MINUTES
BREVARD CITY COUNCIL
SPECIAL MEETING
January 31, 2013-8:30 A.M.

Annual City Council Retreat- Day One

The City Council of the City of Brevard met for their annual Council Retreat on Thursday, January 31, 2013 at 8:30 a.m. in the Clubhouse of Glen Cannon Country Club in Brevard, NC with Mayor Jimmy Harris presiding.

The following elected officials were present: Mayor Jimmy Harris, Mayor Pro-Tem Mac Morrow, Council Members Wes Dickson, Maurice Jones, Charlie Landreth and Rodney Locks.

Staff Present: City Manager Joe Moore, Police Chief Phil Harris, Fire Chief Craig Budzinski, Planning Director Josh Freeman, Building & Grounds Director Lynn Goldsmith, Finance Director Jim Fatland, Human Resources Director Christine Caldwell, Public Services Director David Lutz, Assistant Planning Director Brad Burton, Director of Engineering & Utilities Jay Johnston, Planning Department Kayla Merrill and Aaron Bland, Building & Grounds Department Alex Marquez, Assistant to the City Manager/Acting City Clerk LeAnn McCraw

Press: Derek McKissock, Transylvania Times

Others Present: Retreat Facilitator Angela Owen, Former Council Member DeeDee Perkins, Former Heart of Brevard President Kim Provost, Chamber of Commerce Libby Freeman, County Commissioner Paige Lemel, Transylvania County Economic Development Director Mark Burrows, City of Belmont Council Member Bill Toole, City of Belmont Assistant City Manager Adrian Miller. Others: Kimzey Jackson, Ed Buckley, Bill Towler, Susan Evans.

Retreat Called to Order - Mayor Harris called the retreat to order and welcomed all present and stated he and Council are relying on everyone's comments, feedback and participation in order for the retreat to be most productive. Retreat serves as Council's annual planning meeting. Proper Notice has been provided and the retreat will be held in a workshop setting.

Agenda - Mr. Morrow moved, seconded by Mr. Landreth, the Annual Retreat Agenda be approved as presented. Motion carried unanimously.

Retreat Materials - A complete copy of the retreat materials and information provided to Council, staff and the press is on file. Following are summaries of discussions held during the retreat.

Introduction - Mr. Moore shared the purpose of this annual Retreat with Council is to focus on a critical problem statement. Retreat topics centered on this problem statement will provide means to clarify the City's direction. Roles and ground rules would be established to set the stage for discussions.

Problem Statement Presented: "How do we grow Brevard?"

Economic development is limited by the amount of land available, developable, utilities and limited land use planning regulations.

Why it is a problem the City should be concerned with?

1. Services cannot be supported and as a result fees will start to rise
2. Revenue to communities drops and distribution of sales revenue in Transylvania County impacts the City.

Potential Solutions proposed for discussion during upcoming retreat:

1. Increase the value of the existing property base: streetscapes, parking, public space, Main Street to spur private investment and Water capacity allows growth to occur
2. Expand limits of the property base thru water capacity and comprehensive planning.
3. Capitalize on other growth: comprehensive planning and home base and base camp.

<u>Retreat Facilitator</u> - Mr. Moore introduced the facilitator, Ms. Angela Owen, President of TLB Leadership Partners. Ms. Owen explained the retreat agenda and format, facilitator and staff roles. Ms. Owen worked with Council to establish the retreat ground rules and established a "parking lot" to note future discussions, ideas or concerns.

City of Belmont Presentation

Mr. Moore introduced the representatives from the City of Belmont, Councilman Bill Toole and Assistant City Manager Adrian Miller. Representatives from Belmont were invited to share the story of their City following the loss of its manufacturing base, refocused economic and community development efforts upon quality of life.

