

# Blue Note Junction (BNJ) - A Community Health and Business Incubator

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*RFP for Coronavirus State and Local Fiscal Recovery Funds*

## *Asheville Creative Arts*

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# Application Form

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## Question Group

Buncombe County requests proposals for projects to help the community recover from and respond to COVID-19 and its negative economic impacts.

Buncombe County has been awarded \$50,733,290 in Coronavirus State and Local Fiscal Recovery Funds (Recovery Funding), as part of the American Rescue Plan Act. This infusion of federal resources is intended to help turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery.

Buncombe County is committed to investing these funds in projects that:

- Align to county strategic plan and community priorities
- Support equitable outcomes for most impacted populations
- Leverage and align with other governmental funding sources
- Make best use of this one-time infusion of resources
- Have a lasting impact

Proposals shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

[Click here](#) for the full terms and conditions of the RFP

## Coronavirus State and Local Fiscal Recovery Funds\*

Name of Project.

Blue Note Junction (BNJ) - A Community Health and Business Incubator

## Amount of Funds Requested\*

\$3,000,000.00

## Recovery Fund Eligible Category\*

Please select one:

Services for disproportionately impacted communities

## Brief Project Description\*

Provide a short summary of your proposed project.

Blue Note Junction: A synergistic mix of art, environment, and social enterprise.

This project is a continuation of the ongoing work of partner organizations Asheville Creative Arts (ACA), Hood Huggers International (HHI), and Peace Gardens & Market (PG&M). Expanding on successful efforts to

RFP for Coronavirus State and Local Fiscal Recovery

develop a youth training program, build BIPOC entrepreneurs, and establish culturally appropriate, healthy greenspaces - we are building a destination that supports the physical, emotional, and economic health of the BIPOC community, while giving visitors an immersive cultural experience. Part cultural center, spa, and business incubator, this all-inclusive space will create a model for high needs communities which have been hardest hit by COVID.

In the near and far term, it will create paid opportunities for BIPOC and other residents, contracts for Black-owned businesses, ongoing support and training to BIPOC entrepreneurs, and diverse health-centered programs that support the BIPOC community.

## Project Plan\*

Explain how the project will be structured and implemented, including timeframe.

Multi-phased project over 5 years, with all funds expended/work completed by 12/2026.

Phase I: Community Engagement, Land Acquisition, Planning, & Capacity Building

Phase II: Breaking Ground, Community Engagement, Integrating Youth, BIPOC Businesses & Key Partners, Phased Soft Opening

Phase III: Continuation of Phased Soft Opening, Expansion of Key Partners, Hard/Grand Opening, Strategic Plan for Sustainability

Phase I (1-2 years):

Community Engagement: Establish Blue Note Advisory Council (BNAC): to ensure community engagement, guidance, investment, and accountability during all phases of the project.

Land Acquisition: With existing Letter of Intent, purchase vacant land within the Burton Street Community.

Planning:

Hire attorney to establish non-profit/community ownership model and business structure

Hire architect, building contractor, and project manager to develop and implement site plans. Environmental sustainability and creative reuse are focal points. Full design-build will include:

Buy-local retail market featuring local BIPOC makers & growers

Hood Tours

Community co-working space - including business incubation

Indoor and outdoor venue/performance/teaching space

Greenhouses & teaching gardens

Neighborhood Spa

Commercial Kitchen

3rd floor housing and art residency

Hire fundraising consultant tasked with raising additional funds for the project

Capacity Building:

HHI will facilitate training for youth and community members to ready them for BNJ build-out. It is integral to our plan to employ BIPOC community members in the construction of BNJ.

Continue community asset mapping to identify existing resources of time, talent and treasure that can add to project capacity & success.

**Phase II (1-3 years):**

**Breaking Ground & Build Out:** Under the oversight of the GC, break ground on site build, employing (and continuing to train) community residents of all ages.

**Community Engagement & Integrating Youth:** Leverage BNAC quarterly meetings and youth-led Hood Talks, to design and implement community-centered RFP process for site vendors, artists, educators, and business incubation.

**BIPOC Businesses & Key Partners:** Launch program to help participants transfer skills learned throughout the design-build process, and guide them in responding to RFPs for contracts related to pending I-26 expansion.

