



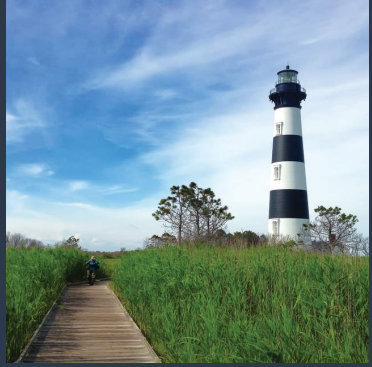
Outer Banks, NC

Long Range Tourism Management Plan
Public Presentation

May 24, 2023

Welcome





MMGY NextFactor

Corporate Overview

- Consulting company specializing in the travel & tourism industry
 - Strategic planning
 - Destination master planning
- Over 300 clients worldwide
- Exclusive licensing agreement with DI to manage & deliver DestinationNEXT
- Exclusive deck of 600 NEXTPractices
- Joined MMGY Global in 2019

Facilitators



Cassandra McAuley
SVP Destination Stewardship
MMGY NextFactor



Shelly Green
Executive Consultant
MMGY NextFactor

THE 2021 FUTURES STUDY



6 Global Panels



Disruptors

(Technology, business, health,
policy)

Community Leaders

(Government, economic
development, education)

Industry/Association

(Leading industry thought
leaders)

Supply Chain

(Hotels, airlines, cruise lines,
venues, service suppliers)

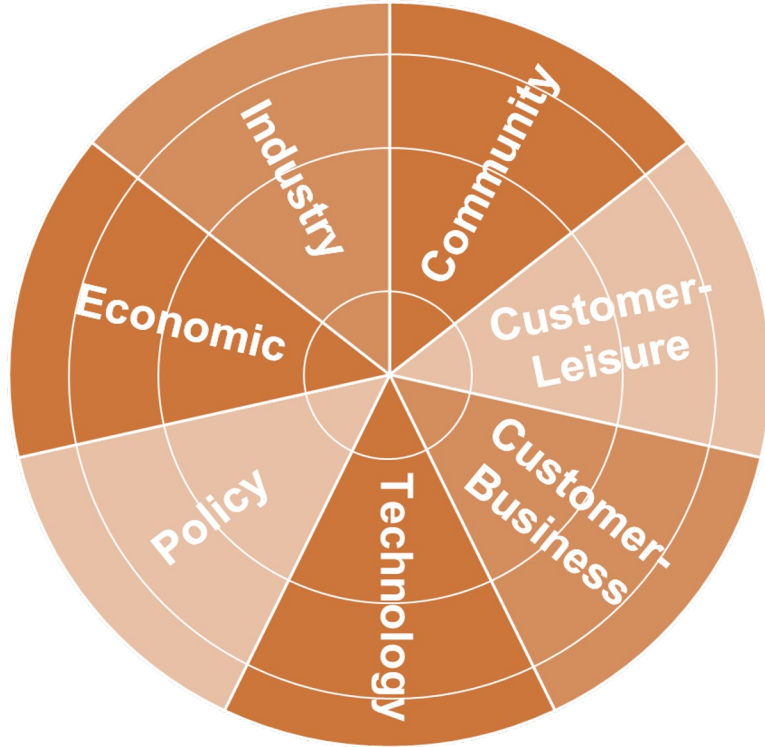
Clients

(Meeting planners, event
organizers, tour operators)

Other Sectors

(Key sectors beyond the
visitor industry)

Strategic Radar Maps



100

Trends



80

Strategies

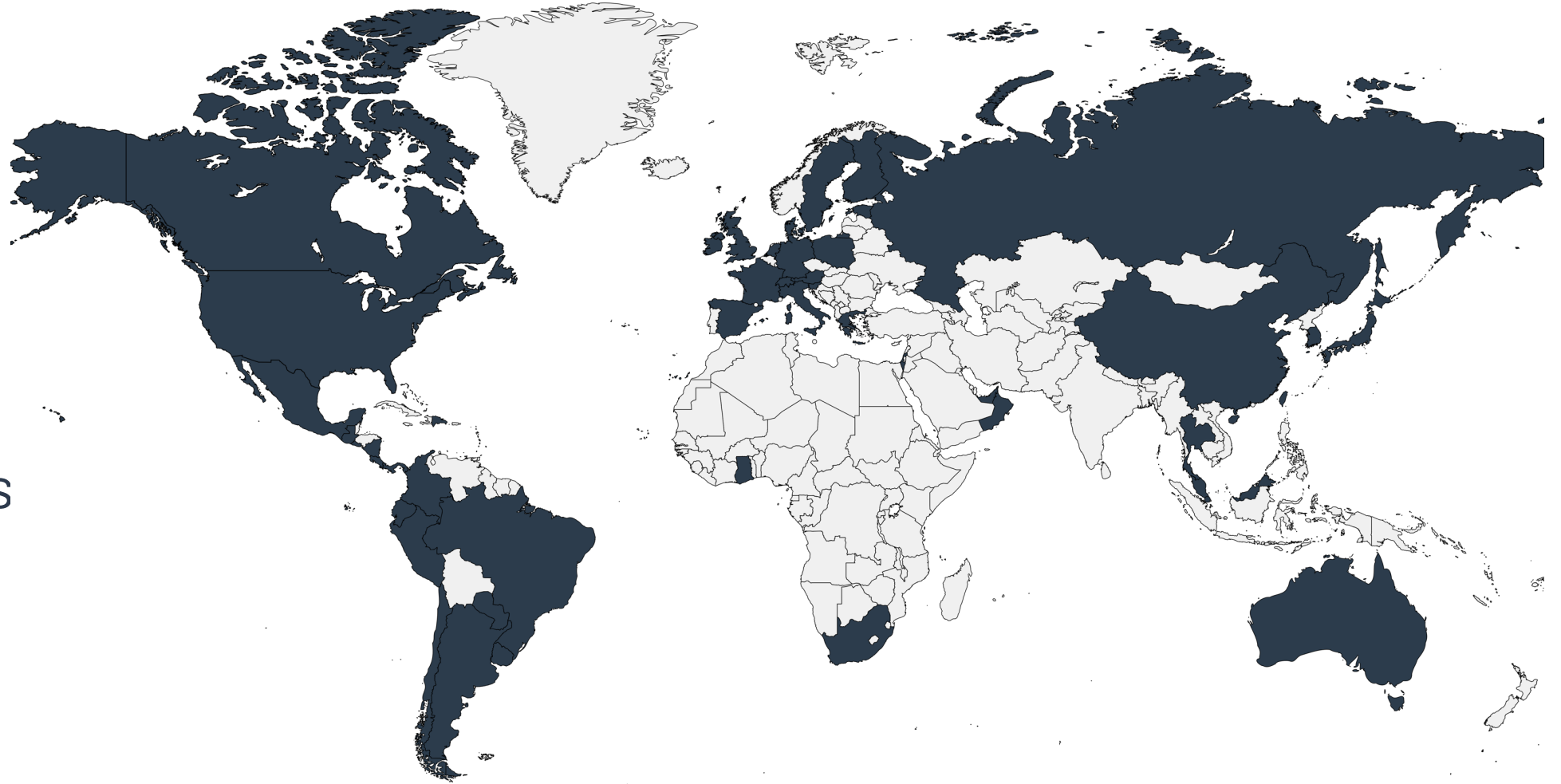
2021 Futures Study Participants

706

Participants

52

Countries



TOP TRENDS



#1

**Aligning government,
community and industry
priorities drives destination
competitiveness**

#2

**Customers increasingly
seeking a unique,
authentic travel
experience**



#6

**Travelers are seeking more
personal enrichment and
wellbeing**



#14

**Greater demand for more
dynamic outdoor
experiences**



TOP STRATEGIES

#3

Enhance engagement with the local community to manage future considerations for the visitor economy



A warm, golden-hour photograph of a group of people. In the foreground, a woman with blonde hair tied back is seen from the side, wearing a dark, textured knit sweater. Behind her, another woman with glasses is laughing, and further back, a man is smiling. The background is softly blurred, showing architectural elements and other people, creating a sense of a lively, social gathering. The overall mood is joyful and positive.

TRANSFORMATIONAL OPPORTUNITIES

3 Transformational Opportunities

1. DESTINATION ALIGNMENT

Aligning the public, private and civic sectors drives destination performance

2. SUSTAINABLE DEVELOPMENT

Destination and product development should marry people, planet, profit and policy

3. VALUES BASED MARKETING

Community values, goals and energy are the new competitive advantage

An aerial photograph of a coastal town, likely in New Jersey, showing a dense residential area with many houses, a sandy beach, and a long pier extending into the ocean. The sky is overcast with grey clouds. The text "Project Objectives & Plan" is overlaid in white, bold font, with a short orange horizontal line underneath the word "Project".

