

**MINUTES  
BREVARD CITY COUNCIL  
Regular Meeting  
September 18, 2023 – 5:30 PM**

The Brevard City Council met in regular session on Monday, September 18, 2023, at 5:30 p.m. in the Council Chambers of City Hall with Mayor Copelof presiding.

**Present** – Mayor Maureen Copelof, and Council Members Mac Morrow, Maurice Jones, Geraldine Dinkins, and Aaron Baker

**Absent** – Mayor Pro Tem Gary Daniel

**Staff Present** – City Attorney Mack McKeller, City Manager Wilson Hooper, City Clerk Denise Hodsdon, Assistant City Manager/Finance Director Dean Luebbe, Assistant to the City Manager Alex Shepherd, Planning Director Paul Ray, Senior Planner Emily Brewer, Human Resources Director Kelley Craig, Communications Coordinator Becky McCann, Police Chief Tom Jordan, Fire Chief Bobby Cooper, Community Center Director Tyree Griffin, Acting Public Works Director Wesley Shook, ORC Water Treatment Plant Dennis Richardson, and ORC Wastewater Treatment Plant Emory Owen

**Guests** – Mark Tooley, Friends of Ecusta Trail; Vicki Eastland, Land of Sky; Wesley Jamison, NCDOT (via Zoom); Chris Todd and Autumn Radcliffe, Henderson County; Lonnie Watkins, NCDOT; Christy Staudt, Traffic Planning & Design; Sara VanLear and Sarah Odio, UNC School of Government Development Finance Initiative

**Press** – Jon Rich, Transylvania Times

**A. Welcome and Call to Order** – Mayor Copelof called the meeting to order and welcomed those present.

**B. Invocation** – Rev. Dr. Oliver Dongell of Brevard Wesleyan Church offered an invocation.

**C. Pledge of Allegiance** - Mayor Copelof led the pledge of allegiance.

**D. Certification of Quorum** – City Clerk Denise Hodsdon certified a quorum present. Mayor Copelof noted that Mayor Pro Tem Gary Daniel was absent and asked for a motion to excuse him. Ms. Dinkins so moved, seconded by Mr. Baker. The motion carried unanimously.

**E. Approval of Agenda** – Attorney McKeller informed Council that the Closed Session regarding Personnel and/or Employment could be removed from the agenda. Ms. Dinkins moved, seconded by Mr. Baker to approve the agenda as amended. The motion carried unanimously.

**F. Approval of Minutes**

**F-1. Monday, August 21, 2023 Regular Meeting** – Mr. Jones moved, seconded by Mr. Morrow, to approve the minutes of the August 21, 2023 Regular Meeting as presented. The motion carried unanimously.

**G. Public Comments**

Mark Parker said I am here to address the Council about rails for trails. We have researched many of the properties down through there and you don't own all those properties, even though you have been given those properties, but you do not. We still pay taxes on those properties and always have. There has never been a rail right-of-way that has been given. I was here some months ago and I spoke to you about this very issue and I never heard anything else about that, but I know that you're proceeding

forward with that, so you are literally going to steal people’s property. I am here to inform you that you are stealing people’s property down through there and we the citizens of Transylvania County do not want you down there. You’re going to be all the way to the county line and that is not a city interest in there. I’m telling you that this is a huge problem. This is a problem when power is perverted. People that live along that rail, we don’t have the means to fight you with lawyers and those type of things. We don’t have the means to do that and you’re going to continue to do that. That is what we call a tyrannical government and that government is doing that to us down through there and taking people’s property. Let me tell you there’s nobody that’s happy about having you down there, unless you live on the top of Rich Mountain and then they’re happy. But let me tell you, we are upset about this whole thing and the people of Transylvania County, our commissioners have been very firm about this whole thing; that this is a private property rights issue. The property was given when the rail was abandoned from Brevard to Rosman and Lake Toxaway. It went back to the homeowners and that’s exactly what it needs to be doing on this right here. I realize that I’m probably not going to change a thing today, but I’m telling you that we’re not going to be good neighbors because we do feel like our property is being stolen from us. Our Representative Chuck Edwards and Thom Tillis have secured millions of our tax dollars, DOT funding to build a trail and people are upset about this very thing. When you come and you take people’s property there’s no difference between what Vladimir Putin has done to the Ukraine and what the City Council is doing to the property owners in Transylvania County – not one bit. So today, I am going to unfold something and I’m going to give you, and I think that this Council is well deserving of this flag and maybe you might want to fly this instead of that one. It most represents you. (He unfurled a Communist Party flag and left it on the podium.)

**H. Certificates/Awards/Recognition**

**H-1. Resolution 2023-45 Awarding Badge & Sidearm to Police Captain Steve Woodson** – Mayor Copelof and Police Chief Tom Jordan presented to retired Brevard Police Captain Steve Woodson an original of Resolution No. 2023-45 along with his service badge and sidearm, a Glock Model G-23, Caliber .40, Serial Number BEDA 115. Chief Jordan, Council and staff thanked Captain Woodson for his 24 years of service.

**RESOLUTION NO. 2023-45**

**AWARDING BADGE AND SERVICE SIDEARM  
TO RETIRED POLICE OFFICER  
CAPTAIN STEVE WOODSON**

**WHEREAS**, NC GS 20-187.2 provides that retiring members of municipal law enforcement agencies may receive, at the time of their retirement, the badge worn or carried by them during their service with the municipality; and

**WHEREAS**, NC GS 20-187.2 further provides that the governing body of the municipal law enforcement agency may, in its discretion, award to a retiring member the service sidearm of such retiring member; and

**WHEREAS**, Police Officer Steve Woodson has served the Brevard Police Department with 24 years of service and has retired at the rank of Captain; and

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of Brevard, North Carolina as follows:

The City Manager’s designee, Police Chief C. Thomas Jordan, is hereby authorized, in accordance with the provisions of NC GS 20-187.2, to transfer to Police Officer Steve Woodson, the badge worn by him during his service with the Brevard Police Department and his service sidearm, a Glock Model G-23, Caliber .40, Serial Number BEDA 115.

Adopted and approved this the 18th day of September, 2023.

**I. Special Presentations**

**I-1. Ecusta Trail Project Briefing** – Mr. Hooper remarked that it is a historical moment worth recording that Brevard has received two \$20M+ grants – the RAISE



Grant and the NSFLTP Grant. These grants, combined with other funding sources, will fund the construction of the Ecusta Trail. He noted that it was only accomplished using partnership and a joint community effort. Mr. Hooper said the trail itself, once completed, will of course have a significant recreational component, and he opined that it will also be a significant conduit of commerce. It will bring people and their wallets here; it will buttress existing businesses by inducing customers; and it hopefully will inspire new ones. But, it will also function like a traditional piece of transportation infrastructure, connecting markets and connecting people with jobs.

Mr. Hooper noted that the two big funding sources, RAISE and NSFLTP, combined with the smaller funding sources, FLAP, STBG, TDA and FOET, all have strings attached and none are available to spend on just anything, but are each designated for certain things. We might be flush in one piece, right on budget in another, or under water in another piece. There are still some financial questions to be worked out, particularly with supplementary features to the trail such as trailheads, restrooms, and parks.

Mr. Hooper explained that the purpose of this presentation is to bring Council and the public up-to-date on the status of the project. The briefing includes updates by many of the partners who helped us get where we are and will help us take the next steps forward on this trail project, with an opportunity for Council to ask questions of each presenter. He introduced the following presenters (a copy of the entire PowerPoint presentation is attached):

- Planning Director Paul Ray explained that the City had applied for the RAISE grant several times in the past but it wasn't until we began emphasizing the regionality of the Ecusta Trail project that really strengthened our application. This time we partnered with Henderson County to package it as a continuous 19-mile trail from Hendersonville to Brevard. We were awarded \$24.5M from the Federal Highways Administration through the RAISE grant. Additionally Congressman Chuck Edwards and Senator Thom Tillis were instrumental in carrying the important message of the Ecusta Trail project in Washington, DC and we could not have done it without them. They were so successful in supporting the project that NCDOT was awarded an additional \$21.5M through the NSFLTP grant, which was possible since our Estatoe Trail system connects to the Pisgah National Forest and the Ecusta Trail will connect to it. Last year the City received a \$1M federal grant for design and engineering, which is under contract.
- Mark Tooley of Friends of Ecusta Trail gave a brief history of the project to date and the vision and role of their group going forward.
- Vicki Eastland of Land of Sky Rural Planning Organization explained their role in the project and grant application process.
- Wesley Jamison of NCDOT reviewed the process of administering the grants and the reporting requirements. Mr. Hooper added that the City was the recipient of the RAISE grant, but we have transferred ownership of that grant over to NCDOT, making them the party of record for both grants now. We won't have any agreement with USDOT, but will be working exclusively through NCDOT and our relationship with them will be governed by a separate agreement.
- Chris Todd and Autumn Radcliffe from Henderson County reviewed the background and progress on the Henderson County side of the project and shared lessons they have learned from their work so far.
- Lonnie Watkins of NCDOT reviewed his role as the Project Manager for both the Henderson County and the Transylvania County sections of the project. He noted that the schedule of major project milestones has not yet been developed, but when asked, he gave a very rough timeline – looking for 30%

design by next summer; letting the project in the summer of 2025; with a completion of late 2026.

- Christy Staudt of Transportation Planning & Design, the firm that is conducting the trail design and engineering, reviewed the design process including bridge design, drainage design, and roadway crossings/safety. She noted that there will be a public comment/ engagement process at some point in the future.

~~ At 6:47 PM Mayor Copelof called for a ten minute break ~~

**I-2. Development Finance Initiative (DFI) Presentation** – Emily Brewer explained that the Development Finance Initiative (DFI) at the UNC School of Government partners with local governments to attract private investment for transformative projects by providing specialized finance and development expertise. The City of Brevard contracted with DFI in November 2022 to provide technical assistance in evaluating opportunities to increase its supply of affordable housing for low- and moderate-income households in Brevard. DFI is providing the City of Brevard with a housing needs assessment and pre-development services that would ultimately result in the identification of a targeted site for City investment and helping to solicit private development partners that would assist the City in addressing its affordable housing needs. DFI's work is conducted in two phases and this is the conclusion of Phase 1. They will share the Phase 1 findings of the housing needs assessment and insights from the high-level site analysis and financial feasibility. Ms. Brewer said Staff requests that Council go into closed session to discuss the property-specific data and discuss property acquisition opportunities. She introduced Sara VanLear and Sara Odio of DFI who gave a PowerPoint presentation (copy attached) of their Phase 1 findings.

Ms. VanLear explained that Phase 1 was to identify affordable housing development opportunities. During this Phase DFI conducted:

1. Housing Needs (Market) Assessment
  - Takeaways – As of 2019 nearly 800 LMI households have housing needs. Of these households, nearly 50% are severely cost-burdened.
  - The number of households with housing needs has likely grown over the last couple of years due to the increasingly competitive rental and home buying market.
    - Vacancy rates are below 1%
    - Current rentals and average home prices are affordable to households at 120%+ AMI
2. Site Suitability Analysis
3. High-level Site and Financial Feasibility – Identifying suitable sites
  - Site Findings:
    - Site sizes ranging from 1 to 4 developable acres
    - Multifamily rental (LIHTC) development – 40-84 units with 70-145 parking spaces; estimated maximum financial gap of \$3.0-5.5M
    - Low-density rental (non-LIHTC) developments – up to 35 units and 60 parking spaces; estimated maximum financial gap of \$10M or \$270,000 per unit
    - Low-density homeownership (non-LIHTC) developments – up to 35 units and 60 parking spaces; estimated maximum financial gap of \$8M or \$225,000 per unit
4. Stakeholder Engagement

Ms. VanLear explained that once a site is selected for Phase 2, DFI will support the city in attracting private investment for housing development and the scope of their work will include:

- Site-specific pre-development analyses, to include establishing site-specific public interest and development plan for a robust community engagement process
- Solicitation of private development partner(s)
- Supporting the City in negotiating the development agreement with selected partner(s)

Following the presentation Council had an opportunity to make comment and ask questions. Ms. Dinkins and Mr. Morrow noted that the numbers are intimidating and overwhelming but we need to start somewhere. Mr. Baker agreed that the numbers are overwhelming and that we will need help from elsewhere, but he was thankful that we are taking tangible steps and looking at what we can do about it, and not just studying the issue. He asked how other partners might help tackle the funding gaps and how collaborating with the County might help with a development like this. Ms. VanLear explained that there are a number of ways partners can help, primarily resources (money). There are also opportunities where, depending on the kinds of housing and the density, and whether you are using tax credits or not, utilizing partners' expertise in how they have accessed other federal and state-level resources. There are also partnerships around land use in either donations or below-market rate partnerships in order to reduce the total development cost.

**J. Public Hearing(s) – None.**

**K. Consent and Information** - Consent Agenda items are considered routine and are enacted by one motion. Mayor Copelof read aloud the items listed and asked for a motion to approve the consent agenda. Mr. Jones moved, seconded by Ms. Dinkins to approve the consent agenda. The motion carried unanimously.

**K-1. Proclamation 2023-15 Harold Wellington Day**

**Proclamation No. 2023-15  
Harold Wellington Day**

**WHEREAS**, Harold Wellington honorably and bravely served his country in the U.S. Merchant Marine from 1943 to 1946; in the U.S. Army from 1948 to 1949; and in the U.S. Navy from 1950 to 1954; and

**WHEREAS**, Harold Wellington, a member of the Greatest Generation, bravely served his country during World War II in the Atlantic War Zone and the Mediterranean-Middle East War Zone; and

**WHEREAS**, Harold Wellington served on convoy duty on Liberty Ships carrying war supplies to the troops in Europe from 1943 to 1946; and

**WHEREAS**, the United States lost 1,554 ships in World War II. Approximately 8,000 to 12,000 Merchant Marine sailors died. Merchant Mariners suffered the highest rate of casualties of any service in World War II; and

**WHEREAS**, Harold Wellington made two trips to France on Swedish ocean liner *M.S. John Erickson*, converted into a troop transport ship, to bring prisoners of war home when World War II ended; and

**WHEREAS**, Harold Wellington was honorably discharged from the Navy in 1954; and

**WHEREAS**, Harold Wellington, has demonstrated extraordinary bravery and performed services to the United States and the community of Brevard that are honorable and deserving of recognition.

**NOW, THEREFORE**, be it proclaimed that I, Maureen Copelof, retired Navy Captain and Mayor of the City of Brevard, do hereby proclaim September 2, 2023 as **HAROLD WELLINGTON DAY** in the fair City of Brevard, North Carolina, and commend its observance to all its residents.

Further, I hereby present Harold Wellington with this Key to the City; it is not a key to any lock, but is the true key to the hearts of the citizens of Brevard.

IN WITNESS WHEREOF, I have set my hand and executed the Great Seal of the City of Brevard on this the 1<sup>st</sup> day of September 2023.

**K-2. Proclamation 2023-16 Bill Bentley Day**

**Proclamation No. 2023-16  
Bill Bentley Day**

**WHEREAS**, America has been blessed with an abundance of men and women who proudly and bravely serve their country sacrificing a great deal for the cherished causes of freedom and democracy; and

**WHEREAS**, we salute their bravery and dedication to the defense of our democracy and the sovereignty of freedom-loving nations around the world, recognizing it is an extraordinary person who willingly steps into harms way to protect others and to defend freedom; and

**WHEREAS**, as honored and respected citizens, our service men and women have learned the value of service, dedication, and discipline and know the worth of life and liberty; and

**WHEREAS**, America has found in our service men and women, the leadership, courage, and determination needed to overcome all forms of despicable threats to our nation and its freedom; and

**WHEREAS**, we owe our military personnel a debt of gratitude which can never be fully repaid and recognize our many local military heroes for their service; and

**WHEREAS**, Specialist William “Bill” Bentley served in the U.S. Army during the Vietnam Conflict from July, 1971 until July, 1974 in the 515th Military Police Company. Specialist Bentley served with honor and distinction as a Petroleum Storage Specialist and as a Military Policeman and was awarded numerous medals during his tenure. For his valor and heroic conduct during combat operations in Vietnam he was awarded the Republic of Vietnam Gallantry Cross with Bronze Star.