**Phased Soft-Opening:** Project will be constructed in phases, with street-facing construction completed first, allowing for soft-opening of project elements as they are completed.

**Phase III (Years 4-5):**

Continued soft-opening until all components are operational.

Formal Grand Opening, ribbon-cutting, and launch of integrated space.

Conduct formal strategic planning process to ensure long term sustainability of the project (based on earned revenue only).

Create a toolkit to share best practices of the project with interested communities regionally / nationally as a strategy towards building community health and cohesion

**Statement of Need\***

Describe the need that this project will address. Include data to demonstrate the need, and cite the source of the data.

This project follows HHI's Community Accountability Plan or CAP Model - a framework designed to build greater communication, connection and cohesion between individuals, organizations, groups, governments, and businesses who are working towards similar goals and outcomes. To counter ongoing disparities and silos, the plan was created to practice collective momentum.

A recent Citizen Times article titled "Asheville Gentrification the Result of a Divisive Past," echoed the well-researched evidence that Jim Crow era segregation, the war on drugs, and construction of the I-240 highway, have had a significant negative impact on the African American population.

With aggressive gentrification, median home prices are up from \$125k in 2000 to \$235k in 2015 according to HUD comprehensive housing market analysis. In addition, the neighborhood now faces a new challenge with the pending I-26 expansion, for which the Burton Street neighborhood has been designated an Environmental Justice Community (STIP I-2513 Final Environmental Impact Statement 8-6).

Under the leadership of DeWayne Barton (HHI's co-founder and 3rd generation Burton Street resident), the community developed a Neighborhood Plan. This plan was adopted by the City of Asheville in 2018, and has identified the need for culturally appropriate green spaces, access to fresh produce, cultural preservation through the arts, economic development, and other key determinants of community health.

Since then, the City of Asheville has implemented and released its own disparity study. The study determined that the number of eligible contracts held by minorities is disproportionately low relative to the number of eligible contractors.

This project supports community-generated solutions, as well as the need to build connections to resources external to the neighborhood by project leadership who can act as a bridge between local residents and public and private resources.

## Link to COVID-19\*

Identify a health or economic harm resulting from or exacerbated by the public health emergency, describe the nature and extent of that harm, and explain how the use of this funding would address such harm.

According to the report "Addressing the Needs of Black-Owned Businesses and Entrepreneurs" compiled by The Partners in Equity and ResilNC, as well as the The COVID Tracking Project Racial Data Tracker, Black people and businesses have been disproportionately impacted by COVID with black people dying at 1.4 times the rate of white people. And black businesses were disproportionately unable to access COVID recovery funds with only 3% of Black entrepreneurs surveyed able to receive funds:

"The economic consequences of the global pandemic have amplified the disparate and unequal access to financing for Black-owned businesses, causing greater rates of closure and slower recovery than white-owned businesses. In the Piedmont region of North Carolina specifically, Black-owned businesses reported cutting costs, laying off staff and their inability to seek significant capital..."

The New York Federal Reserve Bank reported that "41% of Black-owned businesses closed- unable to access the necessary economic and social capital to stay afloat amid the crisis...compared with 17% of White-owned businesses."

In the midst of the pandemic, MANNA FoodBank reported an estimated increase in food insecurity of 45.5% in Buncombe County, and in WNC 50% of residents can't afford rent, compounded by wages lower today than before the recession.

This funding and project would channel resources into a community devastated by a historical legacy of divestment, exacerbated by the pandemic, and build capacity for long-term healing that will become self-sustaining. It will keep food dollars within the local economy while supporting creation of jobs in the area, with priority to BIPOC employees. It will grow Black businesses, reinvigorate the neighborhood's cultural and agricultural heritage, all while promoting healthy habits and reducing food insecurity.

## Population Served\*

Define the population to be served by this project, including volume and demographic characteristics of those served.

With opportunities for shopping, learning, healing, and entertainment housed under the umbrella of Blue Note Junction, this project has the potential to impact 50,000+ local residents, small businesses, artists, independent vendors and tourists annually.

