinding and Place Branding:

Badin can help solidify its image as an outdoor recreational center by continuing to implement streetscaping plans and defining gateways and points of arrival in the town. Badin can collaborate with Stanly County TDA, other community partners, and private businesses to create an artistic and welcoming "gateway" that invites tourists and community members to enjoy the town as well as the lake and Morrow Mountain.

Awareness of the recreational opportunities can be promoted throughout the town through standardized informative and promotional material styled according to the Badin style guide. Badin should seek to engage with Cube, Morrow Mountain State Park, and Stanly County to increase signage and wayfinding options as well as promote Badin through standardized logos and signs. Wayfinding signs can help connect visitors from the town to recreational opportunities and vice versa. This will help increase awareness and spending opportunities for tourists.

Badin can build its brand, improve user experience, and increase connectivity through the town by improving signage and wayfinding across the community.

- Directions can inform visitors where to find access points and can help connect them to spending opportunities within the county, such as breweries, restaurants, and outfitters.
- Identification will help visitors locate amenities of each area, such as camping, parking, and restrooms.
- Warning signs help visitors safely plan their trip around hazards such as the dam and powerlines.
- Regulatory signs can help with compliance issues such as the notification of private land, public camping areas, and hours of operation. They can also help with clean-up and education efforts by advocating “leave no trace” principals.
- Operational signs can alert visitors to temporary safety issues.
- Interpretive signs help educate visitors on important historical, cultural, and ecological sites in the areas.

Signage should be standardized throughout the town to help visitors more readily identify and understand their meaning.

Outdoor Economy

The Outdoor Economy is a rapidly growing sector in the United States. In North Carolina, over half of all residents participate in outdoor recreation each year; this contributes to a high quality of life, and it attracts families and employers. According to the Outdoor Recreation Economy Report, the **Outdoor Recreation Economy in North Carolina generates \$28 billion in consumer spending annually**, which is more than financial services and insurance. This consumer spending includes dollars spent on outdoor recreation products, including gear, apparel, and equipment, as well as trip and travel spending, which includes food, lodging, and guide services. It also contributes to 260,000 direct jobs, \$8.3 billion in wages and salaries, and \$1.3 billion in state and local tax revenue. In addition to its direct economic impact, the outdoor economy helps to diversify the local economy and improve quality of life, attracting entrepreneurs and employers from other sectors.

Badin has a wealth of natural resources to offer visitors. It is located on the shores of Badin Lake, adjacent to Morrow Mountain State Park, and across the Yadkin River from Uwharrie National Forest. Additionally, the state acquired land adjacent to Morrow Mountain State Park and is planning to create the Hardaway Cultural Heritage site. With these many natural

resources, Badin has the potential to leverage these natural assets into economic development. Badin is actively engaging visitors and residents through the Ten Days of Uwharrie Festival to showcase Badin, and it is hosting an Outdoor Business Summit, which will hopefully attract recreational businesses to the town.

Many communities choose to unite their resources and leverage them as regional paddle, hiking, or biking trails. Through enhancing infrastructure and conditions along the lake and between Morrow Mountain, Badin can increase outdoor recreation tourism and solidify the connection between the outdoor resource and brand itself as an outdoor recreation “hub town” which focuses regional outdoor recreation tourism on a central point that provides amenities such as restaurants and grocery stores, lodging options, and other spending opportunities.

Building a regional and national brand as an outdoor recreation destination is a long process and a collaborative effort. It is recommended that Badin engages with other local governments, non-profit organizations, and private businesses to create a strategic plan to increase tourism to the Uwharrie and Morrow Mountain region. Collaborative efforts should engage local tourism development authorities as well to position Badin as a gateway community to the Uwharries. These initiatives can help create a physical and representative gateway to these natural resources, which will also serve to attract tourists and help develop the town. Collaborative projects can include a regional marketing strategy, a Badin Lake paddle trail, and a regional outdoor trip plan. Badin should also seek to collaborate with Cube, the current owner of the dam, to explore the potential to leverage the dam as a public point of interest.

