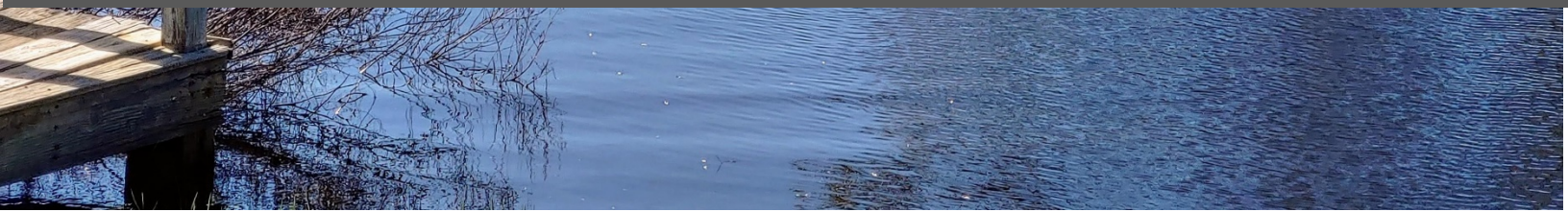# Belhaven Workshop

CPNI and NCGrowth Recommendation Report

Prepared by Rachel Taylor, Senior Analyst, NCGrowth
November 13, 2020

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-SmartUp is an award-winning applied economic development university center with a goal of directly addressing inequality, poverty, underemployment and other factors that keep people and communities from reaching their greatest potential. NCGrowth's team includes expert staff across the Carolinas, academic advisors from multiple universities and hundreds of local partners. Together we are transforming communities by (1) providing technical support to promising businesses so they can grow, hire more people, and create wealth; (2) helping towns/counties/tribes create robust local economies with equitable opportunities for residents; and (3) providing policymakers across the U.S. the tools to learn how to achieve success. Learn more at ncgrowth.unc.edu.

NCGrowth-SmartUp is part of CREATE, an economic development research center at the UNC Kenan Institute of Private Enterprise working to tackle the problem of severe and increasing wealth inequality by generating shared economic prosperity through a combination of research, data analytics, homegrown interventions and policy development. Learn more at createprosperity.unc.edu.

Authers

Rachel Taylor
Senior Analyst, NCGrowth
Rachel Taylor graduated from the University of North Carolina at Asheville in 2013 with a dual bachelor's degree in Spanish and Interdisciplinary Studies and a minor in Cultural Anthropology. Rachel earned her Masters of Public Affairs from Western Carolina University. As a senior analyst, Rachel works with local governments and other community organizations across North Carolina to research and apply sustainable economic development strategies.

Jessica Wilkinson
Economic Development Manager, NCGrowth
As NCGrowth's Economic Development Manager, Jess Wilkinson works with local government entities across North Carolina to research and apply economic development strategies to create good jobs and equitable opportunities. Jess earned her Masters of Public Policy from Duke's Sanford School. Prior to graduate school, Jess worked as an analyst at the U.S. Agency for International Development on global HIV prevention programs.

Table of Contents

3

CPNI Workshop Team

Doug Burns – Narmour Wright SGA
Michael S. Cole, Sr., FASLA, RLA, LEED AP, Founding Partner – COLEJENEST & STONE, P.A.
Brian Crutchfield (workshop facilitator) PE, PLS, Principal – Timmons Group
Pat Fogleman, Executive Director – CPNI
Phil Jones, UNC Charlotte (Retired)
Wayne Robinson, PLA, CLARB VHB – Institutional Market Leader – NC
Rachel Taylor, Senior Analyst – NCGrowth
Jessica Wilkinson, Economic Development Manager – NCGrowth

Town Attendees

Ricky Credle, Mayor – Belhaven, NC
Lynn Davis, Town Manager – Belhaven, NC
Mark Gnagy, Community Member
Bridget Jefferson, Community Member
George Royster, Community Member
Jimmie Southerland, Community Member

Executive Summary

On October 22 and 23, 2020, CPNI members and NCGrowth staff met with officials, residents, and community members from Belhaven for a two-day virtual workshop. CPNI and NCGrowth conducted this workshop virtually and in person in order to maintain social distance during the COVID-19 pandemic.

Workshop discussions focused on various vacant properties in town, the rebirth of local businesses following the closure of Belhaven's Pungo hospital in 2014, and the need to focus on sustainable development strategies. This recommendation report highlights steps that Belhaven can take to diversify their economic landscape, enhance long-term planning, and create a greater sense of community through placemaking and community-centered events.

Different stakeholders own the vacant properties, including the town, the county and private owners. Potential development includes locally owned commercial space, public waterfront space, residential properties, and recreational space. Additional concerns raised during the workshop include addressing affordable housing, enhancing the sense of community, and maintaining public access to the waterfront.

Based on the workshop discussions, experience from field experts, and examples from other towns, the CPNI and NCGrowth teams provide recommendations in three broad categories: 1) inventory, vision, and plan, 2) build capacity and attract visitors, 3) build equitably to address significant disparities.

The CPNI and NCGrowth Recommendation Report provides the following information:
- An overview of the two-day workshop
- An outline of existing town plans
- A virtual tour of the vacant properties
- Recommendations:

Inventory, Vision, and Plan	1. **Consolidate Maps and Create a Community Asset Inventory** • Consolidate and label existing maps • Create a community asset inventory • Bring together a diverse stakeholder group 2. **Engage in Strategic Visioning** • Form a Visioning Committee • Schedule visioning and planning sessions • Create a Vision Statement 3. **Create a Land Use Plan** • Define the planning areas • Establish criteria for making decisions on land use

	• Update zoning ordinances 4. **Create Small Area Plans** • Hospital Property • County Property • Downtown Area and Streetscaping • Recreation • Rely on the newly established 501(c)3 Downtown Development Organization to facilitate public private partnerships • Create a plan to acquire land based on the projects identified in each Small Area Plan
Build Capacity and Attract Visitors	5. **Create a 501(c)3 Downtown Development Organization** • Identify interested stakeholders for the 501(c)3 organization 6. **Market the Town** • Create a branding guide for Belhaven • Hire a marketing firm
Build Equitably to Address Significant Disparities	7. **Build Equitably** • Build Equity into all aspects of the planning and redevelopment process 8. **Develop a Community Profile** • Understand context • Understand needs 9. **Community Development Organizations** • Community Development Corporations • Community Development Advisory Groups

NCGrowth SmartUp

Introduction

Figure 1 Attic Life, Belhaven   Source: Michael Cole

Belhaven is a beautiful town on the banks of the Pungo River. Popular as a stop on the intracoastal waterways, many passersby and visitors have become permanent residents over the years. Though Belhaven is a hidden gem of the inner banks' area, the town experienced a significant economic recession when the primary employer, Pungo Hospital, left in 2014. Since then, the town's businesses have begun to experience a "renaissance," and residential real estate sales have increased. However, the town is home to many vacant properties and could benefit from a more robust and strategic economic development plan.

In October 2020, CPNI and NCGrowth facilitated a two-day workshop to discuss the challenges and opportunities Belhaven faces. This report highlights the major themes and recommendations resulting from the two-day workshop. It provides a brief overview of topics discussed during the workshop, a highlight of key properties, an outline of existing town plans, and recommendations. This report also includes resources to help Belhaven achieve these goals.

Overall, CPNI and NCGrowth believe that by engaging in long-term planning, diversifying the economy, and enhancing the sense of community, Belhaven can create a sustainable and long-term plan for its community that focuses on good jobs and equitable opportunities for all its residents while remaining an intracoastal waterway destination.
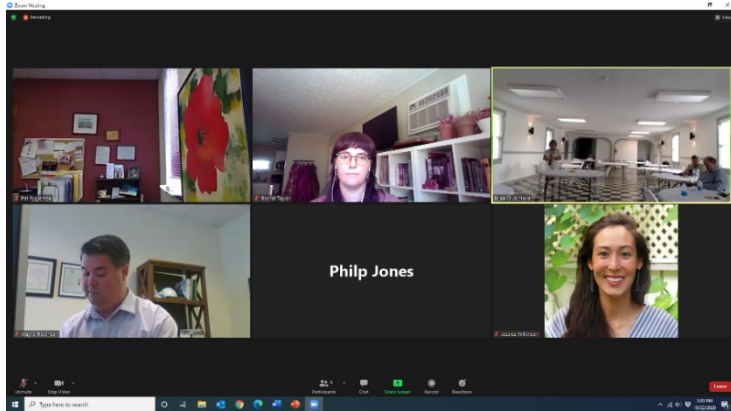
Workshop Overview

Figure 2 Workshop participants met virtually and in person

On October 22 and 23, 2020, CPNI facilitated a Built Asset Assistance Workshop in Belhaven, NC. The Built Asset Assistance Workshops are usually held in person over the course of two days. Due to the COVID-19 pandemic and related social distancing precautions, CPNI, NCGrowth, and participants from Belhaven met at a distance in person and virtually over Zoom to discuss Belhaven's challenges and opportunities for economic development. Brian Crutchfield, a member of the CPNI Design Team facilitated the two-day workshop.

Session one began with introductions and a discussion of key concerns from local citizens and local officials. Conversations in session one included creating public waterfront access that emphasized mixed-use zoning and creating a sense of community through events and a central public gathering space.

The workshop reconvened on Friday morning. Mr. Crutchfield started the session with a recap of themes from the previous day. Participants were invited to engage in visioning for the town. Some residents were eager to clean up and beautify Main Street. Others wanted to see more restaurants (with outdoor seating) and public waterfront venues. Finally, some residents want to focus on affordable housing and parks or other outdoor recreation features like nature trails.