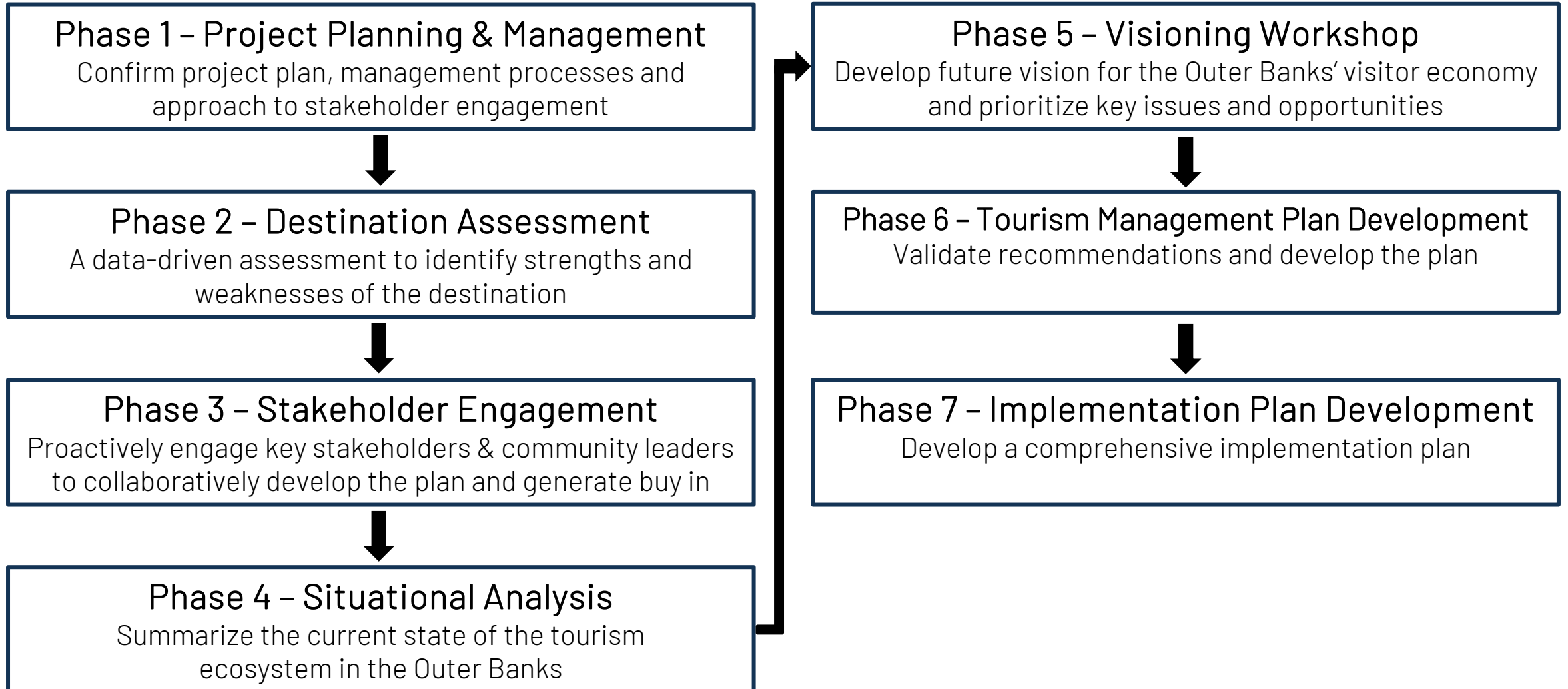
Project Objectives & Plan



Objectives

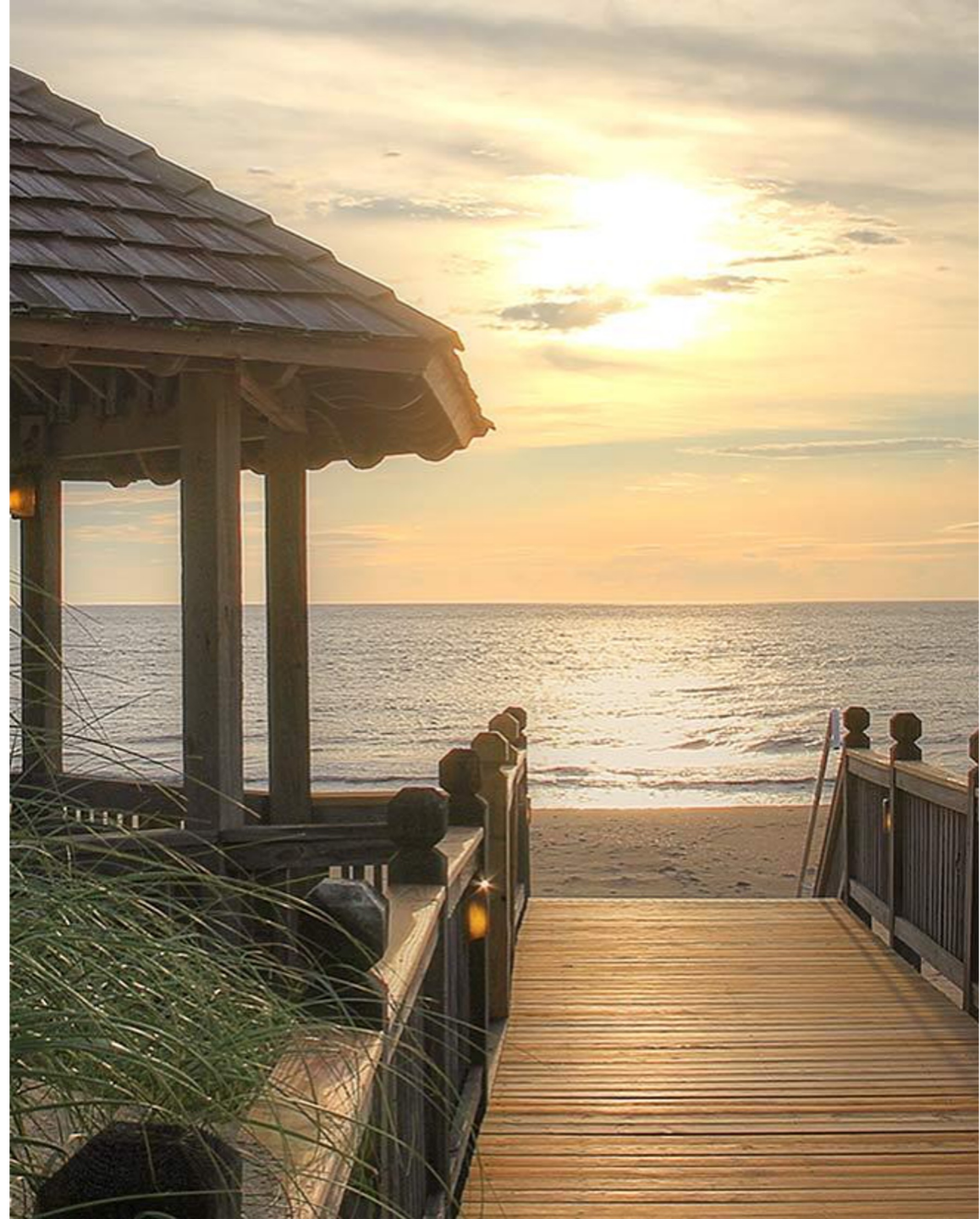
- Create a vision for how the Outer Banks can create balance between the visitor economy and quality of life for residents
- Identify products, amenities, programming and experiences that will guide the long-term, sustainable planning and design of the Outer Banks area
- Identify placemaking opportunities for tourism generation, talent attraction and economic development

Project Plan



Engagement Summary

- **15** In-depth interviews
- **179** DestinationNEXT completions
- **4,538** resident survey responses
- **7** focus groups
- **2** resident town halls



Resident Survey Results



Key Findings

4,538 responses between October 24 and November 28, 2022.

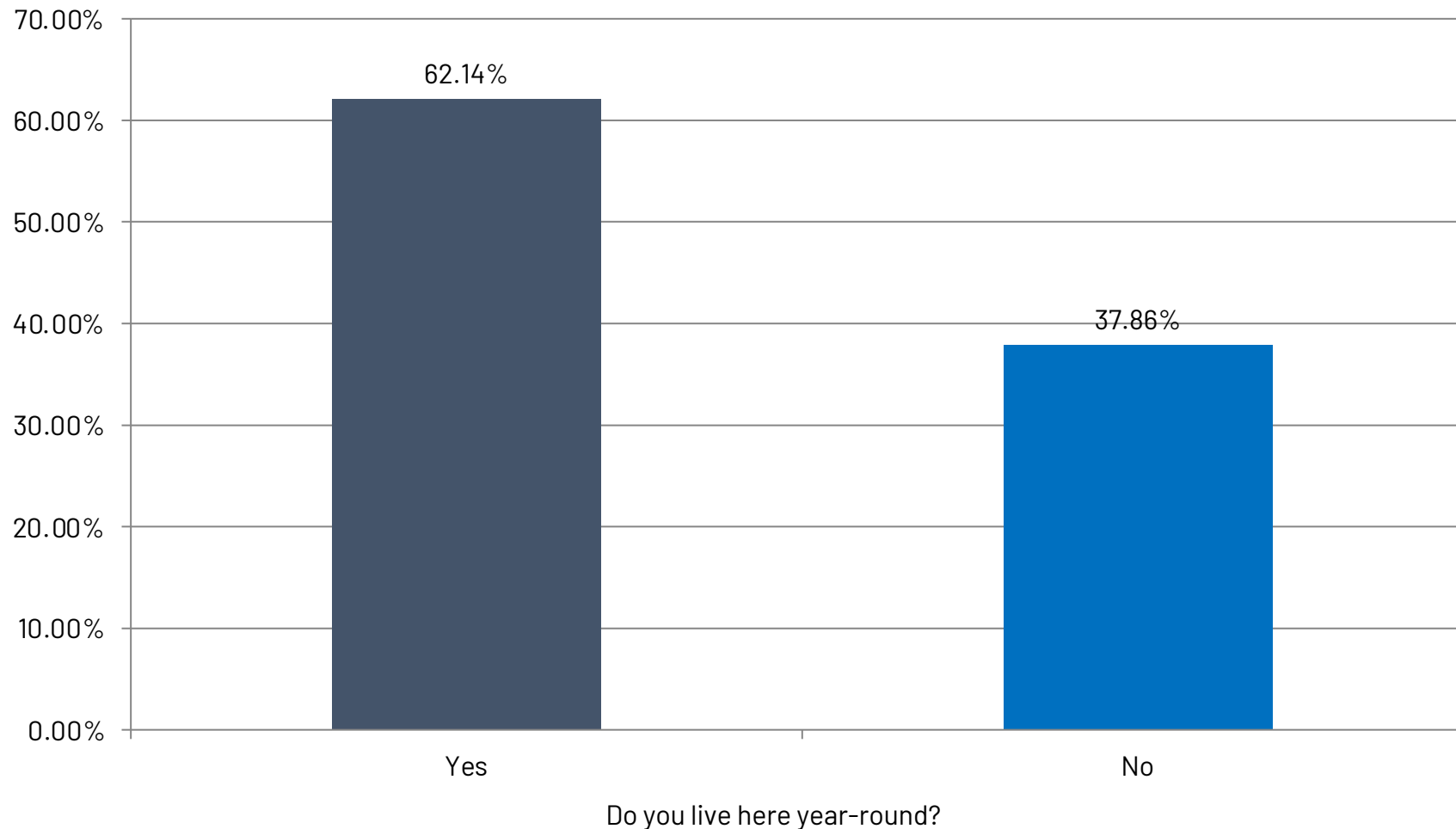
Tourism is seen as an important component of the Outer Banks economy, with many believing that the positive benefits of tourism outweigh the negative impacts. They also felt that the local economy is too heavily dependent on tourism.

There is a strong belief among respondents that an increase in tourism will create traffic congestion.



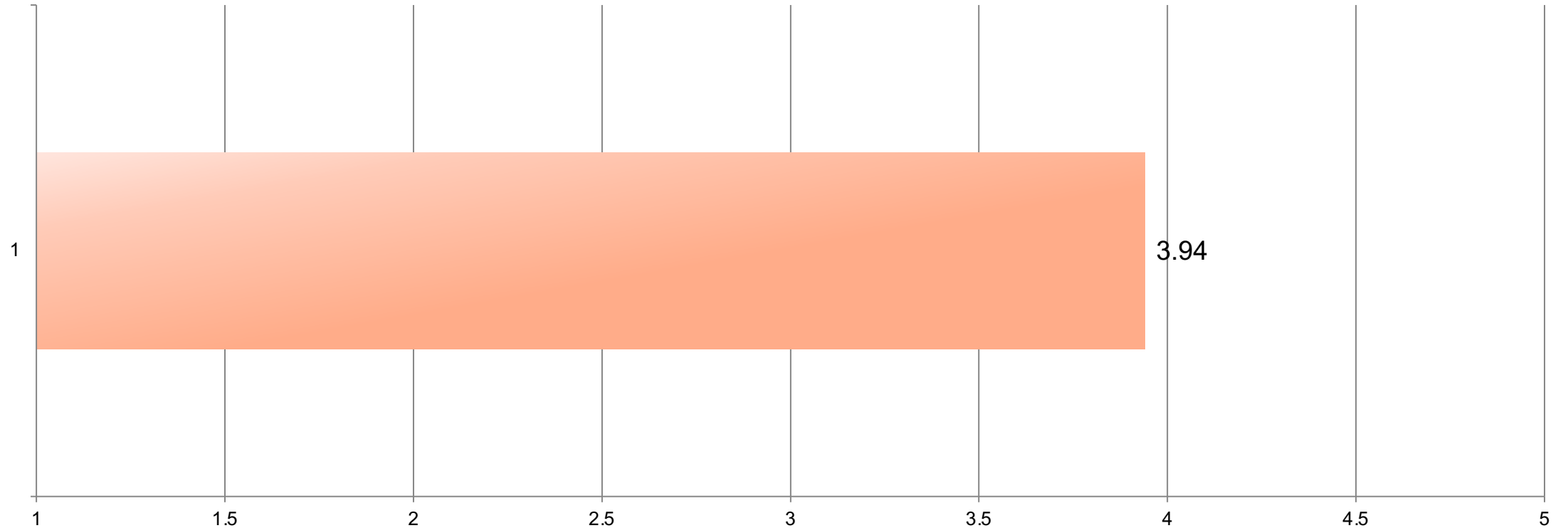
Residency in the Outer Banks

Most respondents live in the Outer Banks year-round.



Residency in the Outer Banks

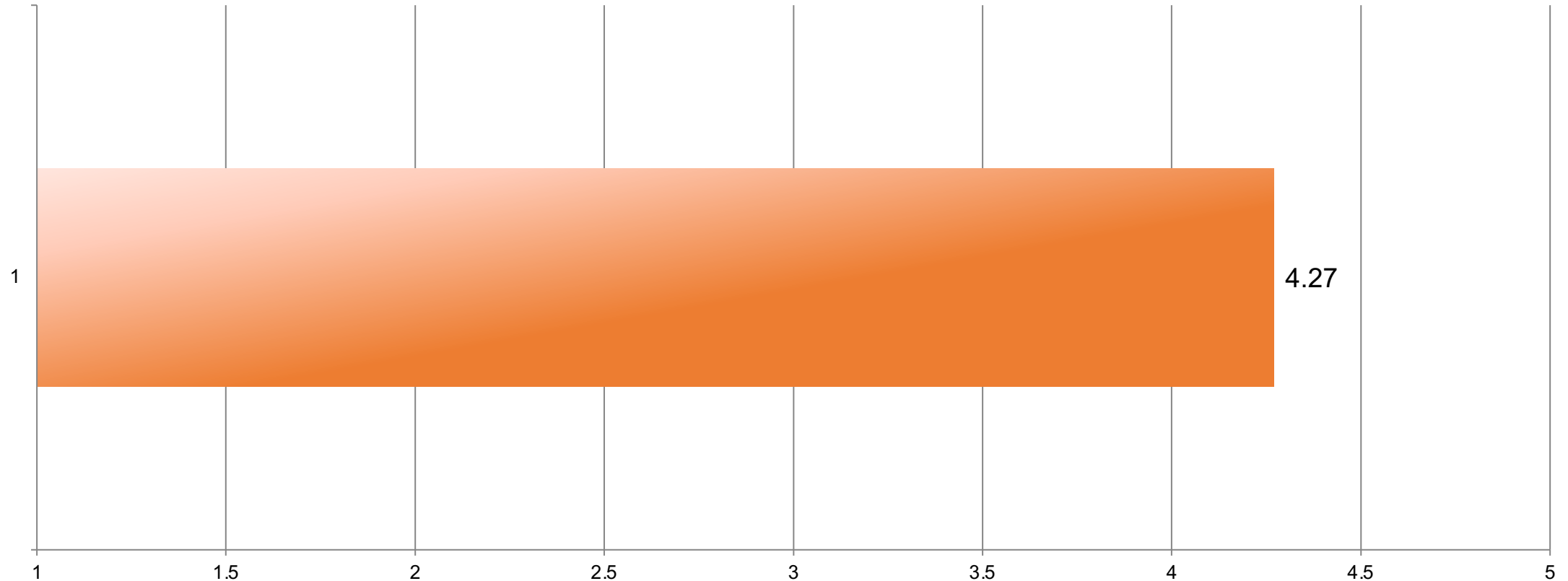
Respondents agree that they are pleased with the Outer Banks as a place to live.