Presentation highlights:

- Overview of City of Belmont included population size, economic history, location, revitalization process and opportunities for partnership and growth.
- Council members and staff work to not focus on weaknesses but work to develop them into strength for their community. For example, the Catawba River is viewed by many as a weakness because it separates the City from Charlotte and presents additional sewer extension challenges. It also presents unique amenities that the City can partner with local businesses to attract visitors, investors, lifestyle consumers.
- City has 1 full-time Event Planner to plan and operate festivals. Festivals are an effective marketing tool to visitors. Events allow the City to target specific demographic audiences they want to attract to live, work and play in their City – i.e. best beach music venue. There are events beyond downtown and as these areas become move developed then more events will be planned there.
- City works to focus on the small projects, i.e. sidewalk improvements, to help attract and retain visitors, walkers, etc downtown.
- City understands different demographics and mindsets from the residents who worked in the mill town verses the new people moving in. There is fierce competition for where people shop, live, play and customer service is a huge focus for the City and uses it to their strategic advantage.

Council Questions on Belmont Presentation:

- Is Water usage for the City of Belmont solely for the City or is it a municipal water system? The history of the manufacturing area provided for each town to have their water/sewer system. As a result, Belmont's system serves City customers only.
- Does the economic plan for the City of Belmont include a new water or sewer plant? No the systems in place are capable of handling much higher volumes than current usage because of its previously operating manufacturing industries. There is a potential partnership to expand system with Charlotte Mecklenburg County as an under river connection. This decision to move forward with this County is a result of a bidding process.
- How much of the partnership and/or combination of public and private investment happen serendipitously or is there a structure to help foster it? Belmont continues to try to figure it out. It relies a lot on casual encounters, investing in the small projects i.e. sidewalks, creating opportunity to have these encounters because it allows more flexibility to discuss big issues. It also fosters open communications and encourages open dialogue across the table.
- What are you doing to foster political communication and partnerships? On council there is a real understanding that they are in their positions to serve Belmont and see it thrive.
- Do you have a product? Yes it is a product- it is our small town community. Where people know their neighbors, when someone is sick and they bring meals, people don't want to be in a gated community.
- Do you consider Belmont base camp and home base community? We use to be a home base but now we are a conglomeration. We still have an economy that is recovering and needs to continue to improve. Retail alone isn't enough of an economic generator. We have to find a way to support other businesses in Belmont and get the entrepreneurial spirit back.
- How many safe routes to school programs are you operating? There is education for the K-12 school with more in-depth programs for the elementary and middle school with a walk to school program. High school students continue to be actively walking to schools because of these early efforts.
- What are your primary elements of Belmont's comprehensive plan? Belmont developed a plan in 2007 with village centers – high density development where appropriate, lower density where appropriate and took into consideration how to preserve certain areas. During the process it was important to share thoughts and fears as a leader during the planning process.
- What was in place when your City started the 2007 comprehensive plan? There was zoning and land use plans in place for 10 years. The City wasn't trying to eliminate opportunities but at the same time understood tough decisions had to be made to be consistent with their vision.
- In regards to water/sewer infrastructure, has your City reinvested in your systems? Yes, it is a process of reinvesting in the maintenance of our system. Citizens tend to forget what it takes to produce and move water or treat sewer. The City has to be diligent to maintain its systems.
- Do you have other operational relationships with other agencies and private sector? Belmont is working on it but not where we need to be. We are always looking for those small business owners because they will be loyal when the larger companies will not be.
- In regards to the upcoming bike speed week event, did the City approach them? Yes we went to them and invited them into to Belmont. The Event Coordinator and Police Chief are working with the local bike shop owner on the event planning.

- Where is the City in regards to technology? We are lagging unfortunately and still operating a DOS system internally. We are working to put more resources in our systems. This is a situation where staff understood the issues but over the years council didn't support reinvestment.
- Brevard is a small town similar to Belmont, if there is one thing we should do what do you recommend? Eat the apple, one bite at a time. Investment of the smaller projects, i.e. sidewalks and try not to get overwhelmed. Try to invite the stakeholders to the table, go out and talk with them in places you don't normally go. We are all creatures of habit and we can gain a lot of insight from going to places and meeting people you may not have otherwise met.

