

# *Driving Miss Maggie*

**A Comprehensive Plan for Growth and Change**

**MV**

Technical Assistance Provided By



Garry V. Cooper Associates

***Driving Miss Maggie***

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***A Comprehensive Plan for Growth and Change***

## Adopted September 2004

### Board of Aldermen

- Jo Pinter, *Mayor*
- Linda Taylor, *Mayor Pro-tem*
- Phil Aldridge
- Mark Demeola
- Jim Higel

### Planning Board

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- Scott Buffkin

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The purpose of this plan is to provide a guide that will help the town make decisions that will positively impact residents living within - and in proximity to - Maggie Valley. The organization of the document includes this overview, sections about the physical and cultural environments (history, physical environment, demographics, housing, economy, and land use), possibility-thinking about alternative scenarios, thoughts about community character, and a future land use plan for Maggie Valley.

### ***Setting and Project Area***

Maggie Valley is nestled next to the Great Smokey Mountains. The town has an area of approximately 1.8 square miles, and the benchmark elevation is 3,020 feet above sea level. Mountains and ridge lines define the project area more than political boundaries. It is for this reason that the project area boundaries follow topographic features. In short, although the Town of Maggie Valley is the heart of the project area, topography and drainage considerations were guiding factors in delineating the research boundaries.

The project area boundaries extend: to the north along the Cataloochee Divide; to the south from Waterrock Knob-Plott Balsom-Eaglenest Mountain; to the west near the Blue Ridge Parkway; and east of US 276 and crossing US 19 (Figure 1). The total project area is almost 33 square miles.

### **Research Methodology**

The research methodology involved an inventory of land use, housing, and employment. It was necessary to divide the project area into zones and to assign reference numbers to each lot within the zones. Figure 2 shows the zone reference system. Most (or all) of zones T, U, V, W, and X and parts of zones B, H, I, J, and K are either within the Maggie Valley political boundaries or the extra-territorial jurisdiction.

In order to facilitate data analysis, the research for this report includes three classification systems (one for each of the inventory components). The first classification system is the NAICS (North American Industry Classification System). The NAICS consists of 20 economic sectors. Each sector has a numeric code from 1-6 digits. Figure 3 is a listing of the 20 NAICS sectors.

The second classification system is the LBCS (land-based classification system). This system utilizes five dimensions: activity, function, structure, site development character, and ownership. Each dimension has subcategories and numeric classifications from 1-4 digits. This research uses the *function* dimension, and Figure 4 lists the LBCS function dimension categories.

The third classification system is for housing conditions. Condition criteria included neighborhoods, exterior utilities, garage, and landscaping. The rating scale range is from 1-7, with 1 the worst and 7 the best (Figure 5).

### **Technical References**

Executive Office of the President. *North American Industry Classification System*. Lanham, MD: Bernan Publishers, 2002.

Land-based Classification System. [www.planning.org/lbcs](http://www.planning.org/lbcs). November 2003.