Participants focused on three recurring themes throughout the workshop: 1) determining the best uses for vacant properties to facilitate sustainable economic development, 2) ensuring the waterfront for public use, and 3) enhancing the town's character.

Belhaven, NC *Virtual* Workshop Agenda

Day One: Thursday October 22, 2020
1. **Introductions:** 1:00 pm to 1:15 pm
    a. Belhaven Attendees
    b. CPNI & NCGrowth Team
2. **Virtual Town Tour and Town Summary** 1:15 pm to 2:00 pm
    a. Google Earth
    b. Aerial Photographs
    c. Maps
3. **Overview Summary** 2:00 pm to 3:00 pm
    a. History and Culture
    b. Physical Character (Environmental, Topography, Landscape, Utilities, Transportation)
    c. Buildings-Structural Evaluation
    d. Demographics
    e. Market and Economic Conditions
    f. Land Use and Property Ownership
    g. Existing Planning and Zoning Documents
        i. Allowable Uses
        ii. Site Design
        iii. Street Cross-Sections
    h. Regulatory Process
4. **Break** 3:00 pm to 3:15 pm
5. **Case Study –** 3:15 pm to 4:00 pm

Day Two: Friday, October 23, 2020
1. **Visioning**: 9:00 am to 10:30 am
    a. Assets
    b. Goals and aspirations
    c. Opportunities and Challenges
    d. CPNI only
        i. Program Development
        ii. Resources
        iii. Partners
        iv. Project Delivery/Contracts
        v. Procurement
        vi. Budget
        vii. Priorities/Schedule/Phasing
2. **Break:** 10:30 am to 10:45 am
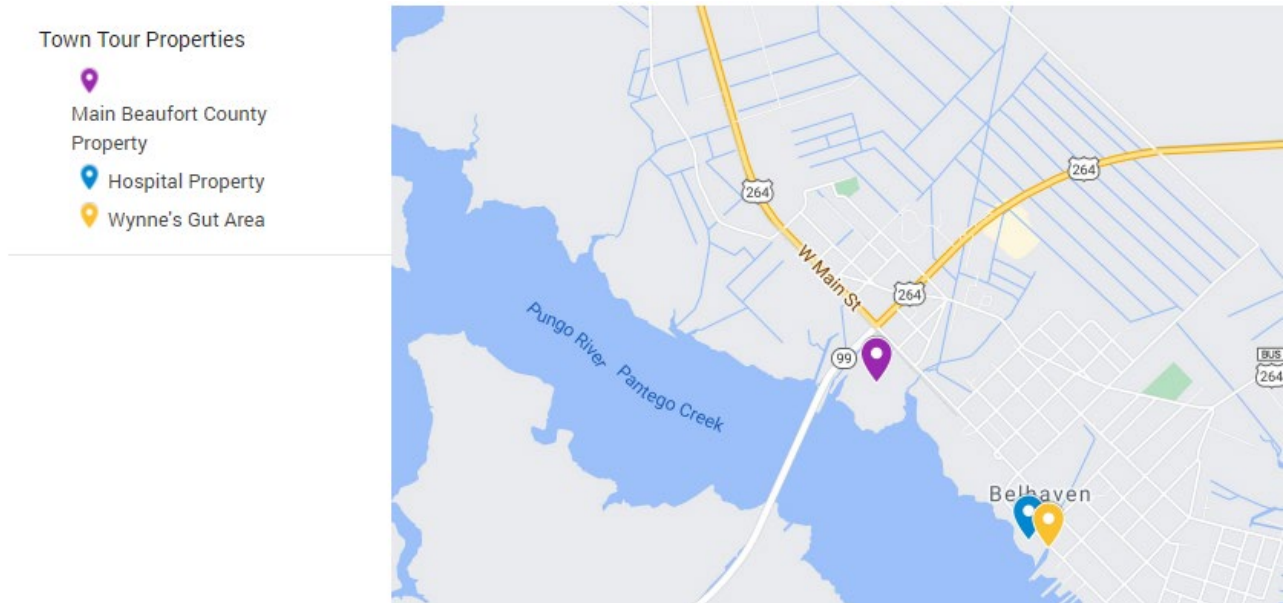3. **Recommendations:** 10:45 am to 12:00 pm

Town Tour

Figure 3 Map of Belhaven including Beaufort County property, Wynne's Gut area, and the Hospital property
Source: Google Maps

During the two-day workshop, the design team and participants discussed several key waterfront properties in Belhaven. This section provides an overview of each area discussed during the workshop.

Much of the discussion focused on the former Pungo River Property, also referred to as the Hospital Property (indicated in Figure 3 by the blue location marker). Once owned by Pungo Hospital, the property became vacant in 2014 after the hospital closed and relocated. In 2016, the building was demolished. The site presents several challenges. One being that there was little interest in the property after the 2008 recession and now the site will need nearly $2 million in site improvements to be commercially available. The site is also prone to flooding. This property is not featured on the map in Figure 5 but is referenced above in Figure 3 and below in Figure 4.

Despite these challenges, the site presents opportunities for the town. The site is approximately four acres of waterfront property located close to the downtown area. It is owned locally by Pantego Creek LLC., and could potentially provide public access to the waterfront and or a public event gathering space. It could also offer more space for mixed-use development that could combine retail with residential.

Figure 4 Former Hospital Property   Source: Michael Cole

Hospital Property Recommendations

The CPNI team suggests that Belhaven:
- Acquire the hospital property
- Restrict the property with enforceable guidelines that allow for mixed-use of the property and public access of the waterfront
- Put the property back on the market.
- Create zoning for this area that reflects the public and mixed-use goals
- Create a Small Area Plan (SAP) that reflects goals for this property
- Issue a detailed Request for Proposal (RFP) with specific criteria for:
  - Public open space and views to the water
  - Mix of uses
  - Maintain open space for events and access to the water
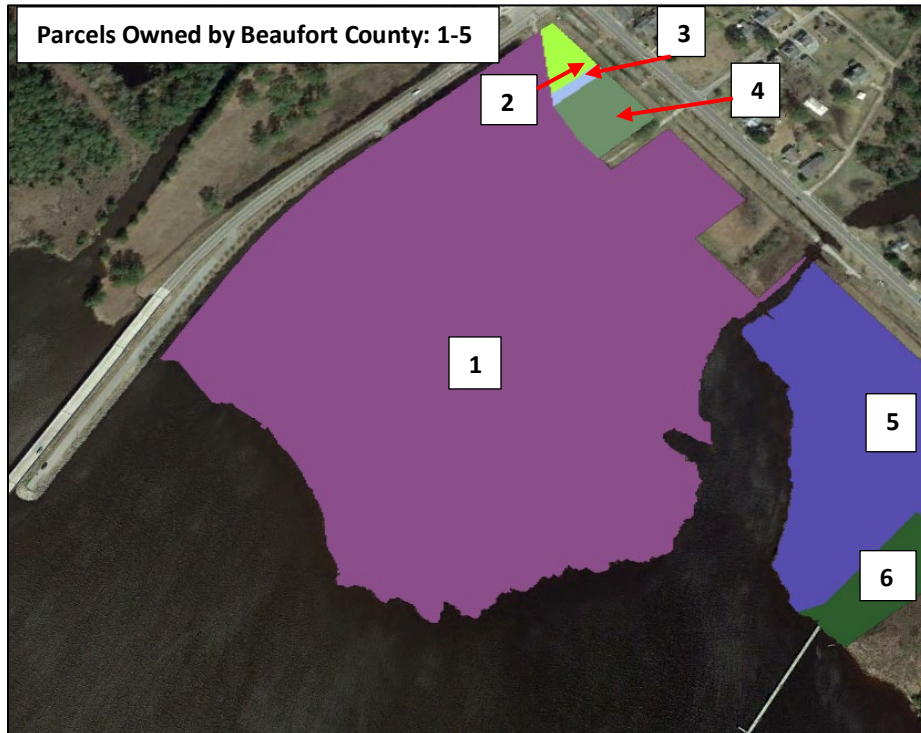
NCGrowth SmartUp

Figure 5 Vacant Parcels near Entrance to Belhaven   Source: Beaufort County GIS Parcel Data

The next area of the town tour focused on the properties owned by Beaufort County. In Figure 5, the county owns parcels 1 through 5 which are located along the bridge's east side. Parcel 1 (Figure 4) is the largest parcel in this area owned by the county and is the property reference in Figure 3 by the purple place marker. While parcel 1 is the largest, the CPNI team's recommendations refer to parcels 1 through 5 since they are all owned by the county and recommended uses would apply to these parcels. Developers formerly owned these parcels, but their plans did not come to fruition. These parcels are primarily zoned residential, but some are zoned for mixed-use. Parcel 6 is a narrow parcel owned by the Town of Belhaven, which contains a public dock that extends ten feet into the water on all sides. Parcel 6 is the parcel featured in Figure 7 below.

Figure 6 Beaufort County Property   Source: Michael Cole

Beaufort County Property Recommendations

The CPNI team suggests that Belhaven:
- Establish zoning to allow for a future mixed-use project
- Connect the property to downtown with a greenway
- Consider creating a high-end RV park

Figure 7 Boat Launch at Roper Ditch   Source: Michael Cole

The Town of Belhaven also owns a waterfront property at the mouth of the creek across from the hospital property. This site also has docks and provides a space where the public can visit and enjoy the water. This area is known as Wynne's Gut and is indicated in Figure 3 by the yellow place marker. The photos and recommendations below refer to this area.