There are two overnight options in Badin, the Badin Boarding House, and the Badin Inn, but neither option is listed online or on Airbnb. The CPNI team suggests that Badin encourages options for overnight stays and clearly offers those options online, with reviews. One mechanism for increasing reviews is a community marketing push to have “review in” days where participants go online and review local businesses. Many outdoor enthusiasts also enjoy camping as their preferred overnight stay option. It is possible for Badin to work with the county and the state to create camping options close to the lake and near Badin as a way to capture this market segment.

Town Tour

During the two-day workshop, Badin town officials led the CPNI team on a visit to a few of the town’s key assets. The team visited the West Badin Community Center, West Badin School, Morrow Mountain State Park, the narrows dam, the conference center, and briefly viewed the service station and the ALCOA site. Following the guided tour, the CPNI team regrouped with town stakeholders to debrief and share recommendations.

After evaluating the properties, several broad recommendations were made concerning growth potential, community needs, and how the site visited can be repurposed. The primary recommendations are these:

- Adopt zoning incentives such as an overlay district with conditional uses and or development incentives to make revitalization goals more attainable. Also, consider Historic Districts to incentivize and expedite the development process.
- Form partnerships with nearby community colleges to explore whether abandoned buildings can be repurposed as business centers or educational facilities.
- If buildings cannot be reutilized, donating the structures to the fire department for demolition training is another possibility or contract demolition at a lower rate.
- The Town of Badin could leverage the code enforcement program to hold property owners accountable for keeping vacant or underutilized properties well-maintained. This would allow the city to make improvements at a premium, or hire out a third-party, and then assess fines or tax-liens on buildings that owners have failed to upkeep.
- Through the strategic planning process, determine infrastructure needs to accommodate the future growth of the town.

Lastly, for funding revitalization efforts, the CPNI team recommends utilizing Historic State and Federal Tax Credits in conjunction with Historic District Contributing Structures and National Registrar of Historic Places. The CPNI team reiterated the need for a 501(c)3 organization to work as an economic development organization that can apply for grants, such as the Bank of America Community Reinvestment Grant, acquire property and engages in public-private partnerships.

Built Assets

The CPNI team suggested that each building visited on the tour be subjected to a building assessment to determine code violations and ADA accessibility. Each building should also receive an environmental and condition assessment with particular attention to asbestos, lead, mold, and water penetration. These assessments will also help determine a cost-benefit analysis to determine the feasibility of rehabilitating each building.

Badin's current needs include an event center, mixed-use development, a community college satellite, senior living, commercial development, and outdoor economy and retreat centers, which could be paired with local colleges and community colleges to have recreation training options.

Isiah Westbrook Community Center

The Isiah Westbrook Community Center is the primary point of business and community activity in West Badin. Located on Roosevelt Street, this intersection has the same layout as Falls Road and Five Points in East Badin and also received streetscaping. There is potential to develop this location, generate foot traffic, and contribute to private investment and revitalization. The town would like to connect these two central points of West and East Badin.

The CPNI team recommends conducting a structural analysis to determine the viability of the walls and a cost analysis to preserve and utilize the structure. After a structural evaluation, the community should determine the needs for potential businesses. If the structural analysis determines that the walls are viable, there is the potential to build a framework inside of the historical masonry to preserve the cultural and architectural nature of the building. The team recommends that the town work with the owner to generate interest in rehabilitating the space or generate outside interest in the space. The community center has the potential to open up the walls on either side of the building to create a patio or structure within the walls, which could also generate business.



West Badin School

West Badin School, built by the aluminum company, has a unique history as the primary school for African-Americans. After the school was no longer in use, the West Badin Alumni Association used the school as an event center and location for class reunions. Today the property is owned by a church located out of state. Initial attempts to engage the church were successful. However, negotiations to purchase the school fell through, and it has since fallen into extreme disrepair.