Please rate your level of agreement with the following statement: Overall, I am pleased with the Outer Banks as a place to live.
(1-Strongly Disagree;5-Strongly Agree)

Importance of Tourism

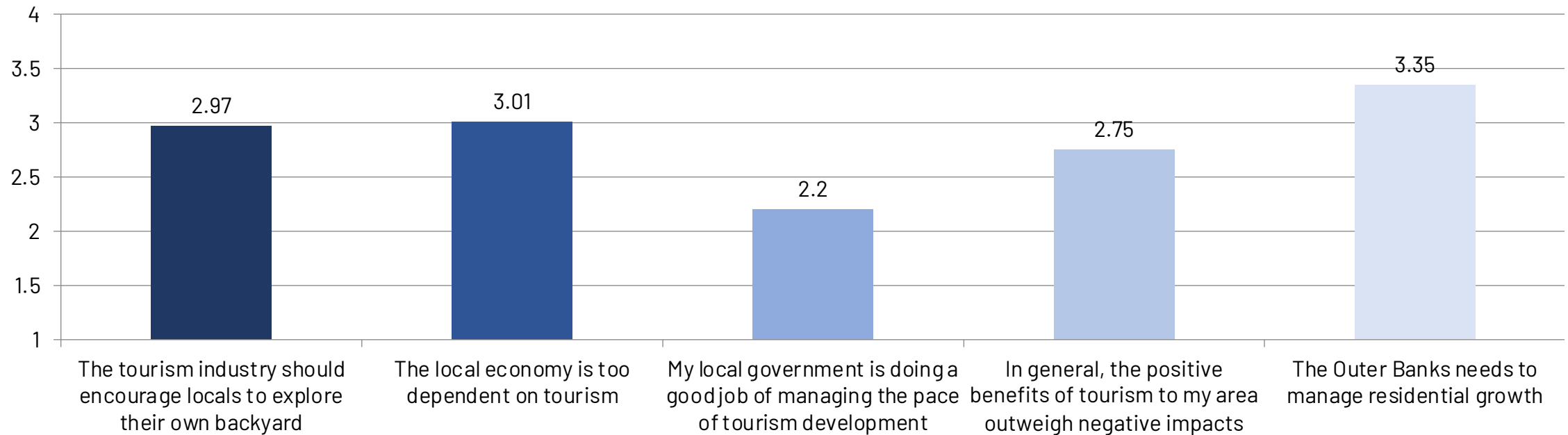
Respondents see tourism as an important component of the Outer Banks economy.



How would you rate the importance of tourism to the Outer Banks economy?
(1-Not important at all;5-Extremely important)

Opinions on Tourism

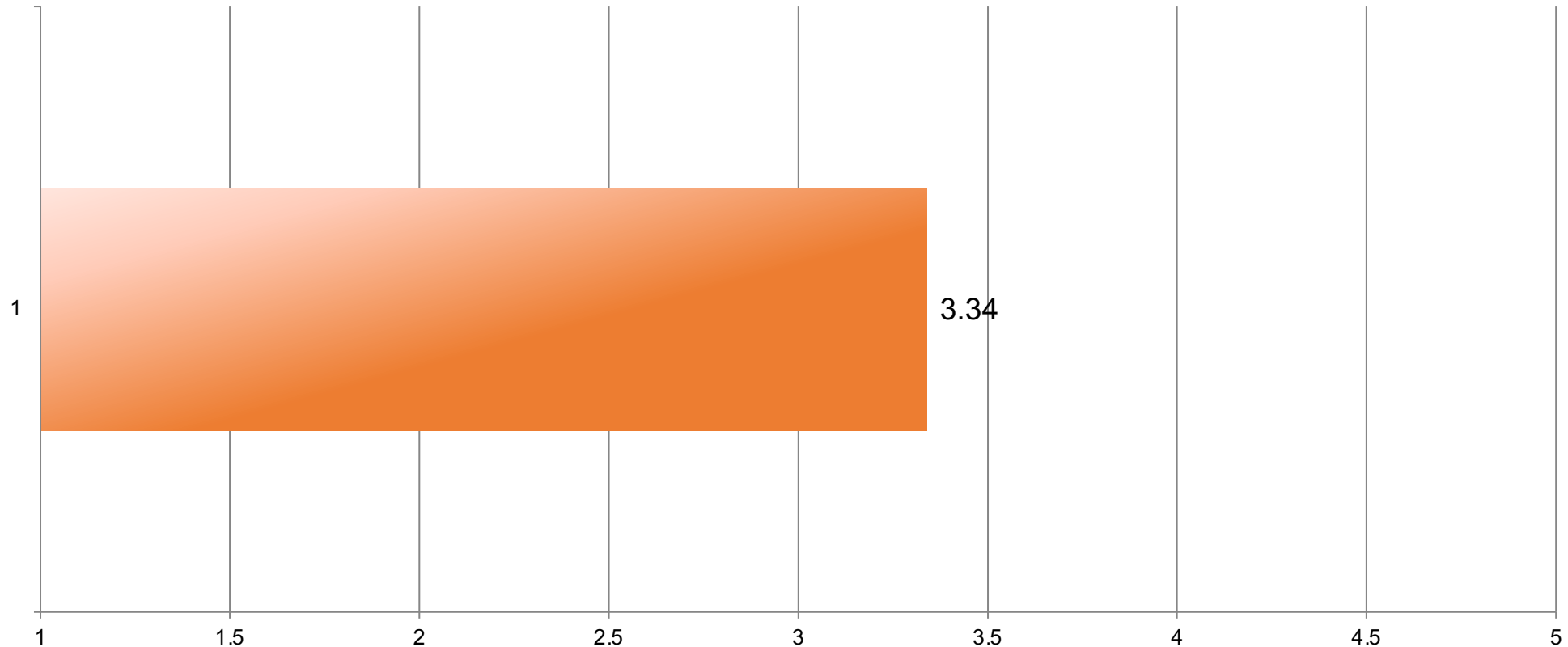
In general, respondents believe the tourism industry should encourage locals to explore their community more and that the local economy is too heavily dependent on tourism. They also note that residential growth needs to be managed.



Indicate your level of agreement with the following statements regarding tourism industry
(1-Strongly Disagree; 4-Strongly Agree)

Impact of Tourism

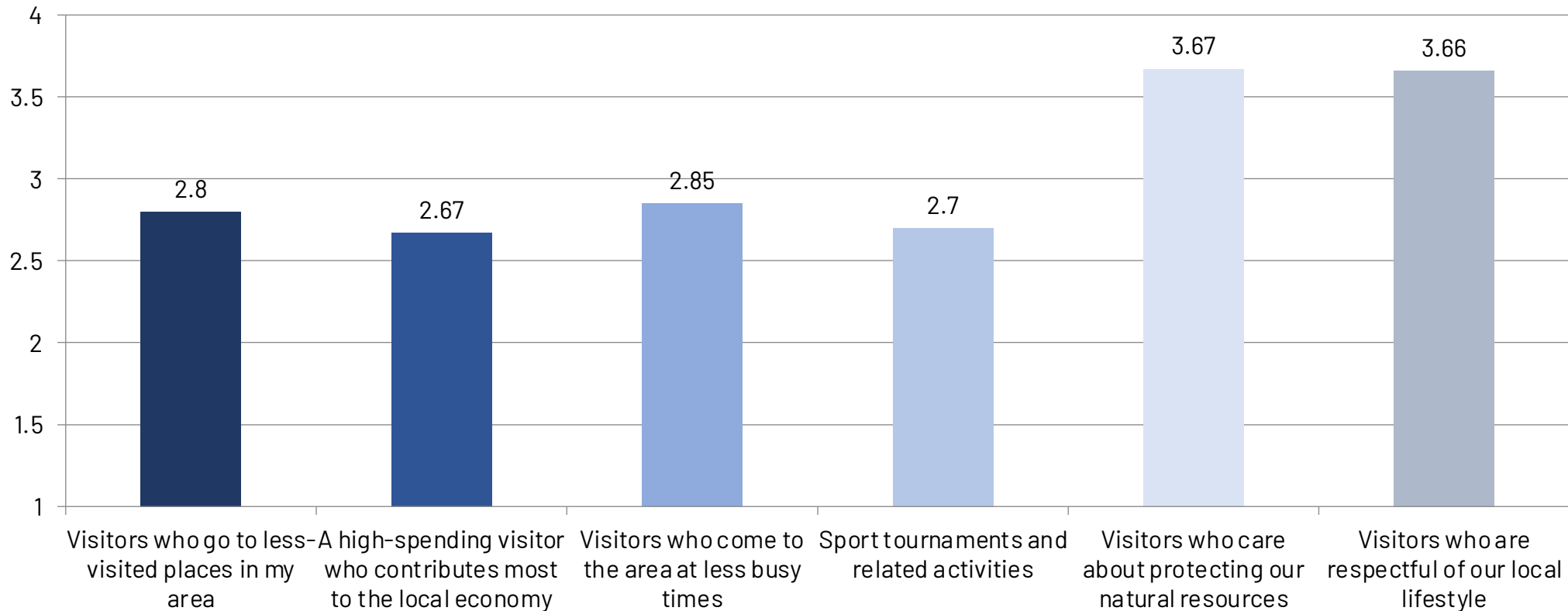
Respondents believe tourism has a moderately positive impact to their families.



How would you rate the overall impact of local tourism on you and your family?
(1-Extremely Negative; 5-Extremely Positive)

Attracting Visitors to the Outer Banks

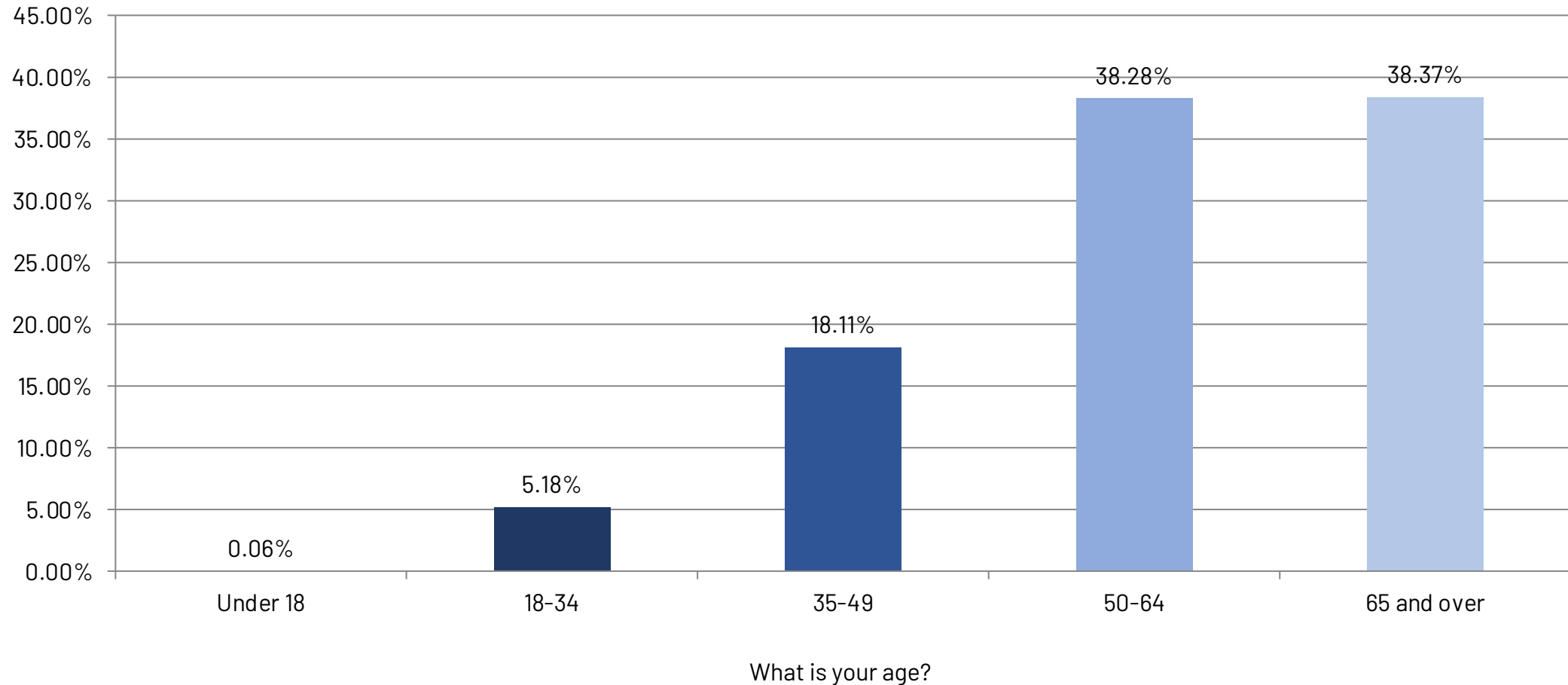
Residents want visitors who are respectful and those who care about protecting the natural resources of the Outer Banks.