~~11:05 to 11:15 A.M. BREAK ~~

Further Council Discussion/Comments:

- Schedule an inter-City visit to Belmont.
- Similar to Belmont's river asset, Brevard has the French Broad and Hap Simpson. Could we have a river walk? Could it potentially connect to HS?
- Add bike racks to the downtown area.
- Belmont presentation was appreciated in particular from a Council member's standpoint. It also helped to hear feedback on forming good relationships with people to help spur economic activity to attract lifestyle entrepreneurs.
- Belmont seems to provide a sense of place and they have figured out who they are and who they want to be. It reaffirms what we are trying to do and trying to protect and keep Brevard special. It ties it back to our vision.
- Belmont is building community. How do we do it to match our vision and education for our citizens?
- Belmont presentation helps us as a Brevard Council Member to look at why we do certain things. Should we do them just because it has always been done that way? We should also be proactive and maintain our systems, i.e. utilities, infrastructure, etc.
- Recommend a bicycle master plan to include bike rack placement.
- Recommend Brevard work to engage other areas in Brevard, not just the downtown district, we need to reconnect our City.
- Belmont presentation is an extension of our previous retreat, to build a sense of community. We need to continue our brand/identity to solidify who we are, our brand and moving forward with everyone invested in our brand to make it work.
- Brevard must work to address our weaknesses and turn them into strengths. We should set a goal to talk and work with the County – we are all in this together.
- Develop a walking trail system and ask the health department to help with the City and schools to develop a system.
- Offer guidance to Brevard Middle School and elementary school system with their current traffic plans. Each school has existing traffic pattern issues. The schools have mentioned not having the funds for a consultant to address these issues. The City has internal experts that could be a potential resource to assist the school, similar to Belmont's experience in their park/walk to school program with safe routes.

~~ 12:30 to 1:30 P.M. LUNCH BREAK~~

Comprehensive Plan Discussion

Mr. Josh Freeman, Planning Director for the City of Brevard, introduced Susan Evans, Consultant, under contract to conduct public input meetings, graphic design and actual compilation of the content/layout for the Comprehensive Plan.

Presentation Overview:

- Comprehensive planning is a compilation of intentional decisions that shape the future of our community and is the bedrock of any long term planning process for our community. It is important because it encompasses not just land but economic development, health and wellness and transportation decisions as examples. It is about deciding what our grandchildren will inherit from us.
- Overview of the current plan implemented in 2002 along with other planning and policies including the more recent UDO and a history of long term planning in the community since 1963 was provided.
- It is recommended that a comprehensive plan be revised and implemented every 10 years.
- Current comprehensive planning process envelops the current vision and strategies council adopted in 2012 and implements that vision. Public input sessions have started and include the following categories: housing, health and wellness, energy, natural resources, cultural resources, economic development, transportation and infrastructure (includes water), land use and recreation.
- Outreach effort to notify and inform the public of these sessions is ongoing. This is the website: www.BrevardCompPlan.com.

Council Discussion:

- Strategic vision developed and adopted in 2012 provides "outcomes" and frames the comprehensive plan.
- Coordinate with the County on key issues including land use, infrastructure, economic development, natural resources, transportation, housing and health.
- Communication infrastructure should be incorporated as an element of the plan.
- How do we look to diversify our demographic and planning for the future? Diversify culturally and economically.
- How do we develop better public sampling methods? Work to improve online survey response, pursue water billing message, hand deliver surveys, implement Belmont approach and conduct meetings in the community, utilize County resources to get meeting attendance up.
- Energy topic relates climate change and how our community will respond especially in regards to land use and transportation infrastructure. Discussion surrounded a charging station for electric cars in Brevard or County. Look to UDO to impact energy efficiency and application of building code, and recommended change energy heading topic to environmental related classification.
- Important questions regarding comprehensive plan: What is it we map and why? Is economic development a layer of the comprehensive plan or an outcome? To what extent does the City comprehensive plan infuse the County population?
- Work to diversify the economy to attract lifestyle entrepreneurs.