As organizations, ACA, HHI and PG&M focus on people and neighborhoods who have historically been under-resourced, underserved, and/or underestimated. We strive to uplift and expand resources to Black artists, entrepreneurs and potential entrepreneurs.

The proposed project will be rooted in a historically Black neighborhood (Burton Street) where we are building multiple initiatives to serve the longtime black residents, as well as the newer residents (as the neighborhood is rapidly gentrifying).

We have a particular focus on BIPOC residents on fixed incomes (elders/disabled), BIPOC artists, business owners/aspiring business owners, and BIPOC youth. According to the 2015 ACS LMISD, at least 49% of residents in our target area are Low to Moderate Income (LMI). We use the HUD data and definitions of low to moderate income (<https://www.hudexchange.info/programs/acs-low-mod-summary-data/>), which are defined in the 2015 ACS LMISD tracts and block groups nationwide.

To date the following have already been engaged in planning: residents of the Burton Street Community with expertise in landscape architecture and a fundraiser with capital campaign experience; a designer and producer with Broadway and regional opera credits who will advise on a tech package for the theater / multi-purpose space; and a seasoned chef and a food truck operator who will advise on necessary infrastructure for outdoor food service. Building on this foundation the broader community will further be engaged through the Blue Note Advisory Committee (BNAC) who will conduct surveys, host public forums such as Hoodtalk (which is youth produced), facilitate, and call for volunteers.

## Results\*

Describe the proposed impact of the project. List at least 3 performance measures that will be tracked and reported. If possible, include baselines and goals for each performance measure.

The two primary goals of Blue Note Junction are to incubate health and business - specifically in the BIPOC community. We are cognizant of the fact that the Black community experiences multiple disparities - our focus will be on two of those disparities, for which we will assess our impacts using the following measures:

### Health:

Number of community members who visit/utilize the space for improved health and sense of well-being.  
--% of those who are BIPOC people

Number of community members with an improved sense of well-being or quality of life as a result of participating in the space.

--% of those who are BIPOC people

Number of community members attending health/wellness-related activities at the space (i.e. gardening classes, neighborhood spa, wellness classes, healthy cooking classes, etc.)

--% of those who are BIPOC people

### Business/Jobs:

Number of jobs created, including those associated with the pending I-26 expansion.

--% of those jobs that are occupied by BIPOC people

Number of BIPOC businesses supported, started, or expanded in conjunction with the space, including those associated with the pending I-26 expansion.

## Evaluation\*

Describe the data collection, analysis, and quality assurance measures you will use to assure ongoing, effective tracking of contract requirements and outcomes.

Blue Note Junction will build on ACA, HHI, and PG&M's existing system of tracking Objectives and Key Results (OKRs) throughout the project - utilizing an automated spreadsheet with built-in quarterly reporting and a visual dashboard for tracking progress at the overarching project level, subprojects, all the way down to individual assignments.

Blue Note Advisory Committee (BNAC), comprised of key staff from partnering organizations and community members/stakeholders will meet quarterly to review progress on the project, including but not limited to, budget/spending (projected vs. actual), key timeline benchmarks (projected vs. actual schedule), and other key benchmarks set by the grantor and BNAC at the award/outset of the project. This committee will provide ongoing analysis of the collected data, as well as guidance/support when needed if key benchmarks are being exceeded or missed.

Building on our existing partnership with Ameena Batada, associate professor of health and wellness at UNC Asheville and co-recipient of the Interdisciplinary Research Leaders Grant from the Robert Wood Johnson Foundation to Research Perceptions of Racism and Health in WNC, we will develop the health-related measurement tools and tracking in order to report on our six health-related performance measures.

In addition to our OKR system, we will develop a comprehensive tracking system for counting the three business related performance measures and enter that data into a centralized outcome-tracking spreadsheet/software that will facilitate aggregating the data and reporting it with quarter over quarter and year over year comparisons.

## Equity Impact\*

How will this effort help build toward a just, equitable, and sustainable COVID-19 recovery? How are the root causes and/or disproportionate impacts of inequities addressed?

In August 2020 the Buncombe County Board of Commissioners declared racism a public health and safety crisis, which manifests in disparities in education, housing, employment, health and justice.