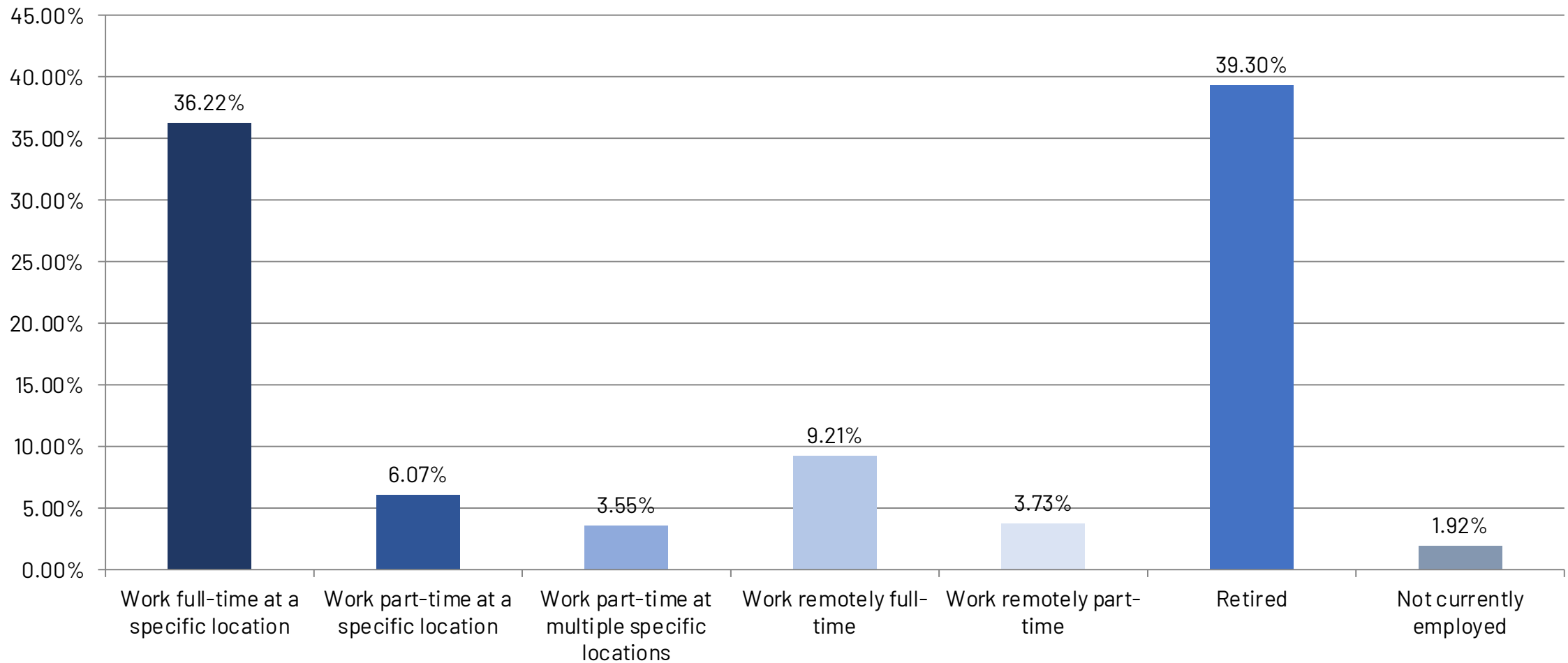
Please indicate your level of agreement with the following statements. The Outer Banks should focus on attracting ...
(1-Strongly Disagree;4-Strongly Agree)

Demographics: Age

Most respondents are over the age of 50.



Demographics: Employment Status

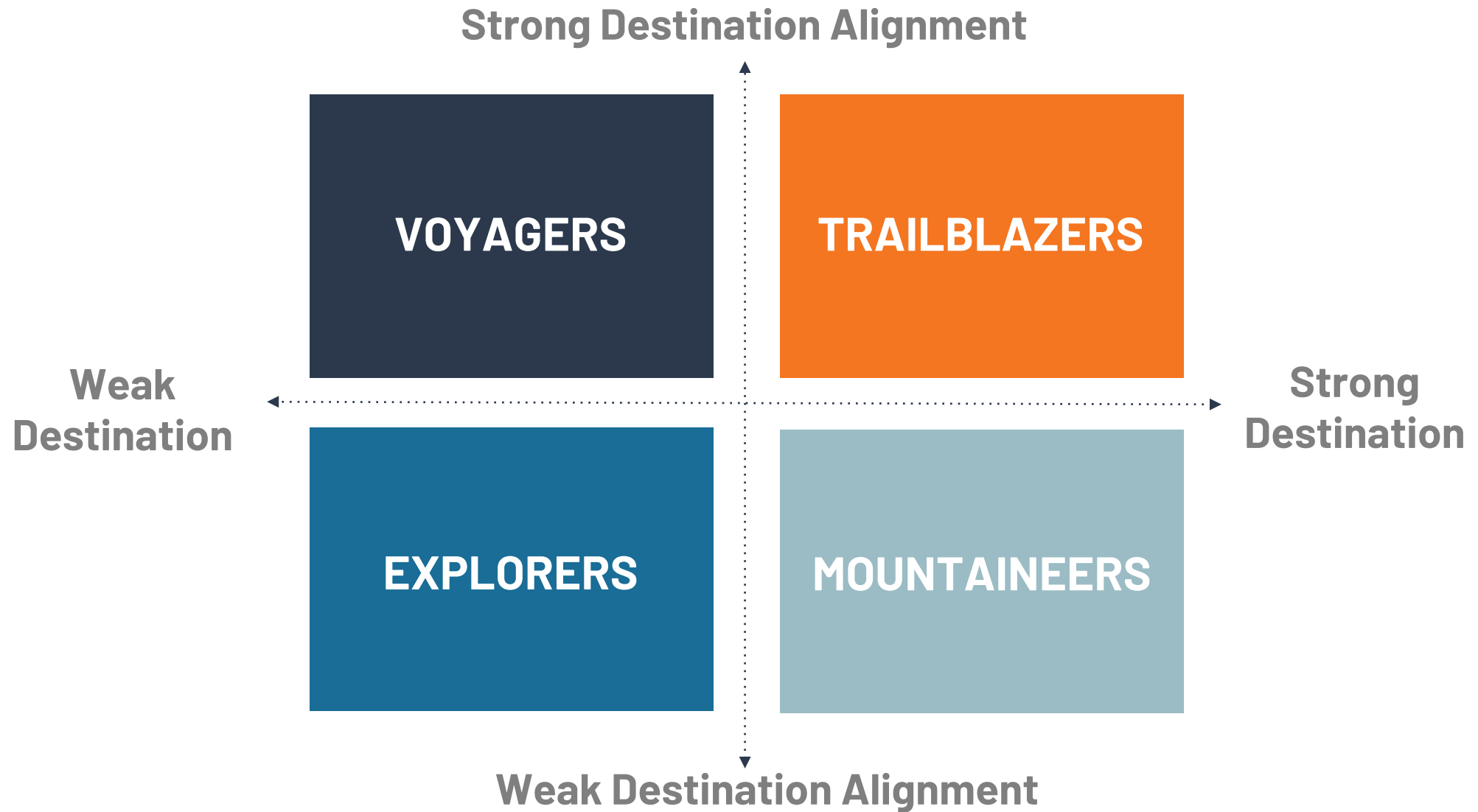


Please describe your employment status.

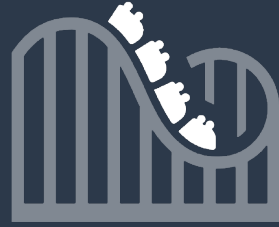
An aerial photograph of a coastal town, likely in New Jersey, featuring a long beach, a pier extending into the ocean, and a dense residential area. The image is overlaid with a semi-transparent blue filter. The text "DestinationNEXT Assessment" is prominently displayed in the center, with "Destination" in white and "NEXT Assessment" in a lighter blue color. A small orange horizontal line is positioned below the word "Destination".

DestinationNEXT Assessment

Scenario Model



Destination Strength Variables



**Attractions &
Experiences**



**Arts, Culture &
Heritage**



**Dining, Shopping &
Entertainment**



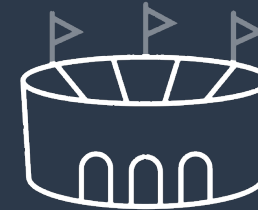
**Outdoor
Recreation**



**Conventions &
Meetings**



**Events &
Festivals**



**Sporting
Events**



Accommodation



**Local Mobility
& Access**



**Destination
Access**



**Communication
Infrastructure**



**Health &
Safety**

Destination Alignment Variables



**Business
Support**



**Community Group &
Resident Support**



**Government
Support**



**Organization
Governance**



**Workforce
Development**



**Hospitality
Culture**



**Equity, Diversity
& Inclusion**



**Funding
Support & Certainty**



**Regional
Cooperation**



**Sustainability
& Resilience**



**Emergency
Preparedness**



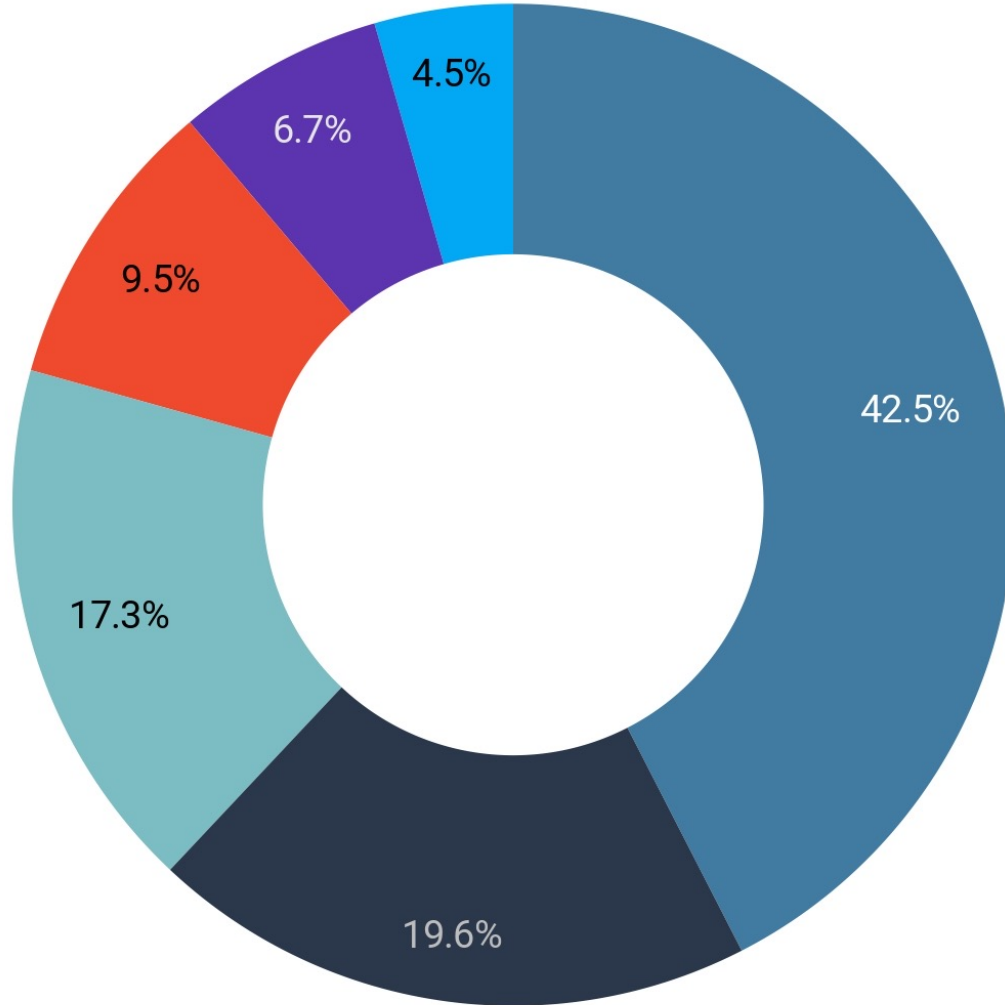
**Economic
Development**

Stakeholders



Total Respondents

179



- OBVB Industry Partners
- Community Leaders
- Customers
- Government Leaders
- Visitors Bureau Team
- Dare County Tourism Board of Directors