Figure 1. Project Area Boundaries

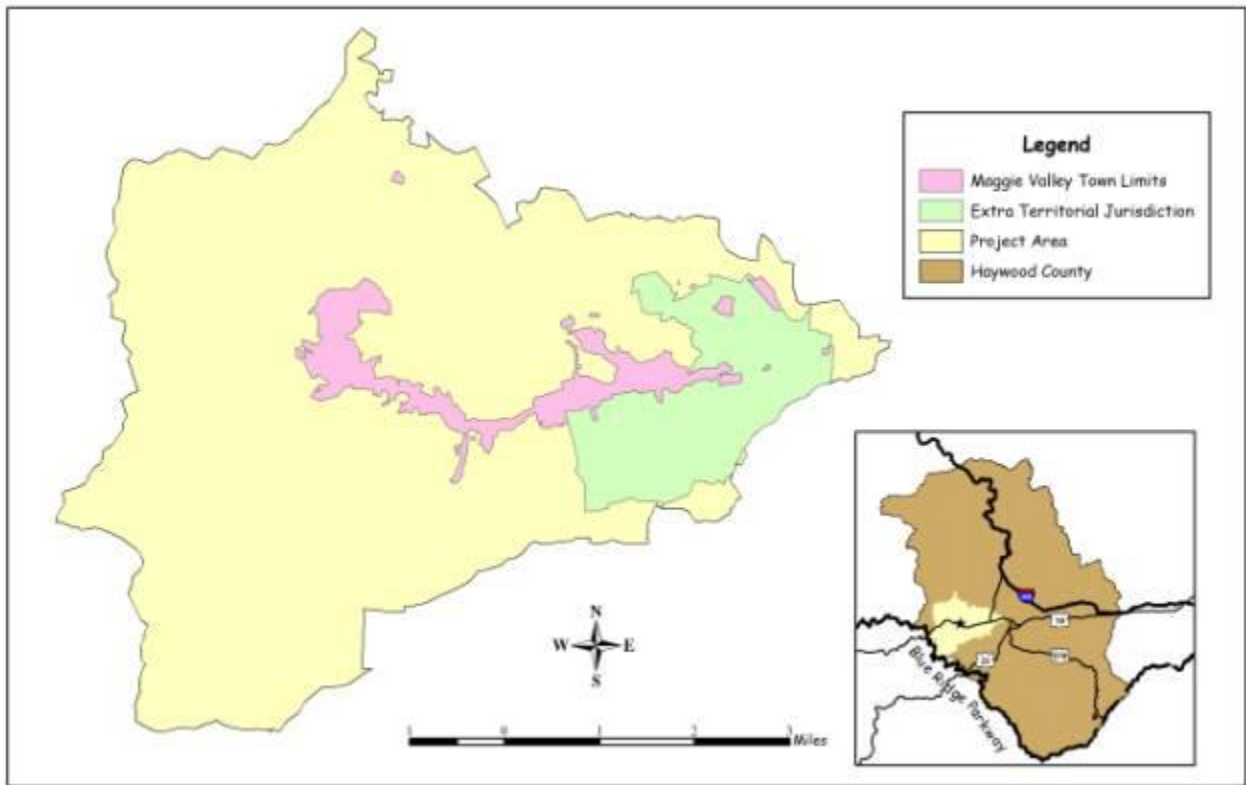
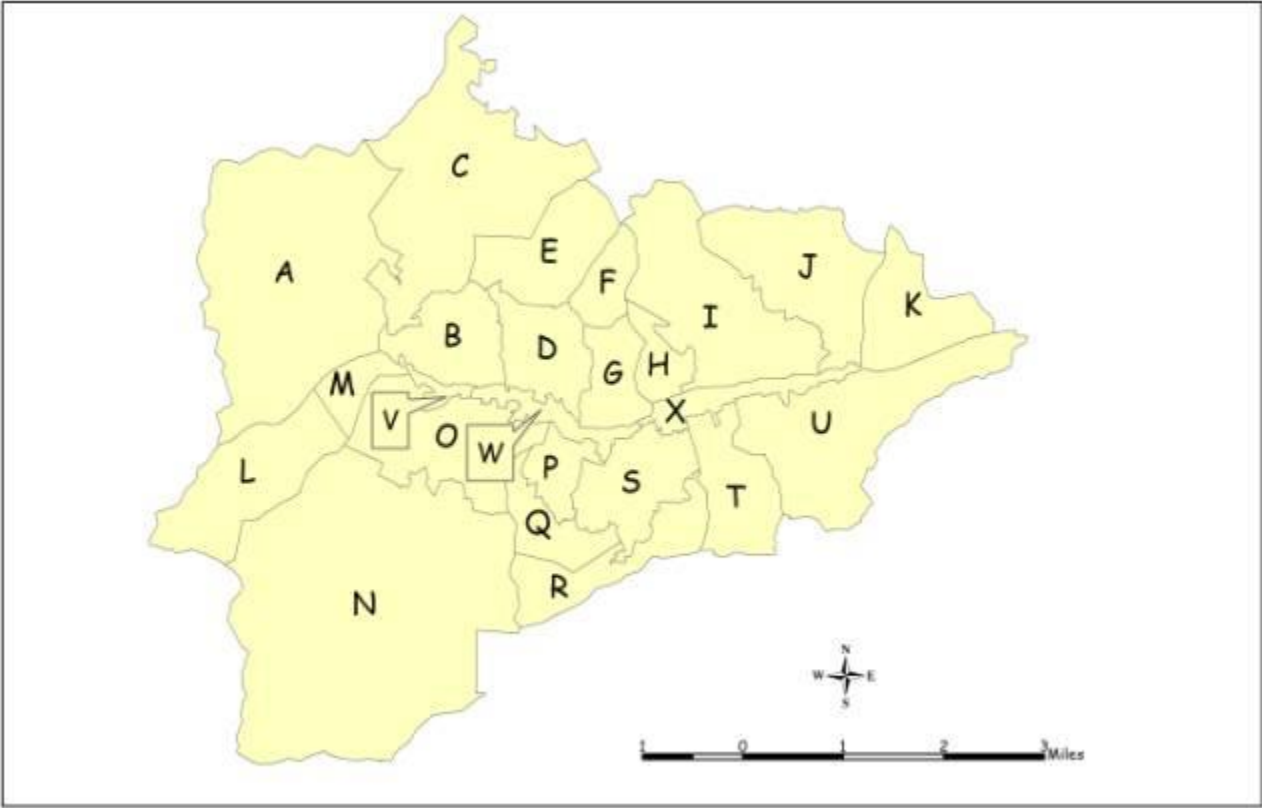