Among the action items identified to address this crisis are county supported efforts towards enhancements of equitable economic drivers, which include expanding Black business ownership, supporting workforce development; recreation outcomes which create culturally appropriate outdoor spaces for BIPOC communities; and health outcomes that promote healing through public health initiatives.

HHI has a proven record of successfully incubating three businesses (Hood Tours, Peace Gardens & Market, MS Lean) and building private/public partnerships including with ACA that offer programs indoors and outdoors that heal trauma, and promote health. Currently these partners manage three green spaces in the community and help maintain two others in the city, while delivering culturally appropriate arts-based programs. One of those greenspaces - Peace Gardens & Market (formerly Burton Street Peace Garden) has garnered national and international recognition and draws diverse visitors from across the globe to the space.

A grant from the county would allow for project partners to scale and increase the efforts toward contributing to a just, equitable and sustainable society, particularly in the context of COVID-19 recovery, by providing the necessary capital to create and sustain programs that generate meaningful community wealth, and therefore health. Our unapologetic focus is improving the physical and economic health of the BIPOC community.

As emphasized by ResilNC: "To address [lack of] capital and market access for Black-owned businesses, private and public dollars must pour into pre-seed and seed funds, more capital investment across a businesses life-cycle is welcomed, and additional investment in African American communities is needed to acquire and control their own assets."

## Project Partners\*

Identify any subcontractors you intend to use for the proposed scope of work. For each subcontractor listed, indicate:

- 1.) What products and/or services are to be supplied by that subcontractor and;
- 2.) What percentage of the overall scope of work that subcontractor will perform.

Also, list non-funded key partners critical to project.

ACA is the primary contractor who will subcontract with key project partners, HHI and PG&M to provide expertise in economic development, sustainable agriculture, workforce development, and youth development, all centering racial equity.

Collectively, our three key partnering organizations will perform 50% of the work which includes facilitating community input into design and implementation of the brick-and-mortar space that will fulfill the needs identified in the Burton Street Community Neighborhood Plan relative to cultural preservation, business incubation, food security, and overall health.

For the remaining 50% of the work we will further sub-contract with experts in legal/business structures, architecture, construction, green technologies, and human resources, who will engage BIPOC-led businesses and neighborhood entrepreneurs in the work. Preliminary conversations have been had with Van Winkle Law Firm (Attorney Martin Moore), Glazer Architecture firm, AIRE, MS Lean Landscaping, Sean Pace Grading & Demolition, and Diane Timberlake (HR expert).

To further economic development and scaling of programs, assisting BIPOC-led businesses in contracting with DOT and other governmental agencies, we will work with Dianne Timberlake, formerly of Polk County Department of Transportation, and Jackson Tierney, a private contractor with a background in large public works projects. Additional health/wellness capacity consultation will be provided by Umoja Health, Wellness and Justice Collective and Asheville Yoga Center.

Non-funded key partners critical to the project include neighborhood residents and successful entrepreneurs from the community who will volunteer their time and talent to mentor and add capacity to existing resources. They include CDFIs such as Mountain Bizworks with which HHI has a long relationship, a local real estate developer, artists including Steebo Designs, and students and professors from UNCA's STEAM lab.

## Capacity\*

Describe the background, experience, and capabilities of your organization or department as it relates to capacity for delivering the proposed project and managing federal funds.

ACA is a recipient of federal funds via the National Endowment for the Arts and is experienced with the associated procurement, tracking and reporting. Additionally, ACA ED, Abby Felder, has managed the financials for multi-million dollar, multi-year capital projects for NYC based organizations, including Queens Council on the Arts, who developed a multi-purpose arts space which opened this spring, and Theatre of the Oppressed NY who opened a multi-tenant arts rehearsal in 2018.

HHI, which has an 18-year track record of service within the region, is also pre-qualified for receiving federal contracts (with DUNS # and active registration in grants.gov). HHI and PG&M excel at developing earned revenue streams that allow for businesses to sustain beyond start-up funds, such as plant sales, tours, merchandise and other value added services and products.

All lead-organizations are educational institutions with established pedagogical processes that prepare participants emotionally as well as with skill development, and commitment to one-on-one mentorship. In

addition to collaborating on arts programs, together ACA, HHI and PG&M have developed a shared suite of financial templates, HR templates and policies, and other administrative infrastructure.