Figure 8 Wynne's Gut South   Source: Michael Cole

Figure 9 Wynne's Gut North   Source: Michael Cole

Figure 10 Town Dock at Wynne's Gut   Source: Michael Cole

Wynne's Gut Recommendations

The CPNI team suggest that Belhaven:
- Continue to connect the walkway all the way to the Pungo River.
- Create a Greenway or Blueway to add a unique and flood resilient community feature.
- Continue to link the County Property, Hospital Property, and Downtown to each other and the waterfront with the Greenway.

Existing Town Plans

In addition to the CPNI Built Asset Assistance Workshop, Belhaven is engaged in two other relevant initiatives. Belhaven is working with NC DOT to conduct a parking and transportation study. The purpose of this study is to determine the extent of their parking concerns and find ways to make parking more efficient and available in town. The town is also working with ElectriCities to create an economic development strategy for the town. The goal of the ElectriCities plan is to create a sustainable and long-term economic development strategy that focuses on workforce development and diversifies Belhaven's economic profile.

Community Context

Census Tract 9301,
Beaufort County, NC

Figure 11 Map of Census Tract 9301 forms part of Beaufort County, NC   Source: Social Explorer
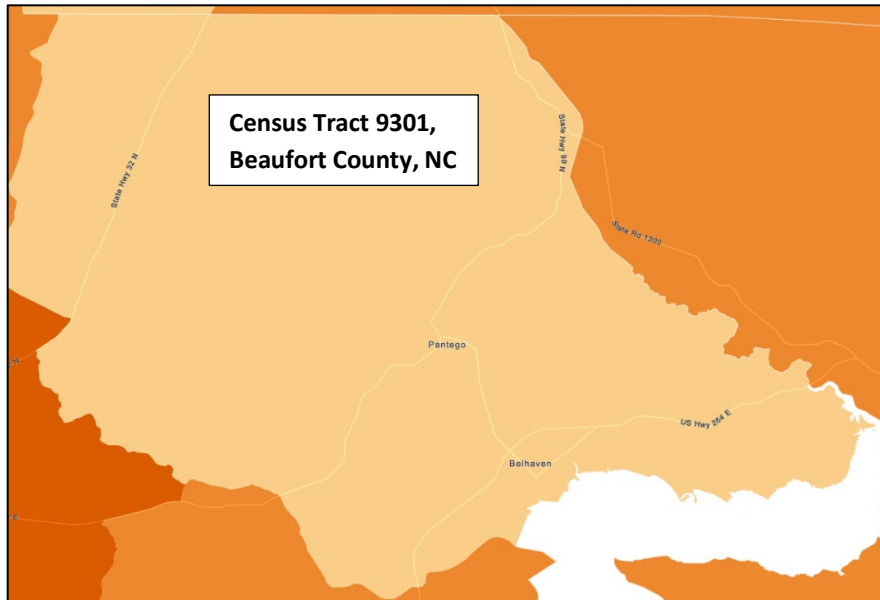
In this section, we will discuss the demographic and economic characteristics at play in Belhaven. In the following sections, we primarily used data from the U.S. Census American Community Survey (ACS) 2018 5-year Estimates, the most recent economic and social data available to reliably compare across the census tracts and blocks within Belhaven. A map of the distinct Census

Tract (C.T.) and Census Block Groups (B.G.) is provided below for ease of reference.

Census tract 9301,
Block Group 3

Census tract 9301,
Block Group 6

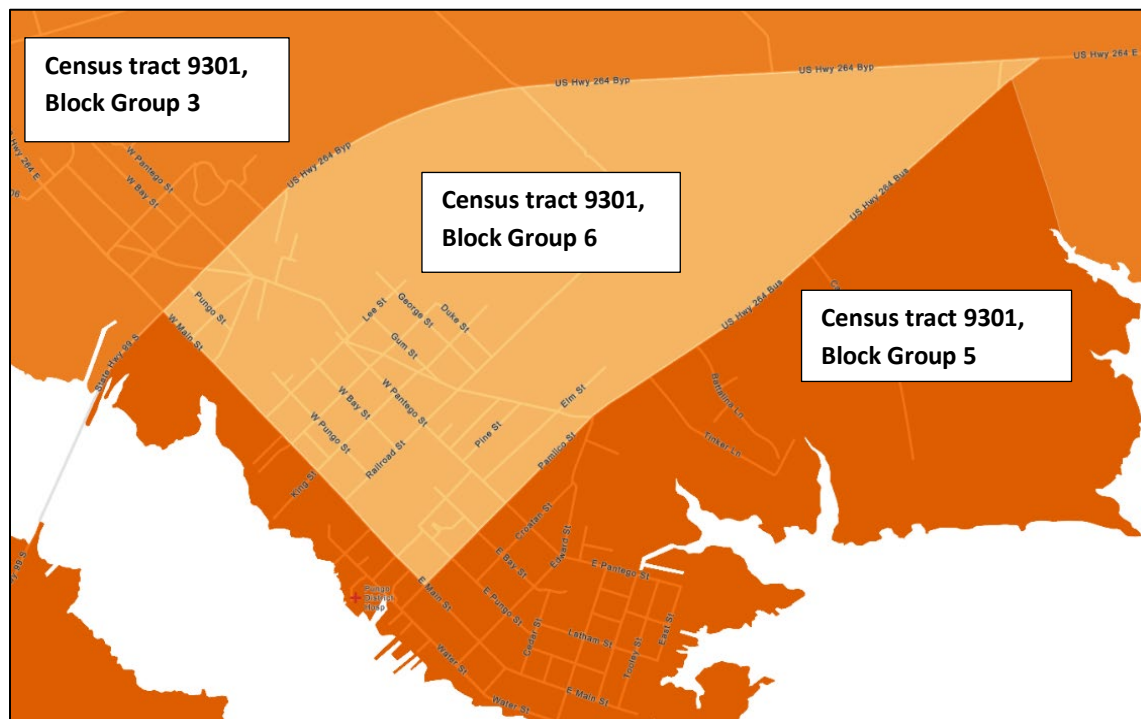Census tract 9301,
Block Group 5

Figure 12 Map of Belhaven with Census Tract 9301 Block Groups 5, 6, and 3   Source: Social Explorer

Demographic Characteristics

The table below provides a brief overview of some of the demographic characteristics of Belhaven.

Table 1: Overview of Belhaven's Demographic Information

INDICATOR	DATA
Population	1,879[1]
Total Housing Units	1,109[2]
Median Age	46.3[3]
Poverty Rate	25%[4]
Median Household Income	$25,662[5]
Median Property Value	$77,400[6]
Number of Employed	679[7]
Percent of Population with Associates Degree or Higher	19%[8]
Percent of Population with High School Diploma	77%[9]

Age

Belhaven is home to nearly 2,000 residents, and the median age in the town is 46 years old, and 23.5% of the population is of retirement age or older. The age categories are relatively evenly distributed. The top three age groups are 55 to 64 (15.3%), 5 to 14 (15.1%), and 45 to 54 (14.7%).

---

[1] Accessed October 19, 2020, https://data.census.gov/cedsci/table?q=Belhaven,%20NC&t=Populations%20and%20People&tid=ACSST5Y2018.S0101&hidePreview=false.

[2] Accessed November 30, 2020, https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20Housing&tid=ACSDP5Y2018.DP04&hidePreview=false.

[3] Accessed October 19, 2020, https://data.census.gov/cedsci/profile?g=1600000US3704640.

[4] Accessed November 19, 2020, https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20Income%20and%20Poverty&t=Official%20Poverty%20Measure%3APoverty&tid=ACSST5Y2018.S1701&hidePreview=false

[5] Accessed November 19, 2020, https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20Income%20and%20Poverty&tid=ACSST5Y2018.S1903&hidePreview=false.

[6] "Belhaven, NC | Data USA," accessed October 14, 2020, https://datausa.io/profile/geo/belhaven-nc#economy.

[7] Accessed October 19, 2020, https://data.census.gov/cedsci/table?q=Belhaven,%20NC&t=Employment%3APopulations%20and%20People&tid=ACSST5Y2018.S0801&hidePreview=false.

[8] Accessed October 19, 2020, https://data.census.gov/cedsci/table?q=Belhaven,%20NC&t=Educational%20Attainment%3APopulations%20and%20People&tid=ACSST5Y2018.S1501&hidePreview=false.

[9] Accessed October 19, 2020, https://data.census.gov/cedsci/table?q=Belhaven,%20NC&t=Educational%20Attainment&tid=ACSST5Y2018.S1501&hidePreview=false.

