

OAKMONT PROPERTY

Request for Qualifications

Issued 09/21/2023 - Qualifications Due 11/10/2023



Highlands Cashiers
Health Foundation

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Introduction

The Highlands Cashiers Health Foundation (HCHF) seeks indications of interest and statements of qualifications from experienced housing developers interested in participating in a development on HCHF-owned property (the Oakmont Property) in Cashiers, North Carolina. HCHF desires to work with a developer who views the site as an opportunity for a mixed-use (residential, retail, recreation, green space) mixed-tenure (ownership and rental) project, with an emphasis on workforce housing, that is aligned with HCHF's vision for the Oakmont Property to be a transformative, community-focused project for the Cashiers community.

Background

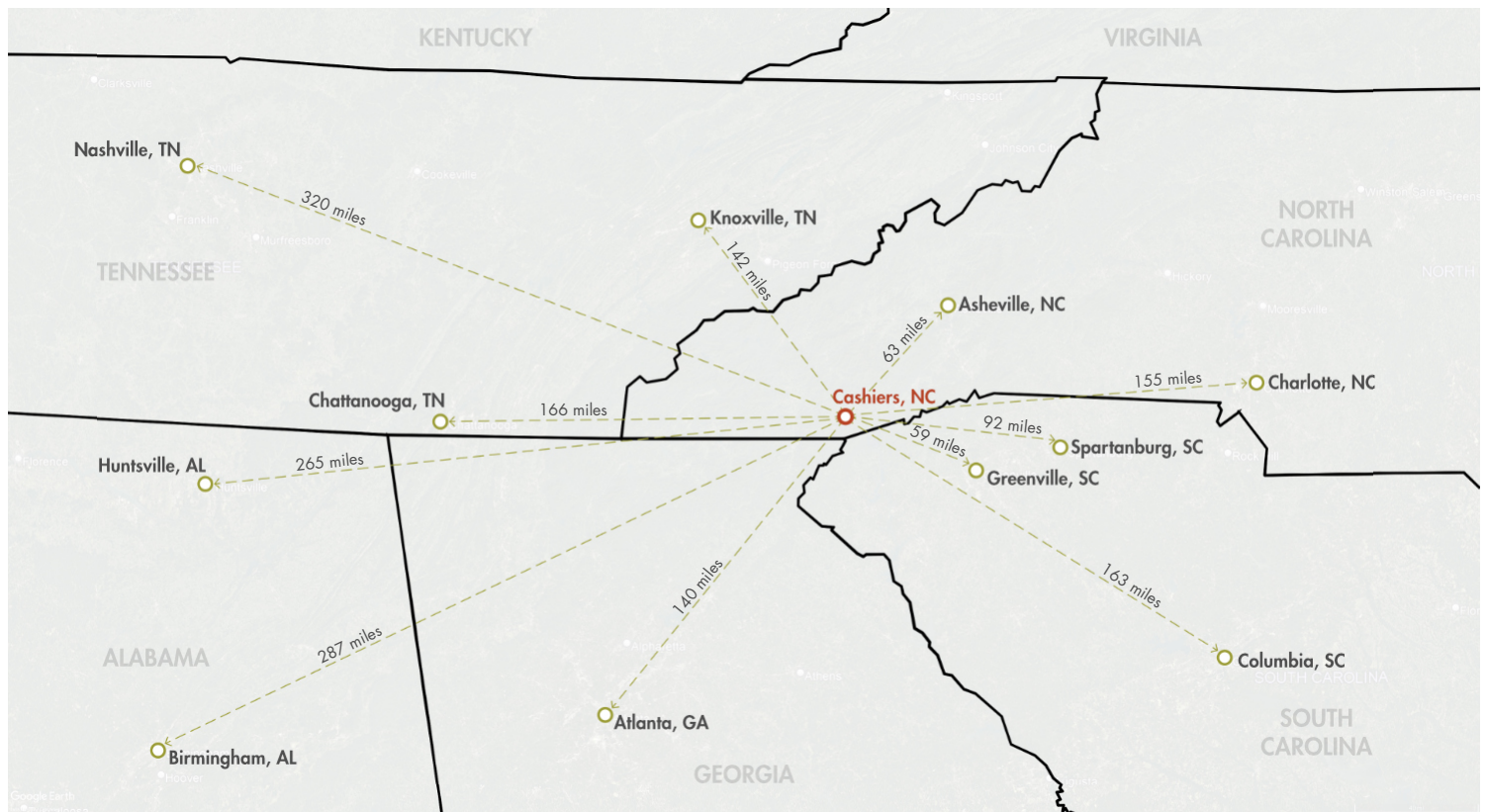
HCHF intends for the development to advance several of HCHF's goals, including the provision of ample workforce housing and the enhancement of wellness and community support through appropriate commercial spaces. It believes these goals will both strengthen the surrounding community and allow a selected partner to create an innovative development while achieving desirable financial returns. HCHF intends also to advance these goals through a mixed-use development strategy.