Project leadership from HHI and PG&M is embedded in the community being served and therefore uniquely positioned to facilitate buy-in, adapt service delivery based on key-performance indicators and participant feedback, which can further serve as a model for grassroots, downstream investments in community development.

Project leadership brings a collective 80 years experience in health and wellness, economic development, arts and education, to be coupled with expertise of local contractors who will be folded into HHI's CAP Model which prioritizes accountability. They are committed to supporting local businesses to stand up, and support will allow partners to scale up the impact of existing programs.

## Budget\*

Provide a detailed project budget including all proposed project revenues and expenditures, including explanations and methodology. For all revenue sources, list the funder and denote whether funds are confirmed or pending. For project expenses, denote all capital vs. operating costs, and reflect which specific expenses are proposed to be funded with one-time Buncombe County Recovery Funds.

Download a copy of the budget form [HERE](#). Complete the form, and upload it using the button below.

[Buncombe County Recovery Funds Budget - County Template.pdf](#)

## Special Considerations\*

Provide any other information that might assist the County in its selection.

[Blue Note Rendering and Lean Canvas.pdf](#)

Project leader DeWayne Barton, an RWJF Culture of Health Leader and a key catalyst in the development and creation of Buncombe County's Isaac Coleman Initiative, is newly elected president of the Burton Street Community Association which guarantees channels for community engagement and feedback as project leaders execute the tenants of the Neighborhood Plan to build a space which will develop long-term opportunities for economic improvement, and overall community health which stems from improvements to play creative and constant role in the creation of the isisal Colman initiative the seed that help form current lagcity neighborhoods.

Hands-on learning supported by this project, which will include construction skills and project planning, will build capacity and generate community wealth that will prepare participants to contract with the Department of Transportation and Parks & Rec, et al, in advance of upcoming I-26 Highway expansion and potential Smith Mill Creek Greenway construction.

Of note is why we named this project "Blue Note Junction". The Burton Street Community was founded and developed by E.W. Pearson, serial entrepreneur and renaissance man. During his time as a leader in Buncombe County's Black community, he owned and operated The Blue Note (community store), as well as founded the Western Regional Agricultural Fair - which drew crowds of up to 10,000 in its heyday. We honor E.W. Pearson's legacy, and we recognize that this collaboration creates a junction or intersection of efforts to lift and promote the health and wealth of Buncombe County's residents.

Please see site rendering and a visual project overview summary attached.



## File Attachment Summary

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### *Applicant File Uploads*