Belhaven (ACS 2018 5-Year Estimate)

MALES **FEMALES**

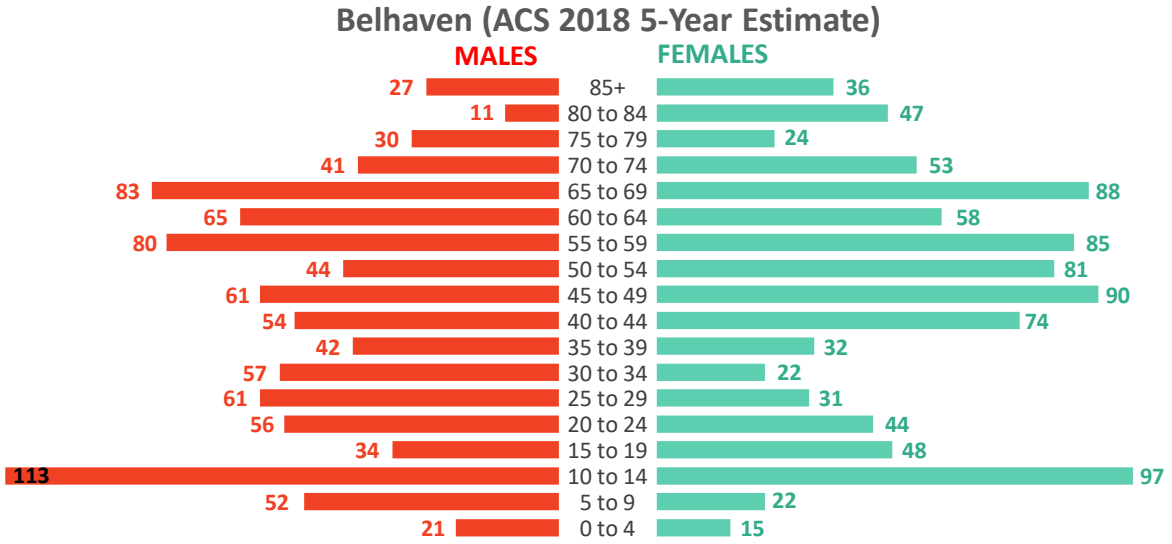| Males	Age Group	Females
27	85+	36
11	80 to 84	47
30	75 to 79	24
41	70 to 74	53
83	65 to 69	88
65	60 to 64	58
80	55 to 59	85
44	50 to 54	81
61	45 to 49	90
54	40 to 44	74
42	35 to 39	32
57	30 to 34	22
61	25 to 29	31
56	20 to 24	44
34	15 to 19	48
113	10 to 14	97
52	5 to 9	22
21	0 to 4	15

Figure 13 Composition of Age Groups in Belhaven, NC   Source: U.S. Census Bureau ACS 2018 5-Year Estimate

Racial Diversity

Belhaven is more racially diverse compared to the greater Beaufort County area. The graph below highlights the racial diversity in Belhaven, Beaufort County, and the Census Block Groups that make up the town.

Racial Diversity in Belhaven & Beaufort County

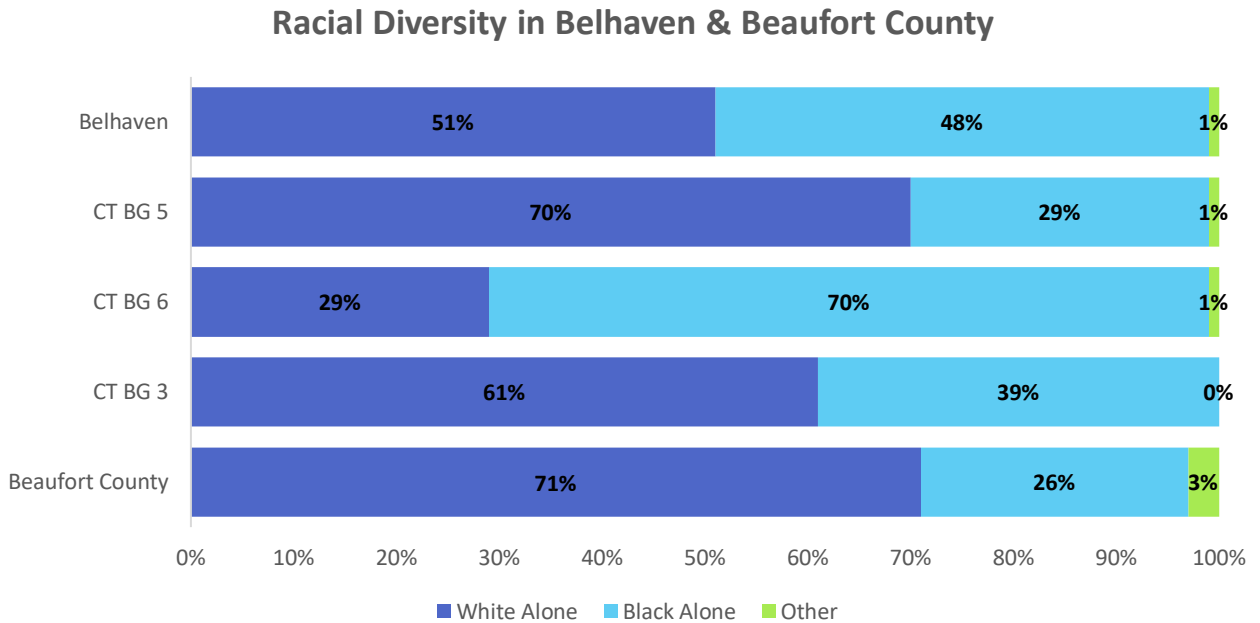|	White Alone	Black Alone	Other
Belhaven	51%	48%	1%
CT BG 5	70%	29%	1%
CT BG 6	29%	70%	1%
CT BG 3	61%	39%	0%
Beaufort County	71%	26%	3%

■ White Alone ■ Black Alone ■ Other

Figure 14 Racial Diversity in Belhaven, B.G. 5, 6, and 3, and Beaufort County   Source: U.S. Census Bureau ACS 2018 5-Year Estimate

NCGrowth SmartUp

Education

According to GreatSchools.com, Belhaven's educational institutions include Pungo Christian Academy and Totsland Preschool. Beaufort County consists of four preschools, eight elementary schools, six middle schools, and five high schools. Eastern Carolina University is the nearest 4-year university (48 miles). Beaufort County Community College is the closest community college (22 miles) and offers various academic programs, continuing education courses, and high school programs geared toward higher education.[10]

Of the 2018 population over the age of 25, 37% obtained a high school diploma or equivalent, 7% obtained an associate degree, 10% obtained a bachelor's degree, and 3% obtained a graduate or other professional degree. The graph below highlights the educational attainment of adults over the age of 25 in Belhaven.
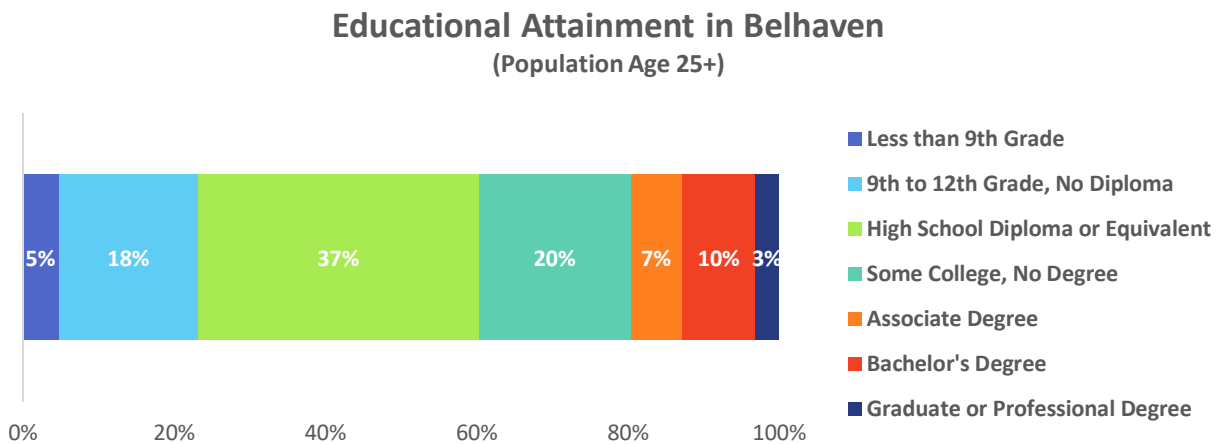
Educational Attainment in Belhaven
(Population Age 25+)

Figure 15 Educational Attainment in Belhaven of Population 5+   Source: U.S. Census Bureau ACS 2018 5-Year Estimate

Income and Housing

Belhaven's median household income is $25,662. However, examining this data by race shows that the median household income for white households in Belhaven is more than double the median household income of black households. White Alone households in Belhaven have a median income of $51,488, while Black Alone households have a median income of $20,000.[11]

According to the ACS 2018 5-year estimates, Belhaven has 1,109 total housing units; of these units, 77% are occupied, and 23% are vacant. Owner-occupied units account for 57% of occupied units, and renters account for 43% of occupied units.

---

[10] "Home," accessed November 20, 2020, http://beta.beaufortccc.edu/.
[11] Ibid.

The median property value is $77,400.[12] The median property value for Belhaven belies the stark difference in property values across the town. In B.G. 5, the median property value is $140,000, while the median property value in B.G. 6 is $60,700 and median property value in B.G. 3 is $73,200

Like many communities in North Carolina and across the United States, affordable housing is a challenge for many Belhaven residents. There is a significant number of cost-burdened households in Belhaven. Cost-burdened households are renter or owner-occupied households that contribute 30% or more of their income to housing. Of the owner-occupied units, 47% are cost-burdened. Of the renter-occupied units, 54% are cost-burdened.[13] Belhaven's residents are more cost-burdened compared to Beaufort County residents, of which 34% of homeowners and 53% of renters are cost-burdened.[14] Across North Carolina, the rates of cost-burdened homes are even lower; 23% of homeowners and 46% of renters are cost-burdened.[15]

Economic Characteristics

Employment

According to data from the U.S. Census Bureau ACS 2018 5-Year Estimates, the total number or Belhaven residents participating in the labor force is 1,517, and about 45%, or 679 of these residents are employed. The education, healthcare, and social assistance sector is the largest employment sector, representing 24% of employed people in town.[16] The second and third largest industry sectors are Retail Trade (23%) and Arts, Entertainment, Recreation, Accommodation, and Food Services (12.5%).[17] See Figure 8 below for a complete breakdown of employment sectors in Belhaven.