Figure 2. Zone Reference System





**Figure 3. NAICS Sectors**

- Agriculture, forestry, and hunting (11)
- Mining (21)
- Utilities (22)
- Construction (23)
- Manufacturing (31-33)
- Trade: wholesale (42)
- Trade: retail (44-45)
- Transportation and warehousing (48-49)
- Information (51)
- Finance and insurance (52)
- Real estate and rental and leasing (53)
- Professional, scientific, and technical services (54)
- Management of companies and enterprises (55)
- Administrative and support and waste management and remediation services (56)
- Educational services (61)
- Health care and social assistance (62)
- Arts, entertainment, and recreation (71)
- Accommodation and food services (72)
- Other services (except public administration) (81)
- Public administration (92)

Example...

|               |          |          |   |
|---------------|----------|----------|---|
| <b>541921</b> |          |          | <i>Photographic studios, portrait</i>   |
| <b>54</b>     |          |          | <i>General category of economic activity...above sector</i>                       |
|               | <b>1</b> |          | <i>Subsector...photographic services</i>  |
|               |          | <b>9</b> | <i>Industry group...studios</i>   |
|               |          |          | <b>2</b> <i>NAICS industry...portrait</i>   |
|               |          |          | <b>1</b> <i>National industry...still, video, or digital photography services</i> |

**Figure 4. LBCS Function Dimension**

|  | Code | Description   |
|--|------|---|
|  | 1000 | Residence or accommodation functions                                  |
|  | 2000 | General sales or services   |
|  | 3000 | Manufacturing and wholesale trade                                     |
|  | 4000 | Transportation, communication, information, and utilities             |
|  | 5000 | Arts, entertainment, and recreation                                   |
|  | 6000 | Education, public administration, health care, and other institutions |
|  | 7000 | Construction-related businesses                                       |
|  | 8000 | Mining and extraction establishments                                  |
|  | 9000 | Agriculture, forestry, fishing, and hunting                           |



**Figure 5. Housing Condition Rating System**

| Criteria             | Rating   |   |   |  |   |   |   |
|----------------------|--|---|---|--|---|---|---|
|                      | 1  | 2 | 3 | 4  | 5 | 6 | 7   |
| a. Neighborhood      | <ul style="list-style-type: none"> <li>• Very mixed LUs</li> <li>• Poor architectural integrity and/or varied bulk</li> <li>• Poor appearance</li> </ul> |   |   | <ul style="list-style-type: none"> <li>• Moderately mixed LUs</li> <li>• Varied architecture but similar bulk</li> <li>• Average appearance</li> </ul> |   |   | <ul style="list-style-type: none"> <li>• May include some mixed LUs</li> <li>• Nice architectural integrity and similar bulk</li> <li>• Very nice appearance</li> </ul> |
| b. Exterior (Note 1) | <ul style="list-style-type: none"> <li>• Poorly maintained</li> </ul>  |   |   | <ul style="list-style-type: none"> <li>• Average maintenance</li> </ul>  |   |   | <ul style="list-style-type: none"> <li>• Well maintained</li> </ul>   |
| c. Utilities         | <ul style="list-style-type: none"> <li>• Neither electricity nor plumbing</li> </ul>   |   |   | <ul style="list-style-type: none"> <li>• Both electricity and plumbing</li> <li>• Above ground</li> </ul>  |   |   | <ul style="list-style-type: none"> <li>• Both electricity and plumbing</li> <li>• Buried</li> </ul>   |
| d. Garage            | <ul style="list-style-type: none"> <li>• Neither garage nor carport</li> </ul>   |   |   | <ul style="list-style-type: none"> <li>• 1 car or carport</li> </ul>   |   |   | <ul style="list-style-type: none"> <li>• At least 2 car</li> </ul>  |
| e. Landscaping       | <ul style="list-style-type: none"> <li>• No diversity</li> <li>• Poorly maintained</li> </ul>  |   |   | <ul style="list-style-type: none"> <li>• Some diversity</li> <li>• Average maintenance</li> </ul>  |   |   | <ul style="list-style-type: none"> <li>• Diverse and distinctive</li> <li>• Well maintained</li> </ul>  |