The CPNI team recommends that the Town of Badin adopt a strict code enforcement policy to make the church take responsibility for the school, pay for repairs, and then have the downtown 501(c)3 organization acquire the property. The 501(c)3 organization can then potentially convert the school to housing by working with a developer who partners with 501(c)3 organizations. The Albemarle Central School senior apartments provide an example of the potential for West Badin school. The Albemarle Central School participates in the Low Income Housing Tax Credit Program to provide affordable senior housing options.

There were many suggested uses for the school, including:

- Immediate steps should address the damage to the roof. It is recommended that a tarp be placed over the roof to stall the existing damage.

- Senior center: Preservation NC offers guidelines and additional resources for rehabilitating historic buildings. Grants and tax credit can help fund a project to convert schools into senior housing since classrooms offer ideally sized senior apartments. (More information about Preservation NC can be found in the resources section.)
- Community and Arts Center: the community center could act as a hub and spoke type of community center that brings together many different individual organizations and hosts events.
- Education and Workforce Development: the school could be a satellite campus for the local community college providing trade workforce development, continuing education, health care course, outdoor economy business classes
- Additional suggestions: satellite health center, recreational space, youth center, event space, mixed-use, small business incubator, and workforce housing.

Ultimately, Badin’s primary focus should be on addressing the damage and condition of the building. The team recommends securing the building to secure and assess the property. Through the strategic planning process, the town will have a better sense of future needs and will be able to assign a more specific use to West Badin School. The CPNI team recommends emphasizing the main historic elementary building of the school. Additionally, the team recommended opening the park and the view to connect the property to the rest of town.



ALCOA Site

Located directly between East and West Badin, the ALCOA site presents the most significant challenge for Badin achieving its goal of community connectivity. However, the site provides the potential for Badin to create connections and build a desirable multi-use town center.

The CPNI team recommends approaching the ALCOA site from the perspective that it is already zoned industrial, and by creating an overlay district for mixed-use the options for investment and development will expand. This would allow for the creation of a central business district between East and West Badin. The plan for a connector road matches original plans for the town, which included a connector street and would have developed additional commercial use overtime. Since Badin is interested in focusing on recreation and given its proximity to natural resources, “wellness” is Badin’s existing and future industry. By mixing light industry such as manufacturing of outdoor equipment like kayaks and other items with retail outlets is fundamental to the economy. These industries would have space to manufacture, display, and even demonstrate their equipment within their local area. Factories in light manufacturing can also attract visitors to their showrooms and potentially tour the facilities. Additionally, apartments or office spaces could be located above the retail portions of the buildings. This will require creating a special zoning district with design standards such as height limitations, floor area ratios, materials from which the buildings are created and adherence to fire and energy codes.

The CPNI team suggests the following regarding the ALCOA site and associated properties:

- Create a land-use map to identify the retail and mixed-use potential for land to be acquired from ALCOA. The land-use plan should reflect the development strategy based on the forty-year vision. Consider incentives for ALCOA to buy into these plans.
- Collaborate with ALCOA to get a better understanding of potential environmental issues. The North Carolina Brownfields Program provides potential developers with a mechanism to address contaminated sites.
- Move away from heavy industrial manufacturing
 - This type of industry is not cohesive with the overarching goal of a recreational town and tourist destination. It also perpetuates the connectivity problems by not allowing the property to be bisected with a road to connect the two sides of town.
- Build a road through the ALCOA site
 - A road through the property changes the marketing aspects of the town and increases the potential for retail and walkability efforts of the development initiatives.
 - Challenge the idea that a road automatically means a no-deal for ALCOA and future development since the site will most likely not attract a single user, but several. Smaller parcels may attract more interest in the site.
 - Create a vision for the property that is good for the town and that ALCOA can see the advantage of as well.
- Remove the existing buildings and build a new town center and mixed-use/overlay district along the road encouraging retail with the potential to house manufacturing and warehouses in the back.

- Greenfield Redevelopment: create a sports field and community use to connect the two sides of town and encourage community engagement
- Connectivity: greenways and multimodal paths can help build community engagement and attract future employers to the town through the livability and walkability aspect as well as the proximity to the lake, state park, and national park.