The COVID-19 pandemic has substantially affected employment numbers across the country. The most up to date figures available are at the county, rather than the city or census-tract level. According to the Bureau of Labor Statistics, Beaufort County's unemployment rate was 6% as of September 1, 2020. This is significantly better than in May, when the county's unemployment rate spiked to 9% at the height of the COVID-19 economic shutdown.[18] COVID-

---

[12] Accessed November 20, 2020, https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20Housing&g=1600000US3704640&tid=ACSDP5Y2018.DP04&hidePreview=false.
[13] Ibid.
[14] Accessed November 20, 2020, https://data.census.gov/cedsci/table?q=Beaufort%20County,%20North%20Carolina%20Housing&g=1600000US3704640&tid=ACSDP5Y2018.DP04&hidePreview=false.
[15] Accessed November 20, 2020, https://data.census.gov/cedsci/table?q=North%20Carolina%20Housing&g=1600000US3704640&tid=ACSDP1Y2019.DP04&hidePreview=false.
[16] Accessed November 19, 2020, https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20industry&tid=ACSST5Y2018.S2403&hidePreview=false.
[17] Ibid.
[18] "Story Map Series," accessed November 19, 2020, https://enterprisekis.maps.arcgis.com/apps/MapSeries/index.html?appid=0e488c709ac149af9c3be0b62b84051e.

19 has likely affected the service sector more than others. While some service sector positions such as in health care, education, finance and technology are essential or able to be done virtually, the retail and trade, wholesale, and foodservice positions may be more heavily impacted.

Employment Sectors in Belhaven
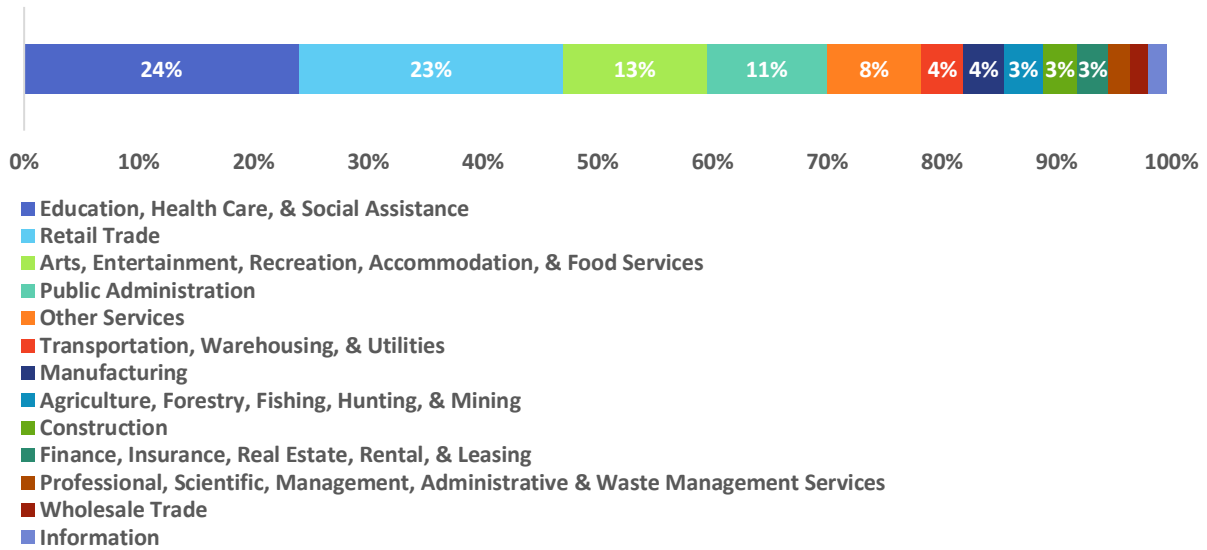

24%	23%	13%	11%	8%	4%	4%	3%	3%	3%

0%   10%   20%   30%   40%   50%   60%   70%   80%   90%   100%

- ■ Education, Health Care, & Social Assistance
- ■ Retail Trade
- ■ Arts, Entertainment, Recreation, Accommodation, & Food Services
- ■ Public Administration
- ■ Other Services
- ■ Transportation, Warehousing, & Utilities
- ■ Manufacturing
- ■ Agriculture, Forestry, Fishing, Hunting, & Mining
- ■ Construction
- ■ Finance, Insurance, Real Estate, Rental, & Leasing
- ■ Professional, Scientific, Management, Administrative & Waste Management Services
- ■ Wholesale Trade
- ■ Information

Figure 16 Employment Sectors in Belhaven, NC   Source: US Census Bureau ACS 2018 5-Year Estimate

The most recent unemployment figures for the Town of Belhaven are from the ACS 2018 5-year estimates when the unemployment rate was 9%, which was on par with Beaufort County's total unemployment rate at the time. However, both Belhaven and Beaufort County's unemployment rates in 2018 were higher than the state and national averages of 6% at the time.

Within Belhaven, the unemployment rate for CT 9301 was 6%. On a more granular level, the unemployment rate for CT B.G. 5 was half the rate for the larger CT at 3%. The unemployment rate for CT B.G. 6 was nearly twice that of the larger CT at 12%. For CT B.G. 3 it was even higher at nearly 13%.

By race, the unemployment rate among the White Alone population in Belhaven was 6.6%, while the unemployment rate for the Black Alone population was more than double at 13%.

Poverty Rate

In addition to unemployment, NCGrowth compared the ACS 2018 5-year estimate poverty rates across regions (Belhaven, Beaufort County, North Carolina, and the US). We were unable to find comparable poverty rate data for the Census Block groups featured in the employment section of this report for Belhaven. The poverty rates shown here represent those below the poverty level and not those at or just above the poverty level.
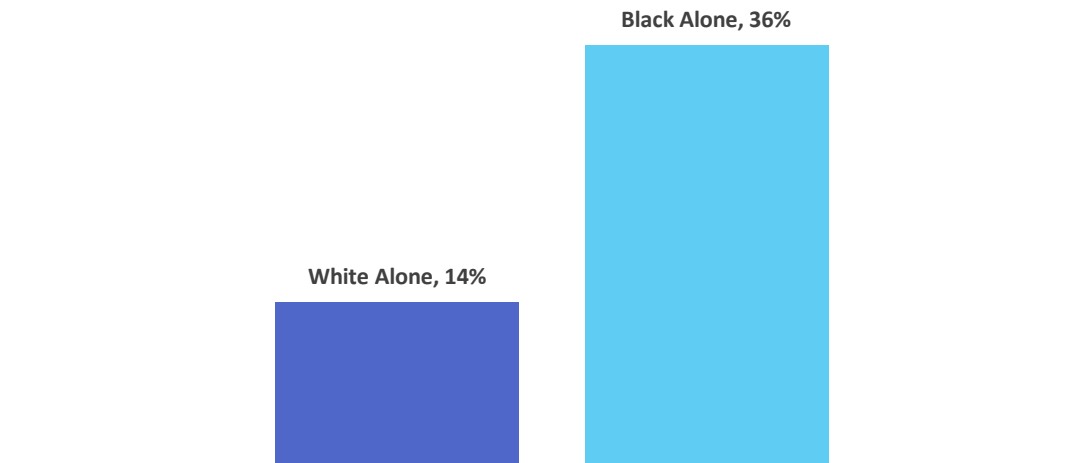
Poverty Rate by Race in Belhaven

Figure 17 Poverty Rate by Race in Belhaven, NC   Source: US Census Bureau ACS 2018 5-Year Estimate

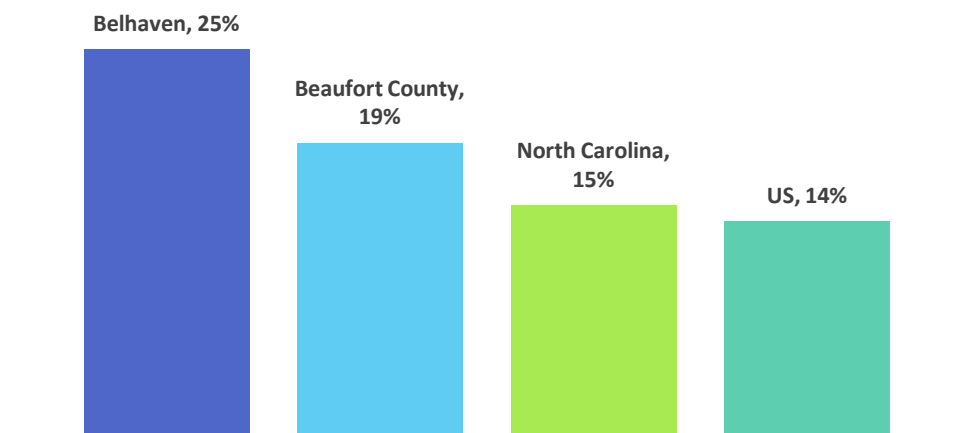### Poverty Rate Across Regions

Figure 18 Poverty Rate Across Regions   Source: US Census Bureau ACS 2018 5-Year Estimate

Recommendations

The following recommendations aim to help Belhaven and its community members prioritize initiatives, resources, goals, and projects. The recommendations are in order of importance and come from members of the CPNI and NCGrowth teams after reflecting on secondary research and the goals and context provided from the town during the two-day workshop. We do not provide detailed economic development recommendations to avoid duplicating current efforts by ElectriCities.

The CPNI team urges the Town of Belhaven to use the information collected through each of the recommendations to inform an overall master or strategic plan. The maps and inventory will help guide the vision and goals, and the visioning efforts will inform the future small area plans. Belhaven can bring all of these efforts together in a master plan to further help guide the future of the town and community.