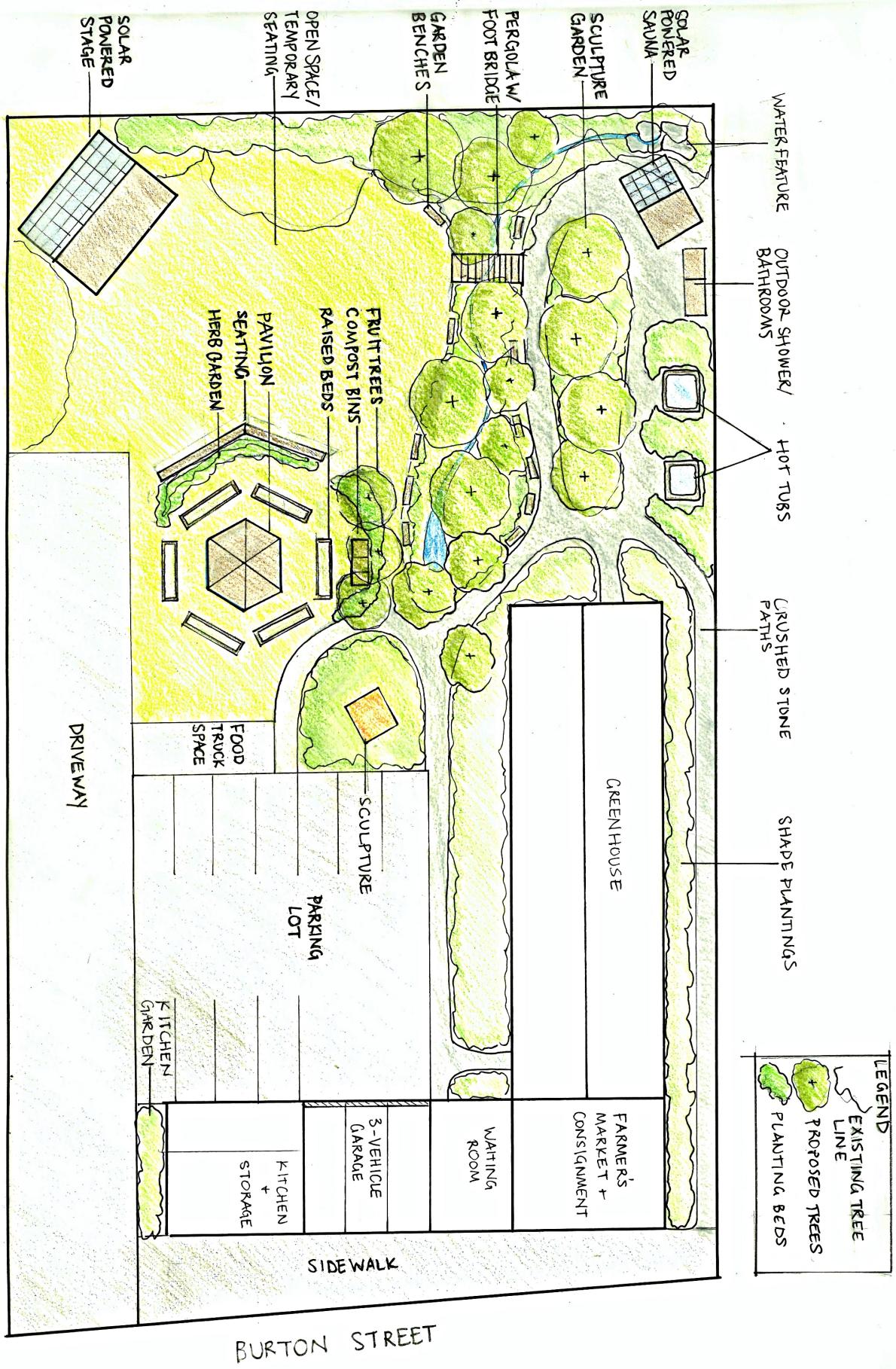
- Buncombe County Recovery Funds Budget - County Template.pdf
- Blue Note Rendering and Lean Canvas.pdf

## Coronavirus State and Local Fiscal Recovery Funds Proposed Project Budget

<b>Organization Name:</b>	Asheville Creative Arts and Hood Huggers International				
<b>Project Name:</b>	Blue Note Junction (BNJ) - A Community Health and Business Incubator				
<b>Amount Requested:</b>	\$			3,000,000.00	
Proposed Project Revenue Funder	Amount	Confirmed or Pending?	Notes		
Proposed Buncombe COVID Recovery Funds	\$ 3,000,000.00	Pending			
City Stimulus Funds	\$ 500,000.00	Pending	RFP process pending		
NC Dept of Commerce	\$ 200,000.00	Pending	To support creation of full-time, permanent jobs, application slated for FY22-23		
Glass Foundation	\$ 200,000.00	Pending	To support environmental and educational initiatives housed within the BNJ, application slated for FY22		
Cannon Foundation	\$ 75,000.00	Pending	For equipment purchases, application slated for FY22		
Robert Wood Johnson Foundation	\$ 350,000.00	Pending	Pioneering Ideas application slated for FY21		
Corporate Sponsorships	\$ 25,000.00	Pending	Bank of America and local corporate sponsors in process FY21 onwards		
Individual Contributions	\$ 1,550,000.00	Pending	Annual appeal and ongoing crowd-sourcing campaign in process FY21 onwards		
Earned Revenue from Programs	\$ 1,074,400.00	Pending	For phase 3, includes sales from the market, commercial kitchen and food truck rentals, arts events and Hood Tours revenue, classes in arts and agriculture, space rental revenue (coworking, performance and classroom spaces, apartment), and Spa membership and a la carte service revenue		
Total	\$ 6,974,400.00				
Proposed Project Expenses	Proposed Recovery Funds	Other Funds	Total	Capital or Operating Expense?	Notes
<b>Phases 1-2</b>					
Property - Land & Buildings	\$ 550,000.00		\$ 550,000.00	Capital	Land - 460k; Greenhouse, Spa buildings, and Pavilion and Stage - 90k
Furniture, Fixtures & Equipment	\$ 175,000.00	\$ 75,000.00	\$ 250,000.00	Capital	Technical package (lights / sound / projector) for performance spaces and misc office equipment, shelving, etc
Salaries & Wages & Fringes	\$ 288,456.00	\$ 288,456.00	\$ 576,912.00	Operating	Project leadership, administrative support, mentorship in construction and machinery and teaching artists, plus payroll taxes and benefits prorata, calculated at 10% of construction costs
<b>Professional Fees - Administrative</b>					