~~3:00 – 3:15 P.M. BREAK~~

Attendees: Commissioner Hawkins and Artee Wilson, County Manager

Council Brainstorming on Comprehensive Plan Outcomes:

- Wellness: Be #1 in wellness, the destination for healthy living, place for recreation in the region, smart development, clean the French Broad River.
- School/Education: Desired schools for locals, diversify and attract all kinds of people from all kinds of places, mix of flexibility with set requirements for smart growth, make sure development achieves goals and reflects values of community, Brevard is the center of diversity in the County and Brevard College is that center, best public education and college bound students are attracted and selected Brevard College.
- Economy: Expand patterns of success because qualify of life is success to other entrepreneurs. Brevard to become the place where successful starts happen. Elements for successful entrepreneurs are here including quality of life. Promote tourism through quality of life. Additional outcomes related to economy include: known for its natural resources, strong economy, technology driven economy, Brevard has created one of the best economic cities in the region, a place where my grandchildren can come to live, work and play. National renowned destination for outdoor recreation- woods and water Mecca, an entrepreneur's empire, Brevard is a place where Brevard College students can graduate, find jobs related to their degrees in this community.
- Arts/Culture: Recognized as #1 in your mind for culture in WNC (brand and community support) and education, natural environment inspiration and other resources. Additional brainstorming included: Arts Mecca, national roots music hub, international reputation for cultural amenities, national art market, keep the rich history, Brevard has one of the best/well known festivals in the country and be a leader in of arts and entertainment in the state/region.
- Miscellaneous (noncategorized): Brevard is a place that is famous for shared vision, WNC #1 destination, where children want to return when they have their families, Brevard is the #1 in the state per population to provide access to line communication to residents and businesses and retain its small town charm while being the Capital for Lifestyle Entrepreneurs.

~~4:00-4:15 P.M. BREAK~~

Water Capacity Development

Mr. Jay Johnston, Director of Engineering & Utilities for the City of Brevard, presented recommendations for moving forward on water capacity for the City following from the October 2012 work session. Following the comprehensive planning discussion, Mr. Freeman reinforced the hand/hand relationship between land use and water capacity. It encouraged council to think about their vision for the community, looking to the future and shaping the direction of the community. Mayor Harris welcomed County representatives and encouraged them today this being an open meeting, not a public hearing, to share any information or ask for any clarifications in regards to the water discussion.

Presentation Overview:

- Current permit capacity at the Cathy's Creek Water Treatment Plant facility is 2.6 MGD with actual capacity at 1.9. On average we deliver 1 MGD with a difference of 900,000 available for economic growth today.
- Planning has looked at the City's current planning map to try and project our current water needs in the future. These numbers fall somewhere between 2.25 MGD and an aggressive model takes the need to 4.5 MGD – this model shows a significant investment to our water supply.