The Cashiers community is in a period of growth and change. HCHF hopes to enhance that growth and change by creating a project at the Oakmont Property which will build on strengths of the Cashiers community. The community's workforce has been largely priced out of the area in recent years. HCHF envisions a new community on the Oakmont Property which extends the promise of suitable housing within the community to those seeking both rental and ownership opportunities. Respondents should understand the

Plateau communities generally and the community of Cashiers specifically. This understanding should encompass Cashiers' workforce housing needs, as well as the unique attributes and opportunities of the development site and the Cashiers Crossroads area.

Should they demonstrate the potential to execute appropriately and meet HCHF's standards, the highest quality responders to this RFQ will be chosen for an interview. Following the interview process, one or more firms will be chosen to provide a detailed development proposal. HCHF expects then to choose a potential partner to enter into an Exclusive Negotiating Agreement (ENA) to develop the site if an appropriate development strategy is received. As part of the negotiation, HCHF may consider various arrangements which could contribute to the achievement of desirable financial returns.

"The community's workforce has been largely priced out of the area in recent years. HCHF envisions a new community [...] which extends the promise of suitable housing [...] to those seeking both rental and ownership opportunities."



Oakmont Property



Cashiers Village Commercial District.



Cashiers Area Chamber of Commerce and site access facing US 64.



Slab Town Road bounding Northwest of site.



Cashiers Greenway Ramble (Trout Loop) signage on US 64.



Greenway Ramble on US 64.

Current Oakmont Property Sewer Capacity:

8,760 Gallons

Monthly Fee: \$2,319

120 gal per thousand sq ft

Equals 73,000 sq ft

Paying for 39 units

A unit equals one home / A unit equals one business

Commercial (73,000 sq ft)

16 office units and 22 homes

Sewer capacity expansion is planned.



Greenway Ramble signage on NC 107.



Greenway Ramble signage on Slab Town Road.



Greenway Ramble along Oakmont Property, facing NC DOT site.





View to the pond from Slab Town Road.



Site vegetation.



Pond on the Northwest corner of the site.



Steep slope around the Chamber of Commerce site.



Greenway Ramble trailhead on the Southeast corner of the site.



Slab Town Road (access to Hotel Cashiers) bounding Northwest of site.



Slab Town Road connection to NC 107.



Greenway Ramble along Oakmont Property.



Clearer area on the center of the site.

Timeline and Submission Instructions

Activity	Date	Time
RFQ Issued	September 21, 2023	12:00 pm
Deadline for receipt of questions and clarifications	October 27, 2023	12:00 pm
Responses to questions posted	November 3, 2023	12:00 pm
RFQ Submission Deadline	November 10, 2023	12:00 pm

Question Submission

Please submit any questions or clarifications related to this RFQ via email to:

Ms. Rhonda Oakley, Director of Operations
 Highlands Cashiers Health Foundation
 Email: r.oakley@hchealthfnd.org

Answers to all submitted questions will be posted every two weeks and accessible via [Dropbox](#) (see section "4. Resources" for full link).
 Email Subject: Question – Oakmont Property RFQ

Submission Instructions

Application materials must be submitted in hard copy (seven copies) and electronically (email or Dropbox). Hard copies must be mailed to:

Highlands Cashiers Health Foundation
 Attn: Ms. Rhonda Oakley
 348 South 5th Street, Suite 221
 Highlands, NC 28741
 Email: r.oakley@hchealthfnd.org

Applications must include the following components:

- Cover Letter
 - Include an original signature from a principal or CEO or equivalent of proposer.
- Statement of Interest must provide
 - A statement of proposer’s interest in development of the project.
 - Proposer’s understanding of the objectives of the RFQ
 - Highlights of the proposer’s qualifications
- A Vision Statement
 - Provide a narrative description of the detailed development approach the developer intends to employ at the Oakmont Property. This description should include a description of:
 - The values your development team will bring to the project.
 - The purpose that drives your development team and how the Oakmont Property aligns with that purpose.
 - The long-term goals that you have for the project.
 - Information about the Applicant Team

- Brief description of project team
- Organizational chart describing the entities and key personnel on the proposer’s team and CVs for lead personnel
- Qualifications
 - Brief description of one or more urban residential development projects completed by the team in the past five years.
 - Provide at least three letters of reference for the team lead organization, and two for each supporting entity included on the project team from parties or agencies involved in the projects listed.
 - Provide a narrative description of the development approach employed at similar project sites of this scope with similar objectives.

Applications should be as brief as possible and, in all cases, limited to 20 pages.

Submission deadline is November 10, 2023. Proposals received after this time will not be considered.

Submission Disclaimer

HCHF may, at its sole discretion, request that proposers supplement their qualifications with additional information following initial submittal. HCHF reserves the right to reject any or all proposals submitted, to cancel this RFQ, and/or to modify and reissue the RFQ at any time.

Eligible Respondents

Eligible respondents may include one entity or a team, which may include for-profit and/or non-profit housing developers. Responses that include several entities must include a lead entity that has demonstrated experience and capacity in the development and management of transformative workforce housing of similar size and complexity as the proposed development site within the past five years.