Old Hospital/Conference Center

The Conference Center, which housed the CPNI workshop, has had a varied history and initially was founded as a hospital. The site later became the conference center for ALCOA and is now owned by the town and is the most useable asset the team toured. Besides the CPNI workshop, the town plans to use the conference center in activities related to Ten Days of Uwharrie. Most notably, the Outdoor Recreation Business Summit.

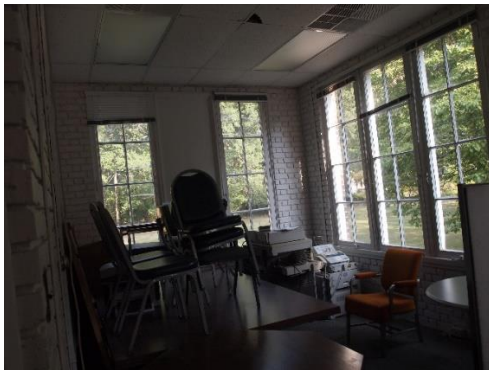
The CPNI team recommends that the Town conduct a building assessment and determine the need for encapsulation in the basement. Before Badin can utilize the building, the town needs to fully understand potential concerns related to building codes, accessibility, and environmental hazards. The team also recommended an asbestos and property condition

assessment. These assessments are necessary, and the town is obligated to make the building safe, especially if the town considers moving public operations into the building. There were many suggested uses for the community center, and many suggestions overlapped with the suggested uses for the West Badin School building. The CPNI team recommends that the town strongly consider keeping this building and to expand municipal departments and services, which will grow rapidly as the town continues to develop. The parks and recreation department will need to grow considerably if the town intends to develop the proposed parks and greenway initiatives.

Additional suggested uses include:

- A recruitment and educational center to facilitate outdoor businesses and help educate potential entrepreneurs
- Rental space for offices could offset the cost of maintenance
- The 7.5 surrounding acres could house a picnic structure, a bandstand, or other open space for public events
- Venue for weddings and events
- Health care annex

Although this building is more readily usable than the other assets, the Town of Badin will need to address the damage and condition of the building with particular attention to ADA access, building codes, and environmental and conditions assessments, particularly in the basement.





Service Station

The location of the service station provides key access to the lake from downtown. There is potential to open up this area to increase foot traffic access between the town and the lake. CPNI recommends conducting an environmental and conditions assessment to determine whether the town should consider acquiring the property providing its history as a gas station and automobile repair shop. In developing the park, the town can determine the environmental condition of the service station area through limited phase I and phase II assessments on neighboring properties. The CPNI team recommends interim measures such as working with the property owner to create an agreement or low to no-cost lease to do landscaping, clean up the area, and create an opening to the new park.

Badin Inn Golf Course

The Badin Inn Golf Course area has the potential to connect to the planned addition and new entrance to Morrow Mountain State Park as well as the new Hardaway cultural site. The CPNI team suggested that the attached Golf Course would be well suited as a potential business development. Other proposed uses included hiking and biking trails.

By pushing for and emphasizing the new entrance to Morrow Mountain State Park and the Hardaway cultural site, the Town of Badin has the opportunity to position itself as a gateway community to these outdoor recreational resources. By creating a gateway to many recreational opportunities in the nearby state and national parks, on Badin Lake, and within town, Badin has the opportunity to create an authentic visitor experience which can increase the quality of life for residents, enhance visitor experience, and help attract employers.

Downtown East Badin



Through engaging in strategic planning and compiling comprehensive land use maps, the Town of Badin will have a clear idea of how to continue its plans for Downtown East Badin. The CPNI team suggests adapting and updating the existing plans for the park to reflect the

developments over the past seven years since the plan was drafted and encompass the new vision for the town.

Additionally, the CPNI team suggests:

- Increasing the connection of the town to the lake through wayfinding and creating multi-facing buildings that direct foot traffic through the downtown area and to the lakefront.
- Create a separate launch site and no-wake zone for non-motor-powered watercraft to attract families and recreational visitors to the lake and the downtown area.
- Create a designated docking area for lake users wishing to visit Badin to shop and dine.