Legal and Accounting Fees	160,000		\$ 160,000.00	Capital	Anticipating 80 hours per annum at \$400 / hour for advising on corporate structure, shared ownership possibilities and ongoing labor policy development, as well as profit sharing and other accounting questions
Architect (Landscape and Building)	\$ 572,500.00		\$ 572,500.00	Capital	Per consultation with Glazer Architects and Phoenix Rennovations, projected at 15% of building costs
Contractor / Project Manager	\$ 965,588.00	\$ 2,847,912.00	\$ 3,813,500.00	Capital	Per consultation with Glazer Architects and Phoenix Rennovations, projected at \$475 per square foot
Grading		\$ 15,000.00	\$ 15,000.00	Capital	Per consultation with Phoenix Rennovations
Theatrical Sound and Lights Consultant		\$ 2,500.00	\$ 2,500.00	Capital	Estimated 50 hours
Fundraising Consultant		\$ 13,125.00	\$ 13,125.00	Capital	Estimated 75 hours
Mental Health Consultant		\$ 2,500.00	\$ 2,500.00	Capital	Estimated 50 hours
<b>Phase 3</b>					
Salaries & Wages & Fringes	\$ 288,456.00	\$ 340,955.00	\$ 629,411.00	Operating	Estimate of 2 f/t staff per 7 service delivery areas, includes mentorship and guidance for securing contracts, plus fringes and benefits
<b>Professional Fees - Artistic</b>					
Performers		\$ 100,000.00	\$ 100,000.00	Operating	Estimating an average of 9 arts events per week with payments to groups of artists and individuals, given meaningful employment opportunities
Teaching Artists		\$ 2,400.00	\$ 2,400.00	Operating	For leading classes in arts and crafts
Massage Therapists		\$ 37,800.00	\$ 37,800.00	Operating	Masseurs will also receive tips
Commissioned Artists		\$ 20,000.00	\$ 20,000.00	Operating	For creating permanent and time-based art on the grounds
Artists performing on Hood Tours		\$ 12,000.00	\$ 12,000.00	Operating	\$50 per 30-minute performance
Professional Fees - Admin		\$ 12,400.00	\$ 12,400.00	Operating	Cleaning and ongoing legal costs
Artwork Production and Supplies		\$ 2,400.00	\$ 2,400.00	Operating	For art classes
Catering & Hospitality		\$ 1,200.00	\$ 1,200.00	Operating	Misc
Dues, Fees and Subscriptions		\$ 2,200.00	\$ 2,200.00	Operating	Permits and brown bag liquor license
Equipment and Furnishings		\$ 2,400.00	\$ 2,400.00	Operating	Easels, signage and other small non-capitalized expense
Insurance		\$ 18,840.00	\$ 18,840.00	Operating	Projected at double current costs with one business / location covered
Marketing and Promotion		\$ 13,012.00	\$ 13,012.00	Operating	Includes website and marketing collateral for events
Postage and Printing		\$ 6,300.00	\$ 6,300.00	Operating	Printer for shared work space
Repairs and Maintenance		\$ 6,000.00	\$ 6,000.00	Operating	Misc non-capitalized costs
Software and IT		\$ 12,000.00	\$ 12,000.00	Operating	Booking software for all spaces and tours
Supplies		\$ 6,000.00	\$ 6,000.00	Operating	Trash bags, toilet paper, cleaning supplies
Telecom and Utilities		\$ 24,000.00	\$ 24,000.00	Operating	Water, electric, internet
Depreciation		\$ 10,000.00	\$ 10,000.00	Capital	Non-operating
Cash Reserve		\$ 100,000.00	\$ 100,000.00	Capital	A board designated fund for unanticipated repairs and other building upkeep, with policy on draw-down and replenishment, with a portion of operating surpluses from earned revenue added each year, amount tbd by governing body
<b>Total</b> \$ 6,974,400.00					