Additionally, eligible developers must have experience in developing projects in communities with economies similar to Cashiers and have demonstrated creativity and skill in incorporating high design which considers community context into their projects.

Team Selection

Program Expectations

Qualified developers are invited to submit detailed qualifications relevant to developing the Oakmont Property based on the selection criteria outlined in this document. Any approved project that eventually results from this RFQ will conform to the following guidelines and align with the development vision laid out by HCHF:

- Baseline goal for affordability mix: Produce a minimum of 20% of total units as affordable to, and occupied by, households at or below 80%-120% Jackson County AMI as determined by HUD.
 - Developers are encouraged to demonstrate ability to exceed these requirements.
- Baseline goal for the affordability period: Units will remain affordable for an extended period of time.
 - As noted above, successful development strategies may consider arrangements whereby HCHF can help achieve desirable financial terms for the developer or investors.

Selection Criteria

Respondents' qualifications will be evaluated based on, but not limited to, the following:

- Demonstrated execution of high design development, particularly in physically or economically challenging markets, which provided a transformational community of residential products previously not available;
- Prior experience and technical competence of the proposer in completing and managing mixed income housing developments of relevant scope, complexity, and magnitude;
- Experience in working with communities to garner support for new developments;
- Working with a philanthropic organization;
- Financial standing and references, possibly including review of materials such as audited financial statements, annual reports, operating budgets, available resources;
- Track record in obtaining required financing and permits and ability to complete development of the project within the schedule set forth in the agreement.

Additionally, respondents may gain further positive consideration by demonstrating ability to deliver developments that further the public benefit goals for development defined in the following reports:

- [Housing Needs Assessment for Western North Carolina](#)
- [Jackson County, NC Comprehensive Economic Development Strategy](#)
- [ULI Advisory Panel - Cashiers, NC](#)
- [Cashiers Small Area Plan](#)

Those goals are:

- Extend or create new infrastructure beyond city requirements (trails, sidewalks, public space, land and water conservation, etc.)
- Protect key natural areas, slopes, and scenic vistas.
- Respect the history, heritage, and authenticity of Cashiers' village character.
- Contribute towards the goal of creating a year-round vibrant village through the provision of permanent affordability to community workforce.
- Improve the physical and social connectivity of Cashiers.
- Increase density in the village core while respecting existing community design and character.



Site vegetation.

Design Considerations

The vision for the redevelopment of this site is built on a background of community and stakeholder engagement, area and site due diligence studies, and the need for affordable housing in/near Cashiers Crossroads. There are several fundamental vision points that eventual development concepts should seek to achieve:

- The site should primarily be developed for “missing middle” workforce housing.
- Consider providing a mix of owner-occupied and rental housing to the extent economically feasible.
- Residential Density Target: Provide a minimum of 100 Housing units.
- Avoid retail uses/types that directly compete with existing vendors in Cashiers.
- Commercial Target: Provide a minimum of 7,500 square feet.
- Provide housing opportunities for multiple age groups and living scenarios including a mix of unit sizes and bedroom configurations. Some units should be geared towards families with children.
- Target users that will be a part of the community over the long term. Avoid short-term rentals.
- Ideally, non-residential uses should be themed around wellness (in the broadest sense of the term) including clinics, services, providers’ offices, healthy living, healthy food, wellness, non-profit space, arts and culture, etc.



Greenway Ramble along Oakmont Property.

Specific design goals that should be considered for this site include:

- Avoid significant clear-cutting, large retaining walls, and heavy regrading of the site.
- Preserve and protect significant old growth trees where feasible, particularly any surviving Wormy Chestnuts
- Utilize and work within existing topography to the greatest extent possible to emphasize the natural beauty and character of the site.
- Use sustainable stormwater management strategies including bioswales, rain gardens, pervious/natural paving materials, etc.
- Utilize groupings of multiple, small-scale buildings rather than fewer, larger-scale buildings.
- Keep all buildings under 45 feet tall (3 stories maximum).
- To the extent that individual building types are repeated on site, use variations to avoid a monotonous repetition of buildings.
- Building facades should not be longer than 150 feet in any direction.
- Take advantage of and be mindful of the site’s topography by placing taller buildings at lower elevations.
- Break up parking areas to avoid large, monotonous “seas” of parking.
- Ensure that the Cashiers Greenway Ramble (Trout Loop) continues to provide a convenient, public connection between Highway 107 and Highway 64. The routing and tie-ins can vary from existing as long as the overall loop connections are maintained.
- Provide multiple interior sidewalks/paths that connect individual units/buildings to open space and natural features and out to adjacent roadways.
- Create a vehicular connection between Highway 107 and Highway 64 (can be indirect)
- Creative living solutions/typologies are encouraged as a way to achieve affordability and density including co-living/co-housing, aging in place communities, live-work units, cottage courts, vertical mixed-use, etc.
- In addition to housing, provide a limited amount of non-residential space that is unique, transformative and community oriented.

See Appendices for complete list of design considerations.

