

Lake Tomahawk Rental Facilities Marketing Plan

I. Introduction – Black Mountain Recreation & Parks

Mission Statement: The Black Mountain Recreation and Parks Department, in partnership with our citizens and with respect to our environment, will provide community-based recreation programs, wellness opportunities, facilities, and services to enrich the quality of life in Black Mountain.

Background Information: Black Mountain has a population of approximately 9,000 people. It is a small town located in western North Carolina approximately 15 minutes from Asheville. Black Mountain Recreation and Parks was formed May 10, 1982. Lakeview Center was built in ? and has been refurbished both inside and outside in the past three years. The upstairs of the facility can hold up to 125 people and has eight round six foot tables and three eight foot rectangular tables. The downstairs at the Lakeview Center holds sixty people and is also the home of our Senior Center. Lake Tomahawk Pavilion was built in ? This facility houses fifteen picnic tables and can hold approximately 110-115 people comfortably.

II. Situational Analysis

A. Internal Analysis

Strengths

- The facility is centrally located in the Town of Black Mountain.
- There is a scenic view of the lake and mountains.
- There are several other amenities and activities available at the location, including the pool, tennis courts, playground, picnic tables/grills, walking path, gazebo, etc.
- The rental rate is affordable for weddings.
- Tables and chairs are included in the rental price.
- The kitchen is newly renovated, and a good size for events.
- There is a deck overlooking the lake for outdoor seating.
- Alcohol is permitted for events.
- There are no restrictions on which caterers a rental may use.
- The building is fully ADA accessible.
- There are bed and breakfasts nearby for those who may come from out of town for events.

Weaknesses

- There is limited parking for the LVC, especially at the height of the season when there are many park users.
- The space is not available for setup prior to an event.
- There is no support staff on site.
- There are no chairs for outdoor use, especially for a wedding ceremony held in the gazebo.
- The available indoor chairs are maroon rather than the standard white.
- The facility is located in the middle of a public park, during an outdoor ceremony there may be passersby.
- The pool creates noise and traffic that could negatively affect an event in the LVC.
- There are only 2 bathrooms in each level of the LVC.
- The price for LVC is too high for birthdays and other small events.
- Renters are limited in their decoration options to decorations that do not damage the space.
- Credit card payments are not accepted; renters must pay fees up front with cash or check.

B. External Analysis

Opportunities

- Development of a wedding rental package that groups days together to give extra time for rehearsal, decorating, reception, and clean up.
- Partnering with local business to establish a local vendor list that includes bed and breakfasts, caterers, photographers, planners, & cake designers.
- Joining Black Mountain Wedding Association or other local wedding Associations
- Adjusting midweek prices to attract more rentals
- Having a staff person on duty to improve customer service
- Establish seasonal pricing to increase rentals in 'off season' months

- Create two-day pricing for a discount on rentals
- Establish system for accepting all major credit cards
- Advertising
- Use updated photos to showcase recent facility upgrades

Threats

- The economy may have a negative impact on the community's ability to rent our facilities.
- The poor condition of some facilities may deter persons from renting.
- The duck and geese poop a lot and deter people from using the park for weddings and rentals.
- If we over price the rentals we may end having less rentals rather than more.
- Having different pricing options may confuse the community and make more work and a bigger headache for staff.