**Notes:**  
 1 - Includes condition of roof, porch, siding (e.g., paint condition and general appearance), and driveway  
 2 - Ratings of 2/3 and 5/6 are judgmental and typically include mixed criteria

A general history of Maggie Valley consists of several components: early history, transportation, economy, and culture and local government. Each of these components helps to tell the story of Maggie Valley.

## **Early History**

The first settlers in the valley were Cherokee Indians who had separated from the Iroquois tribe and migrated south. The Cherokee Indian Nation included agricultural communities located within the geographical area of what is now the Smoky Mountains.

European explorers and traders passed through the area in the 1500s and 1600s. By the late 1700s large numbers of Europeans (primarily Scotch-Irish, English, Dutch, and Germans) began to settle in the area. They came from Pennsylvania and Virginia and used roads along the river valleys called the *Great Wagon Road*, the *Upper Pennsylvania*, and the *Old Warriors' Trail*; they also came from Charleston by way of Flat Rock; and they came from east Tennessee. Some family names of early settlers were Allison, Boyd, Bradley, Bradshaw, Buff, Caldwell, Campbell, Carpenter, Chamber, Conard, Davidson, Evans, Ferguson, Fie, Garrett, Gibson, Hargrove, Henry, Howell, Hyatt, Ketner, Killian, Leatherwood, Love, Medford, Mehaffey, Messer, Moody, Nelson, Osborne, Plott, Queen, Rich, Setzer, Sutton, and White. The names of many roads, creeks, and mountains today reflect these family names.

In 1809 the state formed Haywood County from part of Buncombe County. Jonathan Creek was one of seven original county precincts (and included the present-day Town of Maggie Valley). The precincts later became townships, and Waynesville was the first incorporated town.

President Andrew Jackson signed the Indian Removal Act in 1830. Although the Cherokee Indian Nation challenged this act before the US Supreme Court and won, President Jackson ignored the ruling and ordered General Winfield Scott in 1837 to begin the relocation of several Indian tribes - including the Cherokees - to the Oklahoma Territory. The movement was known as the *Trail of Tears*. A small group of Cherokees evaded the movement and remained in western North Carolina. As a result, in 1889 the federal government established the present-day Cherokee Reservation.

Over the next 50-60 years (until the early 1950s), the Jonathan Creek area remained remote and with little development. The major catalysts for change had linkages to transportation and the economy.

## **Transportation**

Access has always been a key factor relating to growth and change. Both roads and the railroad made the area more accessible.

The Cherokees - and other travelers - used the old Cataloochee Trail and would pass through the Jonathan Creek area as they traveled to and from Waynesville. US 19 today includes portions of the old trail alignment. This major transportation arterial was paved in 1932, and road improvements continue today.

Beginning in the late 1800s the railroad helped to transform the entire region. Waynesville was the closest rail terminal facility to Jonathan Creek.

The Civilian Conservation Corps was active in the area during the Great Depression years of 1933-38. They improved trails and camping facilities in the Great Smoky Mountain National Park and also began work on the Blue Ridge Parkway in 1935.

The completion of Interstate 40 - and construction of US 276 - occurred in the late 1960s. These roads provided Maggie Valley with a gateway to the multi-state region.