**NOW, THEREFORE**, be it proclaimed that I, Maureen Copelof, retired Navy Captain and Mayor of the City of Brevard, do hereby proclaim September 3, 2023 as **BILL BENTLEY DAY** in the fair City of Brevard, North Carolina, and commend its observance to all its residents.

IN WITNESS WHEREOF, I have set my hand and executed the Great Seal of the City of Brevard on this the 1<sup>st</sup> day of September 2023.

**K-3. Tax Settlement Report – August 2023**

**K-4. Council Public Works & Utilities Committee Minutes – May 3, 2023**

**K-5. Council Housing Committee Minutes – July 11, 2023**

**K-6. Council Public Works & Utilities Committee Minutes – August 2, 2023**

**L. Unfinished Business**

**L-1. Ordinance – Voluntary Contiguous Annexation – Greenfield, 345 Forest Hill Road** – Emily Brewer recalled that this is a follow-up to the public hearing that was held on September 5, 2023 for a contiguous annexation. Mr. Morrow moved, seconded by Mr. Baker to adopt the ordinance. The motion carried unanimously.

**ORDINANCE NO. 2023-44  
AN ORDINANCE TO EXTEND THE CORPORATE LIMITS  
OF THE CITY OF BREVARD, NORTH CAROLINA**

**WHEREAS**, the Brevard City Council has been petitioned under G.S. 160A-31, as amended, to annex the contiguous area described herein, and,

**WHEREAS**, the City Council has by Resolution No. 2023-40 directed the City Clerk to investigate the sufficiency of said petition; and,

**WHEREAS**, the Brevard Planning Board reviewed the Petition at their meeting held on August 22, 2023 and recommended approval of the voluntary contiguous annexation; and,

**WHEREAS**, the City Clerk has certified the sufficiency of said petition (relying on the opinion of the City Attorney) and the City Council adopted Resolution No. 2023-42 fixing a date of public hearing. By authority granted by G.S. 160A-31, a public hearing on the question of this annexation was held at the City Council Chambers at 5:30 P.M. on the 5th day of September, 2023, after due notice by publication on the 24th day of August, 2023; and

**WHEREAS**, the City Council does hereby find as a fact that the petition meets the requirements of G.S. 160A-31, as amended.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA, THAT:**

**Section 1.** By virtue of the authority granted by G.S. 160A-31, as amended, all of that property lying in Transylvania County, owned by Melinda F. Greenfield, Trustee of the Melinda F. Greenfield Living Trust, as shown and all of that property described in the deed recorded in Document Book 1040, Pages 127-128, in the Transylvania County Register of Deeds and that certain plat provided by the Petitioners to be duly recorded upon annexation is hereby annexed and made a part of the City of Brevard as of the 18th day of September, 2023.

Said property is more fully described as follows:

Location: 345 Forest Hill Road, Brevard, NC 28712. Transylvania County Tax Property Identification Number 8585-35-1388-000

Property Description:

BEING all of 0.86 acres, more or less, as shown and described on a plat dated April 24, 2014 by E. Roger Raxter, PLS, and recorded in Plat File 16, Slide 61 of the Register of Deeds for Transylvania County, North Carolina.

Being the same property conveyed in a Deed from Uniformity Hub, LLC, dated May 17, 2022 and recorded June 6, 2022 in Book 1040, Pages 127-128 in the Transylvania County, North Carolina Register of Deeds Office.

**Section 2.** Upon and after the 18th day of September, 2023 the above described territory and its citizens and property shall be subject to all debts, laws, ordinances and regulations in force in the City of Brevard and shall be entitled to the same privileges and benefits as other parts of the City of Brevard. Said territory shall be subject to the municipal taxes according to G.S. 160A-31.

Also being all of that property described in a plat prepared by E. Roger Raxter, PLS for Melinda F. Greenfield, Trustee of the Melinda F. Greenfield Living Trust, dated May 24, 2023 and recorded in Plat File \_\_\_\_\_, Slide \_\_\_\_\_, of the Transylvania County Registry.

**Section 3.** Pursuant to 160A-29 it shall be the duty of the Mayor of the City of Brevard to cause an accurate map of the annexed territory as described in Section 1 hereof, together with a duly certified copy of this Ordinance, to be recorded in the office of the Register of Deeds of Transylvania County, North Carolina, and in the office of the Secretary of State at Raleigh, North Carolina. Such a map shall also be delivered to the Transylvania County Board of Elections as required by G.S. 163.288.1.

**Section 4.** Notice of adoption of this Ordinance shall be published once, following the effective date of annexation, in a newspaper having general circulation in the City of Brevard.

Adopted and approved the 18th day of September, 2023.

## **M. New Business.**

**M-1. Proposed Amendment to the Housing Trust Fund Bylaws – Emily Brewer** explained that this summer the White House announced \$85 million in federal grant funding for communities across the country to identify and remove barriers to affordable housing production and preservation. The Pathways to Removing Obstacles to Housing (PRO Housing) grant is administered through US Department of Housing and Urban Development (HUD) and is intended to highlight the efforts of communities that have shown commitment to addressing the housing crisis and will support projects that create long-term affordable housing. PRO Housing incentivizes housing-forward actions that evaluate and implement projects that address housing barriers. Staff has taken the initiative to pursue this funding opportunity to extend sewer into the Azalea / Rhododendron neighborhood and to endow the Housing Trust Fund with \$1M of funding for affordable housing preservation programs. Staff is working with Land of Sky to assist in writing the grant application and Summit Engineering is preparing an updated cost estimate for that sewer extension. The anticipated budget of the grant request will be \$6M, with \$5M for infrastructure investment and \$1M for those housing preservation programs. The application is due October 30<sup>th</sup> and Council is required to hold a public hearing to solicit comments from the public. The public hearing is scheduled for October 2nd.

Ms. Brewer added that Staff is proposing changes to the Housing Trust Fund bylaws that would further support affordable housing preservation and make the grant request more competitive. First, the proposed amendments clarify that funding may be provided for programs that support affordable housing that are not property-specific. This allows the City to support organizations that have the capacity to administer / manage larger programs. For example, a non-profit can request funding for a home repair program instead of for a specific property. The second change is to allow residents in the City’s extra-territorial jurisdiction (ETJ) to apply for funding. The current bylaws limit funding to households within the City’s corporate limits. The proposed change allows ETJ residents to apply for funding through the Housing Trust Fund if it comes from a donation or a grant (such as the PRO Housing federal grant), but ensures that funding that comes from property tax revenue or other City Council appropriations can only be for City residents. This proposal was brought to the Housing Committee on September 12<sup>th</sup> and they recommended approval of the amendments.

Mr. Baker moved, seconded by Ms. Dinkins to adopt the amendments to the Housing Trust Fund Bylaws as proposed. The motion carried unanimously.

Ms. Brewer informed Council that Staff will also be presenting an amendment to the City Code at the October 2nd meeting that will further improve the competitiveness of the application. Currently, the City Code allows connection to the City’s sewer system outside of its corporate limits to resolve an immediate danger to public health and safety. This can be done only in the instances where annexation cannot be completed in accordance with North Carolina General Statutes. The proposed amendment clarifies that the city manager has the authority to approve the sewer connection on a temporary basis to remedy a health and safety hazard, but a permanent connection would need to be approved by City Council, specifically to preserve affordable housing.

**ORDINANCE NO. 2023-45**

**AN ORDINANCE AMENDING THE CITY OF BREVARD HOUSING TRUST FUND**

**WHEREAS**, the Brevard City Council created the Housing Trust Fund for the purposes of supporting the development of affordable housing within the City of Brevard on January 23, 2012 by adopting Ordinance 2012-02; and

**WHEREAS**, the Housing Trust Fund Selection Committee has met since its formation to discuss the Housing Trust Fund and has identified a need to amend the existing Ordinance to better facilitate furthering the goals of the Housing Trust Fund; and

**WHEREAS**, the Brevard City Council subsequently amended the Housing Trust Fund Ordinance (Ord. No. 2012-02), most recently on March 20, 2023, with Ord. No. 2023-13; and

**WHEREAS**, City Council's adopted goals for the development of affordable and workforce housing within the City of Brevard are set forth within the *Building Brevard 2030* Comprehensive Land Use Plan; and,

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BREVARD, NORTH CAROLINA THAT:**

**SECTION 01.** The City of Brevard Housing Trust Fund Ordinance (Ord. No. 2012-02) Exhibit A is hereby amended as set forth in the attached.

**SECTION 02.** If any section, subsection, paragraph, sentence, clause, phrase or portion of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed severable and such holding shall not affect the validity of the remaining portions hereof.

**SECTION 03.** This Ordinance shall be in full force and in effect from and after the date of its adoption and approval.

Adopted and approved upon first reading this the 18<sup>th</sup> day of September, 2023.

## **N. Remarks/Future Agenda Considerations.**

Mr. Baker said it is important for people to remember that the entire idea of the Ecusta Trail is citizen-led. The Friends of the Ecusta Trail has been working on this for 15-plus years and those are citizens who wanted this to happen. They have remained committed to it and that should not be lost as we get closer to the finish line. When government actually responds to those citizens who are asking for it, it should not be seen as local government taking control or overstepping their bounds, but as it responding to its citizens.

Mr. Morrow agreed with Mr. Baker and said that in 1895 it would not have been possible had the county not floated a bond for \$60,000. In essence the government made it work to begin with. Some people forget that too.

Ms. Dinkins said I think linear parks are like roundabouts; they are the way of the future. This is how we are going to connect other than traditional roadways and rail. This has been going on for a very long time and this is a very popular project. If you ask people anywhere of any age about the Ecusta Trail, there is always the "when is it going to happen?" So, that tells me that we are just a responsive government that is heeding the call or the desire of our constituency. Secondly, is there any way we can somehow impress upon the hotel developers that that site needs to be cleaned up? It is such a prominent site in town and it looks bad. The weeds are really tall, the fencing looks bad at this point and we need to see if we can get it to look like something that has been stopped for a while, but that is being cared for somehow. Mr. Hooper said he would include an update this week in his weekly memo to Council.

Mr. Jones expressed thanks for the information on housing which is extremely important to not only the citizens of Brevard, but of Transylvania County as well. He said that the Silversteen Park stream restoration is coming along well and is starting to look really nice. They are making way for the walking path there and I am really excited about how that is coming along. I was very pleased to see that we had three Council candidates here tonight. I am really happy to see the engagement and interest to sit up here and do what we do because it does take a lot commitment and it takes an individual who cares about where they live and who lives here.

Mayor Copelof said we have had an incredible amount of information tonight and I think it makes it obvious just how dynamic our city is, how many issues our Council and our Staff are working on. But, we are working it in partnership and in collaboration. We would never be able to build the Ecusta Trail ourselves so we created that partnership from everyone that you heard from today and we have been successful because of the dedication and working together in unity. We are doing the same thing with housing. We are not going to solve the housing problem by ourselves and we realize that. We have brought in DFI, we have brought in private partners, faith groups, non-profits, and developers going after the LIHTC tax credits. It is how we build these partnerships that are going to allow us to move forward in so many of these areas. It is all a question of balance – we work on a lot of things together; it's different pots of money; it's different partnerships; and what's so great about Brevard is that we do have that capacity because we have such an engaged team of professionals and our Staff does an incredible job of balancing and being able to work all of these different issues simultaneously and move us forward in so many ways. I want to thank the Staff for everything that they have done on these two really big items that we talked about tonight; all of our elected officials that have provided that vision and that guidance to move forward; and all those partners and those future partners we are going to be looking for. Because, as we move forward with housing, we are going to need those partners and we are going to need partners to step up and bring something to the table with us so we can move forward in collaboration to come up with some concrete solutions. The next Meet the Mayor session is September 26<sup>th</sup> from 5-7 pm at the Mary C. Jenkins Community Center.

**N. Closed Sessions**

**Closed Session #1** – At 7:59 p.m. Mr. Baker moved, seconded by Mr. Jones to enter into closed session to discuss a property acquisition matter and to clear Council Chambers. The motion carried unanimously. Authorized to remain for the closed session with Council and the Attorney were City Manager Wilson Hooper, City Clerk Denise Hodsdon, Planning Director Paul Ray, Senior Planner Emily Brewer, and Sara VanLear and Sarah Odio of DFI.

Council Returned to Regular Session – at 8:25 p.m. Council resumed the meeting in regular session. No official action was taken in closed session and the minutes of the closed session are authorized to be sealed.

**Closed Session #2** - At 8:26 p.m. Mr. Jones moved, seconded by Ms. Dinkins, to enter into closed session to discuss an economic development matter. The motion carried unanimously. Authorized to remain for the closed session with Council and the Attorney were City Manager Wilson Hooper, City Clerk Denise Hodsdon, Planning Director Paul Ray, Senior Planner Emily Brewer, and Transylvania Economic Alliance Executive Director Burton Hodges.

Council Returned to Regular Session – at 9:40 p.m. Council resumed the meeting in regular session. No official action was taken in closed session and the minutes of the closed session are authorized to be sealed.

**O. Adjourn** – There being no further business, at 9:40 p.m. Mr. Morrow moved, seconded by Ms. Dinkins, to adjourn the meeting. The motion carried unanimously.

