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Town of Maggie Valley
Retreat Day 1
January 31, 2022
MINUTES

Members Present: Mayor Mike Eveland, Aldermen: Jim Owens, John Hinton, Tammy Wight, and Phillip Wight

Staff Present: Manager Nathan Clark, Public Works Director Mike Mehaffey, Chief Russ Gilliland, Finance Director Shayne Wheeler, Town Planner Kaitland Finkle, and Town Clerk Vickie Best

Others Present: Reporters Hannah Mcleod, Vicki Hyatt and Allen Alsbrooks of Hearth and Home Inn

Call to Order

Mayor Eveland called the retreat to order at 9:32 am on Monday January 31, 2022, in the Town Hall Boardroom.

The agenda:

DAY 1

- Visioning
- Rules of Procedure & Code of Ethics
- Trends & Forecasting
- UDO

Individual Values *From slide one to Council*

As elected officials, you possess a unique motivation not only to serve your community, but ultimately make it a better place.

As individuals, the values that drive/fuel this motivation for service and change is different.

These values are your strongest principles and beliefs that are not easily shaped, changed, or influenced.

Acknowledging your own individual value set is a powerful tool, not only for better understanding your own personal North Star, but it also provides understanding to what drives your fellow Aldermen in their own decision-making process.

The value set that you create should help identify the “secret sauce” that makes you the leader you are.

Council was asked to list seven then five of their values and then lower that number to three.

Honesty and Integrity was the one shared value.

Mayor Eveland’s Values: Community, Honesty and Integrity, and Loyalty

Alderman Jim Owens’ Values: Honesty and Integrity, Productivity, and Communication

Alderman John Hinton’s Values: Honesty and Integrity, Communication, and Open Mindedness

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Alderman Tammy Wight's Values: Faith, Freedom, Honesty, and Integrity

Alderman Phillip Wight's Values: Helping Others, Achievements, and Open Mindedness

Next Council completed the SWOT Test: Strengths-Weakness- Opportunities-Threats

Strengths: Loyal and Qualified Employees, positive growth, proactive, good communication level, location, Cataloochee, Festival Grounds, natural beauty, relaxation, reputation as a good place to visit and live. Alderman T Wight added that the Chamber is a strength, because they always advocate for Maggie Valley.

Mayor Eveland stated that Ghost Town could fit into all four categories.

Weaknesses: beautification buffers, zoning decisions, seasonality, demographics, communication, compliance, labor force, limited affordable housing, a lot of small businesses open and close, the growing division on the vision of the town's future

Opportunities: new and creative ideas, adopting the new UDO and the new Land Use Plan, keeping C1 along Soco Road, if we see something wrong be proactive and fix it, get Soco Road project in place, get the Veteran's Park started, get the history museum started, continue to create a safe environment

Threats: Ghost Town and the past (We need to remember where we come from and where we are wanting to go forward) Define a vision and do a better job of enforcement, future road work that is to be done all around Maggie Valley i.e., bridge project, Jonathan Creek Road, Round-a-bout at intersection. Social media, unsustainable labor force, density drives a huge affordable housing trait, the banning of single-family homes in certain districts so duplexes and triplexes can be built, homelessness

"Community Vision" is a buzz word that we often hear or use.

Over the past six months the Board has had to make decisions based upon its own inferences about Maggie Valley's Community Vision.

A Community Vision is what we are striving to achieve – what does our next ten years look like?

Don't let the problems of today impact your vision for the future.

- ▶ Strive to provide quality services
- ▶ Strive to work with the entrepreneurs
- ▶ Increase communication with the citizenry

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**Town of Maggie Valley
Mission Statement**

To provide quality services to protect the health, safety and welfare of its citizens while exercising stewardship over its resources. As a community, and a resort town, Maggie Valley supports economic prosperity, cultivates community spirit, and honors its heritage and culture. Council's mission is to empower the citizens to proactively plan to meet future needs in an equitable, efficient manner.

This mission shall be accomplished with respect, competency, and compassion toward everyone.

- ▶ Mission statements are directly connected to vision statements.
- ▶ While a vision statement describes the desired future state of the organization, the mission statement describes how that vision will be achieved.
- ▶ Ideally, mission and vision statements are crafted through a collaborative process that involves a wide array of community stakeholders and elected officials, usually as part of an overall strategic plan.
- ▶ Additionally, mission statements are similar to vision statements, in that they, too, look at the big picture.
- ▶ However, they're more concrete, and they are definitely more "action-oriented" than vision statements.
- ▶ Your vision statement should inspire people to dream; your mission statement should inspire them to action.