Inventory, Vision, and Plan

1   Consolidate Maps and Create a Community Asset Inventory

First, the CPNI team recommends consolidating and updating existing maps to reflect Belhaven's planning and development goals. To do this, the CPNI team recommends labeling an existing map of Belhaven with zoning information, city owned property, and any areas that currently have a master plan. Having updated and consolidated maps will allow stakeholders and decision makers to communicate more easily about potential plans and projects.[19]

Belhaven can also consider creating a Community Asset Inventory. This process identifies the strengths of a community, highlights areas for opportunities, and brings together key stakeholders. Assets can take many forms, including natural, built, economic, public, and intangible assets. For small towns, economic and community development assets are often intertwined. Therefore, it is important to broaden the definitions of economic development. The process of creating an asset inventory will create an opportunity to look at Belhaven's community from a fresh perspective and re-think how to define economic and community development assets.

This map can help when identifying community goals, community needs, and resources such as organizations that may have gone unnoticed or whose mission could contribute to the project goals. Going through process of creating an asset map can also uncover individuals who can

---

[19] "A Guide to Community Asset Mapping Sustainable Communities.Pdf," accessed April 15, 2020, https://www.tamarackcommunity.ca/hubfs/Resources/Tools/A%20Guide%20to%20Community%20Asset%20Mapping%20Sustainable%20Communities.pdf.

help build programs or initiatives from the ground up.[20] This process does not happen in a vacuum and is often the result of a small group of committed citizens.

2 Engage in Strategic Visioning

"Some communities allow the future to happen to them. Successful communities recognize the future is something they can create."[21]

Taking the time to create a collaborative community vision will help Belhaven create a vision for its future that addresses concerns about economic and community development. This vision will identify the problems, goals, and values of the community and will guide future development.

Strategic visioning brings diverse members of the community together to address the challenges the community faces and develop collaborative approaches to improve the quality of life in the town. Belhaven will need to form a visioning committee to bring together all the relevant plans and should seek to facilitate buy-in from other stakeholders, such as local business owners, council members, and a diverse and a representative set of community members. Through this process, stakeholders will be more aware of the town's unique problems while also focusing on the overall goal of enhancing Belhaven's position as a tourist destination while providing sustainable and equitable opportunities for its residents.

Visioning can also help Belhaven discover their brand and use their story to focus on development goals and in marketing efforts. The community asset inventory discussed in the first recommendation will help inform the visioning process.

The challenges of strategic visioning include ensuring an appropriate amount of time and labor is spent on visioning sessions, overcoming potential disagreements during visioning sessions, and avoiding losing initiative and momentum.

Insights from Columbia, NC

Columbia, NC developed an ecotourism strategy which incorporated an innovative approach to governance and a tireless commitment to protecting natural resources.

The town collaborated with neighboring counties to finance and build a downtown boardwalk, a 4-H environmental education center, and a visitor's center – all of which attract tourist dollars.

For more information about Columbia's approach to collaboration, innovative governance, and economic development see the full case study in the Appendix.

"Homegrown Tools," accessed December 14, 2020, http://homegrowntools.unc.edu/index.php/studies/columbia/.

---

[20] "Unlocking Your Community's Hidden Strengths: A Guidebook to Community Asset-Mapping," Southern Poverty Law Center, accessed April 15, 2020, https://www.splcenter.org/20121126/unlocking-your-community%E2%80%99s-hidden-strengths-guidebook-community-asset-mapping.
[21] "The Community Visioning and Strategic Planning Handbook," n.d., 62.

③ Create a Land-Use Plan

Land-use plans provide a vision for the specific possible developments in a particular geographic area. They are an important tool for local governments to designate and plan for specific areas of land and to prevent land conflicts. Specifically, Belhaven's land-use plan will be a map that details which parts of Belhaven will have recreation, housing, retail, and more. Land-use plans also support the vision and goals outlined in the master plan. These plans can address a wide range of issues, including environmental protection and sustainability, housing needs, economic development, and more.[22]

By creating a land-use plan, the Town of Belhaven can:[23]

1. save money by ensuring cost-effective investments and avoiding costly duplicative initiatives,
2. create a sense of place and community by incorporating design and environmental elements into projects,
3. separate conflicting land-uses and plan for public amenities that enhance property values (e.g., parks, trails, playgrounds,

---

[22] "Land Use Planning," accessed November 20, 2020, https://www.ca-ilg.org/sites/main/files/file-attachments/2010_-_landuseplanning_0.pdf?1393533588.
[23] "Land Use Planning."

4. incentive healthy habits, facilitate access to healthy foods, and reduce exposure to health hazards,
5. establish building codes to reduce the risk of fire, flooding, or other concerns. It can also plan for safe paths for cyclists, pedestrians, and motorists,
6. increase opportunities to access good jobs, attend quality schools, and participate in the community on an equal footing,
7. provide public facilities and plan for future infrastructure needs,
8. plan for a range of amenities and services to attract new residents and employers,
9. conserve resources and protect the environment,
10. provide a forum for resolving conflict,
11. seek community consensus and input, and help shape a community vision,
12. establish ground rules for decision-making regarding developing and establishing standards and procedures for those processes.

Land-Use Plan Recommendations
- Form a stakeholder group to inform the land-use plan
- Include a Request for Quote (RFQ)
- Allocate funding for a consulting firm to facilitate the planning process, which will likely include several workshops or visioning sessions

Land-Use Plan Next Steps
- Define the planning area
- Contact the people involved
- Acquire basic information about the area
  - E.g., land resources, current land use, infrastructure etc.
- Establish the goals for the plan
- Identify potential problems and opportunities
- Identify constraints to implementing improvements
- Establish criteria for making decisions on land use
- Set the scope of the plan and the planning period
- Agree on the content and format of the plan
- Decide on operational questions for the planning project: personnel, cooperating agencies, timing, budget

④ Create Small Area Plans

Small Area Plans show buildings, streetscaping, changes to parking, and more. These plans establish a specific area such as a "downtown area" or "the hospital property," or can be created by theme such as "recreation." A small area plan can also identify specific projects, goals, partners, and may even begin to address the budgeting process.
A small area plan may initially focus on certain areas of town and eventually expand into the more rural areas of town. These plans identify the projects the town can do on its own, as well as the ones that will require public private partnerships. Small Area Plans will ensure that each area complies with the land-use and zoning established in the third recommendation. Small Area Plans will build on and continue the community engagement activities established through the first and second recommendations.

Small Area Plan Recommendations

- Hospital Property
  - Acquire the hospital property and restrict it with enforceable guidelines
  - Create zoning for the area that reflects the public and mixed-use goals
  - Issue a detailed Request for Proposal (RFP)
- County Properties
  - Determine potential uses
  - Establish zoning to allow for a future mixed-use project
  - Connect the property to downtown with a greenway
- Downtown Area and Streetscaping
  - Enhance streetscaping along the Main Street and Water Street downtown areas
  - Create more public outdoor space and leverage vacant properties
  - Connect downtown to the waterfront
  - Update traffic signage & wayfinding
  - Create shared parking
- Recreation
  - Expand ball fields to attract regional visitors
  - Create a greenway or paddle trail
- Rely on the 501(c)3 Downtown Development Organization to facilitate public private partnerships
- Create a plan to acquire land based on the projects identified in each Small Area Plan

Small Area Plan Next Steps

- Determine areas to address based on:
  - Community Asset Inventory
  - Visioning Sessions
  - Land-Use Plan
- Solicit public engagement for each Small Area Plan

Build Capacity and Attract Visitors

5   Create a 501(c)3 Downtown Development Organization

For many small, rural communities, a local government's constraints on capacity present real barriers to achieving its community and economic development goals. Creating a Downtown Development Organization is one way to help increase that capacity and emphasize downtown businesses and events.

A downtown development organization is a non-profit 501(c)3 organization with the primary purpose of promoting economic development and engagement in a community's downtown area. The organization can bring together community members, business owners, and government officials. One of the benefits of a downtown oriented 501(c)3 organization is facilitating options that the local government cannot take action on. It can acquire property, host events, and apply for grants related to economic development, downtown revitalization, and building restoration. A downtown development organization can help spearhead downtown activation and work with the Main Street Program to sponsor community events.

6   Strategically Market the Town

The CPNI team recommends intentionally focusing on marketing and attracting people from outside the area to move in and invest in the town. Belhaven is a beautiful town, but many people don't know about it, and it could easily be overlooked. The team recommends Belhaven focus on branding, consider a cohesive "inner banks" marking plan, and combine these efforts with the land-use plan.

Hiring a marketing and design firm can help with these efforts. These official efforts can be paired with in-person and digital word of mouth marketing. A creative multi-pronged approach to marketing will highlight Belhaven's assets and will build its brand. Through vision sessions and planning, Belhaven can create a branding and marketing initiative.

Build Capacity and Attract Visitors Recommendations

- Create a downtown development organization
- Focus on marketing Belhaven

Build Capacity and Attract Visitors Next Steps

- Identify interested stakeholders for form the 501(c)3
- Create a branding guide for Belhaven
- Hire a marketing firm

Build Equitably to Address Significant Disparities

7   Build Equitably

Based on the demographic data and conversations from the workshop, the CPNI team recommends taking a proactive and equitable approach to economic and community development efforts. Equity needs to be at the center of Belhaven's downtown and community development efforts in order to address the significant economic disparities examined throughout this report.

Development strategies should foster economic opportunities for all. Development initiatives can encourage this by offering discounted rents to independent and minority-owned businesses, working with minority-owned construction companies, supporting entrepreneurship and job-training opportunities, protecting existing small businesses.

Affordable housing is already a challenge for many of Belhaven's residents, and it will be important to approach it from many angles like developing other commerce that will drive wages up. This will help drive median income so that market rate housing is more affordable, so incoming development does not drive-up cost.