  
Maureen Copelof  
Mayor

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Denise Hodsdon, CMC  
City Clerk

Minutes Approved: October 16, 2023



# Ecusta Trail Project Briefing

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City Council | September 18, 2023

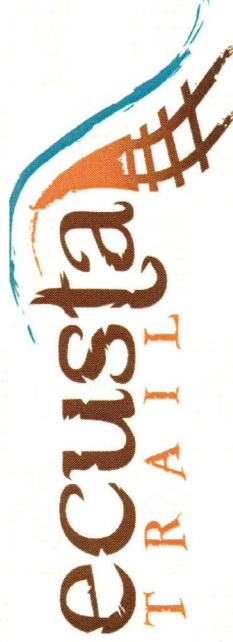
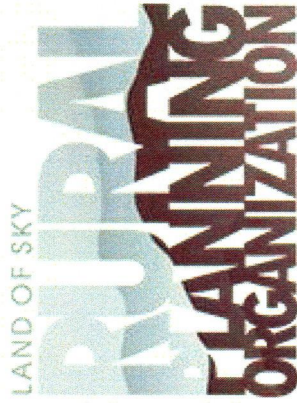


**BREVARD**  
NORTH CAROLINA





# Interagency Collaboration





# A Little History

- 1895 – Rail line completed from Hendersonville to Brevard
- 2007 – Early meetings in Henderson Cty. to discuss the concept of a rail trail
- 2009 – Joint meetings between Henderson Cty. and Transylvania Cty. Individuals
- 2009 – Resolutions of support from local governments and non-profits
- 2010 – Friends of the Ecusta Trail was incorporated
- 2012 – Ecusta Rail Trail Planning Study and Economic Analysis released
- 2014 – Norfolk Southern sells TR line to Watco/Blue Ridge Southern Railroad
- 2019 – Watco indicates they are willing to sell the TR line
- 2021 – Ecusta Rails2Trail LLC closes on the purchase of the rail line
- 2022 – The City of Brevard receives a \$1 million FLAP grant for design and engineering
- 2023 – Nearly \$46 million in federal grants awarded for construction





# The Future

- Build and operate as a single trail
- Connect the two downtowns
- Serve as an economic engine for the region
- Revitalize the communities that it passes through
- Provides an outdoor opportunity for all ages and all abilities
- Provides a transportation alternative
- Continue to add amenities to improve the user experience
- Transition the Friends of the Ecusta Trail to a true friends organization





# Work in Progress

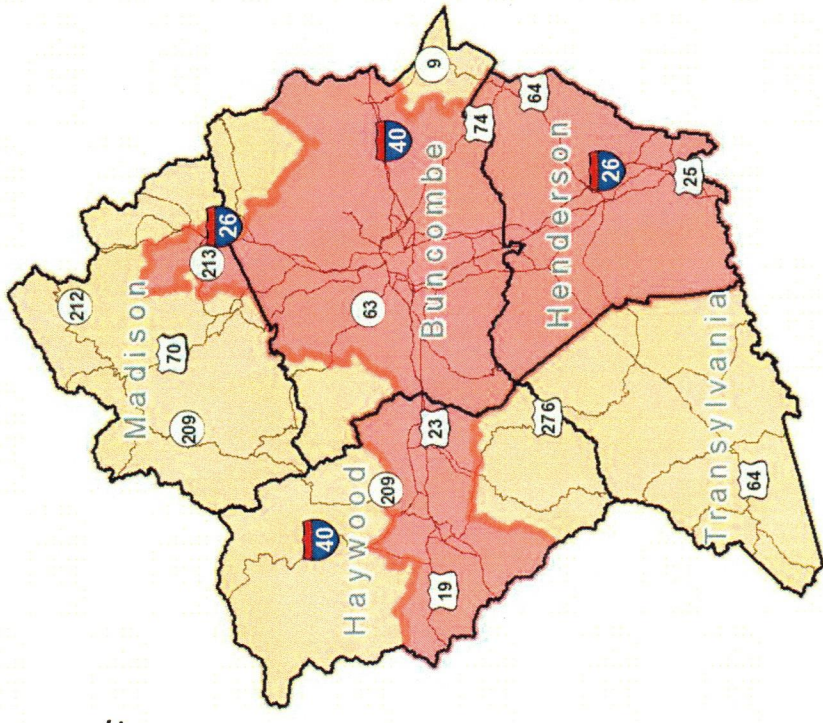
- Rebranding the Ecusta Trail
- Signage design for continuity
- Design and placement of trail amenities
- Continue fundraising
- Continued close cooperation between the City of Brevard and Henderson County





# Land of Sky RPO

- Land of Sky RPO, (LOSRPO) is a Rural Transportation Planning Organization that serves Transylvania County, and the rural areas of Madison, Buncombe and Haywood Counties, Brevard, Rosman, Marshall and Hot Springs.
- LOSRPO works with Brevard on all things related to transportation; long range planning, project development, and funding strategies.
- RPO staff also serves as a liaison for the city to NCDOT.
- RPO staff initiated the application process for the \$1 million FLAP funds for design and engineering of the trail.
- During the Ecusta Trail design process, RPO staff will work closely with the design team and NCDOT, and support city staff however necessary, to develop and deliver the Ecusta Trail it is envisioned.





# Grant Administration

- Currently working on a plan to present to the Feds for how each Grant will be spread over the remaining Ecusta Trail Projects
- The PE phase of for Transylvania County is being handled by FLAP funds.
  - NSFLTP & RAISE grant funds will be used for the Construction phase
- RAISE Grant will require monthly & quarterly reporting both on financial status and progress
- NSFLTP will require bi-annual reporting on the financial status and progress as well as an annual budget review
- NCDOT is currently working to finalize the agreements with the Feds so these grants can be put into action
- As soon as the agreement is signed funds will become eligible





# Henderson County – Trail Background



- County worked with NCDOT, Conserving Carolina (CC) and the FOET to acquire the ROW.
- County was awarded a total of \$7,784,193 in STBG-DA funds for the PE and Construction of the first 6 miles of trail, and \$10,467,234 for the construction of the last 5 miles of trail.
- The Board of Commissioners leased the property from CC and approved the creation of the Rail Trail Advisory Committee (RTAC).
- An encroachment policy was created to address utility, road, and driveway encroachments and trail connections.
- Worked with JMT to complete the PE including design, permitting and bid documents for the first 6 miles.

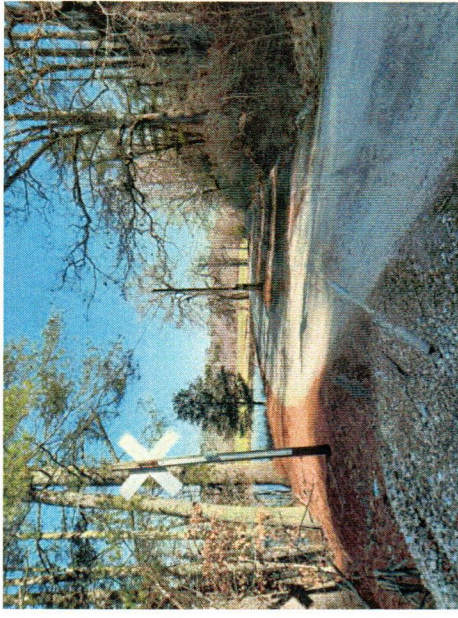




# Henderson County – Where are we now!



- Working with NCDOT on the requirements for the RAISE and NSFLTP grant funding for the HC portion
- The Board is evaluating the construction bids for the first 6 miles of trail
  - Construction start is anticipated once all NCDOT documents have been reviewed and approved
  - Upon the engineer's evaluation and bid tabulation, NHN Constructors was recommended with a bid of \$10,126,120
- The Board is also reviewing the submitted RFLOI proposals for the PE on the last 5 miles of trail
  - NCDOT will proceed with scoping once all documents have been reviewed and approved
- Kicking off the Ecusta Trail Partners Program in October





# Henderson County – Lessons Learned



- Planning considerations while funding is available
  - Evaluate bridges and consider replacement costs over retrofit costs
  - Design standards are important when considering impact on maintenance and replacement or rehab costs in future years
  - Do it right the first time! Funding is difficult or unavailable for future repairs or improvement needs
- Consider encroachment policy and future trail connections/development
  - Be available to respond to the public and adjacent property owners
- Expect unknown expenses (Ex: drainage issues, streambank restoration, lack of stormwater measures)

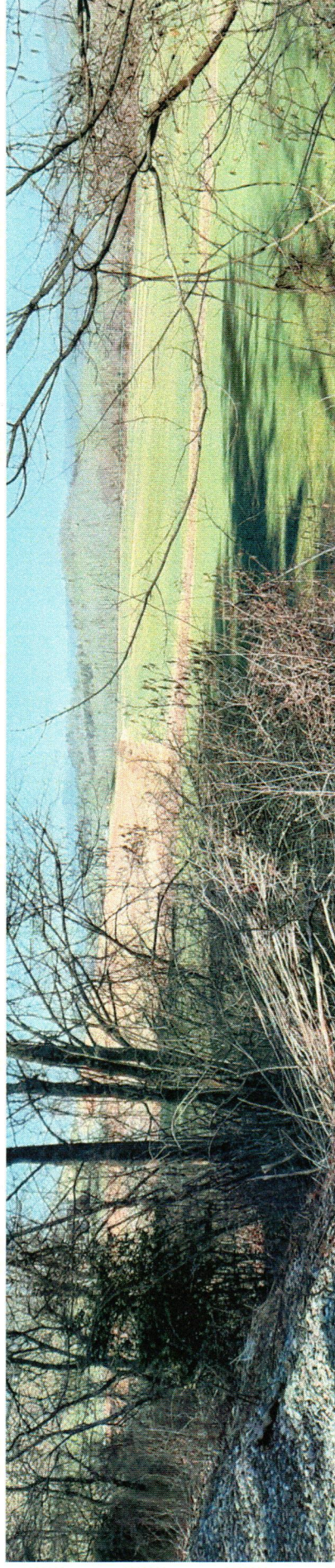




# Henderson County – Lessons Learned



- Safety is the top priority and concern
- It takes a village! The trail success is a team effort with multiple departments and staff, NCDOT, Partners (TDA, FOET, CC), and the public
- Have bi-weekly meetings with project team
- Remember the trail purpose – recreation and a transportation corridor/route
- This is a unique opportunity that has been given to us!





# NCDOT - Project Manager's Role

- Scope
- Budget/Funding
- Schedule
- Ensuring quality
- Coordination & Communication
- From inception through close-out





# NCDOT - Project Manager's Role

- Scope
  - Disciplines needed to design the project  
Ex. Hydraulics, Structures, Utilities, Envir. Doc., etc.
- Budget/Funding
  - Design & Construction
  - Right of Way previously secured
  - Four funding sources
  - Are funds authorized





# NCDOT - Project Manager's Role

- Schedule - Major Project Milestones
  - Project Start Date
  - Final Environmental Document Completion
  - Design review milestones
  - Right-of-Way Plans Complete
  - Let
- Ensuring quality
  - Periodic design reviews
  - Permit reviews





# NCDOT - Project Manager's Role

- Coordination & Communication
  - How is the budget & schedule impacted?
- From inception through close-out