Sample Development Types



"Mountain House" Multiplex

Image Source



Townhomes

Image Source



Cottage Court

Image Source



Open Space

Image Source



Non-residential Uses

Image Source



Non-residential Uses

Image Source

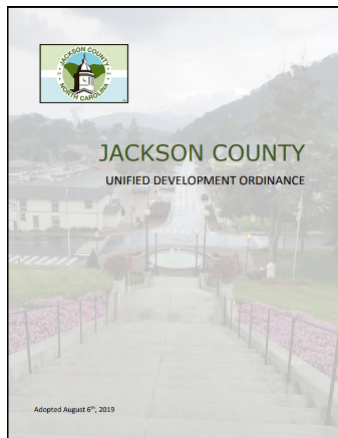
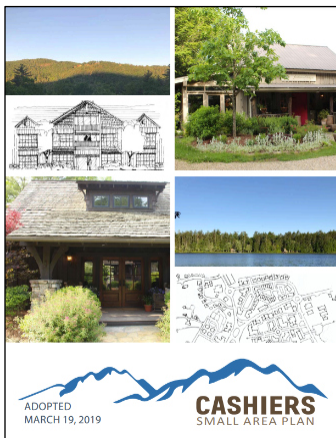
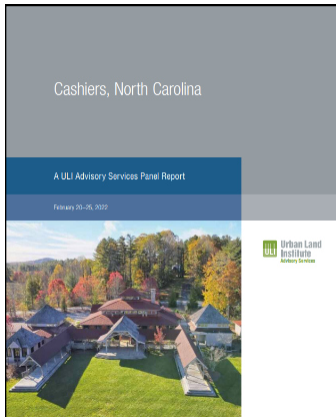
Sample Development Concept

This site plan study was prepared to analyze the possibilities of what fits on the site in a responsible and contextual way. However, it is only one possible development scenario and is not intended to be prescriptive. Creativity is encouraged.



Useful Links

- RFQ - Oakmont Dropbox: <https://www.dropbox.com/scl/fo/uoc93djc07ta9mvh7yipi/h?rlkey=y7hq9twbnvskt9od9yvickl3i&dl=0>
- [A Vision for Staying Rural by Design - ULI Report](#)
- [Cashiers Small Area Plan](#)
- [ReCodify Cashiers](#)
- [Vision Cashiers](#)
- [Cashiers Greenway Ramble](#)
- [Jackson County, NC Code of Ordinances](#)
- [Jackson County Unified Development Ordinance](#)
- [Jackson County Land Use Plan 2040](#)
- [Housing Needs Assessment for Western North Carolina](#)
- [Jackson County, NC Comprehensive Economic Development Strategy](#)



Appendix 1: Design Considerations - Full List

Oakmont Property, Cashiers, NC
DESIGN CONSIDERATIONS

Introduction:

The following Design Considerations are intended to guide the redevelopment of the Oakmont site in a way that takes advantage of the site's assets, fits within the character of the Cashiers community, and aligns with the 2022 ULI Advisory Services Panel Report: "Cashiers, North Carolina: A Vision for Staying Rural By Design." In particular, the four categories outlined below generally correspond to the Development Framework Points of Emphasis described on pages 10-15 of the ULI report.

These Considerations are intended as a guide only and are not meant to be absolute, although some items may be included as threshold requirements in the eventual RFP. It is recognized the desired features will have to be balanced with specific site conditions and development parameters. Therefore, these Considerations will be considered as a starting point to evaluate the relative merits of development proposals and to understand tradeoffs.

1. **CONSERVATION** — ensure the preservation of creeks, rivers, wetlands, views, steep slopes, and critical woodlands and protect them in perpetuity. Incorporate compatible open space and amenities.
 - Avoid significant clear-cutting, large retaining walls, and heavy regrading of the site.
 - Preserve and protect significant old-growth trees where feasible, particularly any surviving Wormy Chestnuts.
 - Utilize and work within existing topography to the greatest extent possible to emphasize the natural beauty and character of the site.
 - Preserve and amenitize the existing pond as a feature.
 - Preserve and amenitize the existing creek as a feature
 - Cluster development and utilize small lot/pad sizes in a way that promotes conserving portions of the site in its natural state.
 - Max site area coverage (building footprints) should not exceed 25%.
 - Use sustainable stormwater management strategies including bioswales, rain gardens, pervious/natural paving materials, etc.
 - Incorporate a variety of new open spaces for gathering, passive recreation, and celebration.
 - Incorporate a wide variety of new native trees and landscaping in a way that changes with the seasons.
 - Look for strategies that help reduce the footprint and demand for parking including shared parking with adjacent properties, bike/scooter parking, tuck-under parking, etc.
 - Provide a minimum of 1 electric vehicle charging spaces for every 20 housing units provided.

2. **MOUNTAIN AESTHETIC** — incorporate appropriate materials, scale, siting, density, orientation, signage, gateways, and public art consistent with the "rural and small town" character of Cashiers.
 - Utilize groupings of multiple, small-scale buildings rather than fewer, larger-scale buildings.
 - Keep all buildings under 45 feet tall (3 stories maximum).