Some Councilmembers felt the Town has lost sight of what supports economic prosperity means.

Economic prosperity and growth mean different ideas to different people. By the census numbers, some believe Maggie Valley has grown. Alderman P. Wight questioned how we measure economic prosperity? "Is it measured by how many rooms are rented? Allowing RV PUDs would have been a test market we do not have."

Mayor Eveland responded that this board represents the Town. There is limited amount of property left in Maggie Valley's commercial district. "Economics cannot be solved today."

As times changes, the buildings change i.e., Frankie's Italian Trattoria and Elevated Mountain Distillery.

Alderman T. Wight reminded Council that Tube World is a brick-and-mortar business and the Town allowing a food truck to locate on the property would enhance their business. Yet, there was a delay in doing this. "We have to have a vision. Is it mass tourism vs sustainable tourism?" Alderman Owens concurred, adding that he wants to see Maggie Valley grow, but not lose its character.

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Alderman P. Wight added that businesses strive to survive in the winter months. "Don't deny a spark of growth." The commercial district is asking "What are you doing for me?"

"Without a clear vision, it is a rudderless exercise [in growth]." Manager Clark felt the stakeholders need to be engaged. "People move to Maggie Valley for a reason. What is that reason? People seem to like Maggie Valley as it was when they moved here. We need to take what we have learned and move forward with that."

Moving Maggie Forward (*a previous study under Mayor Ron DeSimone*) will be reviewed to see what is still relevant today. Because business growth has been light, it is difficult to see the effects of the Esthetics and Design Standards that are in place.

There are 156 Airbnb's/VRBOs in the 28751 zip code. The State has limited what municipalities can do about these rentals.

Both Aldermen T. Wight and Hinton were proud of Maggie Valley's financial standing, as well as the employees the Town is fortunate enough to have.

Mayor Eveland is excited that more of the community folks are getting involved. This brings new and different ideas to the board.

Alderman P. Wight stated that there are people that feel they are getting nothing for their tax dollars. Alderman P. Wight likes the Non-Powell Bill Road Policy that helps with road repairs/projects, and he too is pleased that Maggie Valley is staying in the black [financially].

Alderman Owens too was proud of Maggie Valley's financial position, the town staff's commitment and the relationship between the aldermen and staff.

What needs to be improved?

Alderman Owens stated that he would like to see further collaboration with surrounding towns and the county. The UDO and Land Use Plan must be completed. The Town should work with existing businesses with the Façade and Cleanup Program and lastly find a way to do an update for audio and video in the boardroom.

Alderman P. Wight responded that we need to take opportunities for growth even with upgraded standards. The areas that we know we are taking a revenue loss is alright, as long as it is tracked i.e., festival grounds, solid waste collection, and brush pickup.

Mayor Eveland believes Council needs to do a better job of vetting applicants for the Planning Board and Zoning Board of Adjustments. There have been issues over the past few months. All members should be reminded of why they are there and what their duties are. "These members represent Maggie Valley and that should be in a positive manner."

Alderman Hinton also felt "we need to build on participation of the public". We need to bring our business/residential districts into compliance with the current rules in place. He too agreed that Council needs to tighten up the way applicants for boards are verified.

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Alderman T. Wight wants the Town to be open to new ideas, improve the sound system in the boardroom, and speed up the time it takes to get the ball rolling. Start the process of creating a Veteran's Park.

Accomplishments

Alderman T. Wight said that the employees did a great job of handling business during the height of the Covid Pandemic by keeping Town Hall open and using the parking lot to do business. "We never stopped doing business." Maggie Valley is debt free. "The controversial rallies (Black Lives Matter) that were brought to Maggie Valley were handled very well and we were fast to get a policy in place to reduce interfering with business and limit collision between opponents."

Alderman Hinton also agreed that Maggie Valley is financially strong, and we are now closer than ever to getting the UDO adopted.

Mayor Eveland was happy that The Swag became part of the town. The Winter Lighting Program is growing. The employees' (not department heads) had a salary adjustment during October when times were trying. "We did the right thing for the employees."

Alderman P. Wight is glad for any small pockets of growth. "We have excellent festivals and Maggie Valley's finances are in good shape.

Alderman Owens too was proud of providing raises to town staff and the covid protocols used during the waves of the pandemic.

Mayor Eveland added that Maggie Valley is blessed because tourism was up in rentals in Maggie Valley compared to other communities during the height of the pandemic.

Missed Opportunities

Alderman Owens felt the inability to complete the Land Use Plan and the UDO.

Alderman P. Wight responded that nothing monumental has happened.