## **Economy**

Significant economic change has taken place over the past 200 years. The economy of the early 1800s was largely agrarian (crops and livestock). Augusta, GA and Charleston, SC were primary markets, and it would take 10-12 days to make the one-way journey to these markets.

The railroad helped to develop large-scale logging operations (an early export industry) in the early 1900s, and many farmers at that time went to work for logging companies. By the mid-1920s, however, much of the old-growth forest had been removed.

Logging abuses contributed to the conservation movement that developed nationally during this time period. As part of the conservation movement, the federal government established the Great Smoky Mountain National Park.

Tourism was another industry that began with the railroad. In the late 1800s advertisements appeared marketing Waynesville as a tourist destination, and since that time a variety of tourist activities have developed in and around Maggie Valley.

- Cataloochee Ranch was originally a farm that the owners in 1939 transformed into a mountain resort on top of Fie Top Mountain
- The first motel in Maggie Valley opened in 1946
- The Indian drama *Unto these Hills* began in 1951
- Maggie Playhouse opened in 1953 (and featured square dancing)
- Soco Gardens and Zoo opened in 1953
- Ghost Town in the Sky theme park opened in 1961 on Buck Mountain (and closed in 2002)
- Snow-making capability at Cataloochee Ranch (beginning in the 1960s) allowed for year-round tourism
- ...and additional attractions, lodging, and activities have both come and gone over the past 40 years

One of the first real estate booms in western North Carolina began in the 1920s. Developers brought in train-loads of prospective buyers. Although this early real estate boom fizzled out during the Great Depression, the trend to acquire land for second home development and resorts continues today.

## **Culture and Local Government**

Barn-raising, corn-shucking socials, and quilting bees were common in the 1800s. Hoe-downs took place after crops had been harvested. These activities combined work with play. Banjo pickers, guitarists, and mandolin players provided music for square dancing and clogging (the dance for which

western North Carolina became famous). Variations of these cultural traditions continue today...but mostly in a tourist setting.

In 1904 Maggie Valley had a population large enough to establish a post office. The local postmaster submitted the names of his three daughters to the US Postmaster General. The chosen name was Maggie...hence, Maggie Valley. The town incorporated in 1974 and is today one of four incorporated towns in Haywood County.

Public services for town residents began long before incorporation.

- One of the earliest records of a public school and church was in the 1860s
- The Works Progress Administration (WPA) built the Maggie Elementary School in 1930, and this building became the local government and community center in 1994
- The Kiwanis club helped to establish a volunteer fire department - funded by contributions - in 1959, and the department today has a volunteer staff, ladies auxiliary, and a medical response team
- Volunteer efforts in 1967 resulted in the establishment of a public water system that the Maggie Valley Sanitary District operates today
- Volunteer contributions and labor erected the first street light and constructed the first sidewalks in town

A few existing structures in the area still relate to the history of Maggie Valley. The most important structures are the WPA-built elementary school and the Crockett-Campbell homestead.

### **Implications for Planning and Land Use**

- A. Maggie Valley has always been a small town with a scenic setting.
- B. The town has a rich history; a few of the older buildings still remain in use...but need inventory of historic structures and properties; and some of the older, cultural traditions continue.
- C. Growth and development in Maggie Valley have historically had important economic linkages to tourism and second-home development.
- D. Cooperation and volunteerism have been hallmarks of the Maggie Valley community for over 100 years.
- E. Maggie Valley has always been a geographic crossroads within the region. It is within a one-hour drive of Asheville, Waynesville, Western Carolina University, Dillsboro, Cherokee, and other regional destinations. Consequently, it continues to be a transportation hub (albeit small) and serves as a gateway to a variety of regional activities and attractions.

### **Technical References**

Haywood County Community Network. [www.haywoodnc.org/community/history.html](http://www.haywoodnc.org/community/history.html). March 2002.

Upchurch, Ernestine E. *Remarks of a Personal Nature*. 1955.

US Department of Agriculture. *Soil Survey of Haywood County, North Carolina*. Washington, DC: Government Printing Office, 1997.

Much of planning involves achieving balance between cultural demands (relating to living, working, and leisure-time activities) and the physical environment. This plan section examines key factors relating to physical environmental conditions in the project area. The analysis topics are climate, physiography, water features, soils, vegetation, and wildlife.