- Building facades should avoid monolithic, overly repetitive, unbroken, unfenestrated expressions that are not in keeping with the “village” scale and massing of Cashiers.
- Building facades should not be longer than 150 feet in any direction.
- To the extent that individual building types are repeated on site, use variations in color, materials, orientation, height, details, etc. to avoid a monotonous repetition of buildings.
- Residential building should have individual porches/stoops for each ground floor unit.
- Building placement should be mindful of extended scenic view sheds both within the site and from adjacent sites.
- Take advantage and be mindful of the site’s topography by placing taller buildings at lower elevations.
- Signage should be relatively modest, low and designed to be compatible with other “village” signage in Cashiers. Avoid large monument or billboard-style signs.
- Incorporate opportunities for public art.
- Break up parking areas to avoid large, monotonous “seas” of parking.
- Provide landscape islands (every 10 spaces minimum) and medians in parking lots where feasible.

3. CONNECTIVITY / WALKABILITY — coordinate and connect the site to the surrounding community in a way that makes Cashiers a more walkable, bikeable and connected community.

- Ensure that the Cashiers Greenway Ramble (Trout Loop) continues to provide a convenient, public connection between Highway 107 and Highway 64. The routing and tie-ins can vary from existing as long as the overall loop connections are maintained.
- Provide multiple interior sidewalks/paths that connect individual units/buildings to open space and natural features and out to adjacent roadways.
- Incorporate bike parking areas.
- Create a vehicular connection between Highway 107 and Highway 64 (can be indirect).
- Explore vehicular and pedestrian connections to Slab Town Road to the west.
- Incorporate potential future redevelopment of the NCDOT property to the east along with associated vehicular and pedestrian connections and opportunities for shared parking.

4. HOUSING DIVERSITY — add “missing middle housing” to Cashiers and recognize that a vibrant community should accommodate people with different housing needs, housing types, and price points. Beyond housing, include transformative and complimentary non-residential uses in a way that builds community.

- The site should primarily be developed for “missing middle” workforce housing.
- Provide housing opportunities for multiple age groups and living scenarios including a mix of unit sizes and bedroom configurations. Some units should be geared towards families with children.
- Creative living solutions/typologies are encouraged as a way to achieve affordability and density including co-living/co-housing, aging in place communities, live-work units, cottage courts, vertical mixed-use, etc.
- Target users that will be a part of the community over the long term. Avoid short term rentals.
- Consider providing a mix of owner-occupied and rental housing to the extent economically feasible.
- Residential Density Target: Provide a minimum of 100 housing units.



- In addition to housing, provide a limited amount of non-residential space that is unique, transformative and community-oriented.
- Ideally, non-residential uses should be themed around “healthcare” (in the broadest sense of the term) including clinics, services, providers’ offices, healthy living/food, wellness, non-profit space, arts and culture, etc.
- Avoid retail uses/types that directly compete with existing vendors in Cashiers.
- Non-Residential Density Target: Provide a minimum of 7,500 square feet.



Appendix 2: Vision Cashiers Workforce Housing

Cashiers Workforce Housing Needs Assessment and Strategy

Prepared for:

Vision Cashiers, North Carolina



Prepared by:

KB Advisory Group



KB ADVISORY GROUP

January 2023

Cashiers Area, NC

Workforce Housing Needs Assessment and Strategy

Overview

In the Fall of 2022, **Vision Cashiers** engaged **KB Advisory Group** to conduct an area-wide **Workforce Housing Needs Assessment** and to develop a **Strategy** to tackle local housing issues.

This assessment provides Vision Cashiers with a perspective on how current and future residential market trends will impact the area over the coming years and specifically assesses the need for workforce housing.

KB Advisory Group, Inc.

1447 Peachtree St. NE
Suite 610
Atlanta, GA 30309
404.845.3550
www.kbagroup.com

KB Advisory Group is an Atlanta, Georgia based real estate and economic development consulting firm with public and private sector clients throughout the Southeast.



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Introduction

The KB team spent countless hours in Cashiers learning deeply about the community, its members, and the area's economy. Housing both part-time and full-time community members, including the workforce, is particularly challenging in the Cashiers area. To some degree, geography determines that this reality will always remain.

However, both the economy and the housing market made related drastic shifts recently, due in large part to the global COVID-19 pandemic and its continuing aftermath. Those recent and drastic changes generally drive the impetus for this study.

KB gathered a wide range of primary and secondary data on Cashiers area demographic, economic, and housing real estate trends to provide input into the analysis for this project.

In the process KB interviewed dozens of stakeholders in key segments of the community and conducted an online survey that garnered over 425 individual responses.