C. Competitive Analysis

Rental comparison				
Facility		Price	Capacity	Amenities
Indoor facilities				
McDowell Community Building	Marion, NC	\$200.00 Deposit \$200.00 rental fee	130	kitchen, tables, chairs *only \$100.00 of the deposit is refundable
Ridgecrest Conference Center	Ridgecrest/Blackf	\$500.00 Chapel rental(5 hours), \$100 host fee; \$100 cleanup fee; \$300 security deposit		includes chairs and soundsystem(5hrs)
Woodfin Community Center	Woodfin	\$100 rental fee \$100 cleaning depos	sounds similar to Carver	stage, kitchen
City of Asheville - Community Centers/Rooms	Asheville	Small centers & Large club rooms - Operating hours \$50/hr non-operating hours = \$75/hr - each additional 1/2 hour = \$25 Gymnasium - operating hours \$75/hr non-operating hours = \$100/hr Auditorium/multipurpose room - operating hours \$50/hr non-operating = \$75 - each additional 1/2 hour = \$25 Kitchen = \$20/hr **Refundable security deposit = \$200 per facility rental. **rates listed apply to non-profit organizations- for profit groups are charged triple the listed rate		
Monte Vista	Black Mountain	not listed	30 people for small intimate dinner	*they are still getting setup for events
The Farm Party Barn		out of range	not comparable	
Wild Hare	Black Mountain		not comparable	
Claxton Farm	Weaverville, NC	out of range	not comparable	
The Fields at Blackberry Cove	Weaverville, NC	out of range/high expense	not comparable	
Outdoor Picnic Areas				
City of Asheville	Asheville	\$30= 4hours- \$5 each additional hour Carrier Park Shelter = \$100 / 3 hours		
Ridgecrest Pavilion	Ridgecrest	\$500 rental fee		no chairs, tables or soundsystem.
Buncombe County Parks- Picnic Shelters	Various			
BC Sports park, Lake Julian, Charles D. Owen park		\$75 for large shelters(50-75 people) or \$50 for smaller shelter (25-30 people)		
Equipment Rentals				
Chairs		\$1.00 - \$1.75 *depending on type of chair (metal and wood)		
Tables		60' round tables = \$8.00 each 72' round tables = \$15.00 each Rectangular 2 1/2 x 8 ft = \$7.50 each		
*most equipment rental places also charge a delivery charge ranging \$50- \$85 for delivery to Black Mountain				

D. Customer Analysis

Target Markets

1. Wedding Rentals
2. Civic Groups
3. Independent Businesses
4. Swannanoa Valley Residents
5. Small Local Businesses

III. Marketing Goals and Objectives

BMRP Organizational Goals

1. Provide the necessary tools (facilities and programs) for citizens to improve their quality of life.
2. Staff to perform the required services to the level of quality expected by the citizens.

Value Proposition

Black Mountain Recreation and Parks will provide a high quality facility at a better value than its competitors while providing reasonable prices and excellent customer service throughout.

Lake Tomahawk Facility Rental Goals

1. Increase rental revenues
 - a. Increase of 45% or \$4950
2. Increase Total number of rentals
 - a. Increase by 50%
3. Increase Weekday Rentals at Lakeview Center
 - a. Increase by 300%, from 5 rentals to 15
4. Increase Facility Awareness
 - a. Advertise in three new locations
5. Increase Off Season Rentals (October-March)
 - a. Increase by 33%, from 27 to 36
6. Increase Lower Level Rentals
 - a. Increase by 67%, from 21 to 35

		Group I			Group II			Group III				
		Resident	\$Change	NR	Resident	\$Change	NR	Resident	\$Change	NR	\$Change	
Lake Tomahawk												
Lakeview Clubhouse	(M-Th.)	\$40		\$100	\$100	▼\$75	\$125	▼\$80	\$125	▼\$85	\$175	▼\$85
	(F-Sun.)	\$225	▲\$40	\$275	\$225	▲\$40	\$275	▲\$45	\$275	▲\$40	\$325	▲\$35
Lakeview Center	(M-Th.)*	\$40		\$90	\$60	▼\$75	\$90	▼\$80	\$85	▼\$75	\$130	▼\$70
	(F-Sun.)	\$160		\$190	\$160		\$190		\$185		\$230	
Picnic Pavilion	(M-Th.)	NC		\$25	\$25		\$50		\$50		\$75	
	(F-Sun.)	\$25		\$50	\$25		\$50		\$50		\$75	
Gazebo	(M-Th.)	NC		\$10	\$10		\$20		\$15	▲\$1	\$25	
	(F-Sun.)	\$10		\$20	\$10		\$20		\$15	▲\$1	\$25	
Pool		\$125	▲\$25	\$175	\$125	▲\$25	\$175	▲\$25	\$150	▲\$25	\$200	▲\$25
Carver Community Center												
Cafeteria	(M-Th.)	NC		\$40	\$80		\$100		\$90		\$110	
	(F-Sun.)	\$30		\$50	\$90		\$110		\$100		\$120	
Auditorium	(M-Th.)	NC		\$40	\$80		\$100		\$90		\$110	
	(F-Sun.)	\$30		\$50	\$90		\$110		\$100		\$120	
Classrooms	(M-Th.)	NC		\$20	\$40		\$50		\$50		\$65	
	(F-Sun.)	\$10		\$30	\$50		\$60		\$60		\$75	
Recreation Park												
Ballfield (each)		NC		\$100	\$100		\$125		\$125		\$150	
Lights (each field)		\$25/hr.		\$25/hr.	\$25/hr.		\$25/hr.		\$25/hr.		\$25/hr.	
Press Box		NC		\$40	\$40		\$55		\$50		\$70	
Concession Stand		\$20		\$60	\$60		\$75		\$75		\$100	
Grey Eagle Arena												
Building + Field		\$15/hr.		\$30/hr.	\$25/hr.		\$40/hr.		\$35/hr.		\$50/hr.	