Overall Assessment

Voyagers

Trailblazers



Explorers

Mountaineers

Destination Strength: Highest & Lowest Variable Scores

Highest-scored Variables

	Variable	Performance ▼
1.	Attractions & Experiences	4.09
2.	Outdoor Recreation	4.07
3.	Health & Safety	3.90
4.	Arts, Culture & Heritage	3.81
5.	Accommodation	3.56

Lowest-scored Variables

	Variable	Performance ▲
1.	Sporting Events	2.20
2.	Local Mobility & Access	2.27
3.	Destination Access	2.56
4.	Conventions & Meetings	2.66
5.	Communication Infrastructure	2.95

Destination Alignment: Highest Variable Scores

Highest-scored Variables

	Variable	Performance ▼
1.	Funding Support & Certainty	4.14
2.	Organization Governance	4.12
3.	Business Support	4.06
4.	Regional Cooperation	4.03
5.	Emergency Preparedness	4.00

Lowest-scored Variables

	Variable	Performance ▲
1.	Workforce Development	1.93
2.	Sustainability & Resilience	3.50
3.	Community Group & Resident Support	3.57
4.	Hospitality Culture	3.65
5.	Equity, Diversity & Inclusion	3.66

An aerial photograph of a coastal town, likely in New Jersey, featuring a long pier extending into the ocean, a sandy beach, and a dense residential area with many houses. The sky is overcast with grey clouds. The text "Key Takeaways" is overlaid in white, with a short orange horizontal line underneath it.

Key Takeaways

Key Takeaways

#1

**Affordable and appropriate
residential and seasonal worker
housing must be addressed**



Key Takeaways

#2

**Environmental stewardship
initiatives must be supported by
both residents and visitors**



Key Takeaways

#3

Appropriate quality of life supports must be developed for year-round residents (including health care, roads, sidewalks, etc.)



Key Takeaways

#4

**Residents are fiercely protective
and proud of the Outer Banks**



Key Takeaways

#5

Transportation, traffic and mobility options must be addressed for both residents and visitors



Key Takeaways

#6

Outdoor recreation and sport-related tourism are key opportunities



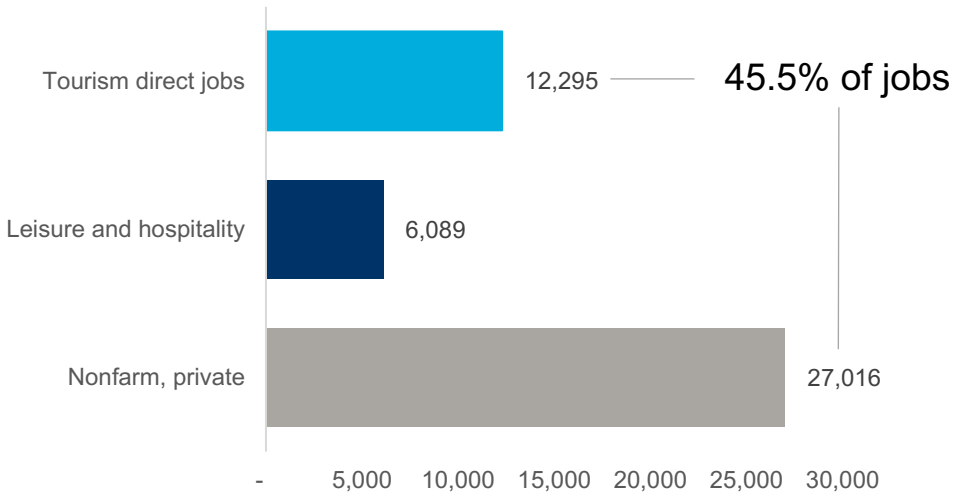
An aerial photograph of a coastal town, likely in the Northeastern United States, featuring a long pier extending into the ocean, a sandy beach, and a dense residential area with many houses. The sky is overcast with grey clouds. The text "Tourism Forecasting" is overlaid in white, with a short orange horizontal line underlining the word "Tourism".

Tourism Forecasting

Tourism directly accounts for 45.5% of jobs in Dare County

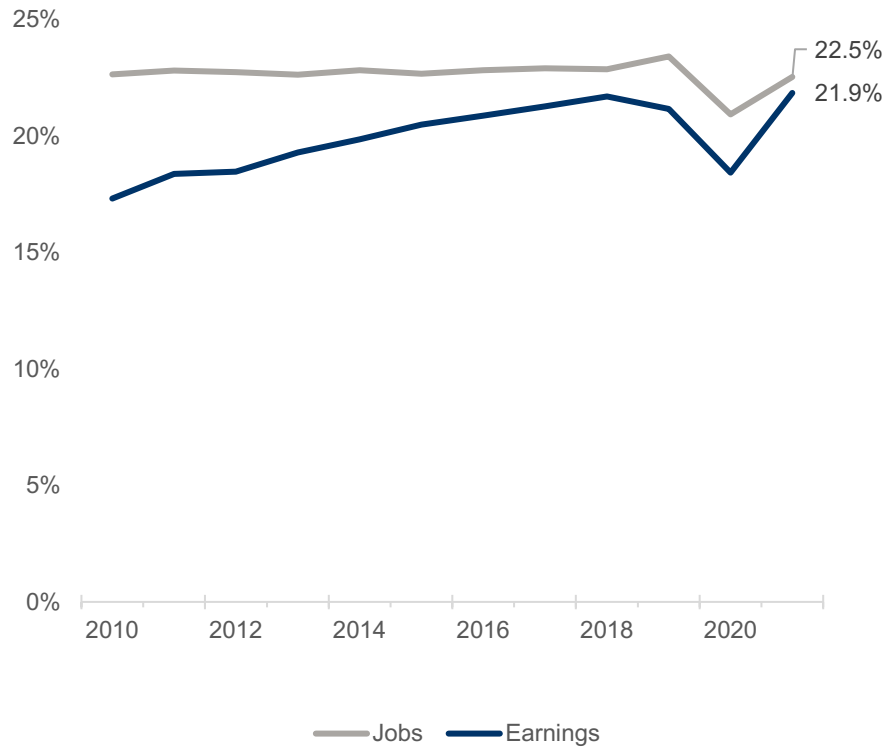
- The 12,295 jobs in Dare County in 2021 directly supported by tourism represents almost half of all jobs in the county (45.5%). These direct tourism supported jobs include positions at establishments in food service, accommodations, retail, transportation, and other sectors.
- Many tourism jobs are in the leisure and hospitality sector (arts, entertainment, recreation, food service, accommodations). This sub-sector has increased its share of Dare County earnings over time, reaching 21.9% in 2021.

Employment comparison
Dare County, 2021



Source: Bureau of Economic Analysis, Tourism Economics

Leisure and hospitality share
Dare County



Note: Leisure and hospitality includes arts, entertainment, and recreation, as well as accommodation and food service. Data shown through 2021.

Source: Bureau of Economic Analysis; Tourism Economics

Paid accommodations revenue increased 57.2% between 2019 and 2022

Paid accommodation revenue was increasing at a fast rate in the 2010's, then sharply accelerated through the COVID-19 pandemic.

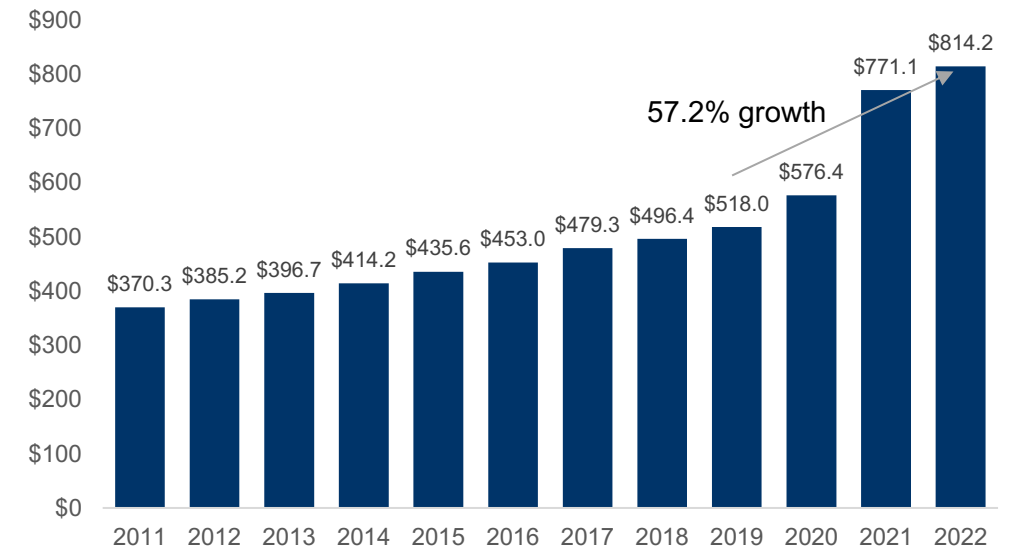
Paid accommodation revenue grew to \$518 million in 2019, up from \$385 million in 2012, representing a 34% increase over seven years.

While the Covid-19 pandemic represented a temporary setback in travel for many destinations, The Outer Banks benefited from its specific mix of residential, lower density accommodations, outdoor orientation and drive-to accessibility. Lodging revenue grew to \$814 million in 2022, up 57% from 2019.

Adjusted for inflation, paid accommodations revenue in 2022 was 75.8% higher than in 2011.

Paid accommodation revenue (gross occupancy)

Dare County, in millions

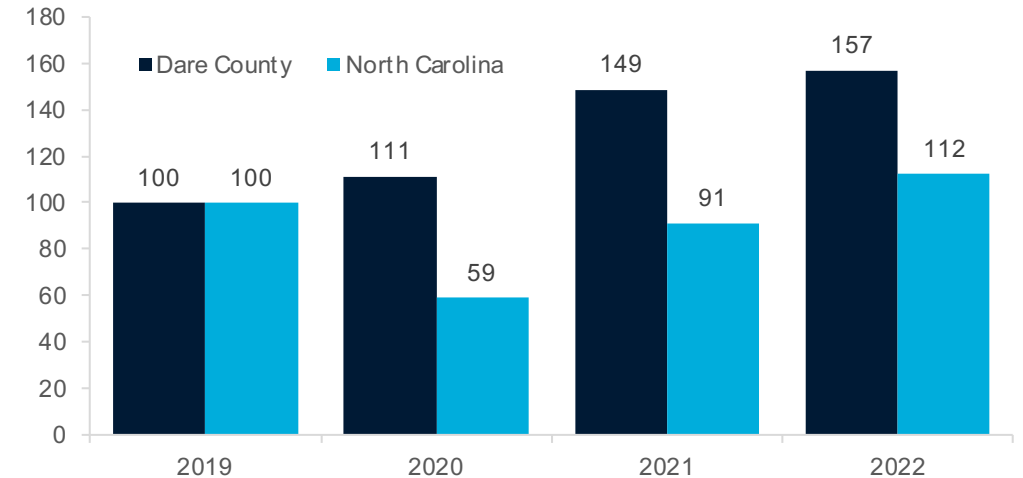


Source: The Outer Banks Visitors Bureau

Dare County paid accommodation revenue growth has outperformed the state

- Paid accommodation revenue growth in Dare County (gross occupancy including property management and motel/hotel) has outpaced North Carolina growth as measured by hotel revenue.