SITE PLAN: BLUE NOTE JUNCTION  
4/15/2021



PROBLEMS	SOLUTION	UNIQUE VALUE PROPOSITION	ADVANTAGE	CUSTOMER SEGMENTS
<ul style="list-style-type: none"> <li>• 41% of black-owned businesses closed during the COVID-19 pandemic</li> <li>• Black entrepreneurs received less COVID \$\$ support than their white counterparts.</li> <li>• Disproportionate COVID-19 health impacts: black people die at 1.4x the rate of their white counterparts.</li> <li>• Pre-COVID racial disparities – many levels</li> </ul>	<ul style="list-style-type: none"> <li>• Guided by policy, build a destination that supports the physical, emotional, and economic health of the BIPOC community, while giving customers an immersive cultural experience.</li> </ul>	<p></p> <p>A synergistic collaboration of art, environment, and social enterprise – a destination where the health and wealth of BIPOC individuals and communities takes center stage.</p>	<ul style="list-style-type: none"> <li>• Established brand of HHI/Peace Gardens</li> <li>• Unique business model that invests in BIPOC entrepreneurs &amp; communities</li> <li>• Cultural experience with each visit</li> </ul>	<ul style="list-style-type: none"> <li>• BIPOC community &amp; allies</li> <li>• Health conscious</li> <li>• Arts &amp; Culture</li> <li>• Buy-local</li> <li>• Socially conscious, supporting social justice</li> <li>• Gardeners</li> <li>• Neighborhood residents</li> <li>• School groups</li> <li>• Tourists</li> </ul>
<p></p> <ul style="list-style-type: none"> <li>• Inventory</li> <li>• Labor (retail, spa, gardens, tour guides, etc.)</li> <li>• Facility/infrastructure upkeep (spa, gardens, etc.)</li> <li>• IT infrastructure (websites, tour scheduling, etc.)</li> <li>• Marketing &amp; PR</li> <li>• Operations overhead (utilities, etc.)</li> <li>• Professional services (legal, accounting, etc.)</li> </ul>	<p></p> <ul style="list-style-type: none"> <li>• # of tours</li> <li>• # of event, spa, &amp; co-working participants</li> <li>• Retail revenue</li> <li>• Business incubation</li> <li>• # and \$\$ of grants</li> <li>• # of key partnerships</li> <li>• # of policies that our work supports</li> </ul>	<p></p> <p>A one-stop experience to: buy-local, receive business mentorship, learn how to grow and prepare healthy food, take in a show, support multiple BIPOC entrepreneurs, and visit the community spa.</p>	<p></p> <ul style="list-style-type: none"> <li>• Social media followers &amp; shares</li> <li>• Collateral visitors (tours, events, market, classes, spa, etc.)</li> <li>• CVB/Explore Asheville</li> <li>• AirBnB Experiences</li> <li>• Word of mouth</li> <li>• Press/media coverage</li> </ul>	<p></p> <ul style="list-style-type: none"> <li>• Local gardeners</li> <li>• Buy-local devotees</li> <li>• Fans/friends of Hood Huggers, Peace Gardens, ACA</li> <li>• Community members</li> <li>• Artists</li> </ul>
<p></p> <ul style="list-style-type: none"> <li>• Hood Tours bookings</li> <li>• Retail sales (market, spa, consignment, &amp; online merch)</li> <li>• Speaking &amp; consulting fees</li> <li>• Ticketed events</li> <li>• Spa passes and/or memberships</li> <li>• Classes (art, garden, theater, value-added, etc.)</li> <li>• Space rental fees</li> <li>• Sponsors</li> </ul>				