# The Design Process



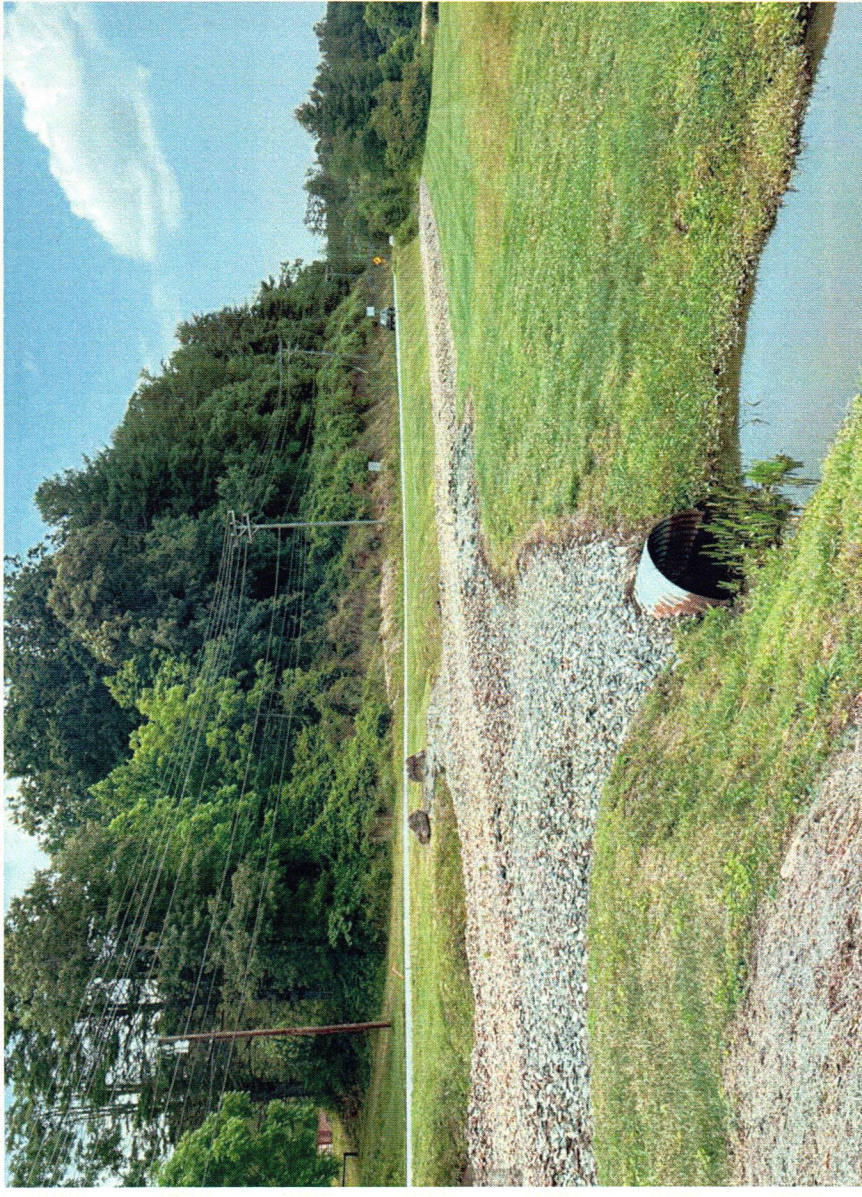


# Bridge Design





# Impacts to Floodway, Streams and Wetlands

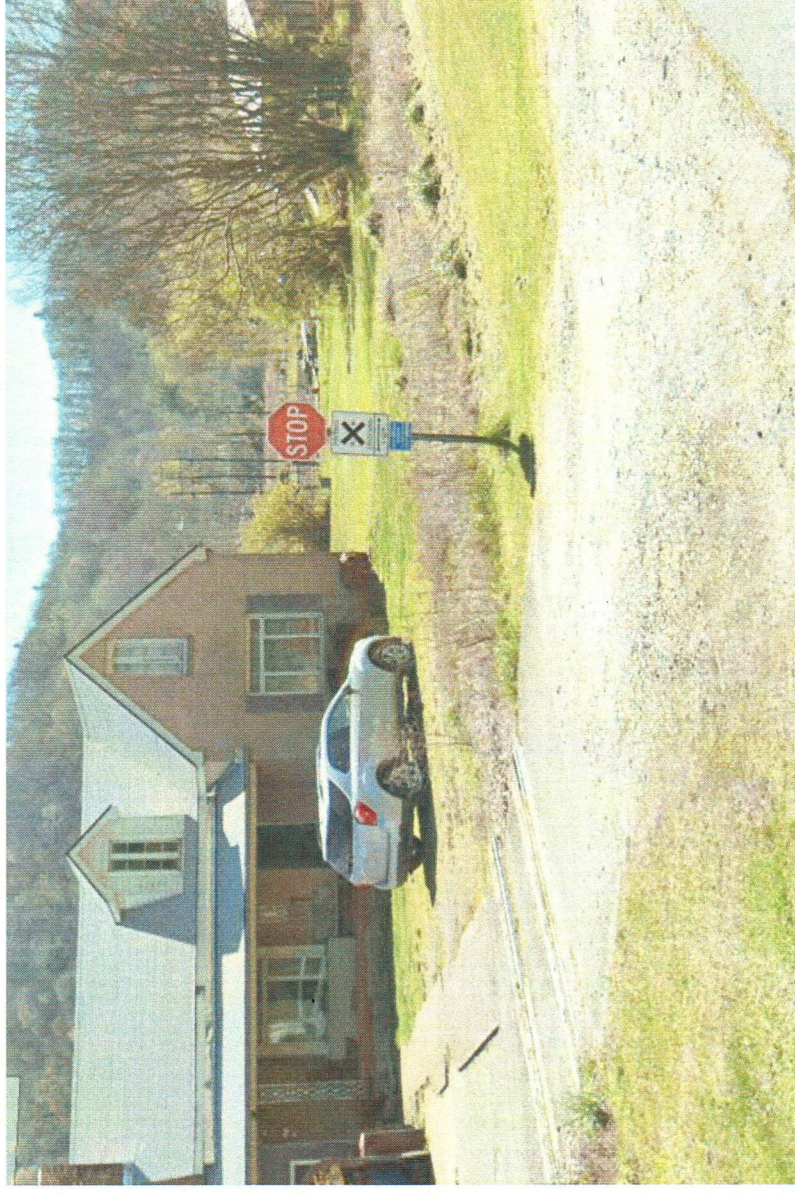


## Drainage Design





# Roadway Crossings/Safety

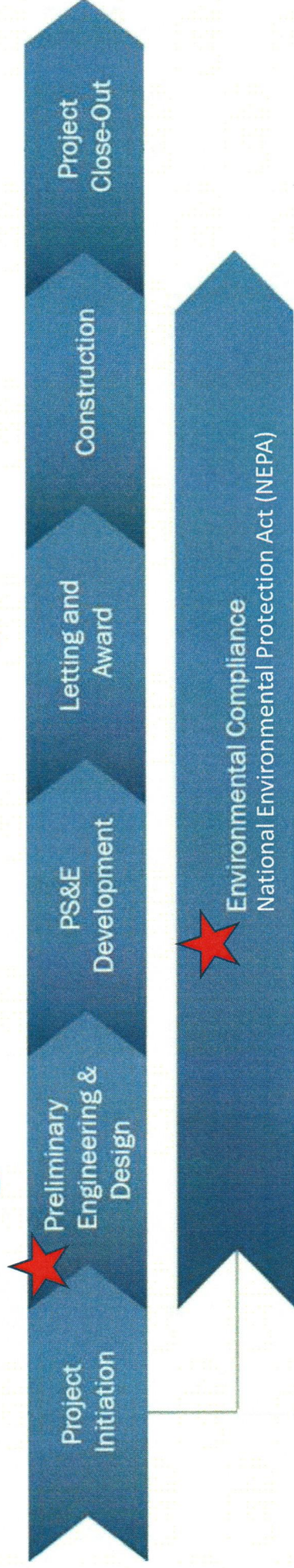


# Property Impacts

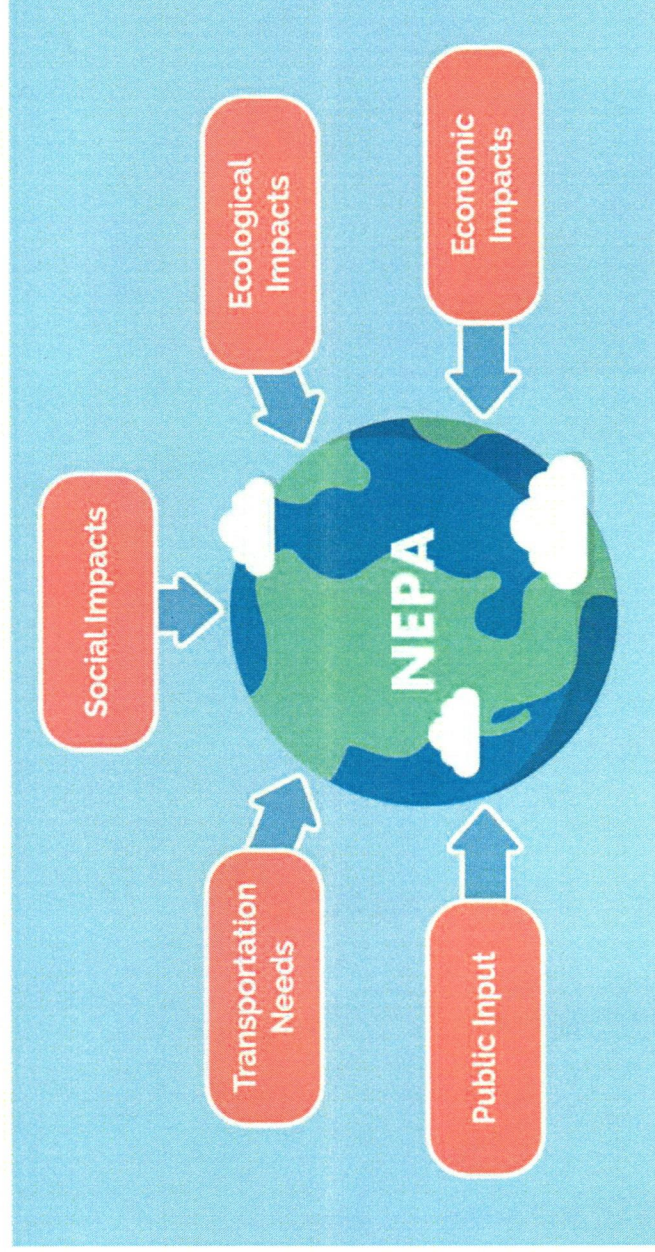




# Federal Funding = Federal Requirements



★ We are here



NEPA requires federal agencies to assess the environmental effects of their proposed actions prior to making decisions.



# The Process!

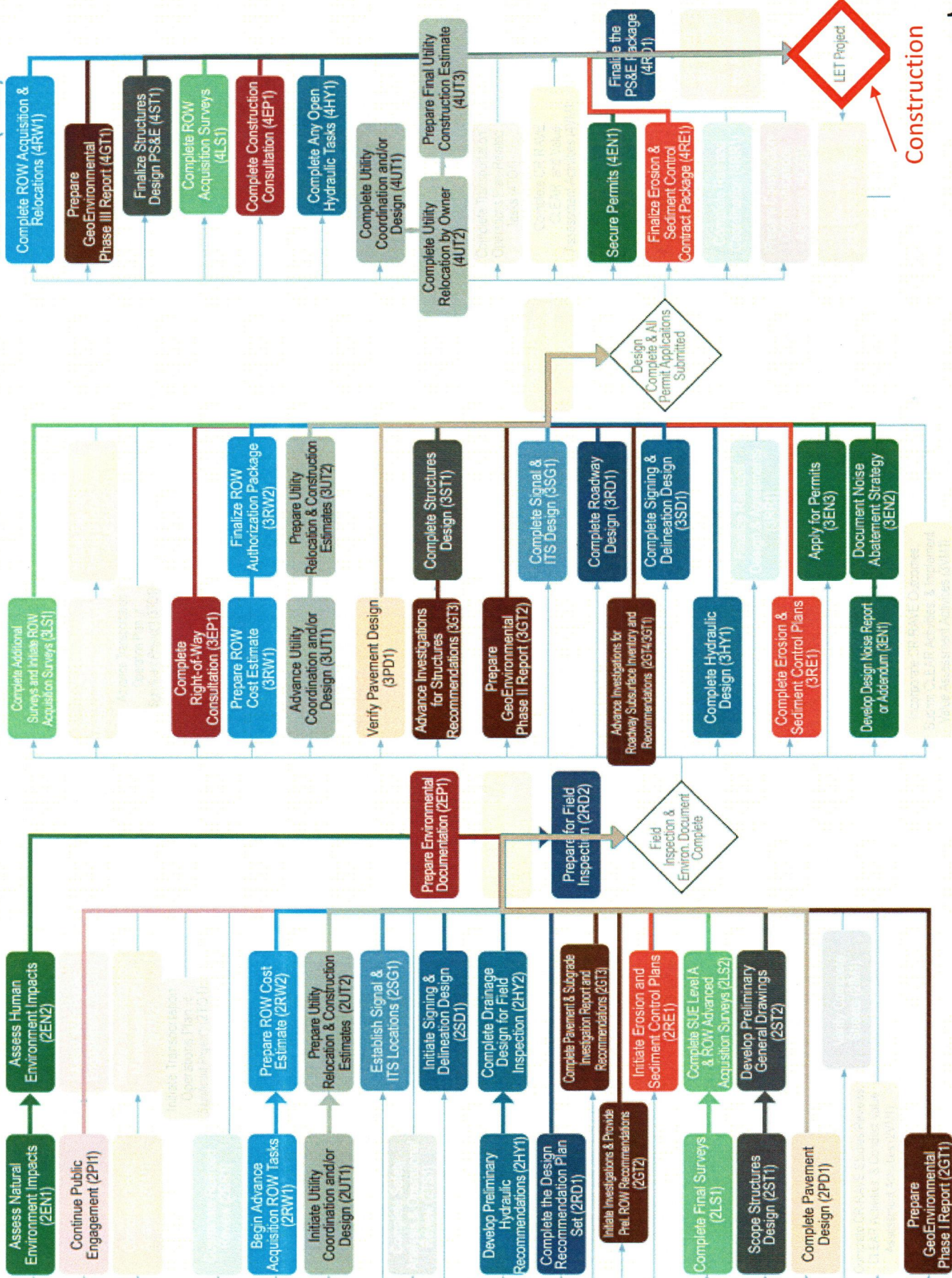
We are here



## STAGE 2 ALIGNMENT DEFINED

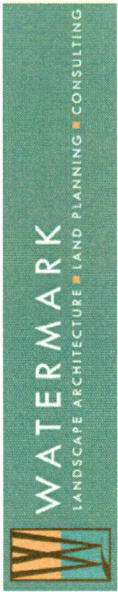
## STAGE 3 PLAN-IN-HAND

## STAGE 4 PLANS, SPECIFICATIONS, & ESTIMATES (PS&E)





# The Design Team



Trail Design, Structures and Hydraulics

Survey, Utilities, Environmental

Environmental

Public Engagement for Environmental Document

Geotechnical Investigations

Landscape Architecture and Public Engagement Support





# The Vision



**BREVARD**  
NORTH CAROLINA



# Connecting Communities

Once complete, this nearly 20-mile, multi-use trail will connect the City of Hendersonville, Town of Laurel Park, Horse Shoe, Etowah, Pisgah National Forest, and the City of Brevard.



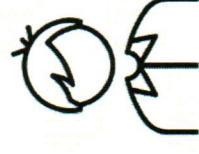
**Estatote Trail  
(near Oskar Blues)**

<https://storymaps.arcgis.com/stories/c8f99769e17a49249063a39fc4cfecfa>



# **We'll be back!**

## **Stay tune for more on schedule and project details.**



Will I have a  
chance to  
comment?





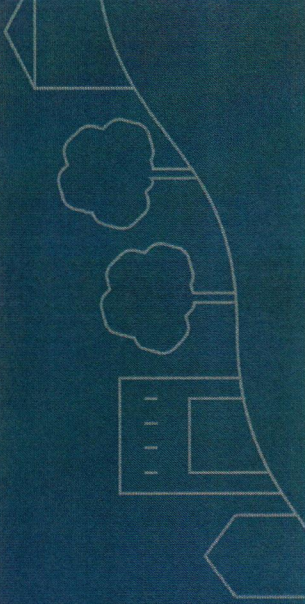
City of Brevard

September 18, 2023

# Affordable Housing Feasibility

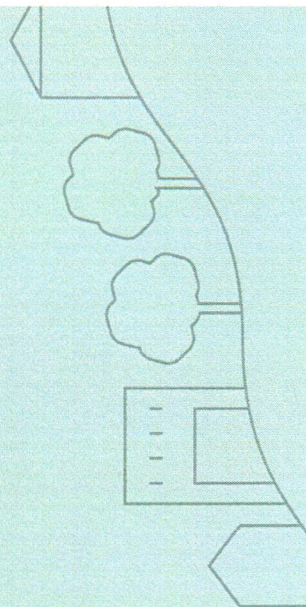
Phase 1 findings for housing development in Brevard

 **UNC** | SCHOOL OF GOVERNMENT  
Development Finance Initiative





# DFI and Project Overview





# UNC School of Government



UNC Chapel Hill's School of Government is the largest university-based local government training, advisory, and research organization in the United States, and serves more than 12,000 public officials each year.



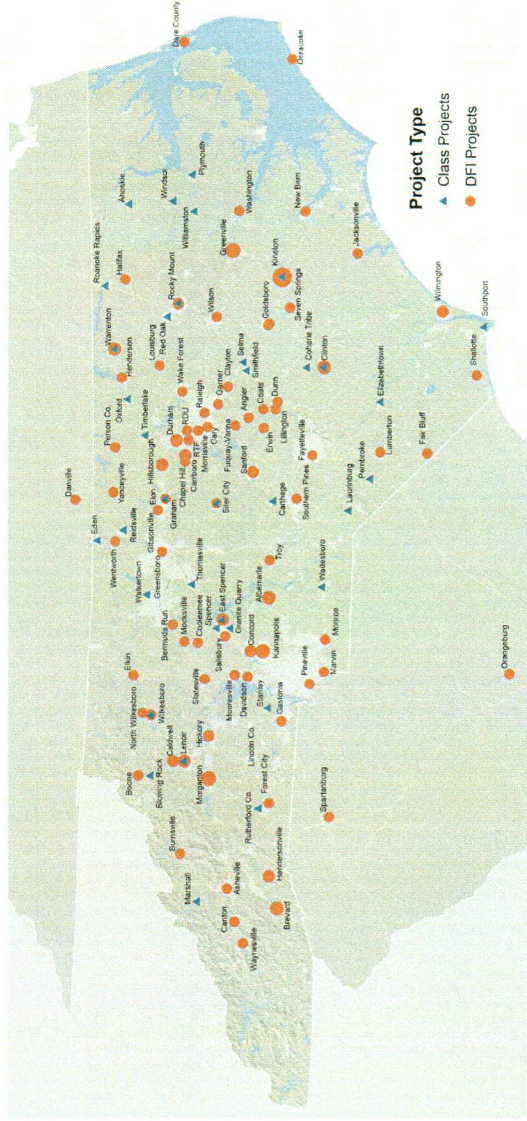


SCHOOL OF GOVERNMENT

Development Finance Initiative

DFI, a program of UNC Chapel Hill's School of Government (SOG), partners with local governments to attract private investment for transformative projects by providing specialized finance and development expertise.

Values: Nonpartisan, policy-neutral, responsive



Project Team

Project Lead: Sara VanLear  
Lead Analyst: Frank Muraca  
Affordable Housing Advisor: Sarah Odio  
Development Advisor: Rory Dowling



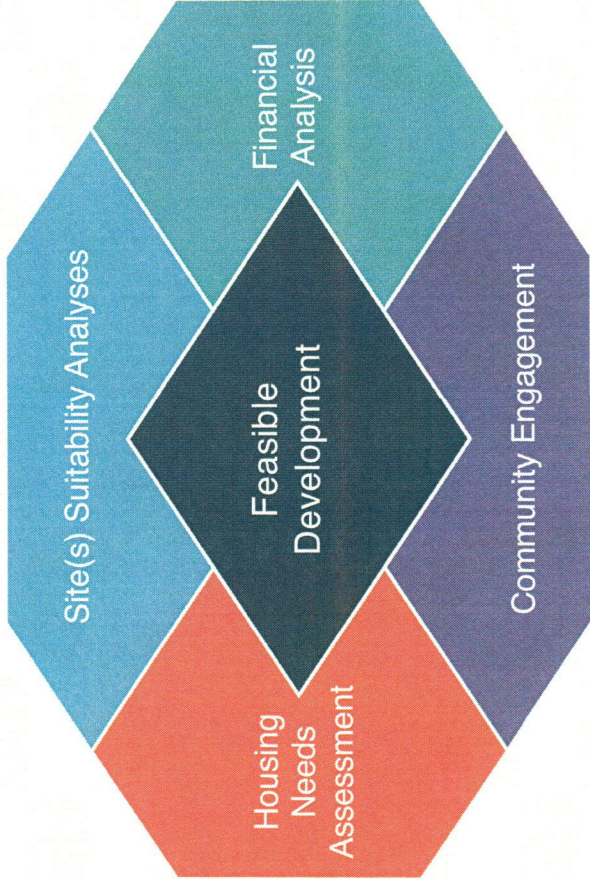
# DFI Scope of Services

The City of Brevard engaged the Development Finance Initiative (DFI) to support the city in attracting private investment for housing development. The scope of work includes:

## 1.Phase 1: Opportunity site identification

### 2.Pre-development process:

- Phase 2: Site-specific pre-development analyses
- Solicitation of private development partner(s)
- Supporting the City in negotiating the development agreement with selected partner(s)





# Phase 1: Opportunity Site Identification

To identify affordable housing development opportunities, DFI conducted:

## 1. Housing Needs (Market) Assessment

- Goal: determine demand for different housing types based on economic drivers and current housing supply.

## 2. Site Suitability Analysis

- Goal: identify sites that meet City's housing priorities.

## 3. High-Level Site and Financial Feasibility

- Goal: for each site identified, determine type and scale of housing development possible, estimate potential private funding sources, and identify minimum funding gap for each scenario.