Dare County paid accommodation revenue comparison
Index (2019=100)



Source: The Outer Banks Visitors Bureau; STR

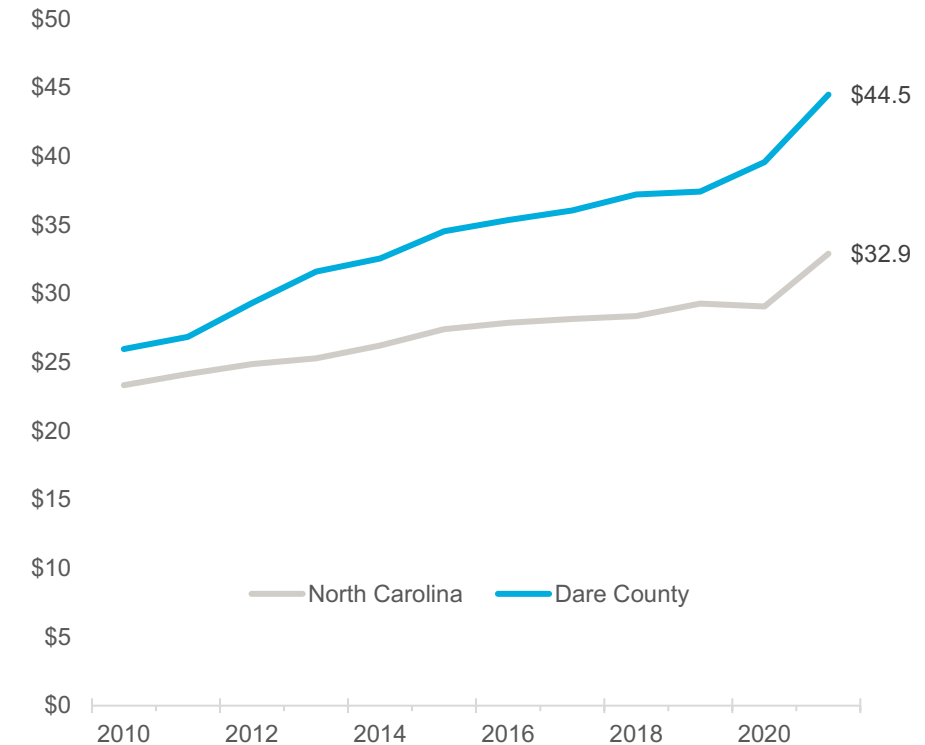
*Paid accommodations for Dare County, hotel lodging for North Carolina

Wages and salaries per job have grown strongly

- Wages, salaries and other compensation (referred to here as earnings) in the leisure and hospitality sector increased to an average of \$44,500 in Dare County in 2021.
- This represents a strong 71.4% increase relative to the average earnings per job in 2010 of \$26,000 (adjusted for inflation, i.e., in today's dollars).
- Higher labor costs, and lack of available staff, make for a challenging operating environment for many local businesses.

Earnings per job in leisure and hospitality

In thousands, real



Source: Bureau of Economic Analysis; Tourism Economics

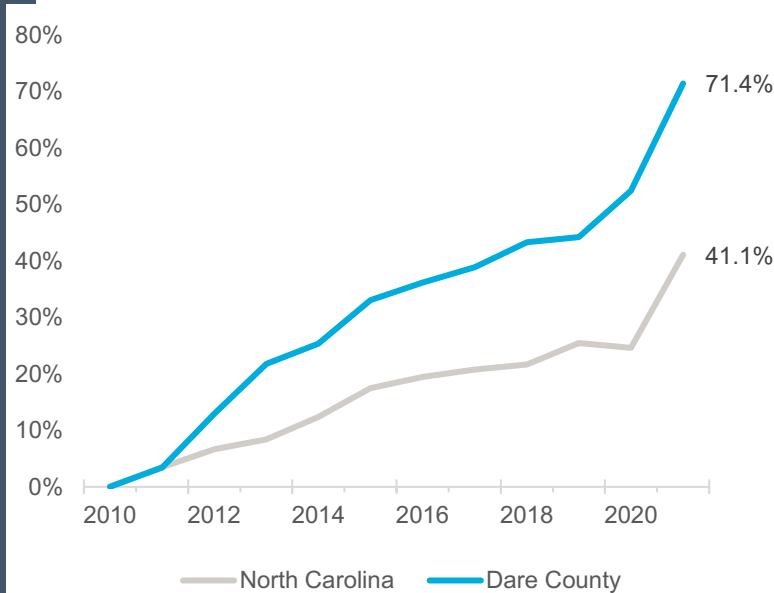
Leisure and hospitality jobs supported 92.0% more wages and salaries in 2021 than in 2010, even after adjusting for inflation

- Increased pay per job in the leisure and hospitality sector in Dare County (71.4% increase since 2010) and an increase in the number of jobs (12.1%) increase, have resulted in an almost doubling (92.0% increase) of the total amount of wages and salaries supported since 2010, even after adjusting for inflation.

Leisure and hospitality sector

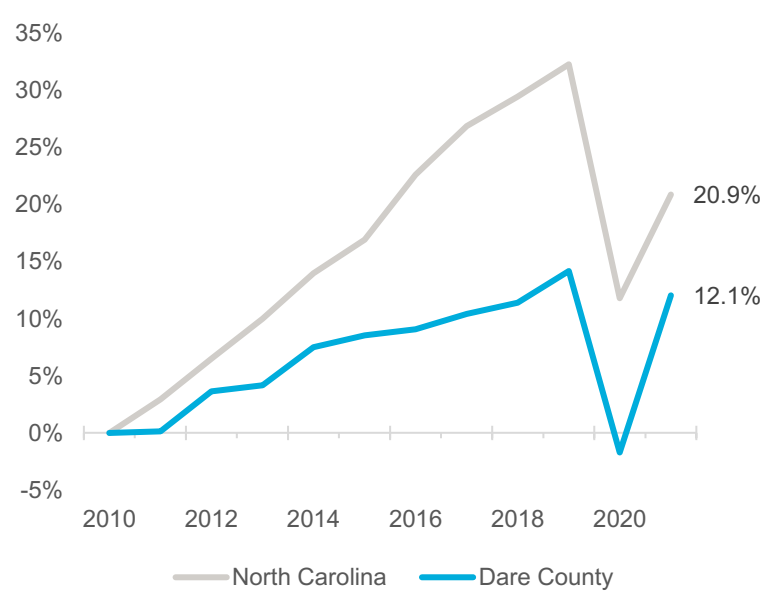
Wages and salary per job

Growth since 2010, real



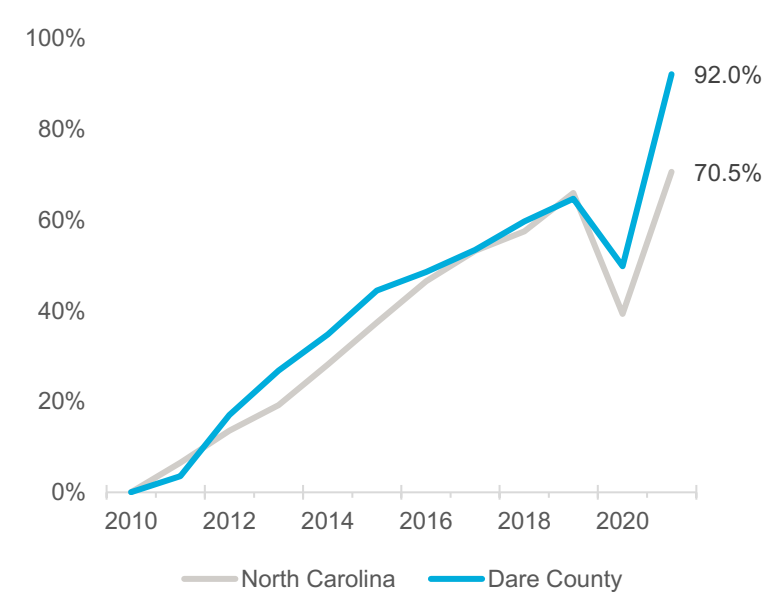
Jobs

Growth since 2010, real



Aggregate wages and salaries

Growth since 2010, real



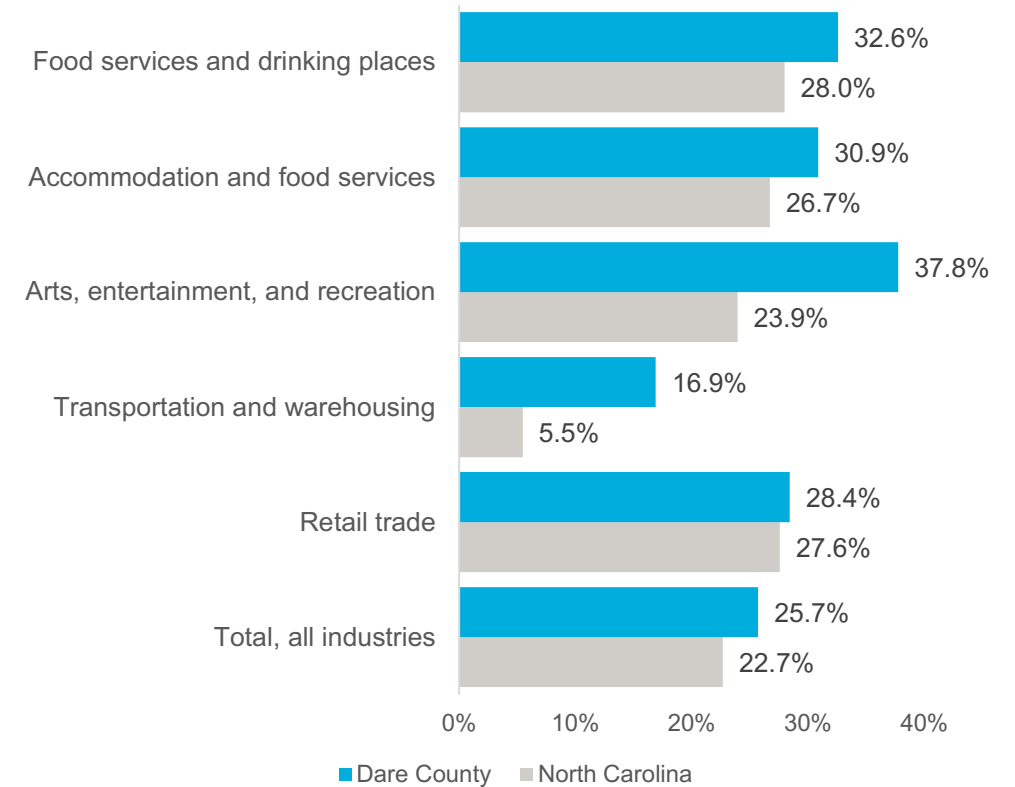
Source: Bureau of Economic Analysis Tourism Economics

Wage rate growth is being boosted by gains in key sectors

- Average annual pay in sectors such as restaurants and accommodations has increased 30% or more, as compared to the 25.7% increase in all industries.
- This sector level data is only available for Dare County through 2021 on an annual basis, and it is expected that 2022 data will show additional strong growth.