### **Climate**

The project area is within the humid subtropical climatic zone. Areas within this zone experience four distinct seasons and have moderate summers and winters. Physiographic features (such as elevation and slope-aspect) modify local climatic conditions. For example, temperature, precipitation, fog, snowfall, humidity, cloudiness, frost-free periods, and wind will vary depending upon elevation and slope-aspect.

The closest weather station to Maggie Valley is Cataloochee. The below summary data is from this station.

- Total average annual precipitation is almost 52 inches
- The distribution of precipitation is even throughout the year, with the greatest precipitation being in Mar (Figure 6)
- Average annual snowfall is 12 inches, and the highest monthly snowfall is 22 inches
- Average temperatures are about 66-68 degrees Fahrenheit in the summer and about 34-37 degrees Fahrenheit in the winter (Figure 7)
- The highest recorded temperature was 94 degrees Fahrenheit (Jul 03), and the lowest recorded temperature was -20 degrees Fahrenheit (Jan 85)
- Prevailing winds are from the west-southwest
- The growing season ranges from 141-227 days (depending on daily minimum temperatures); the first fall freezing temperatures occur in Sep/Oct, and the last spring freezing temperatures occur in May

### **Physiography**

Maggie Valley is within the Blue Ridge Physiographic Province of the Appalachian mountain system. Because of extensive and thorough stream dissection, terrain in the valley is hilly, steep, and mountainous (with irregular ridge lines).

Elevation ranges from a low of 2,632 feet (the eastern part of the project area) to a high of 6,186 feet (the southwestern part of the project area). The average elevation is 4,000 feet (Figures 8 and 10-11)

Topography - more than any other natural feature - defines the visual landscape within the project area (Figure 12). Relief is significant. About 80 percent of the terrain has slopes 25 percent or greater (Figure 9).

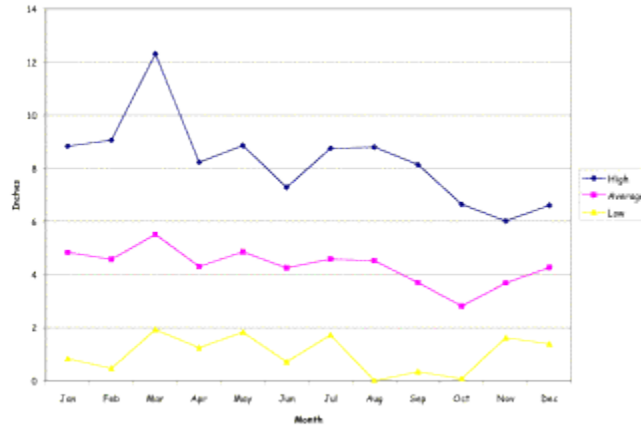
### **Water Features**

The project area contains several small watersheds and coves. Jonathan Creek is the major water feature. Tributary streams are both first and second order in classification. The entire project area is within the Pigeon River drainage basin. A portion of Jonathan Creek and Campbell Creek additionally are sources of water supply (Figure 13).

Flood prone area maps for the project area are incomplete, and the only digitized flood prone area data that is available for the entire project area comes from the *Soil Survey of Haywood*



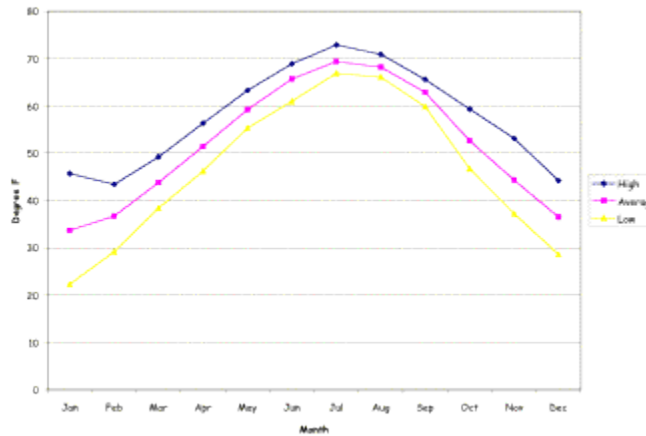
**Figure 6. Average Precipitation**



**Figure 8. Elevation Summary**

| Category                          | Feet  | Percentage |
|-----------------------------------|-------|------------|
| • Lowest point                    | 2,632 |            |
| • Highest point                   | 6,186 |            |
| • Average                         | 4,000 |            |
| • Terrain less than average       |       | 51%        |
| • Terrain greater than average    |       | 49%        |
| • Terrain average to 5,000 feet   |       | 37%        |
| • Terrain greater than 5,000 feet |       | 12%        |