Church of the Good Shepherd, Cashiers, NC

Executive Summary

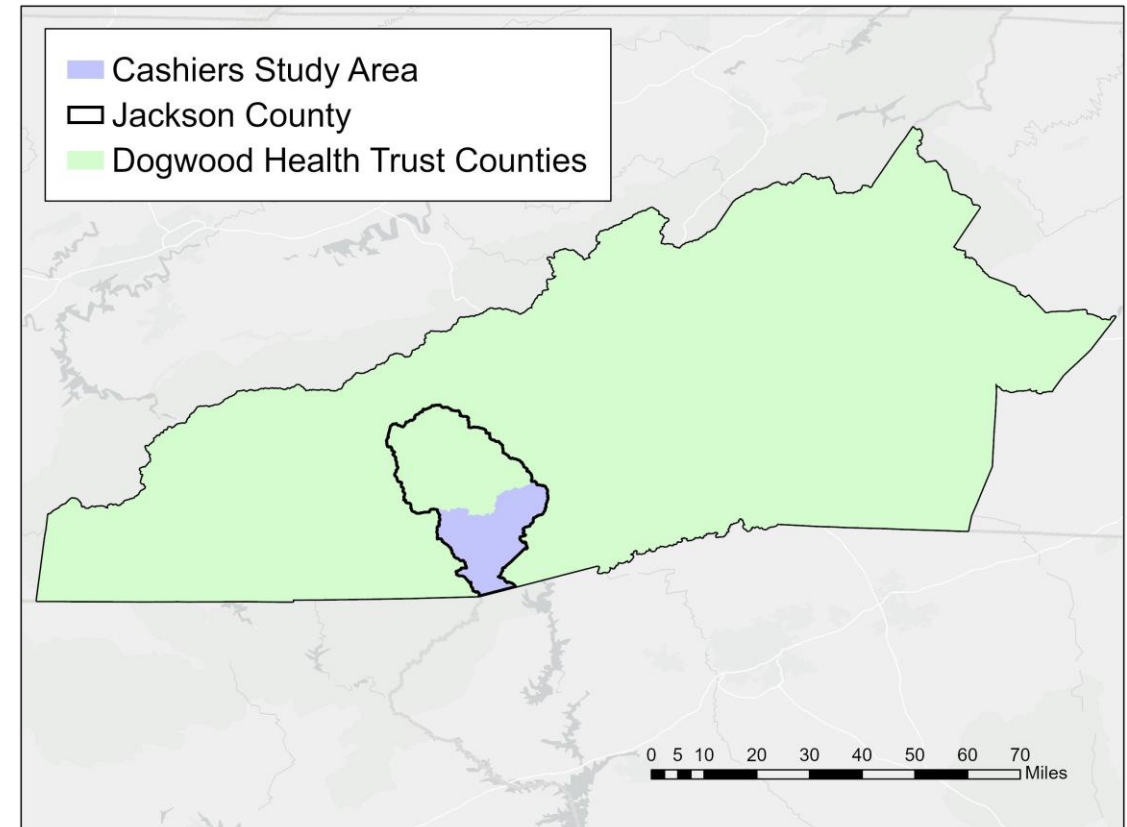
With a growing tourism-based economy, renowned golf clubs, and future growth expected, the increasing inability of the Cashiers' workforce to find and maintain housing nearby poses a risk to workers, employers, and the local economy.

*Housing-Related Reality:
Difficult terrain leadsto difficult transportation*

Situated along a plateau in the mountains of Western North Carolina The Cashiers Area has limited transportation options that are largely restricted to driving, with minimal public transit options.

The terrain of the area hinders improved road network connectivity, which to-date has ensured that Cashiers' remains rather isolated in regards to day-to-day conveniences, community resources, and employment concentrated within proximity to the Cashiers Crossroads.

*This **Executive Summary** outlines the research, analysis, conclusions, and recommendations completed KB Advisory Group. The full report includes additional detail.*



Executive Summary

Coupled with high housing costs, those employed in Cashiers face obstacles in living within proximity to employment.

KB Advisory Group opened an online survey targeted at residents and employees in the Cashiers area. Of the **437 responses** received **30%** work in the Cashiers area.

1,540
Cashiers' Employees

62%
of Cashiers' workers live more than 10 miles away

"There is no where for employees that keep this town afloat year-round to live"

\$1,417
Average Monthly Rent

Source: KB Advisory's Cashiers community survey

"No one wants to commute 30-45 minutes up and down a mountain every day, yet so many of us do it because there's no alternative."

2.3x
Cashiers higher than
Cost of Living for Housing: the nation

Executive Summary

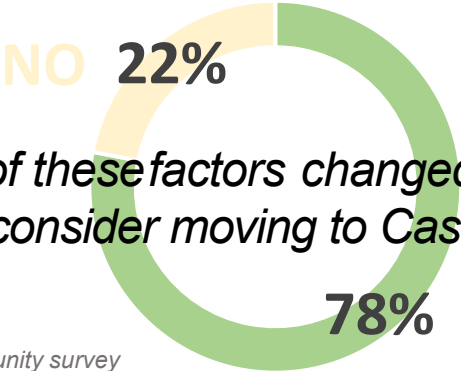
A higher cost of living in Cashiers further contributes to the inability of workers to live in Cashiers.