Average annual pay growth

Growth from 2017 to 2021, nominal

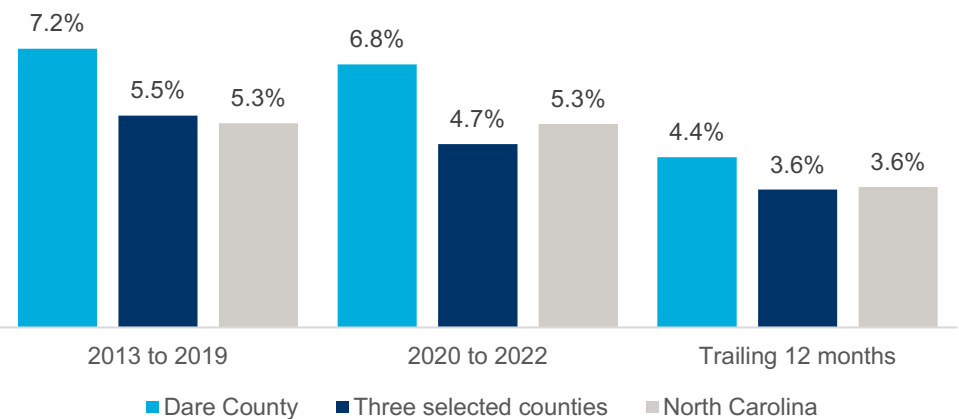


Source: Bureau of Labor Statistics (QCEW); Tourism Economics

Unemployment has fallen, but still soars during January and February

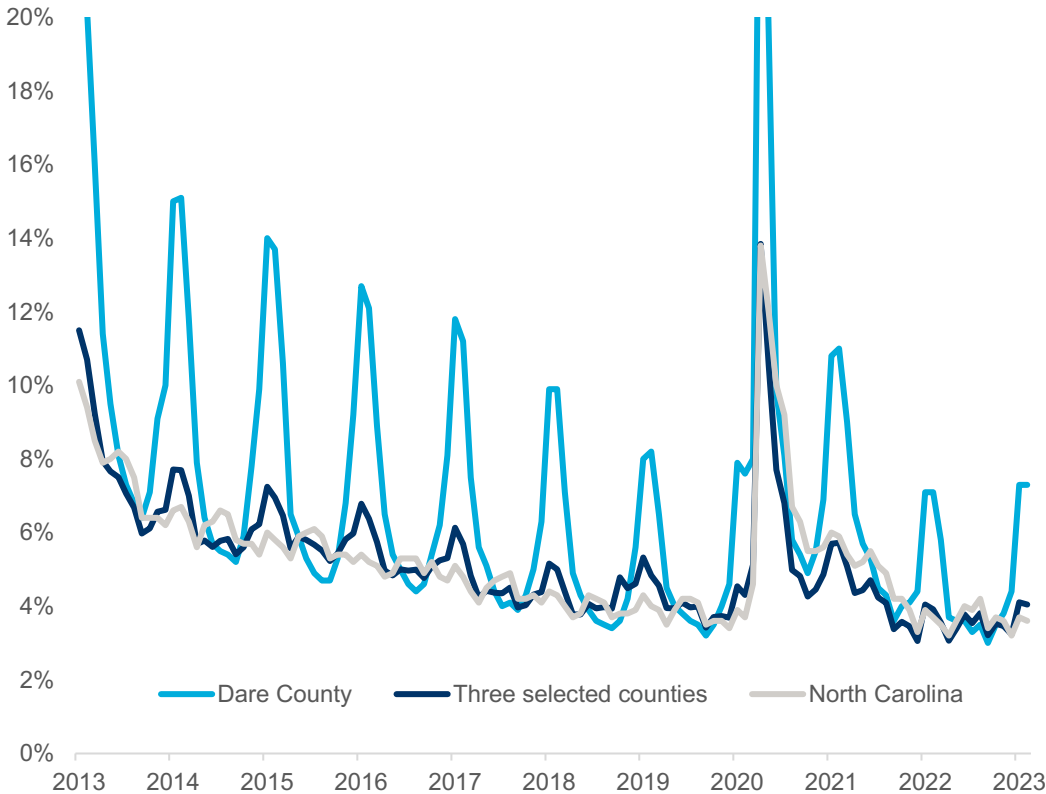
- The local labor market is much tighter than it has been in the past. Over the past 12 months, unemployment in Dare County averaged just 4.4%, as compared to 7.2% during the historical period from 2013 to 2019.
- Tight labor markets in the broader area (three-county region) and the state mean that it will remain challenging to find workers in the near term.

Average unemployment rate by period



Note: Three selected counties refers to Carteret, Currituck, and Hyde counties.
Source: Bureau of Labor Statistics; Tourism Economics

Monthly unemployment rate over time

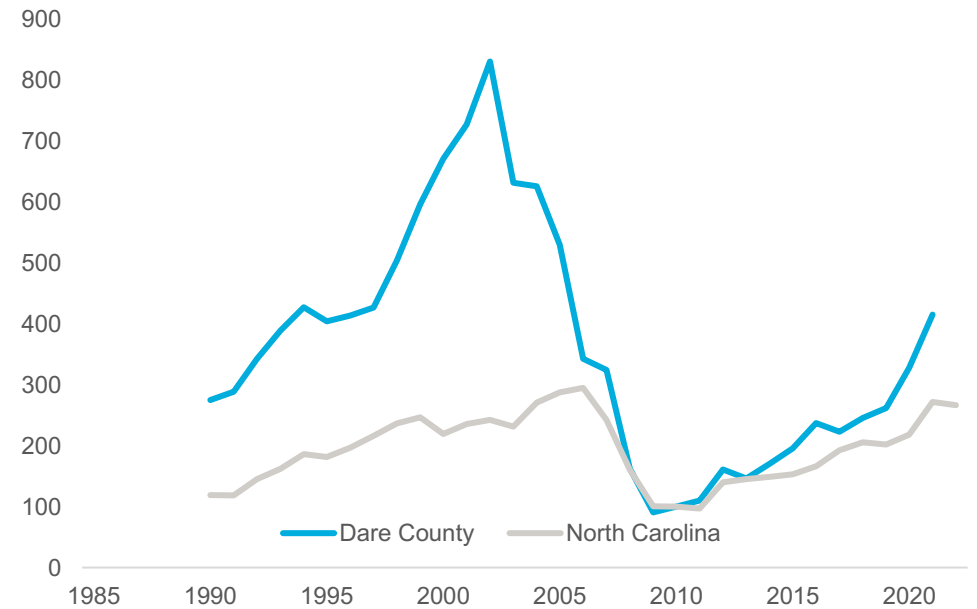


Note: Three selected counties refers to Carteret, Currituck, and Hyde counties.
Source: Bureau of Labor Statistics; Tourism Economics

Home building activity in Dare County has generally increased

- Permits for new home construction have been increasing in recent years. According to the most recent data, 569 Dare County permits (housing/new unit) were issued in 2021. Higher interest rates may slow this activity.

New housing units, permits
Index (2010=100)

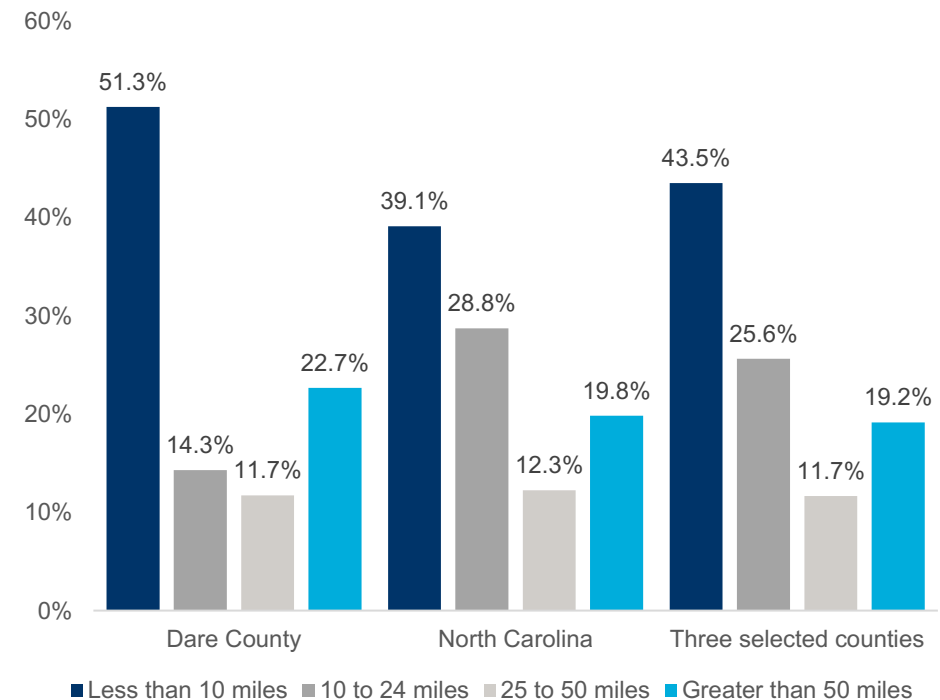


Note: New Private Housing Units Authorized by Building Permits.
Source: Census Bureau; Tourism Economics

The Outer Banks workers travel a similar distance to work as the state overall

- On average, about two-thirds of The Outer Banks workers travel 24 miles or less to work.
- This does not reflect the challenges of increased travel times during peak periods due to traffic.

Employees by distance traveled to work
By workplace location, 2020



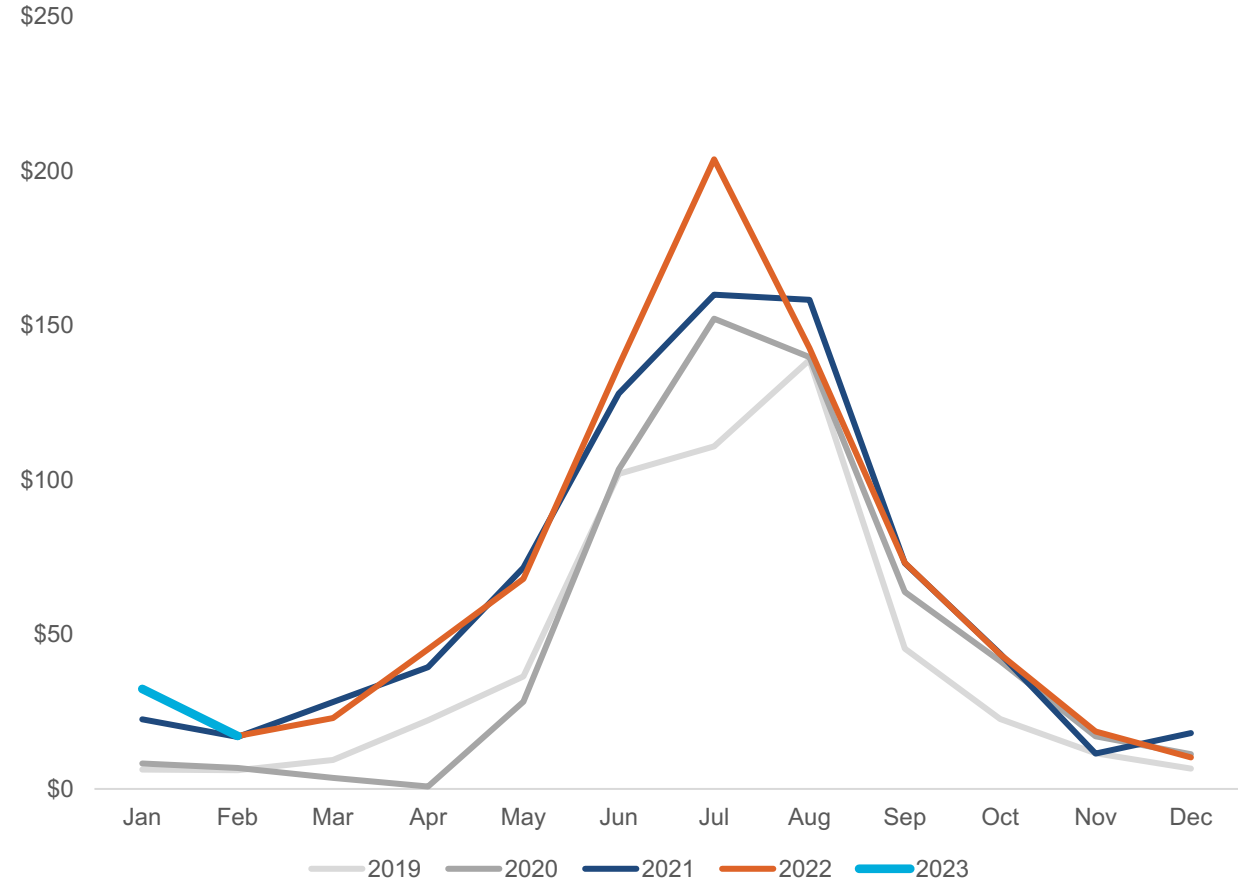
Note; Three selected counties are Carteret, Currituck and Hyde.
Source: Census Bureau (LEHD); Tourism Economics

The strong seasonal pattern in The Outer Banks is evident in paid accommodations revenue

- Rental revenue at Dare County paid accommodations as measured by gross occupancy reporting for tax purposes reflects the strong seasonal pattern in the destination.

Paid accommodations revenue (gross occupancy), total, by season

In millions, Dare County



Source: The Outer Banks Visitors Bureau

Three forecast scenarios reflecting potential future paths

We prepared a forecast with three scenarios to help support a better understanding of potential future paths of the tourism sector in Dare County.