Belhaven can also use context-sensitive development and innovative land-use practices to meet community goals, such as more diverse housing options, while ensuring Belhaven's built character remains consistent.

One way to enforce such development patterns is through form-based zoning codes. Traditional land-use codes can lead to disorganized designs due to the focus on the use of buildings (e.g., commercial, residential, industrial, etc.). Form-based codes outline design requirements for new developments and help to preserve community character and provide more certainty for developers about what developments will and will not be accepted. Further, form-based codes can be blended with more traditional zoning codes to ensure the building character is preserved and that Belhaven attracts businesses that are compatible with the town's vision.

8   Develop a Community Profile

The first step towards building an equitable community that strengthens the economy and acknowledges environmental concerns is understanding the community's context. Belhaven's history shapes how the community sees itself today and informs the steps the town needs to take to create a sustainable future.

The second step towards building an authentic sense of place is understanding the town as it is now. Belhaven has the opportunity to leverage its diversity and community assets to develop equitable and creative development opportunities that contribute to Belhaven's unique character.

To fully understand the community, the town's needs, and the vision for the future, the town must engage community members through staff liaisons to diverse and representative stakeholder groups, regularly coordinate between department heads, and facilitate public participation from the business community and community organizers through public feedback and regular engagement activities. Recommended strategies to increase community participation include adjusting meeting times, providing childcare and food, and working with existing community organizations such as charitable organizations and faith-based community groups.

Belhaven's diversity is a source of strength and can be a guiding force in shaping the town's future. Through community dialogue, Belhaven needs to determine what it wants the town to become and the vision it wishes to strive for over the next several decades. The master planning process can help the town determine where it wants to be in the next ten to twenty years. This process can also help identify unique opportunities to move forward.

⑨ Community Development Organizations

Engaging in community development strategies can help Belhaven ensure that equity and the town's vision are present in the planning and redevelopment process. One way to ensure community development strategies are incorporated in overall planning and development, is to create, support, or bolster the activities of existing community development organizations.

Community development organizations work with local governments to inform the development patterns of neighborhoods. These organizations range from smaller advisory boards to larger non-profit organizations that advise and shape the development patterns of neighborhoods. Below are examples of different community development organizations.

Community Development Corporations
Like the Downtown Development organization, Community Development Corporations (CDCs) are incorporated non-profits that could help to expand administrative capacity while addressing equity and community development in Belhaven. CDCs are community-based organizations that focus on neighborhood development planning, incorporating issues of economic development, affordable housing, public health, and other issues that impact community health. [24] Frequently, these organizations direct federal and other grant funds to provide community benefits.

---

[24] For more info, visit: https://community-wealth.org/strategies/panel/cdcs/index.html

Community Development Advisory Groups

Community development advisory groups are made up of local residents who advise decision makers on development issues in the community. In Belhaven, that may include the downtown, waterfront, or other future development plans. An advisory group can take the form of a subcommittee or a new board appointed by the Council. In Belhaven, this group would add more voices to the process, increase accountability of development projects, and ensure the community could implement controlled development with the downtown and waterfront area. This group can work jointly with the downtown development organization (described above).

Build Equitably to Address Significant Disparities Recommendations

- Take an equitable approach to community engagement in all phases of visioning and planning
- Ensure that quality of life factors are equally accessible and inviting to all members of the community as Belhaven continues to grow
- Address affordable housing and make considerations for the long-term development of Belhaven

Build Equitably to Address Significant Disparities Next Steps

- Build Equity into all aspects of the planning and redevelopment process
- Design and work with Council to approve form-based codes
- Create a community profile
- Engage community members from diverse backgrounds
- Conduct appropriate impact analyses and research
- Consider forming a community development taskforce or committee

NCGrowth SmartUp

Summary of Recommendations and Next Steps

Inventory, Vision, and Plan	1. **Consolidate Maps and Create a Community Asset Inventory** • Consolidate and label existing maps • Create a community asset inventory • Bring together a diverse stakeholder group 2. **Engage in Strategic Visioning** • Form a Visioning Committee • Schedule visioning and planning sessions • Create a Vision Statement 3. **Create a Land Use Plan** • Define the planning areas • Establish criteria for making decisions on land use • Update zoning ordinances 4. **Create Small Area Plans** • Hospital Property • County Property • Downtown Area and Streetscaping • Recreation • Rely on the newly established 501(c)3 Downtown Development Organization to facilitate public private partnerships • Create a plan to acquire land based on the projects identified in each Small Area Plan
Build Capacity and Attract Visitors	5. **Create a 501(c)3 Downtown Development Organization** • Identify interested stakeholders for the 501(c)3 organization 6. **Market the Town** • Create a branding guide for Belhaven • Hire a marketing firm
Build Equitably to Address Significant Disparities	7. **Build Equitably** • Build Equity into all aspects of the planning and redevelopment process 8. **Develop a Community Profile** • Understand context • Understand needs 9. **Consider Community Development Organizations** • Community Development Corporations • Community Development Advisory Groups

References

"A Guide to Community Asset Mapping Sustainable Communities.Pdf." Accessed April 15, 2020. https://www.tamarackcommunity.ca/hubfs/Resources/Tools/A%20Guide%20to%20Community%20Asset%20Mapping%20Sustainable%20Communities.pdf.

The Better Block. "About | The Better Block | Dallas." Accessed January 3, 2020. https://www.betterblock.org/about.

"Belhaven, NC | Data USA." Accessed October 14, 2020. https://datausa.io/profile/geo/belhaven-nc#economy.

"Home." Accessed November 20, 2020. http://beta.beaufortccc.edu/.

"Homegrown Tools." Accessed April 14, 2020. http://homegrowntools.unc.edu/index.php/studies/columbia/.

"Land Use Planning." Accessed November 20, 2020. https://www.ca-ilg.org/sites/main/files/file-attachments/2010_-_landuseplanning_0.pdf?1393533588.

"Story Map Series." Accessed November 19, 2020. https://enterprisekis.maps.arcgis.com/apps/MapSeries/index.html?appid=0e488c709ac149af9c3be0b62b84051e.

"The Community Visioning and Strategic Planning Handbook," n.d., 62.

Southern Poverty Law Center. "Unlocking Your Community's Hidden Strengths: A Guidebook to Community Asset-Mapping." Accessed April 15, 2020. https://www.splcenter.org/20121126/unlocking-your-community%E2%80%99s-hidden-strengths-guidebook-community-asset-mapping.

Accessed October 19, 2020. https://data.census.gov/cedsci/table?q=Belhaven,%20NC&t=Populations%20and%20People&tid=ACSST5Y2018.S0101&hidePreview=false.

Accessed November 30, 2020. https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20Housing&tid=ACSDP5Y2018.DP04&hidePreview=false.

Accessed October 19, 2020. https://data.census.gov/cedsci/profile?g=1600000US3704640.

Accessed November 19, 2020. https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20Income%20and%20Poverty&tid=ACSST5Y2018.S1701&hidePreview=false.

Accessed November 19, 2020. https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20Income%20and%20Poverty&tid=ACSST5Y2018.S1903&hidePreview=false.

Accessed October 19, 2020. https://data.census.gov/cedsci/table?q=Belhaven,%20NC&t=Employment%3APopulations%20and%20People&tid=ACSST5Y2018.S0801&hidePreview=false.

Accessed October 19, 2020. https://data.census.gov/cedsci/table?q=Belhaven,%20NC&t=Educational%20Attainment%3APopulations%20and%20People&tid=ACSST5Y2018.S1501&hidePreview=false.

Accessed October 19, 2020.

      https://data.census.gov/cedsci/table?q=Belhaven,%20NC&t=Educational%20Attainment&tid=ACSST5Y2018.S1501&hidePreview=false.

Accessed November 20, 2020.

      https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20Housing&g=1600000US3704640&tid=ACSDP5Y2018.DP04&hidePreview=false.

Accessed November 20, 2020.

      https://data.census.gov/cedsci/table?q=Beaufort%20County,%20North%20Carolina%20Housing&g=1600000US3704640&tid=ACSDP5Y2018.DP04&hidePreview=false.

Accessed November 20, 2020.

      https://data.census.gov/cedsci/table?q=North%20Carolina%20Housing&g=1600000US3704640&tid=ACSDP1Y2019.DP04&hidePreview=false.

Accessed November 19, 2020.

      https://data.census.gov/cedsci/table?q=Belhaven%20town,%20North%20Carolina%20industry&tid=ACSST5Y2018.S2403&hidePreview=false.