Mayor Eveland responded the Rocky Top Road Project not being completed, although the Town has met its commitments to assist in upgrading the entrance and rebuilding the road.

Alderman Hinton once again stated compliance (code enforcement) with current rules and regulations.

It was the consensus that "we" need to be more proactive in code enforcement. When Special Exceptions and Variances are granted "we" also need to follow through to see that everything is being done correctly. "We need to have interaction with staff at a higher level."

It takes 4.5 hours to drive the entire municipality; making it hard to keep an eye on activities throughout the different areas of residents. The Public Works Director is good about reporting issues that need to be addressed.

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Alderman Owens placed a lot of emphasis on education. "Educate the citizens to understand the process, rules and regulations, and why the rules apply."

Alderman T. Wight felt Council's inability to communicate properly with people over the waterfall was a detriment. "We also need to work closer with the Chamber and the business community."

Alderman P. Wight had to briefly leave the meeting at 12:06 pm because of his work.

♦The Town Board of Aldermen currently use Resolution 14-1 (Adopted January 2014) as their guiding rules of procedure to conduct meetings.

♦The Board has made mention of wanting to revise this document because of the change in laws (160D) and the change in times, and political climate.

♦The Board has also made mention of wanting a Code of Ethics; a higher standard than what NCGS mandates – a draft Code of Ethics was provided to Council.

Conflict of Interest protocols also need to be created and abided by. Along with stating that you have a conflict of interest on a certain issue, you should state that at the beginning of the meeting.

There is a duty to vote, if not properly recused by a vote. If you do not vote on a matter, your non-vote will be considered an affirmative vote.

If a member is recused by vote and the Board is now a board of four, the vote could be by majority or could be a tie and then the vote dies.

Beginning in February, at the beginning of each meeting, all members will be asked if there are any conflicts of interest with any of the agenda items.

Having a fixed position on the Zoning Board of Adjustment is not allowable. Those members are expected to act on facts presented under oath, rather than having a fixed position regardless of the facts. This of course, is harder to define.

Council discussed the difference between Public Comments and Public Hearings. There is no need to respond to Public Comments, only take it under advisement for discussion later. At Public Hearings all speakers are allowed five-minutes, other than the applicant. Equal time will be given to proponents and opponents. If someone on either side is going to provide a presentation, the manager should be made aware of this and approve it prior to said meeting.

Trends and Forecasts

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| Municipality | 2010 Population | 2020 Population | 2010-2020 Population Change |
|---------------|-----------------|-----------------|-----------------------------|
| Canton | 4,227 | 4,422 | +195 |
| Clyde | 1,223 | 1,368 | +145 |
| Maggie Valley | 1,150 | 1,687 | +537 |
| Waynesville | 9,869 | 10,140 | +271 |

As the above chart shows, during the 2020 Census, Maggie Valley had the greatest growth.

The chart below shows Maggie Valley compared to other municipalities in WNC.

| Town | Population |
|-----------------|------------|
| (1) Waynesville | 10,140 |
| (2) Canton | 4,422 |
| (3) Franklin | 4,175 |
| (4) Sylva | 2,578 |

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|----------------------|-------|
| (5) Maggie Valley | 1,687 |
| (6) Andrews | 1,667 |
| (7) Murphy | 1,608 |
| (8) Bryson City | 1,558 |
| (9) Clyde | 1,368 |
| (10) Highlands | 1,072 |
| (11) Robbinsville | 597 |
| (12) Hayesville | 461 |
| (13) Webster | 372 |
| (14) Forest Hills | 303 |
| (15) Dillsboro | 213 |
| (16) Lake Santeetlah | 38 |
| (17) Fontana Dam | 13 |

The chart below shows housing units within Region A.

| Town | Population | Housing Units |
|-------------|------------|---------------|
| Waynesville | 10,140 (1) | 5,525 |

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| | | |
|---------------|------------|-------|
| Highlands | 1,072 (10) | 2,307 |
| Franklin | 4,175 (3) | 2,299 |
| Canton | 4,422 (2) | 2,086 |
| Maggie Valley | 1,687 (5) | 1,709 |
| Sylva | 2,578 (4) | 1,213 |

Out of all the building permits pulled within municipalities in 2021, Waynesville had 61% of the pie, while Maggie Valley had 29% and Canton had 9% of the growth. (The remaining portion was in Clyde.)

Seasonal homes are counted within the number of units.

Brush Collection (yard waste)

Workorders are generated through administration and then put in a folder that Director Mehaffey oversees; then two men are sent out to collect the brush and bags. Because the bags must be cut before being dumped, the men may keep all the bag tickets together. A truck load is approximately one ton. Less than 10% of the workorders require the backhoe. Caroline Contracting shreds the brush for the Town.