NEXT STEPS

Develop a Comprehensive Strategic Plan:

- Build the infrastructure necessary to develop a plan.
 - Appoint a planning committee
 - Distribute strategic planning literature to the entire committee and invested stakeholders
 - This should include existing consolidated plans, land use maps, a comprehensive land assemblage plan and proposed changes based on the recent ALCOA settlement with the state of North Carolina
 - These plans should consist of intended zoning and overlay areas, a color-coded map, and should also determine historical corridors
 - Decide on a facilitator or consultant
- Decide how many years the strategic plan will cover.
- Put in writing the timetable and process.
- Prepare a memo on what is expected of the strategic planning process.
- Have the town council approve the planning process and fund it.

- Appoint the committee, appoint or hire the facilitator or consultant, send out the orientation materials, and schedule the first meeting.

Create a 501(c)3:

- This organization should be able to acquire property and apply for grants related to economic development, downtown revitalization, and building restoration
- This organization should bring together community members, business owners, and government officials who will be able to guide the organization.

Conduct an economic impact and market study:

- These studies will help determine the viability of tourism and recreation in the area, which will help in strategic planning efforts.
- Based on the outcome of these studies, the town can consider building a marina if the market study supports it.
- Additional considerations based on the studies can address the capacity for various outdoor recreation activities and facilities.

Engage in Marketing and Place Branding:

- Publications and Media
- Social Media
- Digital Reviews
- Cross-promotion
- Internal Marketing and Community Engagement
- Wayfinding and Place Branding

Focus on manageable projects:

- Feasibility is an important criterion for success. Establishing precise, streamlined goals and timelines will ensure that projects remain focused and manageable.
- Find a champion to push and manage projects. The 501(c)3 organization can help as well, but the town manager cannot do it all.
- Prioritization is the key to success

Report to Town Council:

- Present the CPNI workshop report to the council and invite stakeholders to the council meeting.

Explore collaborative partnerships:

- Explore partnerships and opportunities to facilitate communication and outreach. Collaborate with other organizations to improve information sharing, planning, and funding needs.
- Collaborate with the State of North Carolina on the Hardaway site museum, the addition to Morrow Mountain State Park, and the new entrance to Morrow Mountain State Park.

Resources

Professional Organizations:

- Urban Land Institute (ULI): <https://uli.org/>
- American Institute of Architects (AIA): <https://www.aia.org/>
- American Society of Landscape Architects (ASLA): <https://www.asla.org/>
- American Planning Association (APA): <https://www.planning.org/>
 - American Institute of Certified Planners (AICP): <https://www.planning.org/aicp/>
- American Society of Civil Engineers (ASCE): <https://www.asce.org/>
- American Council of Engineering Companies of North Carolina (ACEC/NC): <https://www.acecnc.org/>

Non-Profit, State, and University Organizations:

- North Carolina State Historic Preservation Office (NC SHPO): <http://www.hpo.ncdcr.gov/>
- League of Historic American Theatres (LHAT): www.lhat.org
- UNCG Center for Community-Engaged Design: <https://iarc.uncg.edu/cc-ed/nc-main-street/>
- Project for Public Spaces (PPS): A nonprofit organization dedicated to helping people create and sustain public spaces that build strong communities. They have extensive web resources as well as examples of successful placemaking projects that can serve as inspiration: <https://www.pps.org/>
- Development Finance Initiative (DFI): DFI partners with local governments to attract private investment for transformative projects by providing specialized finance and development expertise. They are a good organization to engage in transforming sites that are owned by the town. They charge a fee for service and offer pro-bono assistance through classes: <https://dfi.sog.unc.edu/>
- NC State University College of Design: Meg Calkins, FASLA, Professor and Head of the Department of Landscape Architecture, mecalkin@ncsu.edu, 919-515-8342
- UNCC College of Arts & Architecture, Deborah Ryan, ASLA, Professor of Architecture and Urban Design, Director of the Master of Urban Design Program, deryan@uncc.edu, 704-687-0123

Potential Funding Sources:

- Parks and Recreation Trust Fund (PARTF) Grants <https://www.ncparks.gov/more-about-us/parks-recreation-trust-fund/parks-and-recreation-trust-fund>
 - Funding Cycle: Applications due in May, granted in August
 - Award Amount: Maximum \$500,000, the applicant must match 50% of the total cost of the project
 - Project Types Funded: Local governments can apply to acquire land for parks and build recreational facilities for use by the public.
- EPA Grants for Recreation Economy for Rural Communities

- Assistance program to help rural communities revitalize Main Streets through outdoor recreation
 - <https://www.epa.gov/smartgrowth/recreation-economy-rural-communities>
- Land and Water Conservation Fund
 - Grant opportunities related to conservation and outdoor recreation
 - <https://rrs.cnr.ncsu.edu/lwcf/>
- NC Trails Grant
 - Grants opportunities related to trail construction, maintenance, land acquisition, planning, and education
 - <https://trails.nc.gov/trail-grants>
- American Trails
 - Resources and library for water and boating trails; National Recreation Trails database with water trail profiles.
 - www.americantrail.org
- Leave No Trace Center for Outdoor Ethics
 - Widely adopted Leave No Trace Principles (also see the river corridors version)
 - www.lnt.org
- Outdoor Industry Association
 - Resources for outdoor recreation trends and best practices
 - <https://outdoorindustry.org/>
- American Trails Resource Directory
 - Information and resources on all aspects of trail development, education, and outreach
 - <https://www.americantrails.org/resource-library/directory>
- National Park Service Rivers, Trails and Conservation Assistance
 - Success stories and trail resources and planning assistance.
 - <http://www.nps.gov/ncrc/portals/rivers/proj/pg/watertrails.htm>
 - <https://www.nps.gov/WaterTrails/Toolbox>
- National Water Trails System
 - Planning: <https://www.nps.gov/WaterTrails/Toolboxes/Planning>
 - Community Support: <https://www.nps.gov/WaterTrails/Toolboxes/Community%20Support>
- River Management Society
 - Prepare to Launch, Guidelines For Assessing, Designing & Building Access Sites For Carry-In Watercraft <https://www.river-management.org/prepare-to-launch>
- USDA Rural Development
 - Rural Development Assistance Grant
 - Program assistance is provided in many ways, including direct or guaranteed loans, grants, technical assistance, research, and educational materials.
 - <https://www.rd.usda.gov/programs-services>
- US Fish and Wildlife Service
 - The Fish and Wildlife Service administers a variety of programs that award grants and cooperative agreements.
 - <https://www.fws.gov/grants/programs.html>

- Department of Transportation (DoT)
 - Planning Grant Initiative
 - <https://connect.ncdot.gov/municipalities/PlanningGrants/Pages/Planning-Grant-Initiative.aspx>
 - Funding Cycle: Call for Proposals in August; Deadline in November; Decisions in February
 - Project Types: Annual matching grant program to encourage municipalities to develop comprehensive bicycle plans and pedestrian plans.
 - Transportation Alternatives (TA) Funds <https://trade.railstotrails.org/index>
 - Project Types: Federal government funds for projects that expand travel choice, strengthen the local economy, improve the quality of life, and protect the environment. Eligible projects include pedestrian and bicycle facilities, safe routes for non-drivers, and historic preservation.
 - Contact: State DoT TA Coordinator, Johanna I. Cockburn (919) 707-2601; jcockburn@ncdot.gov

Community Projects:

- Z. Smith Reynolds (ZSR) Community Progress Fund <https://www.zsr.org/community-progress>
 - Funding Cycle: Letters of Intent accepted starting Oct. 1; Selected proposals receive an invitation to submit a full application in February; Grant decisions made in May
 - Award Amount: \$20,000 - \$30,000 per year for one or two years
 - Project Types: Short-term funding for projects with community momentum; primarily for organizations serving people of color that are in areas of NC with limited philanthropic resources
- Funding Senior Housing: Historic Tax Credits and Grant Opportunities
 - Albemarle Central School: an example of a school to senior housing conversion <https://albemarlecentralschool.com/index.asp>
 - Historic Rehabilitation Tax Credits: <https://www.ncdcr.gov/about/history/division-historical-resources/state-historic-preservation-office/restoration-2>
 - For More Information Contact:
 - Tim E. Simmons, AIA, Senior Preservation Architect/Tax Credit Coordinator for income-producing projects
tim.simmons@ncdcr.gov
919-814-6585
 - David Christenbury, Preservation Architect/Tax Credit Coordinator for nonincome-producing projects
david.christenbury@ncdcr.gov
919-814-6574
 - Historic Preservation Fund Grants: <https://www.nps.gov/preservation-grants/index.html>
 - Provides information on competitive grants related to historic preservation

Economic Development:

- NC Department of Commerce – Downtown Development and Site Development funds – Main Street Solutions Fund
 - <https://www.nccommerce.com/grants-incentives/downtown-development-funds>
 - Funding Cycle: Announced in May
 - Award Amount: Up to \$200,000
 - Project Types: Economic development planning assistance to designated micropolitans in Tier 2 and 3 counties to activate North Carolina Main Street communities; retaining and creating jobs in association with small business
- NC Main Street
 - Application rounds every other year
 - Requirements
 - Must be an incorporated NC municipality with an identifiable traditional downtown business district
 - Certified population of less than 50,000
 - Applicant must work with NC Main Street & Rural Planning Center for three years and meet the following requirements:
 - Generally: participation, establish a working group to conduct responsibilities, establish work plan, designate a program coordinator dedicated to minimum 20 hours per week and attend training, establish support for revitalization, adopt historic preservation ethic, demonstrate downtown vision
 - Acceptance dependent on:
 - Generally: acceptance of Main Street philosophy, commitment from town and officials, demonstration of the ability to become Main Street designated, interest from public & private sectors, evidence of past economic development efforts, indications of reinvestment in downtown, need for Downtown Associate Community program, presence of historical resources, city council signing resolution
- Main Street Solutions Fund
 - Economic development planning assistance available for Main Street Communities and micropolitans located in Tier 2 and 3 counties
 - Funding Cycle: Announced in May
 - Program goals are to:
 - Provide direct financial benefits to small businesses.
 - Spur local investment in association with small business.
 - Retain and create jobs in association with small business.
 - Awards up to \$200,000 to local government
 - Contact: Dan Becker, Main Street Grants Administrator, dan.becker@nccommerce.com, 919-814-4668
- Economic Development Assistance Program
 - <https://www.grants.gov/web/grants/view-opportunity.html?oppld=306735>
 - Funding Cycle: Ongoing
 - Not eligible for non-profits with a 501 (c)(3) status
 - Requirements:

- A feasibility study establishing the presence of a critical mass of support factors, entrepreneurial demand for use, and community support for the facility;
- A Pro-forma demonstrating financial capacity to operate the facility and reach a positive cash flow within a reasonable period; and
- A management plan for the operation of the facility that at a minimum address:
 - Tenant selection policy;
 - Tenant lease agreement terms;
 - Business assistance policy (identify sources of assistance);
 - Tenant records review policy;
 - Tenant graduation policy; and
 - Management oversight of incubator operations.
- Bank of America Community Reinvestment Grant
 - Provides grants related to the needs of individuals and families and grants related to the needs of the community by addressing economic development and social progress
 - <https://about.bankofamerica.com/en-us/global-impact/charitable-foundation-funding.html#fbid=rITIB8jBKxj>

Real Estate Development:

- North Carolina Department of Commerce Building Reuse Program
 - North Carolina Department of Commerce Building Reuse Program
 - Grant Information: <https://www.nccommerce.com/grants-incentives/building-or-site-funds/building-reuse>
 - Available for renovating vacant buildings or renovating and expanding buildings occupied by companies operating in NC for at least the last 12 months
 - Contact info: Hazel Edmond, Building Reuse Program, 919-814-4659, hazel.edmond@nccommerce.com
- Business Support
 - Economic Development Partnerships of NC: <https://edpnc.com/>