- Current water plant and the true hydrology of Cathy's Creek impact the ability to rehab the current system to only minimal gains in MGD to the current system.
- Three scenarios or presented options are for council review. All three scenarios include a 3-5 year reclassification timeline and then an additional 7-10 year build-out for a new water plant.
- Scenario 1 – Davidson River just upstream of Asheville Highway Bridge: current classification- WS-V, watershed area: 40.4 sq miles, estimated design capacity 3.0 MGD, regulatory first hurdle to reclassify to WS-II/I and extra-jurisdictional participation required.
- Scenario 2 – Davidson River near confluence with French Broad River: current stream classification WS-V;B, watershed area: 46.4 sq miles, estimated design capacity 3.4 MGD, regulatory first hurdle to reclassify WS-II/III and extra-jurisdictional participation required.
- Scenario 3 – French Broad River near confluence with Davidson River: current stream classification B: Tr (HQW), watershed area: 173 sq miles, estimated design capacity 15 MGD, regulatory first hurdle reclassify to WS-III and extra-jurisdictional participation required.
- It is critical to identify all stakeholders and work with them early on in the process. When presenting the permit reclassification request to the state it requires resolutions stating support from all key jurisdictional stakeholders.
- Next steps are outlined as follows:
  Step 1: decide whether water source options feel right. This isn't necessarily a commitment but a direction to begin and decide whether further consideration of demand or service area planning warranted.
  Step 1A: request a scoping meeting with DWR and present our preliminary considerations. Get detailed feedback from pertinent agencies on process.
  Step 2: begin staff-level effort to consider viable physical locations for intakes, water treatment facility, distribution and pumping infrastructure, and storage.
  Step 3: commission consulting engineer to perform "alternatives and feasibility analysis". This is a required document that will provide a detailed (fiscal) analysis on the preferred alternative. This could include connection to Hendersonville and any other options.
  Step 4 (3A): commission environmental consultation to perform EA or EIS.
  Step 5 (future): submit documentation to DWQ, including resolutions to all affected jurisdictions, requesting reclassifications.
- City Manager emphasized the importance of this discussion is to understand the current and projected needs, understand council's interest in moving forward and request for additional time to work with staff to develop a plan to move forward, not to jump into reclassification but to begin the discussion and start the public input process moving forward.

Council Discussions

- What does 5 MGD mean in terms of growth? Why did we pick 5? From the aggressive growth model 4.5 MGD was estimated and rounded up to 5. It recognizes significant growth potential based on several business models for Brevard.
- In regards to connections, is there a physical limit regarding proximity? The state will review maps to consider what our potential options are and evaluate the feasibility of a connection to other water systems. At the end of the day, the City is requesting the river reclassification and must do it's homework before submitting any paperwork. Dialogue between the City and State can be conducted to flush out real options but staff's effort would be to keep our water decisions locally and move forward with the review and permit of a new water

intake because in the future we may not have any other options other than regionalization of water systems. The City currently runs our own water system and we want to continue this in the future.

- In the event Council moves forward with the French Broad as a water supply and then after submitting to DWQ find significant flooding or other issues? What happens then? Prior to submittal to the DWQ we would have reviewed floodplain issues, no rise issues; City and consultants take time and do their homework. We can't locate a plant in the floodplain.
- From the numbers, the French Broad site may be a good source, up to 15 MGD. Why are we even talking about 15 MGD when we need only 5 MGD projected at this time? The 15 is the number allowed by the calculation and does provide the City and community more growth in the future.
- French Broad site would require more work/input from stakeholders form the community. This option could provide an opportunity to clean up the water and this could help when trying to address community members who aren't initially supportive.
- The decisions we make in the comprehensive planning process impact the water discussion and what MGD we want in the future. We need to work with our stakeholders to communicate our vision, future direction and planning for future growth.
- At the French Broad site, can we locate a new plant there and not build a 15 MGD plant initially? Yes, it is recommended if moving forward with this option; build a modular style plant that can be added onto in the future as growth continues.
- French Broad site is attractive because it gives the community a lot of flexibility future and improves the quality of the environment.
- Current Ecusta water draw permit and potential other future requests to draw water from Davidson River and the impact on the river.
- Currently there are no withdraws from the French Broad River inside Transylvania County. Permitted withdraws are located in Henderson County.
- Council supported moving forward with Scenario 3 and begin discussions to begin reclassification of the French Broad River near confluence at Davidson River. Council stated it is key to meet with stakeholders, including the County staff, as a first step of this process. Recruit redevelopment partnerships as part of this process. Work on future presentations on service areas and develop a communication plan for next steps.