Accessed December 10, 2020.

      https://www.nationalcivicleague.org/resources/civicindex/

Appendix

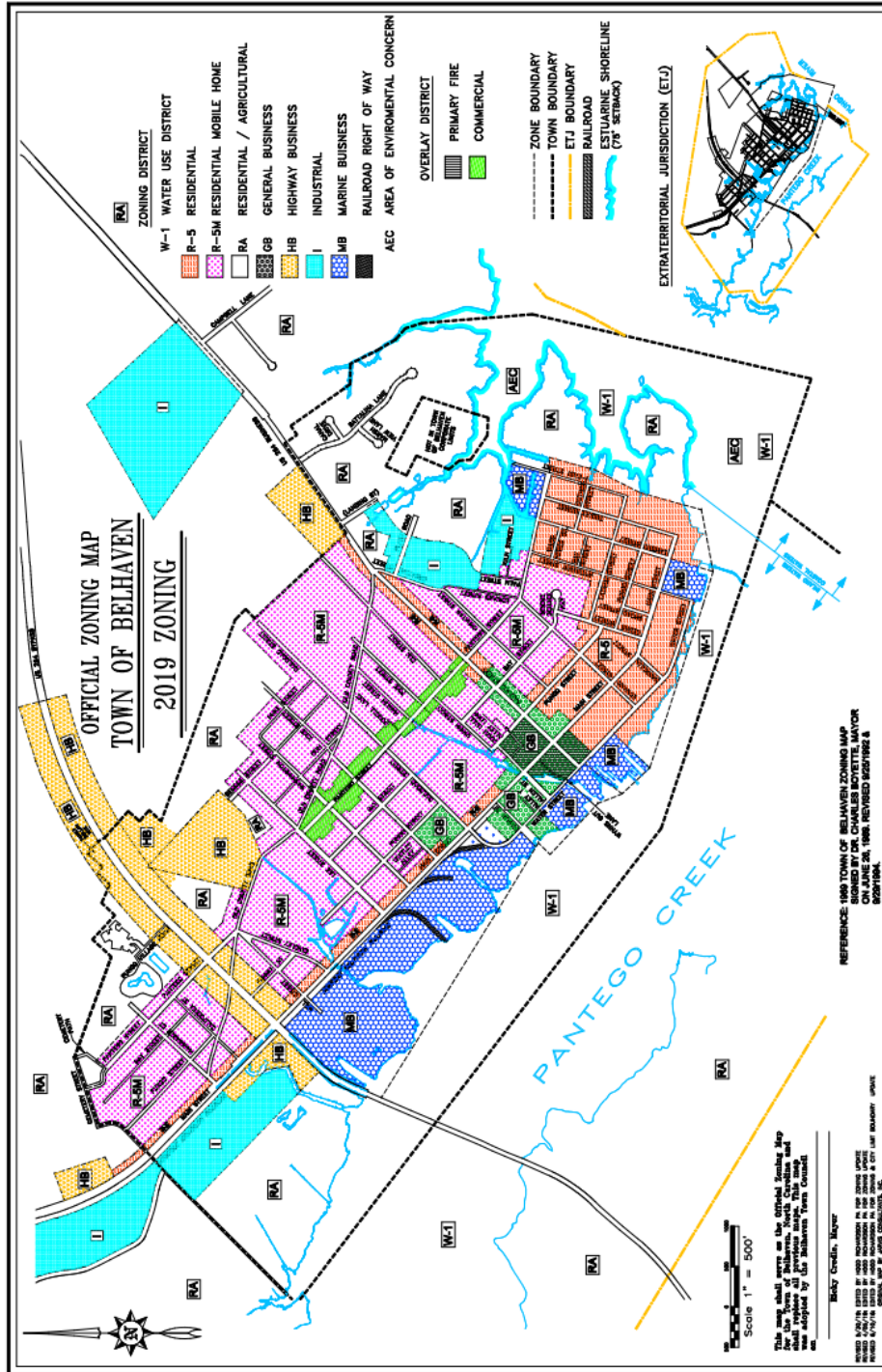## Additional Maps and Images

Figure 19 Belhaven 2019 Zoning Map   Source: Townofbelhaven.com

Case Study to Illustrate Innovative Governance and Collaboration: Columbia, NC

We chose this case study to illustrate the benefits of regional collaboration to build organizational capacity, seek funding, and market to tourists. Belhaven can look to this case study as an example for flood-prone areas as a community and tourism asset. The town can also apply the lessons of public private partnerships and regional collaboration to seek funding for projects and help manage the various properties and assets.

In Columbia, NC, the town relied on a collaborative regional approach to pursue ecotourism as an economic development strategy. Surrounding counties came together to form a non-profit partnership to facilitate regional collaboration and prevent competition around limited grant funding. With funding from grants awarded to the partnership, Columbia built a riverfront boardwalk, a visitor's center, and a 4-H environmental education center. Columbia is also home to the Pocosin Arts Center, which is based closely on the Penland School of Craft in Mitchell County. Arts and outdoor recreation are closely linked and can help attract visitors and give them reasons to extend their stay. Arts and outdoor recreation are also key aspects of quality of life and can attract professional employees and businesses from other sectors to an area.

Columbia engaged in innovative land-transfer agreements to preserve land around town while still contributing to property taxes. In the early 1990s, J.D. Brickhouse, the town manager at the time, introduced several partnerships with non-profits and local governments to acquire land near Columbia in order to preserve the land and build an ecotourism strategy. In order to protect the land without losing the potential property tax revenue, the town entered into an agreement with N.C. DOT and the Conservation Fund, which allowed the DoT, and the Conservation Fund to contribute to a special endowment created for the parcel of land. Revenue from the DOT's property use and the Conservation Fund's sustainable forestry is used to pay the property taxes. The land was preserved, and the town was still able to benefit from property taxes while working towards its goal of fostering ecotourism.

This example highlights the need for economic development that is shaped by a widely held community vision. In Columbia, community surveys and visioning processes helped to generate buy-in and guide the economic development strategies that best fit the community. Through this process, Columbia recognized that the surrounding natural beauty could guide an ecotourism strategy supported by residents' desire to see this area protected. As a result of the ecotourism strategy, officials estimate that more than 100 jobs have been created in the town. Since 1990, Columbia has generated over $15 million in grant funding for ecotourism related projects. [25]

---

[25] "Homegrown Tools," accessed April 14, 2020, http://homegrowntools.unc.edu/index.php/studies/columbia/.

Contact information

J.D. Brickhouse
Former Town Manager
Columbia, North Carolina
252-706-0092
jdbrickhousepfs@beachlink.com

Rhett White
Town Manager
Columbia, North Carolina
252-796-2781
Rhett_townofcolumbia@yahoo.com

Resources

Name	Contact	Additional Information
Professional Organizations		
Urban Land Institute	https://uli.org/	
American Institute of Architects	https://www.aia.org/	
American Society of Landscape Architects	https://www.asla.org/	
American Planning Association	https://www.planning.org/	
American Institute of Certified Planners	https://www.planning.org/aicp/	
American Society of Civil Engineers	https://www.asce.org/	
American Council of Engineering Companies of North Carolina	https://www.acecnc.org/	

Name	Contact	Additional Information
Non-Profit, State, and University Organizations		
North Carolina State Historic Preservation Office	http://www.hpo.ncdcr.gov/	
League of Historic American Theatres	www.lhat.org	
UNCG Center for Community-Engaged Design	https://iarc.uncg.edu/cc-ed/nc-main-street/	
Project for Public Spaces	https://www.pps.org/	A non-profit 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.
Development Finance Initiative	https://dfi.sog.unc.edu/	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 city. They charge a fee for service and offer pro-bono assistance through classes.

	Meg Calkins, FASLA	Professor and Head of the
N.C. State University College of Design	mecalkin@ncsu.edu, 919-515-8342	Department of Landscape Architecture
UNCC College of Arts & Architecture	Deborah Ryan, ASLA deryan@uncc.edu, 704-687-0123	Professor of Architecture and Urban Design, Director of the Master of Urban Design Program

Name	Contact	Additional Comments
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.
Resourceful Communities	https://www.conservationfund.org/our-work/resourceful-communities/our-approach	Creating New Economies Fund (CNEF) provides small grants for innovative triple bottom line projects. Grants average $8,000-$12,000, with a maximum award of $15,000. Funding has supported a variety of projects, including: eco-tourism, sustainable agriculture, youth leadership development, alternative energy, and more.
EPA Grants for Recreation Economy for Rural Communities	https://www.epa.gov/smartgrowth/recreation-economy-rural-communities	Assistance program to help rural communities revitalize Main Streets through outdoor recreation
American Trails Resource Directory	https://www.americantrails.org/resource-library/directory	Information and resources on all aspects of trail development, education, and outreach
Rural Development Assistance Grant	https://www.rd.usda.gov/programs-services	Program assistance is provided in many ways, including direct or guaranteed loans, grants, technical assistance, research, and educational materials.
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 (T.A.) Funds	https://trade.railstotrails.org/index; State DoT TA Coordinator, Johanna I. Cockburn (919) 707-2601; jicockburn@ncdot.gov	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.

Name	Contact	Additional Comments
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 N.C. with limited philanthropic resources
Historic Preservation Fund Grants	https://www.nps.gov/preservation-grants/index.html	Provides information on competitive grants related to historic preservation

Name	Contact	Additional Comments
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
Main Street Solutions Fund	Dan Becker, Main Street Grants Administrator, dan.becker@nccommerce.com, 919-814-4668	-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
Economic Development Assistance Program	https://www.grants.gov/web/grants/view-opportunity.html?oppId=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	https://about.bankofamerica.com/en-us/global-impact/charitable-foundation-funding.html#fbid=rITIB8jBKxj	-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 -Applications accepted 6/1/2020-6/26/2020
NCGrowth's Incubator Guide	Jess Wilkinson, Economic Development Manager Jessica_Wilkinson@kenan-flagler.unc.edu 919-843-3282	NCGrowth is developing a comprehensive incubator guide to help communities determine the feasibility of business incubators in their communities. This guide provides case studies, resources, and examples of alternatives to incubators.

Name	Contact	Additional Comments
Real Estate Development		
North Carolina Department of Commerce Building Reuse Program	https://www.nccommerce.com/grants-incentives/building-or-site-funds/building-reuse Hazel Edmond, Building Reuse Program, 919-814-4659, hazel.edmond@nccommerce.com	Available for renovating vacant buildings or renovating and expanding buildings occupied by companies operating in N.C. for at least the last 12 months
Economic Development Partnerships of N.C.	https://edpnc.com/	
UNC's School of Government Guide to Opportunity Zones	https://dfi.sog.unc.edu/projects/opportunity-zones/	