Notes

*All Downstairs weekday rentals will be from 5-10pm
 \$50 Non-Refundable alcohol fee, changed from \$50 Refundable alcohol fee
 All reservations will only be held for 48 hrs. without deposit paid
 25% will be discounted for all January thru March rentals

Current Rentals at Lake Tomahawk Facilities

Lake Tomahawk Combined Totals

Fiscal Year	Total	July - September	October - December	January - March	April - June
2006-2007	78			14	64
2007-2008	158	71	21	16	50
2008-2009	150	60	30	12	48
2009-2010	129	58	22	7	42
2010-2011	89	57	26	6	

Pavilion Only

Fiscal Year	Pavilion Total	July - September	October - December	January - March	April - June
2006-2007	25			0	25
2007-2008	59	31	3	0	25
2008-2009	75	33	5	2	35
2009-2010	48	30	5	0	13
2010-2011	36	30	5	1	

Lakeview Center Lower Level Only

Fiscal Year	Lower level Total	July - September	W	October - December	W	January - March	W	April - June	W
2006-2007	11					5	0	6	0
2007-2008	22	9	0	3	0	6	0	4	0
2008-2009	16	4	0	7	0	2	0	3	0
2009-2010	21	5	0	6	1	2	0	8	0
2010-2011	14	9	0	4	1	1	0		

Lakeview Clubhouse Upper Level Only

Fiscal Year	Upper Level Total	July - September	W	October - December	W	January - March	W	April - June	W
2006-2007	42					9	2	33	0
2007-2008	77	31	3	15	2	10	0	21	0
2008-2009	59	23	3	18	2	8	1	10	1
2009-2010	60	23	1	11	2	5	0	21	2
2010-2011	39	18	1	17	2	4	0		

IV. Marketing Strategy

1. Increase revenues by adjusting fees according to demand
2. Increase total rentals by enticing people to use facility on less desirable days or seasons.
3. Contact civic groups, non-profits and other local organizations to advertise our new rates.
4. Use articles and pictures in newspaper to showcase our renovations and potential facility uses.

V. Tactics

1. Creating facility specific brochures and placing them at each other facility
2. Creating a wedding rental package that includes the upstairs at Lakeview on Fridays, the whole building on Saturdays and the Gazebo for the ceremony. This package will be priced at \$700.
3. Joining local wedding associations such as Black Mountain Wedding Association, Asheville Wedding Association and RomanticAsheville.com.
4. Postcards to local businesses advertising new lower weekday rates and renovations.
5. Pursue local caterers, musicians, wedding planners, cake designers, and bed and breakfasts to place ads on our rental page on our website. These businesses will also be featured on our handout to perspective wedding renters directing them toward Black Mountain Businesses.
6. Contact Chamber of Commerce to ensure that we are prominently listed in their publications as a rental facility.