The Cashiers workforce that WORKS in the area but does not LIVE in the area says:

Q: Why don't you live in the Cashiers area:

46% Housing is too expensive

18% Lack of the type of housing I want



If one of these factors changed, would you consider moving to Cashiers?

78% YES



Source: KB Advisory's Cashiers community survey

Executive Summary

Accommodations & Food Service and Retail Trade

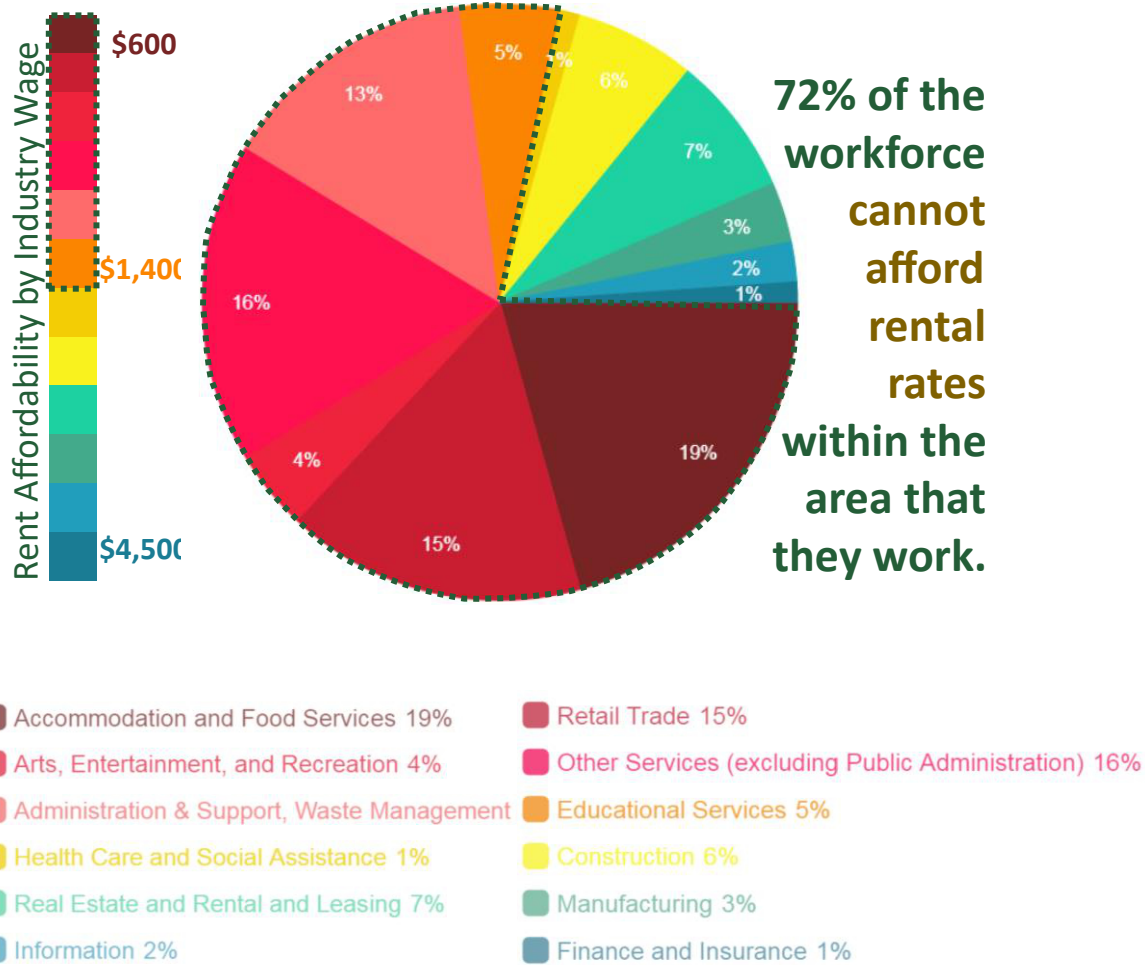
make up a third of Cashiers' workforce and average wages in these industries rank lowest among top industries in Cashiers.

Average industry wages within the area leaves nearly two thirds of the workforce unable to afford market rate rents. Those industries, identified in dark red to orange, have average wages below the Area Median Income ranging from:

- Extremely Low Income (30% AMI) **making less than \$18,064**
- Very Low Income (60% AMI) **making less than \$36,128**
- Low income (80% AMI) **making less than \$48,171**



Based on data from the Bureau of Labor Statistics (BLS) and the US Census Bureau:

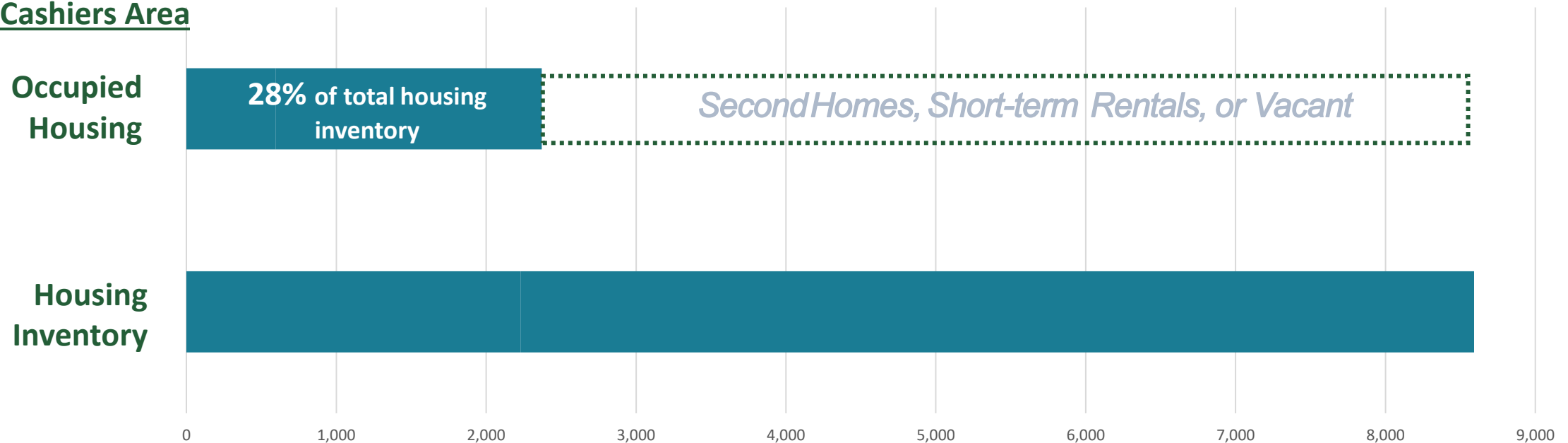


Executive Summary

An increasing lack of availability of housing in the local Cashiers' marketplace, both rental and owner, has contributed to rising housing costs due to limited supply, lack of unit-type diversity, and a growing appeal to live in Cashiers full or part time (demand).

Cashiers' is a strong second home and short-term rental market, putting unique pressures on the housing market.

Cashiers Area



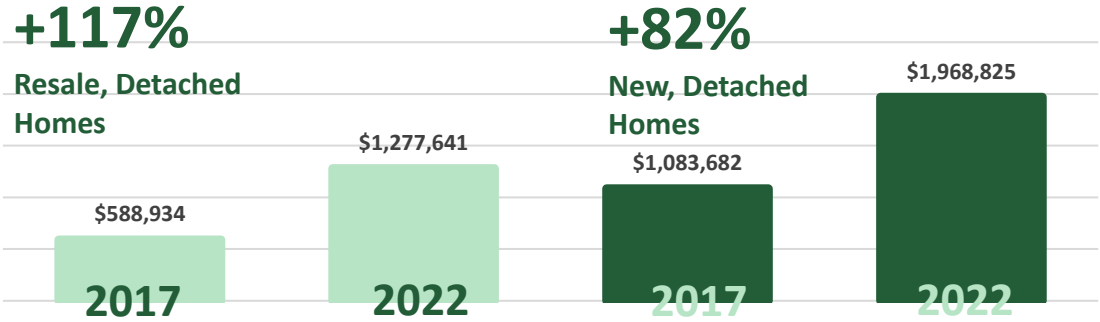
Executive Summary

Data analysis on Cashiers area home sales since 2017 reveals extreme increases in both new and resale home sales over the studied period.

The Cashiers area has added fewer than 30 new, for-sale homes on average, annually. Changing work environments, increased migration trends, and low supply during 2020 accelerated home prices within the Cashiers area.

<p>+139% New Attached Home Prices</p> <p>+56% Resale Attached Home Prices</p>
<p>Cashiers Area 2020 to 2021:</p>
<p>+44% New Detached Home Prices</p> <p>+14% Resale Detached Home Prices</p>

Source: FMLS
KB Advisory Group Analysis



Source: FMLS
US Census

\$60,214
Median Household Income

72%
of working households
cannot afford to rent a home



89%
of working households
cannot afford to own a home

Executive Summary

Based on economic and demographic data analysis to determine housing affordability metrics and housing preference input collected through the Vision Cashiers' Housing Survey, there is currently a **need to house nearly 400 Cashiers' workers** within proximity to their employment. Depending on unit mix, this could equate to between 189 and 394 units.

	Cashiers Market Area
Cashiers Area Workforce	1,524
Target Workforce Audience likely to Locate in Cashiers	394
Total Single Occupancy Workforce Housing Demand (units)	394
Total Double Occupancy Workforce Housing Demand (units)	197
Total Avg. Area Occupancy Workforce Housing Demand (units)	188

Executive Summary

Strategies to increase workforce housing access and availability should include utilizing **existing housing inventory** as well as **building new workforce housing**.

Facilitation of housing programs, funding, and development will require:

- **strategic partnerships in order to raise capital** and
- standing up a **Housing Trust**.

As conceived, this non-profit entity would energetically raise and deploy monies to further the advancement of workforce housing in the Cashiers area.