## 4. Stakeholder Engagement

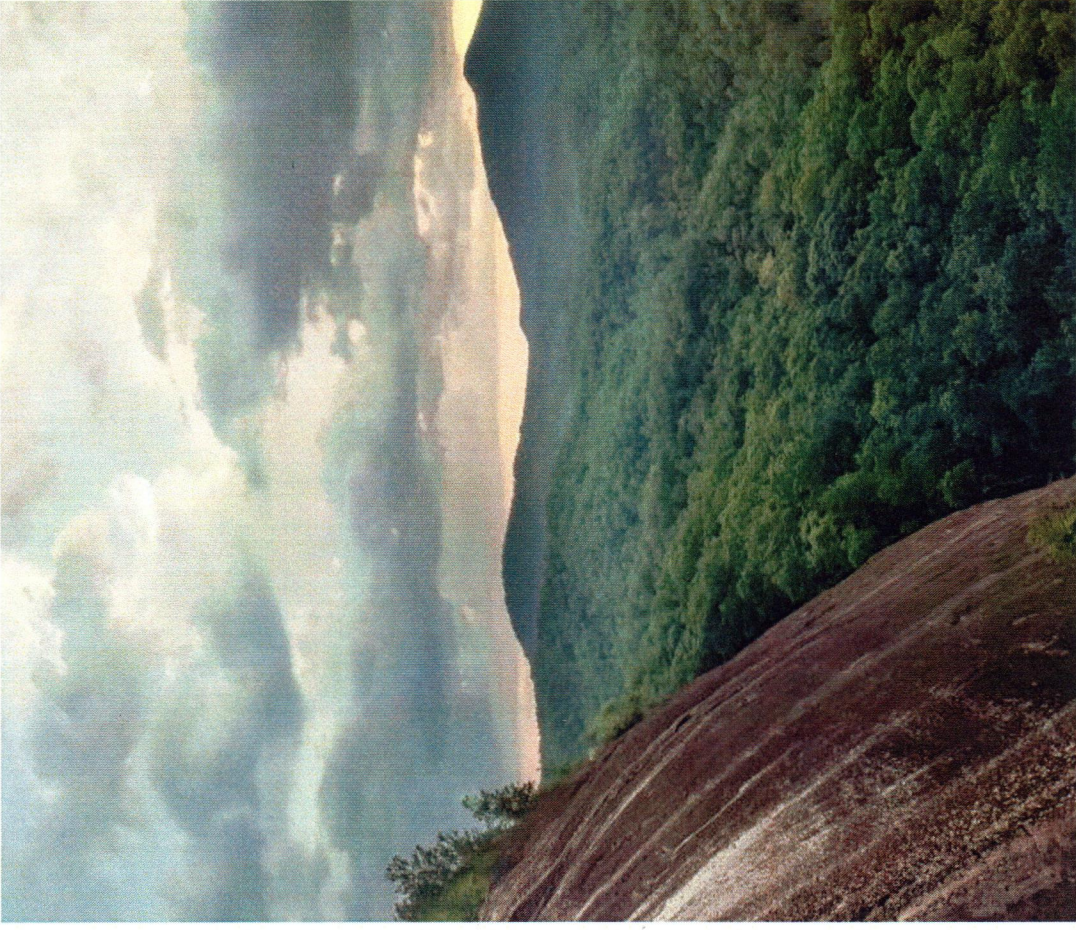
- Goal: identify community goals, stakeholders, and development opportunities to meet housing needs in Brevard.



## Today's Meeting Goals

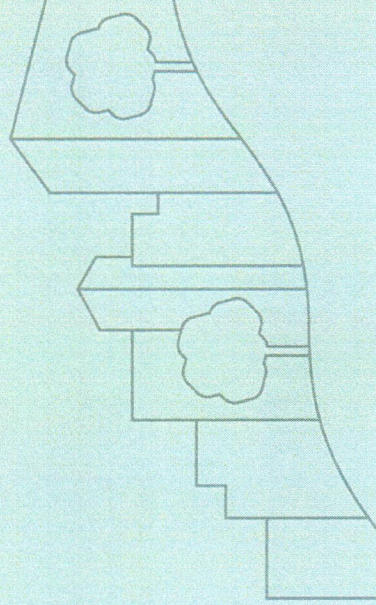
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- Review Brevard's housing needs
- Discuss Phase 1 feasibility approach
- Review Phase 1 feasibility findings





# Housing Needs





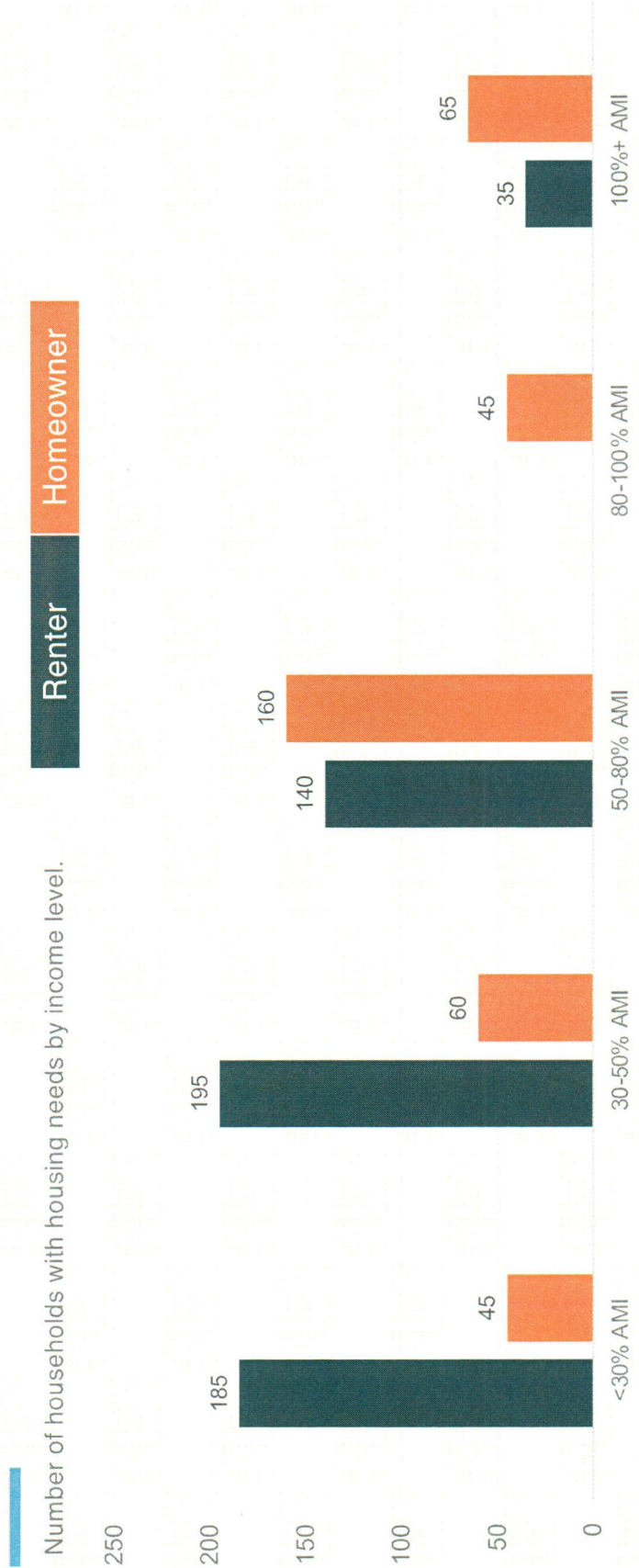
# Income limits in Transylvania County.

| AMI                           | 1-person | 2-person                                                | 3-person              | 4-person                                                  |
|-------------------------------|----------|---------------------------------------------------------|-----------------------|-----------------------------------------------------------|
| 30%<br>Extremely Low Income   | \$14,400 | \$16,500                                                | \$18,500              | \$20,600                                                  |
| 50%<br>Very Low Income        | \$24,000 | \$27,500                                                | Firefighter: \$31,000 | \$34,300                                                  |
| 80%<br>Low-to-Moderate Income | \$38,400 | Elementary Teacher<br>(7 years experience):<br>\$44,000 | \$49,400              | \$54,900                                                  |
| 100%                          | \$48,000 | \$54,900                                                | \$61,700              | \$68,600                                                  |
| 120%                          | \$57,600 | \$65,900                                                | \$74,000              | Director of Marketing<br>(Brevard Music Center): \$83,000 |

Source: North Carolina Housing Finance Agency (NCHFA)



# At least 520 LMI renters and 265 LMI homeowners have housing needs in Brevard.

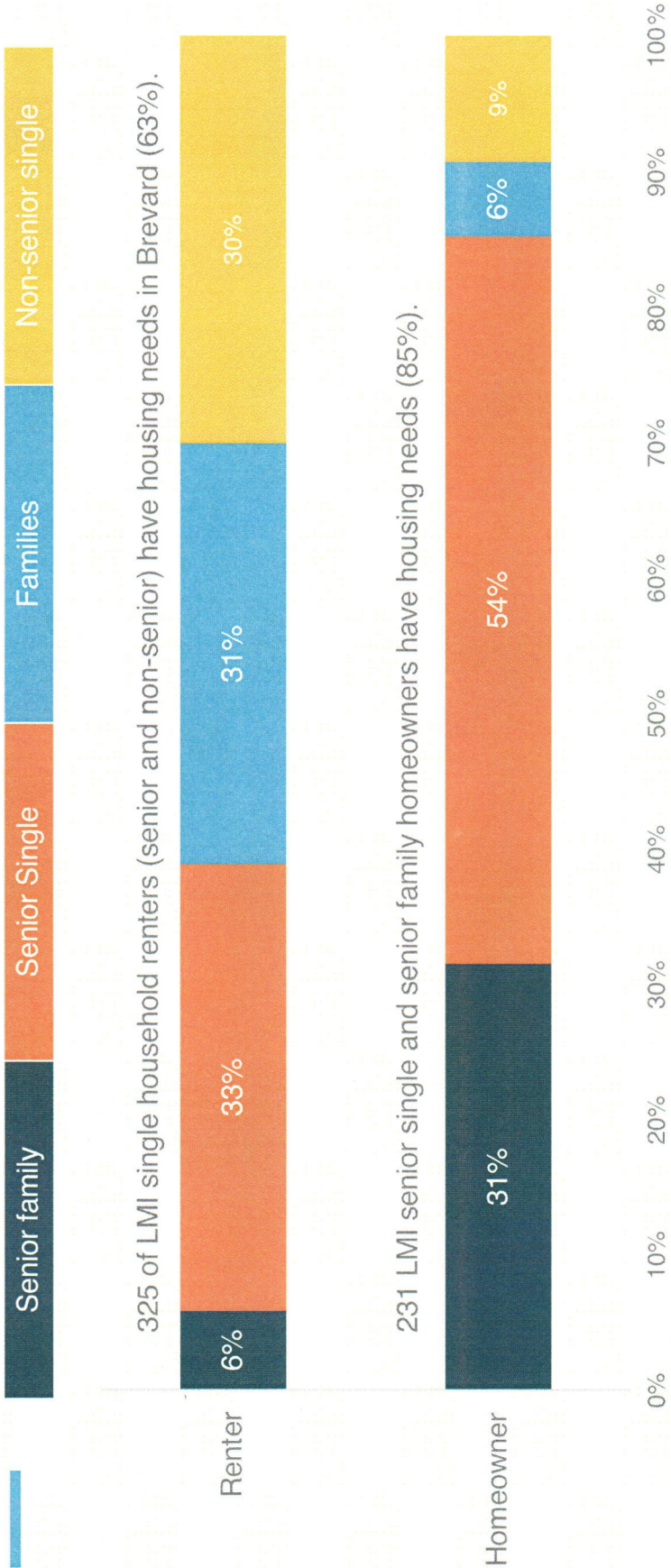


Housing Need: households with housing need (1) spend at least 30% of their annual income on housing-related costs, (2) live in units without plumbing or kitchen facilities, or (3) live in units with more than 1 person per room.

Source: HUD CHAS (2019)



# LMI renters are made up of a range of household types, while LMI homeowners tend to be senior.

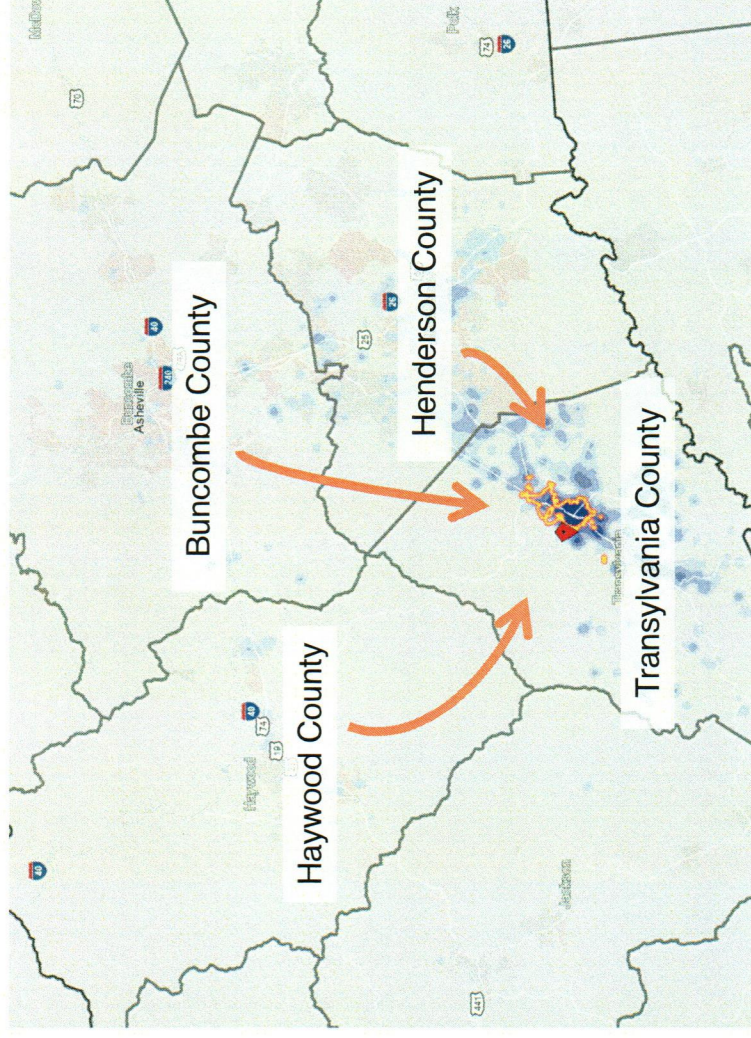


Source: HUD CHAS (2019)



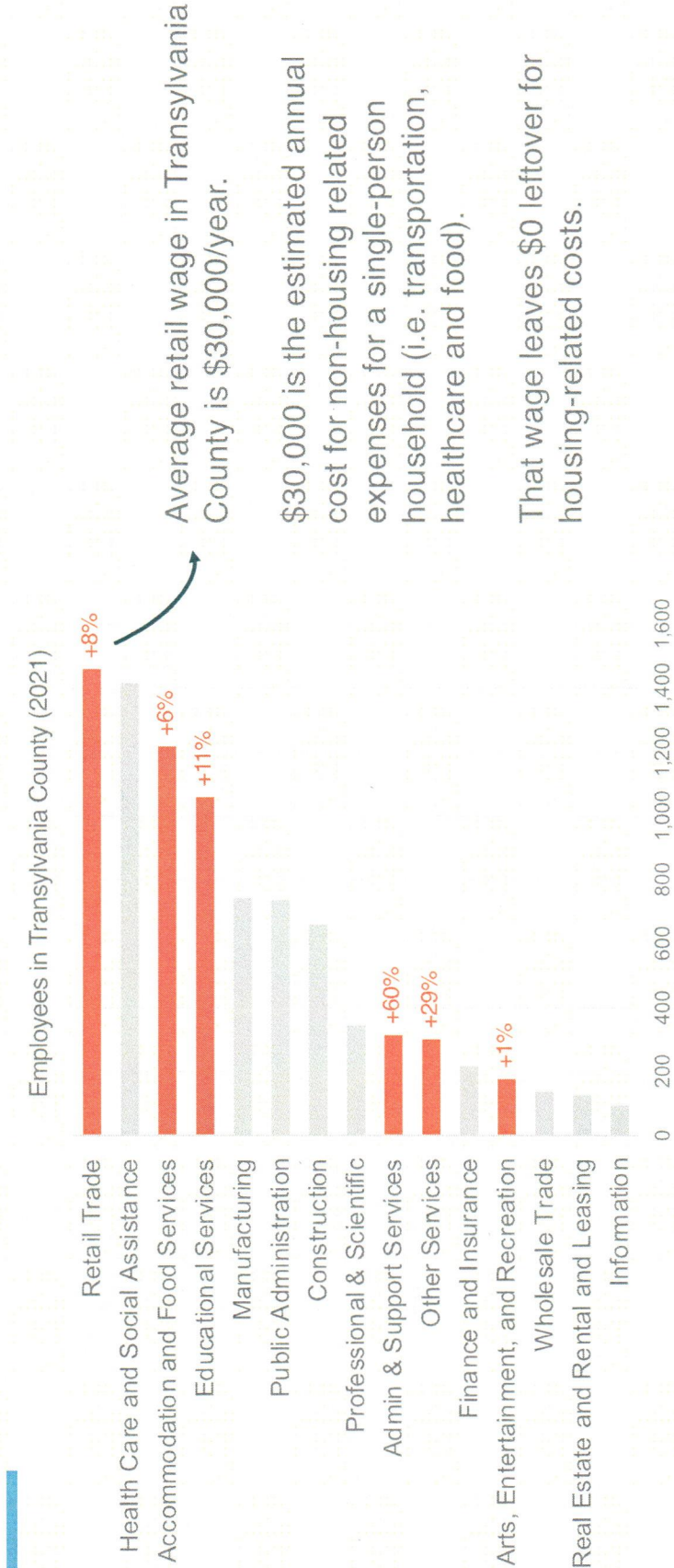
## About 700 employees making less than \$40,000 commute to Brevard from outside the County.