Scenario	Assumptions
Aggressive Growth	<p>The Outer Banks successfully pursues key elements of its Long-Range Tourism Management Plan. For example:</p> <ul style="list-style-type: none">• Resident and visitor engagement, environmental stewardship, and infrastructure development efforts improve experience and attract broader set of travelers, helping grow activity outside of peak season.• Talent attraction, job development, infrastructure, transportation, and housing diversity programs support balanced workforce, with access to opportunities for individual growth.• Destination develops a relatively stronger shoulder season supporting the extension of otherwise seasonal jobs and businesses closer to year-round.
Moderate Growth	<p>The Outer Banks implements selected efforts to continue to evolve and manage the destination.</p> <ul style="list-style-type: none">• Peak season periods remain moderately strong, but destination loses some visitors to competitive destinations as The Outer Banks reputation for its visitor experience erodes some due to factors such as perceived overcrowding, reduced service levels.• Workforce challenges persist, as housing cost pressure and difficulty attracting and retaining employees prove ongoing challenges. Destination maintains key aspects of its attractiveness, grows visitor spending moderately and supports existing employment levels.• Selective community push back on tourism results in some impediments to growth in paid accommodations inventory.
Retrench	<p>Recent growth in visitor activity strains The Outer Banks community. Efforts to manage challenges associated with visitor volumes, infrastructure, workforce and housing garner insufficient momentum and are not pursued.</p> <ul style="list-style-type: none">• The Outer Banks remains an attractive destination with a sizable tourism economy, but its reputation is negatively affected by a reduced visitor experience, such as due to factors such as perceived overcrowding, and reduced service levels. Also, destination has reduced attractiveness to visitors and residents valuing better perceived balance on factors such as environmental stewardship and community relations. Some businesses close due to factors such as workforce limitations.• More economic activity remains concentrated in peak season months, and some businesses close due to workforce challenges.

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The three forecast scenarios result in different levels of economic activity and local tax revenues

The different scenario assumptions result in different possible outcomes for The Outer Banks as a destination and as a local economy.

Scenario	Visitor spending in 2032 (real, 2022 dollars)	Tourism employment in 2032	Seasonality in 2032 (Shoulder season share of paid accommodation revenue)
Aggressive Growth	Reaches \$2.3 billion, resulting in greater local tax revenues	Reaches 12,875, representing 6.5% more jobs than in Moderate Growth scenario	Shoulder season increases to 26.5%, extend some jobs and business activity closer to year-round
Moderate Growth	Reaches \$2.1 billion	Stabilizes at approximately 12,087 jobs	Shoulder season averages approximately 22.5%
Retrench	Reaches \$1.9 billion, supporting lower level of tax revenue than in Moderate Growth or Aggressive Growth scenarios	Declines to 10,864 jobs, but it's still tough for local businesses to find qualified employees	Shoulder season retreats to 18.9%, resulting in a more highly seasonal destination

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An aerial photograph of a coastal town, likely in New England, featuring a long pier extending into the ocean, a sandy beach, and a dense residential area with many houses. The sky is overcast with grey clouds. The text "Destination Values & Vision" is overlaid in white, bold font, with a short orange horizontal line underlining the word "Destination".

Destination Values & Vision

Outer Banks Values

A historically significant coastal community rooted in tradition, shaped by its dynamic natural environment, and celebrated for its quality experiences for locals and visitors.



Outer Banks Vision

Idyllic island communities where residents and visitors co-exist and thrive thanks to thoughtful efforts to balance and sustain quality of life with quality of place.



An aerial photograph of a coastal town, likely in New Jersey, featuring a long beach, a pier extending into the ocean, and a dense residential area. The image is overlaid with a semi-transparent blue filter. The text "Goals & Initiatives" is prominently displayed in white, bold font, with a short orange horizontal line underneath the word "Goals".

Goals & Initiatives

ADVOCATE

There will be instances where the Outer Banks Visitors Bureau will advocate for the advancement of strategic initiatives that will advance the area for the benefit of visitors and residents.

CONVENER

The Outer Banks Visitors Bureau may be the conveners of groups and those in positions to advance initiatives.

LEADER

There will be instances where the Outer Banks Visitors Bureau takes the lead as the organization to advance initiatives.

SUPPORTER

Finally, the Outer Banks Visitors Bureau will support or partner with other leading organizations on advancing important initiatives outside their mission and scope of work that will advance the area for the benefit of visitors and residents.

4 Strategic Goals

1

Strengthen resident and visitor engagement

2

Adopt an integrated approach to improving environmental stewardship

3

Support infrastructure development that benefits the vitality of the community for residents and visitors

4

Collaborate to advocate for an increase in housing diversity for all residents

GOAL

1

Strengthen resident and visitor engagement

- A. Continue to partner with local not-for-profits to support and elevate their work.**
Result: Improve equity, diversity and inclusion.
- B. Lead a resident engagement program including resident advisory panels.**
Result: Ensure effective two-way communication between residents and industry that will result in positive benefits for all. Provide support for VFR and short-term rental markets for a better visitor experience.
- C. Lead investment in the development of a volun-tourism strategy.**
Result: Attracting conscientious visitors.
- D. Convene a Task Force to support the Visitors Bureau in the ongoing implementation of this plan.**
Result: Broad community-led support for the long-term success of plan.
- E. Hire a Community Engagement Manager to champion implementation of this plan.**
Result: Optimizing execution of the plan to ensure community awareness and participation.
- F. Develop a visitor pledge to communicate the important values of responsible behavior to visitors.**
Result: Setting expectations with visitors about expected behavior while in the Outer Banks.

Community Alignment

Visitor Pledge

Maui County, HI

- Pledge for visitors to take before traveling to Maui.





Case Study: “Thanksgiving Back” Volun-tourism

Revelstoke, British Columbia

- Visitors incentivized to volunteer for community initiatives
- Reimbursed for lodging up to \$500
- Sanctioned projects like:
 - Trail restoration
 - Creek restoration
 - Event support
 - Museum support



Resident Advisory Council

Berlin, Germany

Community Alignment

- Berlin creates council for local input in tourism planning
- Residents have a say in shaping city's tourism strategies
- Initiative aims to balance tourism growth with community needs
- Council empowers locals to influence decision-making on tourism development



GOAL 2

Adopt an
integrated
approach to
improving
environmental
stewardship

- A. Lead investment in data platforms that allow for real-time analytics and use intel for targeting and education.**
Result: Intel can be used to educate visitors and support behavioral changes.
- B. Further the OBX as a recognized leader in outdoor recreation and stewardship amongst established recreation communities.**
Result: Increase destination competitiveness and visitors who are committed to sustainability.
- C. Collaborate with leading environmentally conscious partners such as the Coastal Studies Institute to further sustainability benchmarks and strategy for visitors.**
Result: Identify the necessary uniform metrics and processes to maintain the quality of the environment.
- D. Advocate for a comprehensive increased investment in roads, sidewalks and clean mobility to expand options for non-vehicular transportation.**
Result: Migrate traffic gridlock, increase pedestrian safety, enhance local quality of life and increase visitor spend in small local businesses.
- E. Convene a Sustainability Committee to provide ongoing input on tourism strategies that minimize environmental impacts.**
Result: Consistent community and industry engagement related to protecting the natural resources.

Sustainable Moments Campaign

Monterey, California

Community Alignment

- Campaign focused on sustainability to generate local community & resident support





Community Alignment

Sustainability

Jacksonville, WY

- Campaign focused on sustainability to generate awareness and responsible travel.



EVEN A WILD CHILD RESPECTS MOTHER NATURE.

This season won't last forever, but with your help, the spirit of Jackson Hole can. Learn how you can help preserve the nature of this special place.



STAY ON DESIGNATED SITES.

To protect the natural environment, park your vehicle in designated parking spots and pitch your tent on marked campsites. You can still sleep under the stars as long as you're on a site.



STAY AWAY FROM WILDLIFE.

View wildlife from a distance and stay 100 yards from bears and wolves and 25 yards from all other wildlife.



STAY ON THE TRAILS.

When enjoying any trail-related activity such as snowshoeing or hiking, stay on marked paths. It can take the ecosystem 10 to 30 years to recover from the damages of going off-trail.

LEARN MORE ABOUT OUTDOOR ETHICS

Leave No Trace provides an easy framework so everyone can minimize their impact on the outdoors.

[LEARN MORE](#)





GOAL 3

Support
infrastructure
development that
benefits the
vitality of the
community for
residents &
visitors

- A. Partner with municipalities, counties, the region, and state to ensure infrastructure and development initiatives consider sustainability, and resident and visitor needs.**
Result: Infrastructure that prepares for future generations and aligns with vision and needs of the OBX.
- B. Partner with the Outer Banks Chamber of Commerce to develop a diverse talent attraction campaign.**
Result: The creation of more skilled and higher paying jobs, along with a sufficient workforce to fulfill the needs of the tourism and business sector.
- C. Continue to pursue development of an Event Center, while considering the ideal management scenario.**
Result: Opportunity to diversify the visitor economy during shoulder seasons.
- D. Improve accessibility for people of all age groups and abilities.**
Result: Be a more inclusive community.
- E. Undertake a density study as part of a capacity management plan.**
Result: Understanding the limitations of welcoming visitors and implementing appropriate solutions.
- F. Support a pedestrian safety to understand different mobility needs in OBX.**
Result: Data-driven research to drive pedestrian-friendly investment and development.
- G. Advocate for initiatives that will help maintain and preserve the vitality of our shorelines.**
Result: Ongoing care and protection of our natural resources.

Greater Topeka Partnership

Topeka, Kansas

- The Partnership works daily to advance the general welfare, quality of life and prosperity of the Greater Topeka area.



Tulsa Gathering Space

Tulsa, Oklahoma

- \$350 million park development- 100 acres
- Playground, sports courts, bike and skate parks, trails, large lawns for concerts
- Also contains Lagoon, Boathouse, Ponds
- Built to attract and retain people in Tulsa
- Projected 1 million visitors annually



Raleigh, NC



Two small events/sports centers in Raleigh, North Carolina

Left – **Abbotts Creek**: 29,719 sq ft
Gymnasium for basketball, volleyball;
multipurpose room, fitness center; 2 multi-
purpose fields; LEED Silver Certified

Below Right – **Halifax Park**: 17,000 sq ft
Gymnasium; multi-purpose room; playground;
exterior basketball courts; LEED Silver Certified



GOAL

4

Collaborate to
advocate for an
increase in
housing diversity
for all residents

- A. Collaborate with Dare County and other partners to advocate for an increase home ownership options for a broader base of residents with established incentives to develop alternative and more sustainable housing. Develop an awareness and advocacy strategy to educate about the needs for more housing.**

Result: Increase housing diversity; retain and attract full-time residents. Establishing a common understanding of the existing needs and possible solutions.

- B. Collaborate with Dare County and other partners to advocate for a balance in short and long-term rental and home ownership opportunities.**

Result: Prioritize and fund ongoing land-use and policy updates to ensure enforcement and compliance.

- C. Collaborate with Dare County and other partners to advocate for the development of public transportation, other mobility options and workforce accessibility.**

Result: Allow for regional transit to expand housing and workforce options.

- D. Partner with local groups to explore public-private housing development opportunities.**

Result: Increase in diversity of development options and a mix of essential and affordable options.

Affordable Housing Initiatives



Breckenridge
Subsidized Housing



Jamaica
Resort Housing



Victoria
Hotel Guest Room Conversions



Park City
Deed-Restricted Housing

Whistler Housing Authority

Whistler, Canada

- Created as arm of the Municipal government
- Mandate to oversee development of price-controlled real estate available only to resident employees
- Current inventory of 1,900 resident-restricted units: 6,200 beds
- Has allowed 80% of Whistler workforce to live and work within municipal boundaries
- 4,200 people have benefited from program since 1997



Fawn Valley

Lake Placid, NY

Homestead Development Corporation is developing more affordable housing ownership possibilities for Lake Placid after a housing needs assessment demonstrated the need for it.



Local Mobility Initiatives



Fort Lauderdale

Fort Lauderdale Water Taxi



Newport Beach

Balboa Peninsula Trolley



Summit County

Summit Stage Bus



Vancouver

Bird Electric Scooters

BRECKENRIDGE ADVENTURE GUIDE

**NO CAR?
NO PROBLEM!**



An aerial photograph of a coastal town, likely in New Jersey, featuring a long pier extending into the ocean, a sandy beach, and a dense residential area with many houses. The sky is overcast with dark clouds. The text "Q & A" is overlaid on the left side of the image, with a horizontal orange line underneath the ampersand.

Q & A



Thank you

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