~~6:00- 6:45 P.M. DINNER BREAK~~

Auto Read Water Meter Program

Mr. David Lutz, Public Services Director and Mr. Jim Fatland, Finance Director, presented an overview of the costs and benefits of implementing an auto read meter program. Mr. Lutz introduced Mr. Jim Hendricks from Mueller Systems to introduce Hot Rod Mobile AMR System.

Presentation Overview:

- Review of existing meters provided including years in service, accuracy, unaccounted water concerns and underperforming meters placing burden on all users.
- Total number of current meters is 4188 this includes 704 newly installed radio read meters currently in use.
- Hot Rod Mobile AMR has been a field trial with 4 other AMR systems for 18 months with the City of Winston Salem. Following trial the City shared this

regarding its new system: "Hot Rod performed better in areas of capability, reliability and consistency with technical assistance and support more readily available."

- AMR return on investment includes:
  Safety improvements to include reduced accidents and/or injuries;
  New 2014 EPA safe drinking water standards;
  Increased efficiency for manpower (current 42 man/days per month reading to approx 6 days);
  Impact includes system has 15 year life, 100% warranty for 10 years, and savings on annual basis of employee and vehicle;
  Revenue increases as all meters will be more accurate. New meters are sensitive to 1/16GPM. Estimated 45% increase in revenue and based on current annual revenue estimated increase is $150,000.
- Customer Service will improve because of improved information. System can share with staff high and low level leaks, duration of flow, reverse flow and no flow. Data is stored on hourly basis at the meter. Increased information supports more accountability with the public and media and it helps to avoid write-offs for usage that impact revenue.
- Consumer protection is strengthened because it protects customers from high bills by detection and better information regarding leaks and problems.
- Current trend of water production and usage has decreased at this time approximately 6%, current difference between $68,762.
- Recommendations from Finance Director regarding payment of program: Proposed meter fee of approximately $2.88 to pay for the loan for system over 8 years and to provide funds to replace system at the end of its life. This does not include a rate hike or increase along with proposed fee and provide long term financial sustainability. Staff is also looking into a grant to help with cost of new meters.

Council Discussions:

- How accurate are the meters after so many years? Between 4-6%. At the end of 15 years how accurate are the meters? These numbers will vary. The lifespan of the meters is around 15 to 20 years so that is the timeframe when the cost to replace them makes sense to gain revenue to pay for new meters.
- Have there been any radio interference causing inaccurate readings? If a citizen has an issue it will display an unread meter not an incorrect read. The signal should be strong enough.
- New system could track the amount of water leaving the plant in an effort to accurately reflect water production and usage.
- Currently the City has 704 auto read meters, how accurate are they? City is currently reading them by hand and recommends putting in all new meters at one time and not waiting for 10 years to implement. These are also not on the same route and there isn't a system in place to support data sharing with customers.
- Proposed system doesn't allow a customer to view their account online or usage online. Customers, under this presented option, would have to call or visit the Water Department to inquiry about their water usage, ask questions, etc.
- Current 30 day billing cycle would continue.
- Does the recommendation include a new fee schedule? No, recommendation is to not impose a new fee schedule in addition to the new meter fee in the upcoming budget year.
- Encouraged staff to continue public education to citizens regarding water usage, i.e. how much water do I use when I brush my teeth. Suggested providing them a

spreadsheet on water usage for daily tasks to show them how or why it is important to conserve.

- Staff will return a final recommendation and numbers on this program during the upcoming budget process for FY 13-14.

Mr. Morrow moved, seconded by Mr. Landreth, Council adjourn day one of the retreat. Motion carried unanimously. At 7:30 p.m. the annual retreat was adjourned for the day and is scheduled to continue tomorrow morning, February 1st, at 8:30 a.m. in the same meeting room.

s/________________________________
Jimmy Harris, Mayor

s/________________________________
LeAnn McCraw, Acting City Clerk

Minutes Approved: March 18, 2013