- Approximately 1,200 people commute to Brevard from outside Transylvania County.
- **700 (58%) commuters have incomes <\$40,000,** and 500 (42%) earn incomes at 80% AMI and above.





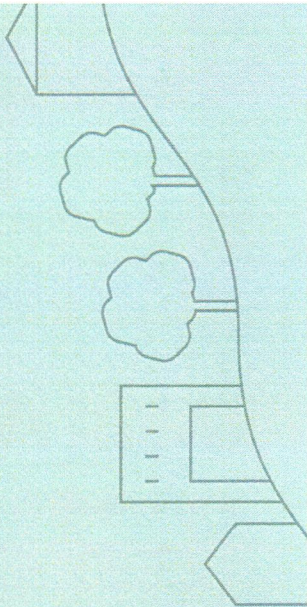
# Half of the county’s workforce are employed in industries with average wages <\$40,000 a year.



Source: LEHD On the Map; Economic Policy Institute (2022)



# Housing Market



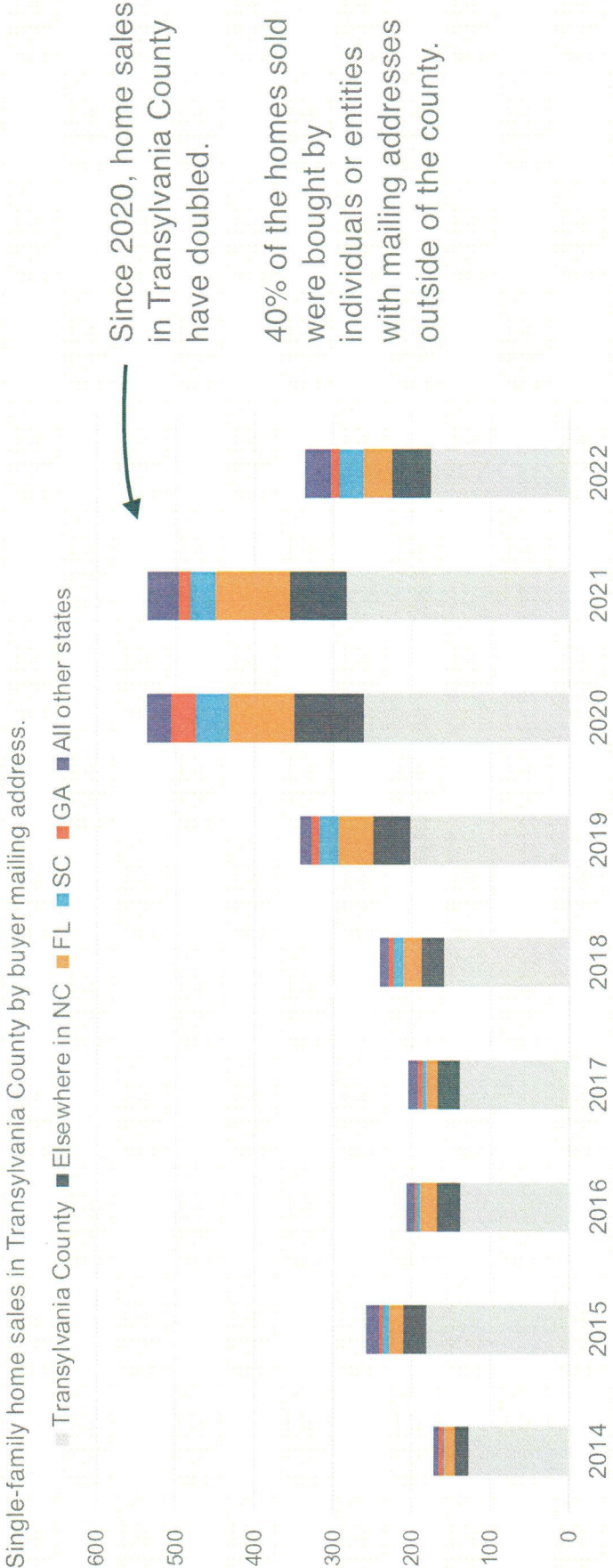


## **The rise in housing costs over the last three years has likely increased the number of cost-burdened households.**

- Pressure on limited housing stock: population growth, 50% increase in home sales, and a tripling of seasonal-use properties has reduced rental availability.
- Land and construction costs are pushing up prices for both homeowners and renters.
- The highest price rental units (over \$1,000/month) have more than doubled.
- The average home sale price increased nearly 30%, and price of new homes has more than doubled.



# Home sales increased by 50% during the pandemic, driven primarily by second home and investor purchases.



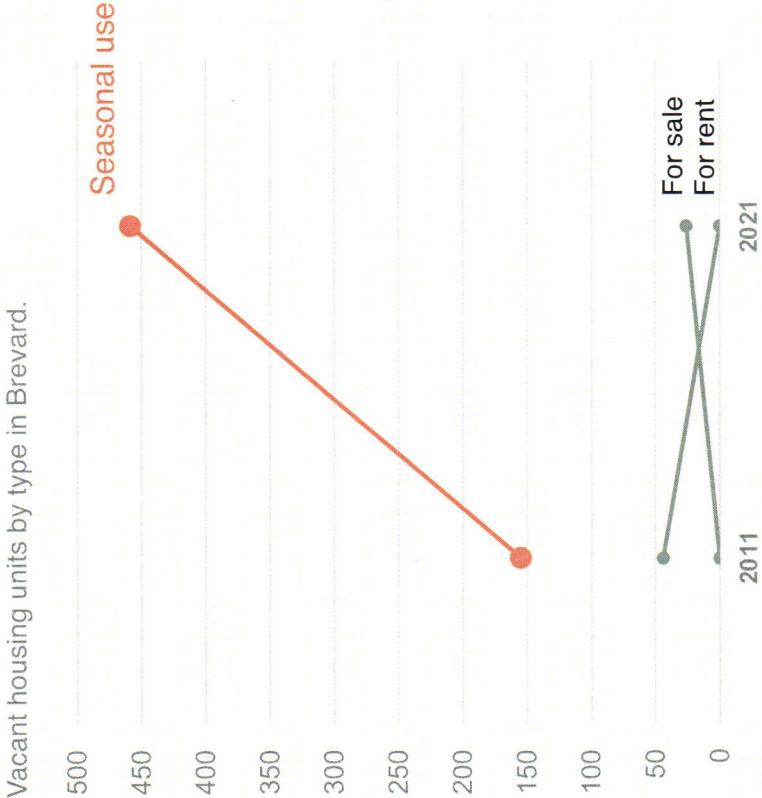
Source: DFI analysis of Transylvania County tax parcel data



# Seasonal use rentals have tripled since 2011.

In 2021, over 1 in 10 housing units in the city were reserved for seasonal use and off-market for year-round renters.

Over this same time period, rental vacancy rate hit 0%.



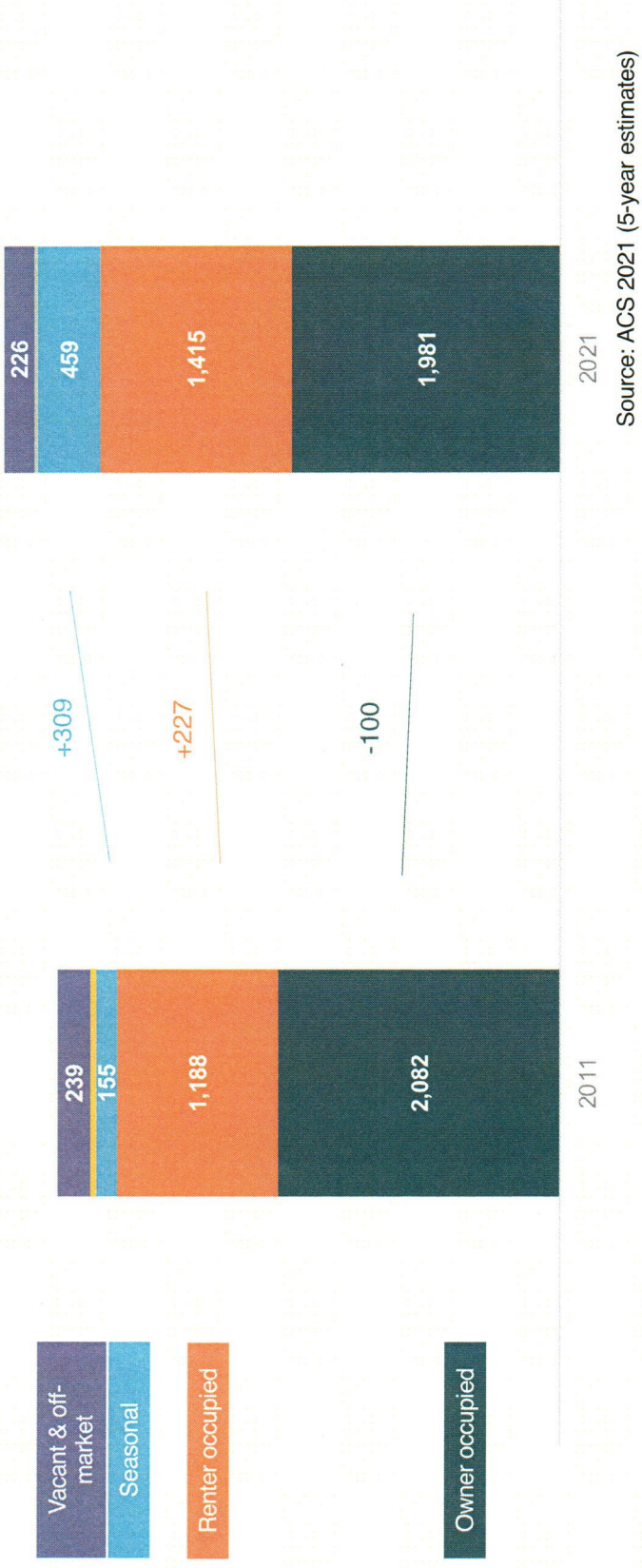
Source: ACS 2021 (5-year estimates)



# Even with new units added, rental and homeowner vacancy rates are below 1%.



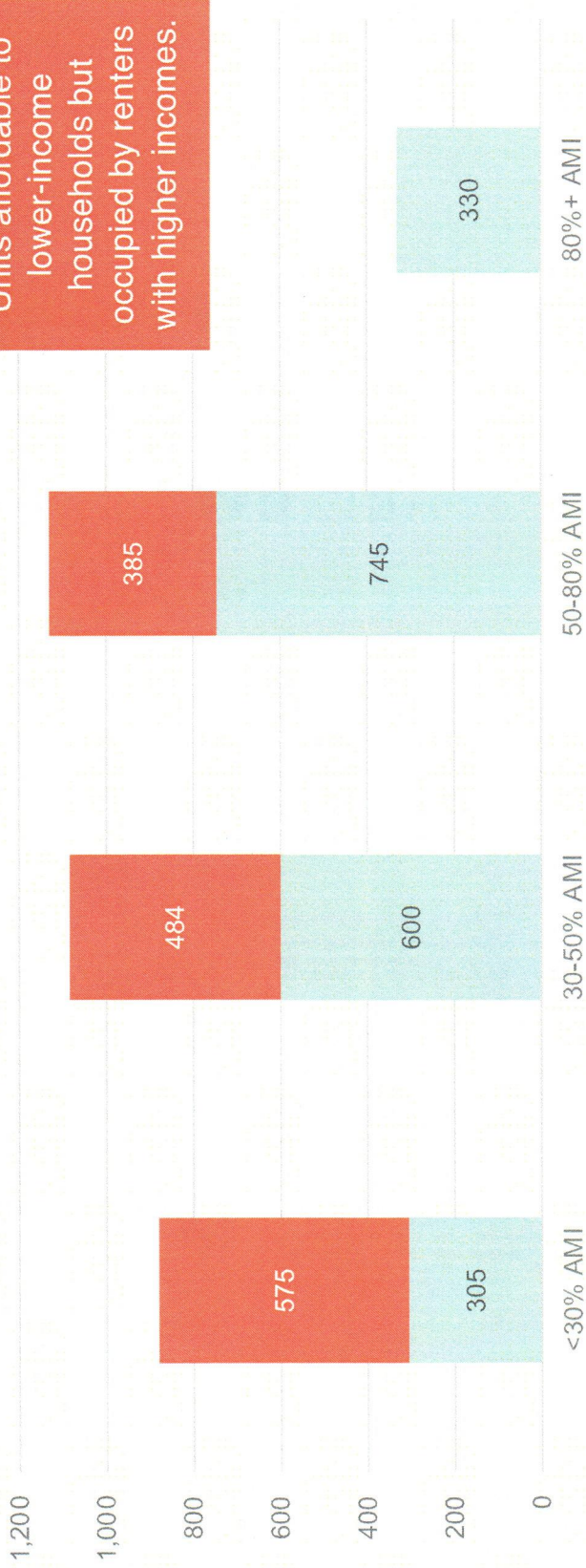
Brevard housing units by occupancy.





# With low vacancy rates, households with higher incomes occupy units affordable to lower-income households.

Rental units affordable to each income level in Transylvania County.