Wastewater Treatment

There was a spike in flows in 2013 due to inflow/infiltration. An Inflow & Infiltration (I&I) Study was completed where six separate areas were studied. The Public Works Department fixed those areas where there was inflow and infiltration into the collection system (loose manhole lids, ground and surface water entering the system, and some folks putting their drain lines straight into the sewer system).

This year, Maggie Valley needs another comprehensive I & I Study. Wet weather plays a part in the high flows at the WWTP. The reason for wanting to limit the Inflow and Infiltration is because the inflow/infiltration must be treated, the same as sewer (expensive). Our system is treated as a new

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system because unlike Waynesville and Canton going back to the 1800's. Maggie Valley's sewer system/collection lines were constructed in the 1980's.

Maggie Valley has 55-miles of collection lines.

State law requires a municipality to begin the planning phase of a WWTP expansion when capacity is 80%. When capacity is at 90% a municipality must have begun expansion construction.

There are only so many times a WWTP can be upgraded/expanded. Maggie Valley also has capacity that is committed for subdivisions that have not been built out.

1 Million Gallon per Day Facility

Last Expansion 250,000 (2005-2009)

Expansion Cost: \$3,422,906

Remaining Debt: \$1,140,722 (2028)

Used Capacity: 0.352 MGD

Available Capacity: 0.648 MGD

Planning Capacity: 80% (0.80MGD)

Construction Capacity: 90% (0.90MGD)

Police Department

Calls for service have almost doubled since 2010.

New statutes have been enacted creating more responsibilities, specialty classes, and special training on how to react without force. There is more responsibility and better protocols for tracking/securing evidence. Ondrea Murphy is over evidence and this job takes up quite a bit of her time, making it hard to man the front window.

To continue the rotation program on schedule, the Police Department will need two new police cars this year.

Governing Board's Rules and Regulations

The following rules were adopted in 2014.

RESOLUTION 14-1

**A Resolution Setting Rules of Procedure Regarding Meeting Conduct, Coordination,
Preparation, and Dissemination of Agendas and Associated Materials
Pertaining to Regular Meetings of the Board of Aldermen**

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WHEREAS, the Town of Maggie Valley Board of Aldermen wants to ensure, insofar as is possible, the orderly and timely conduct of all public business needing to come before it in regular meetings, and

WHEREAS, the Board believes it is essential that the public has a known and recognized official point of contact with the Town for all parties having business or desiring an appearance before the Board, and

WHEREAS, the Board desires that all parties, issues, materials, correspondence, etcetera, pertaining to a matter to come before the Board be presented in a complete, coordinated, and timely manner, and

WHEREAS, the Board believes that it, assisted by the Town Manager and Town staff, should have adequate time to prepare for meetings and issues coming before it through advance study, analysis, or investigation, and that each Board member should have equal access and availability of agendas and associated materials, and

WHEREAS, under the Council-Manager form of government, it is logical and appropriate that the Office of the Manager be the Board's officially designated location for the preparation and coordination of all meetings involving the Board of Aldermen;

WHEREAS, the Board strives to conduct business and interact with the public in a civil, orderly, and efficient manner, with equal respect to all individuals;

NOW THEREFORE, BE IT RESOLVED, by the Town of Maggie Valley Board of Aldermen in session duly assembled, that the following Rules of Procedure are instated regarding the conduct and preparation of all regular meetings of the Town of Maggie Valley Board of Aldermen. These Rules and Procedures shall replace any Rules and Procedures regarding conduct of business previously adopted;

1. The agenda shall be prepared in advance of the Regular Board of Aldermen Meeting and shall be made available to each Alderman with all supporting documents and information as far in advance of the scheduled meeting as practical, but not less than three days prior to the meeting.
2. The Town Manager's Office shall serve as the repository for all requests for appearances, work sessions, agenda items, and other issues to come before the Town Board in regular meetings. Those residents or others asking to be on the agenda for any meeting shall first meet with the Town Manager. The Town Manager is directed to prepare agendas, assemble data and material, make official announcements to the press and public, notify parties, conduct research, prepare memoranda, secure facilities disseminate agendas and information as required, and conduct any other activity or provide any other support as is needed by the Town Board of Aldermen for the lawful and successful conduct of meetings.
3. The Board of Aldermen hereby establishes a limit of ten (10) minutes for those requesting to be on the agenda after meeting with the Town Manager as directed above.
4. The Mayor will have the prerogative of extending time for agenda presentations.
5. The Mayor is granted the discretion to adjust the order of items on the agenda as necessary to efficiently accommodate business and/or to maintain order.