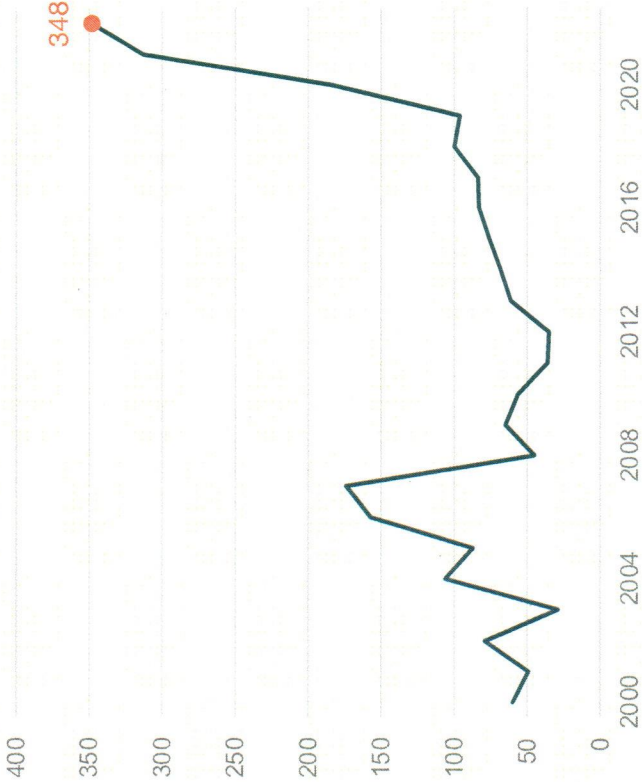


Source: ACS 2021 (5-year estimates)

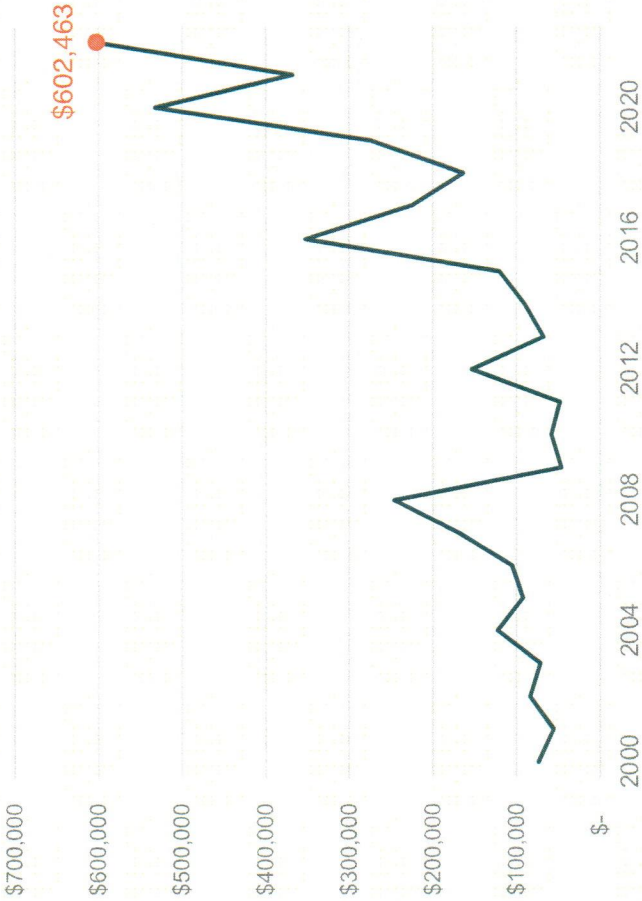


# Demand for land in Transylvania broke historic records during the pandemic.

Sale transactions for undeveloped lots <5 acres in Transylvania County.



Land sale price per acre for undeveloped sites <5 acres in Transylvania County.

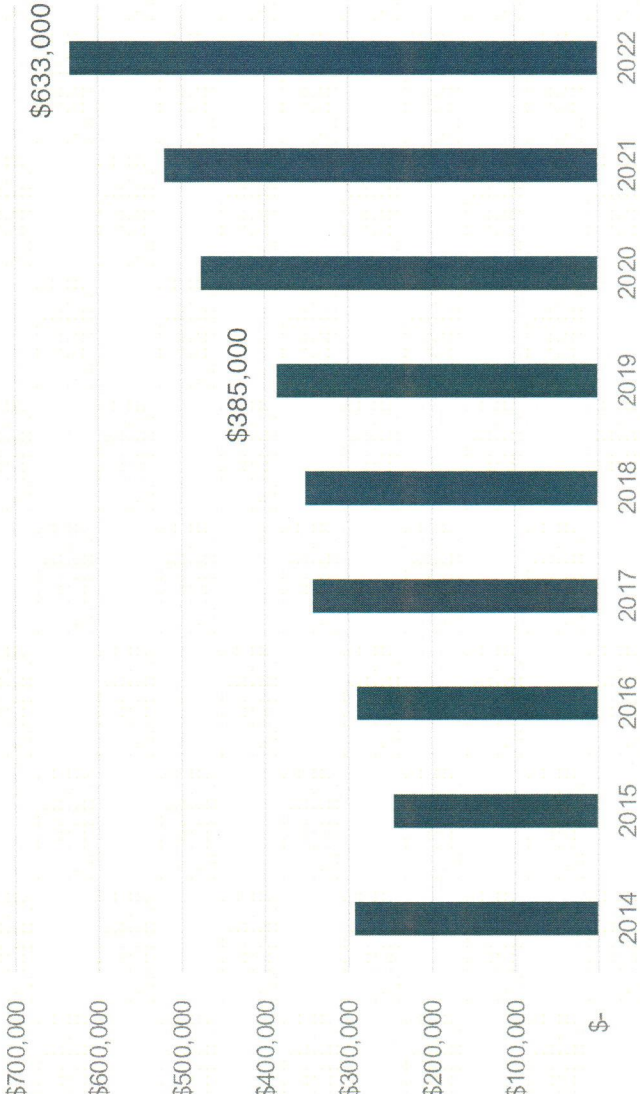


Source: DFI analysis of Transylvania County tax parcel data.



# Increased demand is reflected in rising costs for new housing and average home sale prices.

Average sale price of new single family home in Transylvania County.



Income needed to afford the average home in July 2023:  
**\$133,000**  
170% AMI for a family of 4

↑

Income needed to afford the average home in July 2021:  
**\$77,000**  
100% AMI for a family of 4

Source: DFI analysis of Transylvania County tax parcel data & Redfin Data Center

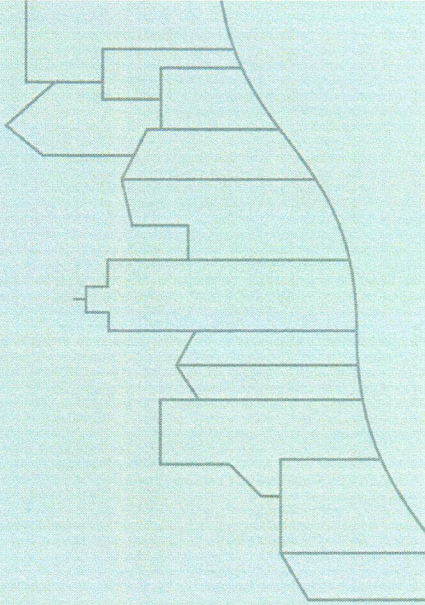


# Housing Takeaways

- As of 2019, **nearly 800 LMI households** (renters and owners) have housing needs. Of these households, nearly 50% are severely cost-burdened.
- The number of households with housing needs has likely grown over the last couple of years, due to the **increasingly competitive rental and home buying market**.
- Vacancy rates are below 1%.
- Current rentals and average home prices are affordable to households at 120%+ AMI.



# Site and Financial Analysis





# What is a “high-level” site and financial analysis?

Phase 1 Approach: develop an understanding of how potential sites can meet local housing priorities.

We do this by:

- identifying key site constraints, and
- estimating high-level financials

Phase 1 Goal: best inform the site selection for the Phase 2 pre-development analysis and future solicitation process.



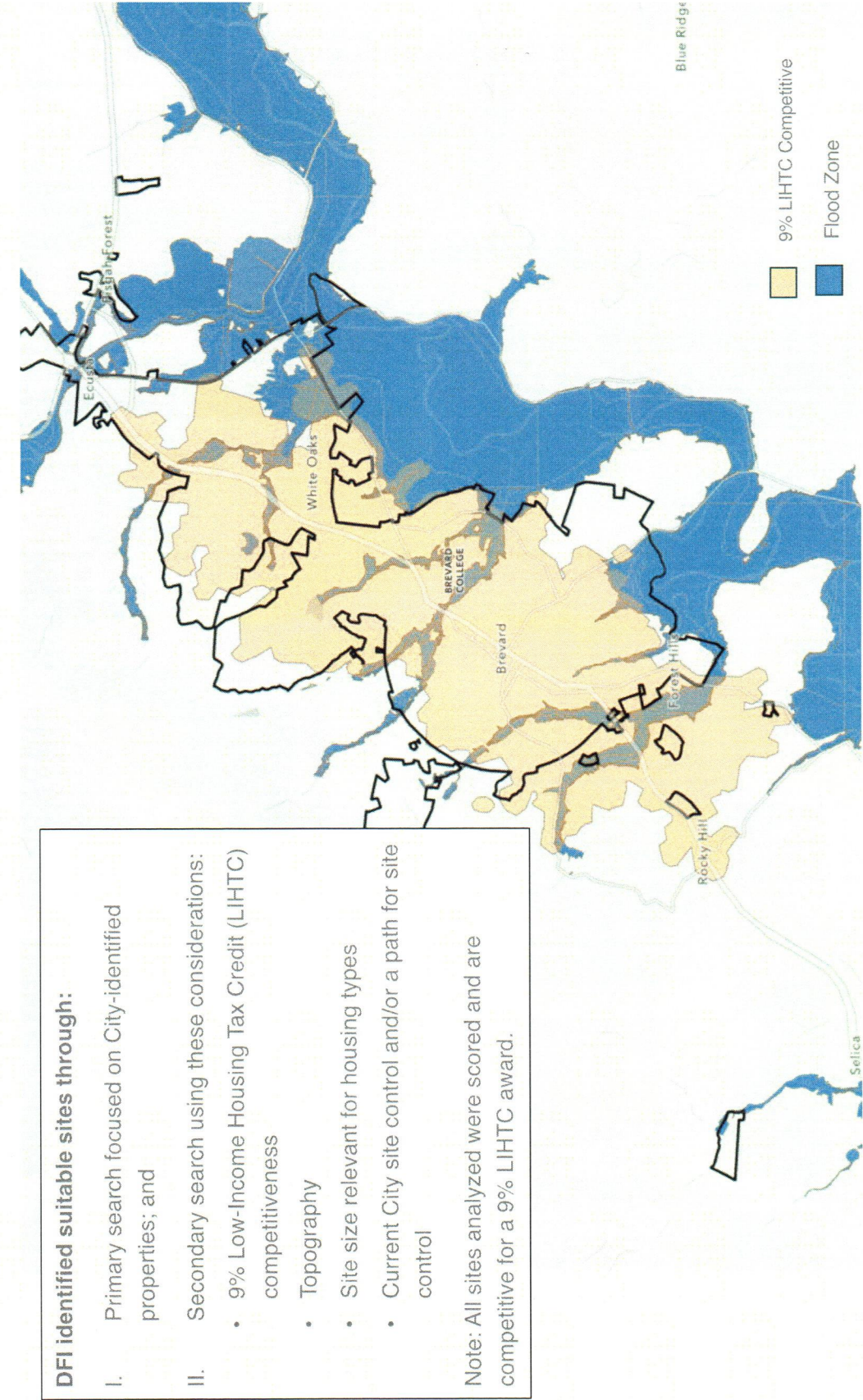
Phase 2 Approach:

- establish site-specific guiding public interests, and
- deepen the site and financial feasibility analyses.

Phase 2 Goal:

- determine site-specific development parameters (i.e. unit mix, density, gap funding, etc.),
- solicit development partner(s), and
- negotiate a development agreement.





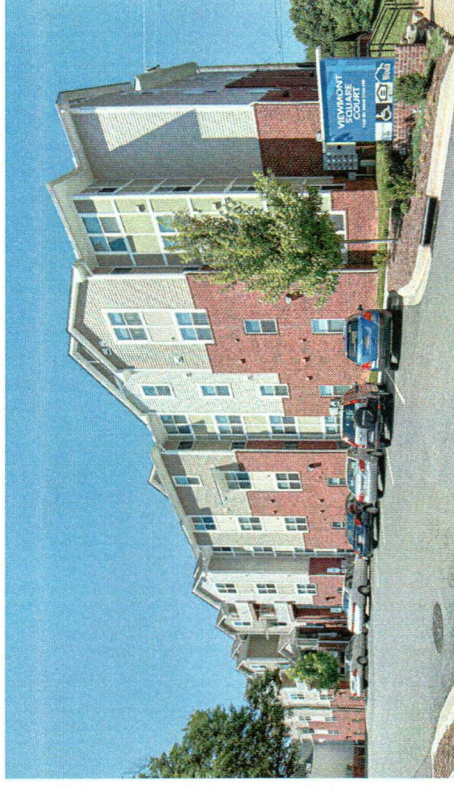


## DFI explored the feasibility of the following development approaches:

- Multifamily rental (LIHTC)
- Low-density rental (non-LIHTC)
- Low-density homeownership (non-LIHTC)



Source: Eatmon Townhomes (Wilson, NC), Affordable Housing Development Fund, ReBuildNC, NCORR



Source: Viewmont Square Court Senior Living (Hickory, NC)



## Max housing costs modeled for financial analysis.

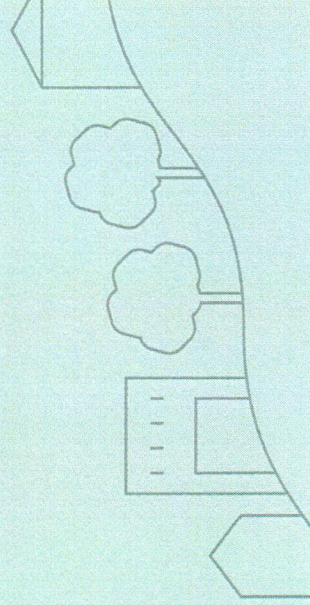
1 to 4 person households earning between \$14,700 – \$56,000 per year.

| AMI | 1-Bedroom | 2-Bedroom | 9% LIHTC     | AMI | 3-Bedroom | Non-LIHTC    |
|-----|-----------|-----------|--------------|-----|-----------|--------------|
| 30% | \$395     | \$475     | 40% of units | 30% | \$545     |              |
| 40% | \$525     | \$630     |              | 40% | \$730     |              |
| 50% | \$660     | \$790     |              | 50% | \$910     |              |
| 60% | \$790     | \$945     | 60% of units | 60% | \$1,095   | 20% of units |
| 80% | \$1,050   | \$1,260   |              | 80% | \$1,460   | 80% of units |

Source: U.S. Dept of HUD, FT 2023 Fair Market Rents, Transylvania County, North Carolina



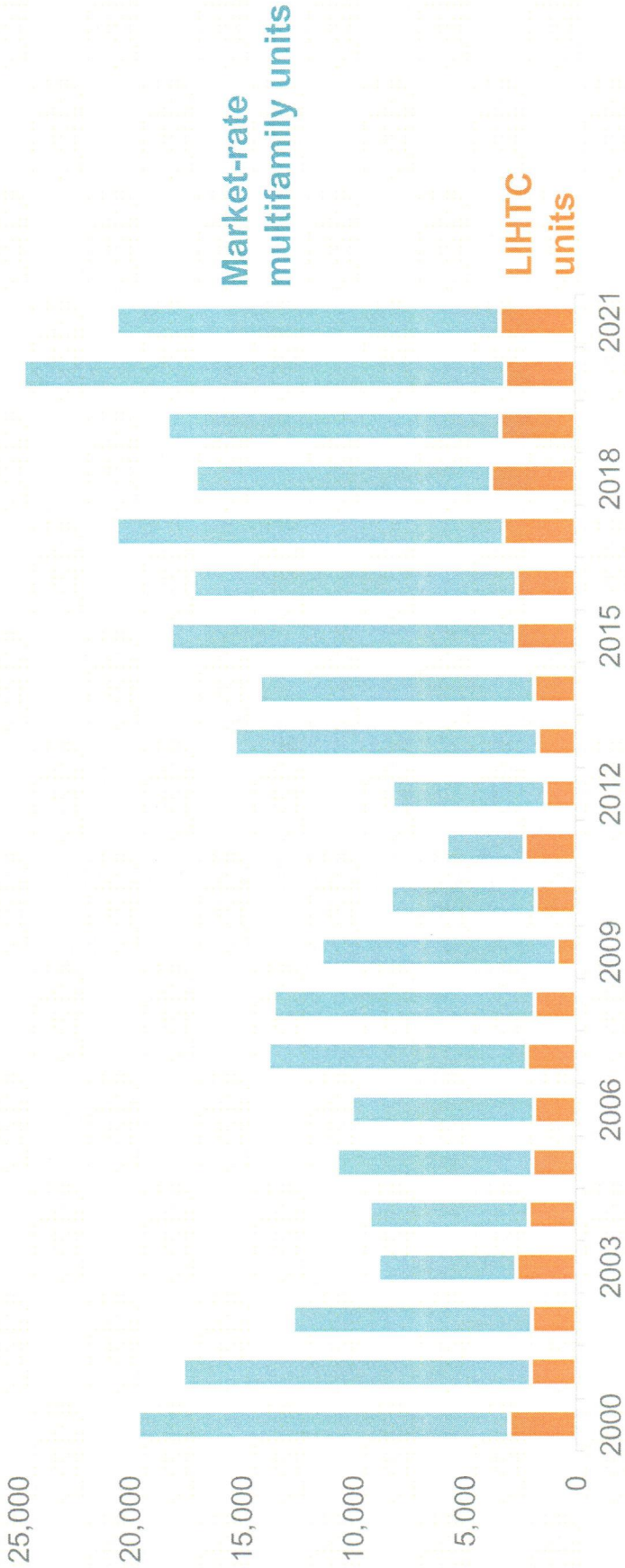
# LIHTC Approach





# Why do we focus on LIHTC?

*LIHTC consistently funds new units across North Carolina every year.*

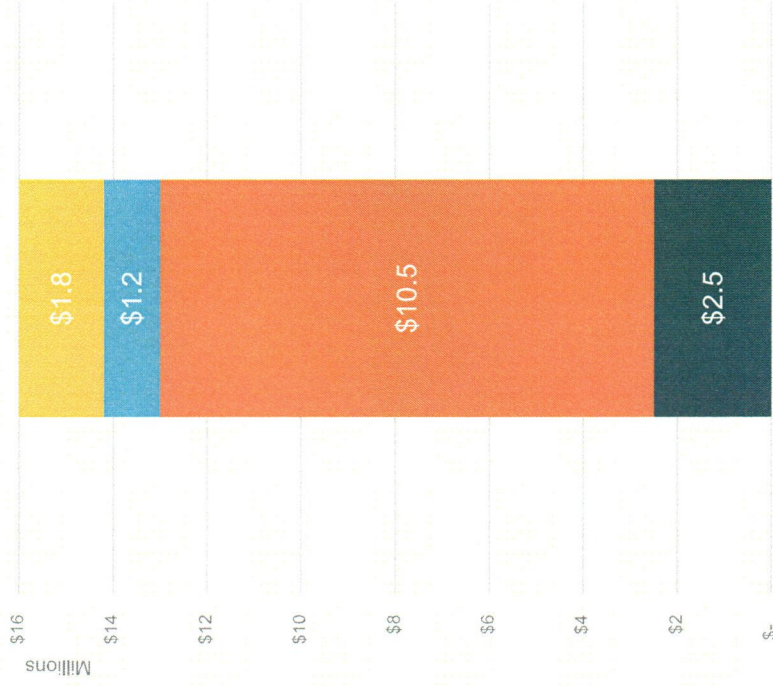


Source: National Housing Preservation Database, CoStar Analytics



# Various capital sources needed to fund housing.

Example: 60 units, 9% LIHTC



## Funding Gap

- Deferred developer’s fee (capped)
- Public or charitable source

## Rental Production Program (RPP)

- 2% interest loan. Only in combination with 9% LIHTC award.

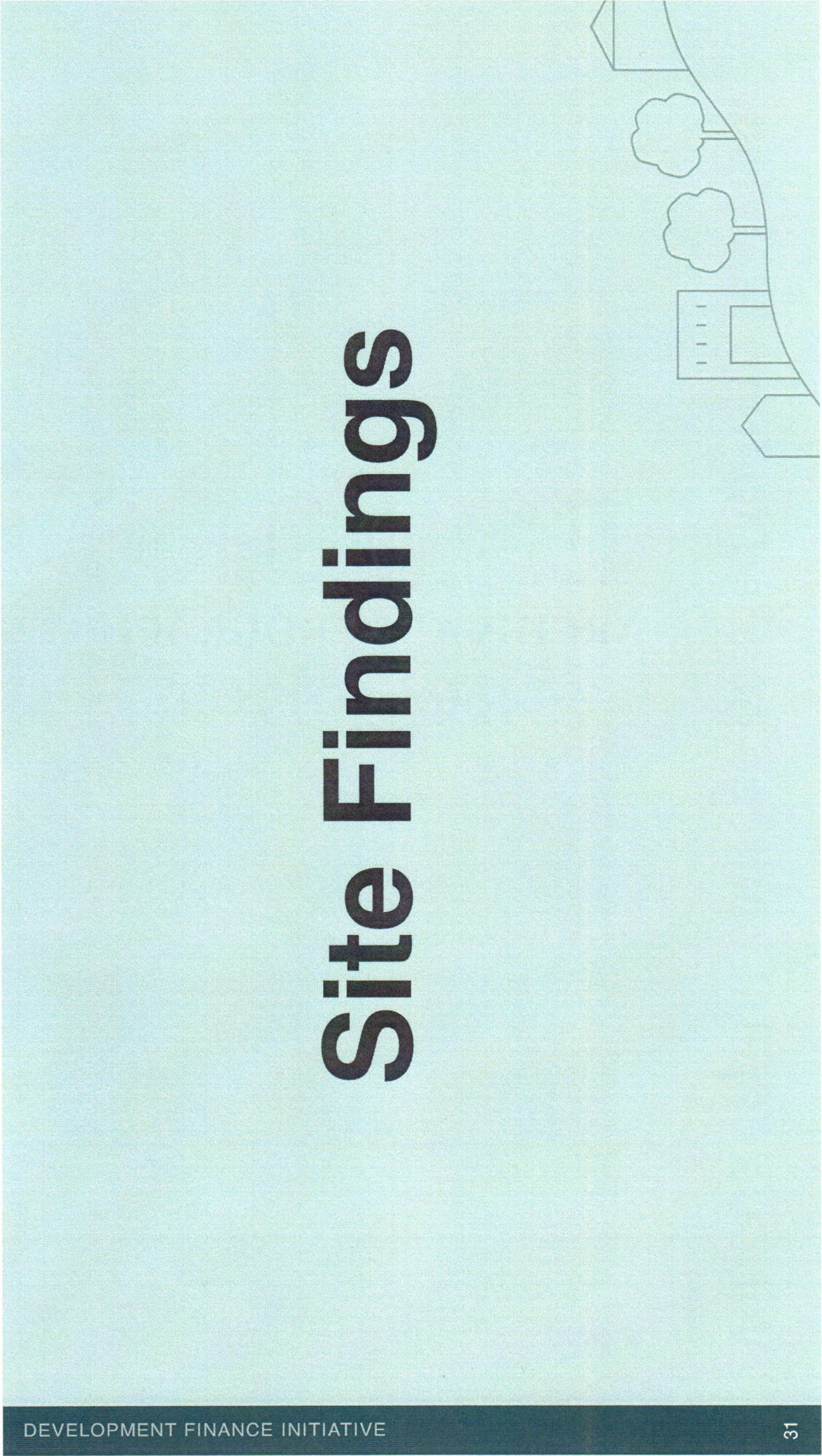
## Low-Income Housing Tax Credit (LIHTC) Equity

- 9% awards: Competitive and up to 90% of capital needed
- Equity amount limited by price per \$1 of tax credit (estimated \$0.87).

## Federally-Guaranteed Loans

- Below market interest rates and terms (such as USDA’s Rural Development loan program)







# Multifamily rental (LIHTC) development

| Site(s) Overview        |                                                                                                                                        |                                                                                             |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Site Sizes:             | Range from 1 to 4 developable acres                                                                                                    |                                                                                             |
| Site Considerations:    | <ul style="list-style-type: none"><li>• Topography: slopes, streams, stormwater infrastructure</li><li>• Utility connections</li></ul> |                                                                                             |
| Site Scenarios          | Maximum                                                                                                                                | Minimum                                                                                     |
| Unit/Parking Count      | <ul style="list-style-type: none"><li>• 84 Units</li><li>• 145 Parking Spaces</li></ul>                                                | <ul style="list-style-type: none"><li>• 40 Units</li><li>• 70 Parking Spaces</li></ul>      |
| Est. Max Financial Gap  | <ul style="list-style-type: none"><li>• \$3.0-5.5 million</li></ul>                                                                    | <ul style="list-style-type: none"><li>• Minimal</li></ul>                                   |
| Requirements to Proceed | <ul style="list-style-type: none"><li>• Zoning change</li><li>• City site control</li></ul>                                            | <ul style="list-style-type: none"><li>• Zoning change</li><li>• City site control</li></ul> |

Note: DFI analysis is based on specific, privately-owned sites in Brevard.

Example LIHTC development

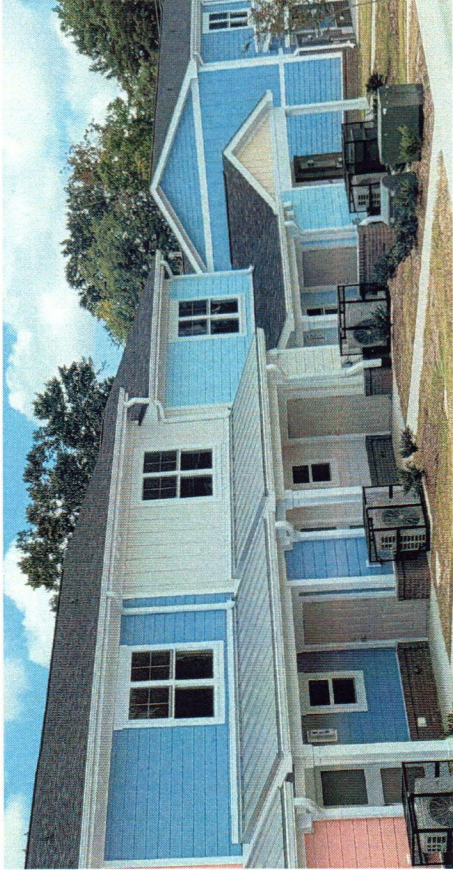


Source: Viewmont Square Court Senior Living (Hickory, NC)



# Low-density rental (non-LIHTC) developments

Low-density Development Example



Source: Eatmon Townhomes (Wilson, NC), Affordable Housing Development Fund, ReBuildNC, NCORR

| Site(s) Overview            |                                                                                                                                        |  |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--|
| Site Sizes:                 | Range from 1 to 4 developable acres                                                                                                    |  |
| Site Considerations:        | <ul style="list-style-type: none"><li>• Topography: slopes, streams, stormwater infrastructure</li><li>• Utility connections</li></ul> |  |
| Rental Scenario             | Up to                                                                                                                                  |  |
| Unit/Parking Count          | <ul style="list-style-type: none"><li>• 35 Units</li><li>• 60 Parking Spaces</li></ul>                                                 |  |
| Est. Max Financial Gap      | <ul style="list-style-type: none"><li>• \$10 million</li></ul>                                                                         |  |
| Est. Financial Gap per Unit | <ul style="list-style-type: none"><li>• \$270,000</li></ul>                                                                            |  |
| Requirements to Proceed     | <ul style="list-style-type: none"><li>• City site control</li><li>• Zoning change (pending total units and site acreage)</li></ul>     |  |



# Low-density homeownership (non-LIHTC) developments

| Site(s) Overview             |                                                                                                                                        |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Site Sizes:                  | Range from 1 to 4 developable acres                                                                                                    |
| Site Considerations:         | <ul style="list-style-type: none"><li>• Topography: slopes, streams, stormwater infrastructure</li><li>• Utility connections</li></ul> |
| Homeownership Scenario Up to |                                                                                                                                        |
| Unit/Parking Count           | <ul style="list-style-type: none"><li>• 35 Units</li><li>• 60 Parking Spaces</li></ul>                                                 |
| Est. Max Financial Gap       | <ul style="list-style-type: none"><li>• \$8 million</li></ul>                                                                          |
| Est. Financial Gap per Unit  | <ul style="list-style-type: none"><li>• \$225,000</li></ul>                                                                            |
| Requirements to Proceed      | <ul style="list-style-type: none"><li>• City site control</li><li>• Zoning change (pending total units and site acreage)</li></ul>     |

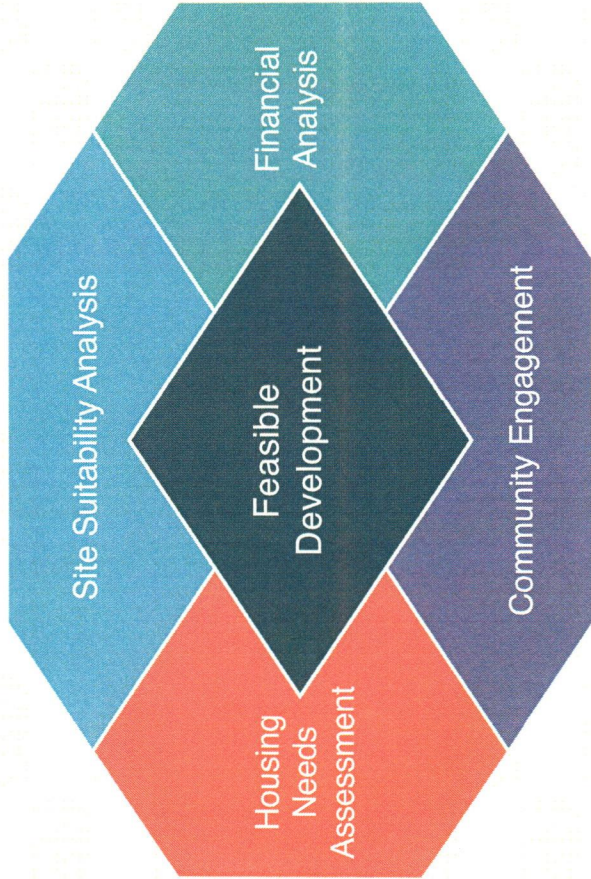
- Several variables impact the feasibility of a homeownership approach:
- Development costs savings (including materials, labor, and lower-cost debt options)
  - Homeowner mortgage and down payment assistance
  - Non-profit partner that specializes in affordable homeownership management



# Once a site is selected for Phase 2:

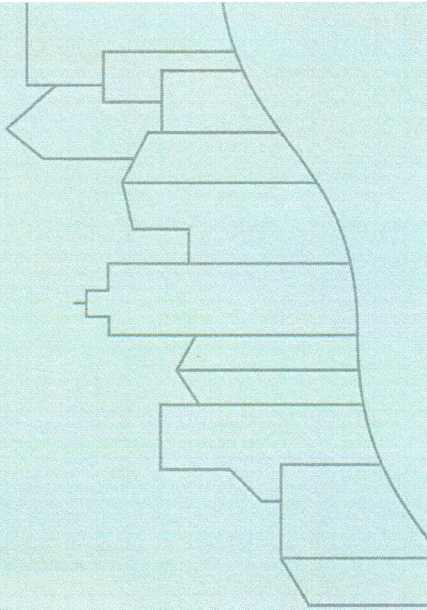
The City of Brevard engaged the Development Finance Initiative (DFI) to support the city in attracting private investment for housing development. The scope of work includes:

- Pre-development process:
- Site-specific pre-development analyses
  - Solicitation of private development partner(s)
  - Supporting the City in negotiating the development agreement with selected partner(s)





# Questions





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