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6. Public comment will be scheduled to ensure that matters on the agenda and/or requiring board action are given proper consideration; public comment will be accepted at least one meeting per month.
7. Public Comment participants will be limited to 3 minutes.

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RESOLUTION 14-1

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8. The Board will not participate in debate or open discussion with anyone outside the Board without the consent of the Mayor, or a majority vote of the Board.
9. Public comments and opinions may be expressed freely; however anyone making unsubstantiated accusations, personal attacks, name calling, and/or using foul language will be deemed "out of order" and may be asked to leave the meeting.
10. The Mayor is granted the discretion to adjust the order of items on the agenda as necessary to efficiently accommodate business and/or to maintain order.
11. Public comment will be scheduled to ensure that matters on the agenda and/or requiring board action are given proper consideration; public comment will be accepted at least one meeting per month.
12. Public Comment participants will be limited to 3 minutes.
13. The Board will not participate in debate or open discussion with anyone outside the Board without being recognized by the Mayor, or a majority vote of the Board.
14. Public comments and opinions may be expressed freely; however, anyone making unsubstantiated accusations, personal attacks, name calling, and/or using foul language will be deemed "out of order" and may be asked to leave the meeting.
15. Anyone refusing to leave, or otherwise disrupting the meeting will be removed from the meeting room by police escort.

ADOPTED IN OPEN SESSION THIS THE 13 DAY OF JANUARY 2014.

Of course, the Resolution needs to be updated to meet today standards and demands.

Town Staffing

There has only been a slight increase in the number of employees since 2010. Those new positions have been in the Police Department and Public Works Department. Within the next five years, all of the department heads will be eligible to retire.

Town Growth

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Assessed Tax Valuation-1% Growth Model-Tax Year 2022-2024

| Tax Year | Assessed Tax Valuation | Valuation Increase | Tax Rate | Additional Revenue |
|----------|------------------------|--------------------|----------|--------------------|
| 2020 | \$394,737,382 | N/A | \$0.43 | N/A |
| 2021 | \$490,628,420 | \$95,891,131 | \$0.40 | \$383,564 |
| 2022 | \$495,534,704 | \$4,906,284 | \$0.40 | \$19,625 |
| 2023 | \$500,490,05 | \$4,955,347 | \$0.40 | \$19,821 |
| 2024 | \$505,494,952 | \$5,004,901 | \$0.40 | \$20,020 |

Sales Tax Revenue-2.5% Growth Model-Tax Year 2022-2024

| Tax Year | Sales Tax Revenue | Additional Revenue |
|----------|-------------------|--------------------|
| 2020 | \$506,328 | N/A |
| 2021 | \$620,484 | \$114,156 |
| 2022 | \$635,996 | \$15,512 |
| 2023 | \$651,896 | \$15,890 |
| 2024 | \$668,193 | \$16,297 |

Projected annual Revenue Increases- Property Tax + Sale Tax-2023-2025

| | 2023 | 2024 | 2025 |
|--------------|----------|----------|--------|
| Property Tax | \$19,030 | \$38,251 | 57,664 |
| Sales Tax | \$15,512 | \$15,890 | 16,297 |

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| Totals | \$34,542 | \$54,151 | \$73,962 |
|--------|----------|----------|----------|

As discussed, several times over the past few years, the Unified Development Ordinance (UDO) is in dire need of being competed, public hearings being held, and then final adoption of said document.

The steps until completion:

Map

Use Table

Zoning Districts

Overview Document

End of the Marathon (by July 1, 2022)

Planner Finkle handed out the map, the use table, and the dimensional requirements for Council to review and study.

Once the UDO map is adopted all current uses will comply.

There was a brief conversation about Park Models vs Tiny Homes. Designations are based on building codes and how the units are labeled.

Mobile Home Parks will be in an overlay district.

Council briefly spoke about Market Square being the perfect PUD for its time. You have businesses with upstairs apartments along the front of the 5-acres, with warehouse in the middle, and then townhouses to the rear.

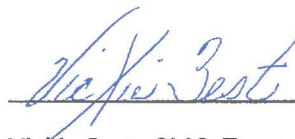
Due to work obligations, Alderman P. Wight had to leave the meeting at 3:16 pm.

Adjournment

ON MOTION OF ALDERMAN HINTON, WITH ALL IN FAVOR, THE MEETING ADJOURNED AT 3:30PM.



Mayor Mike Eveland



Vickie Best, CMC, Town Clerk