**Figure 7. Average Temperatures**



**Figure 9. Slope by Ranges**

LT is an abbreviation for less than, and GT is an abbreviation for greater than

| Range | Percentage |
|-------|------------|
|-------|------------|

|               |      |
|---------------|------|
| • LT 2%       | 1.5% |
| • 2 - LT 8%   | 4%   |
| • 8 - LT 12%  | 2.5% |
| • 12 - LT 15% | 3%   |
| • 15 - LT 25% | 9%   |
| • 25 - 50%    | 43%  |
| • GT 50 %     | 37%  |

Figure 10. Elevation (General)

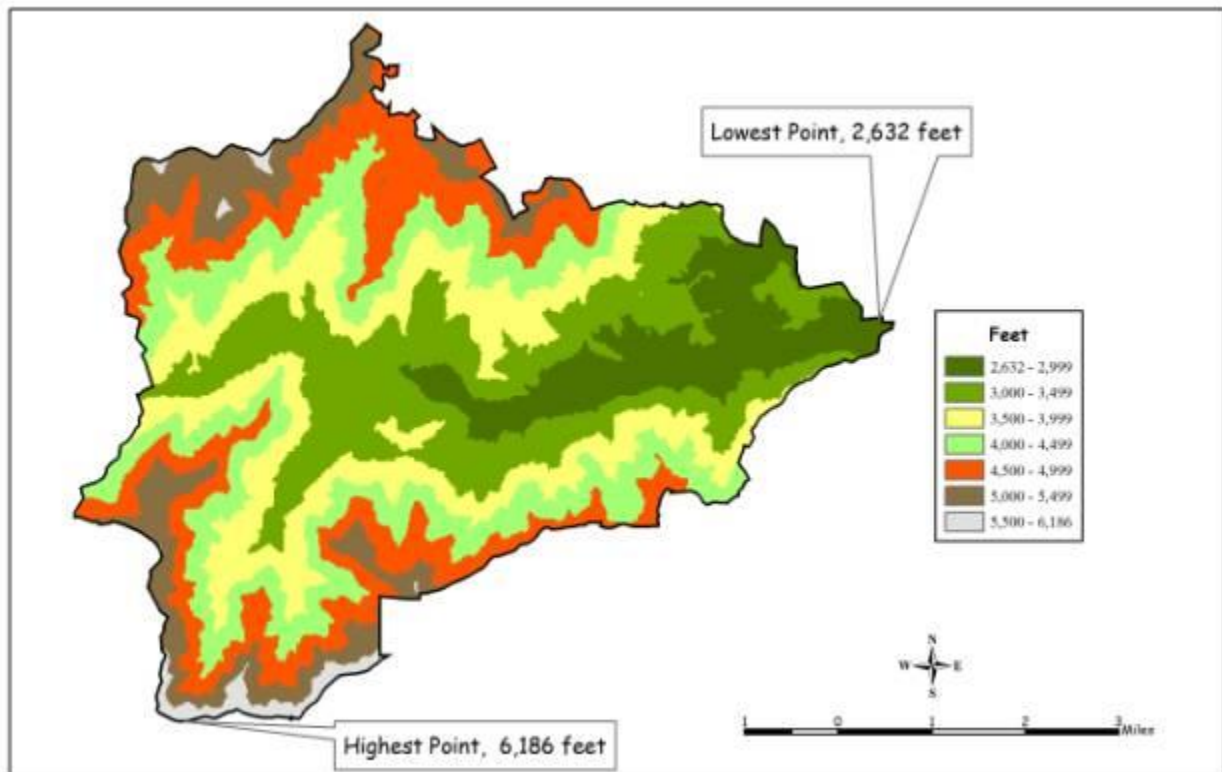


Figure 11. Elevation (Special Categories)

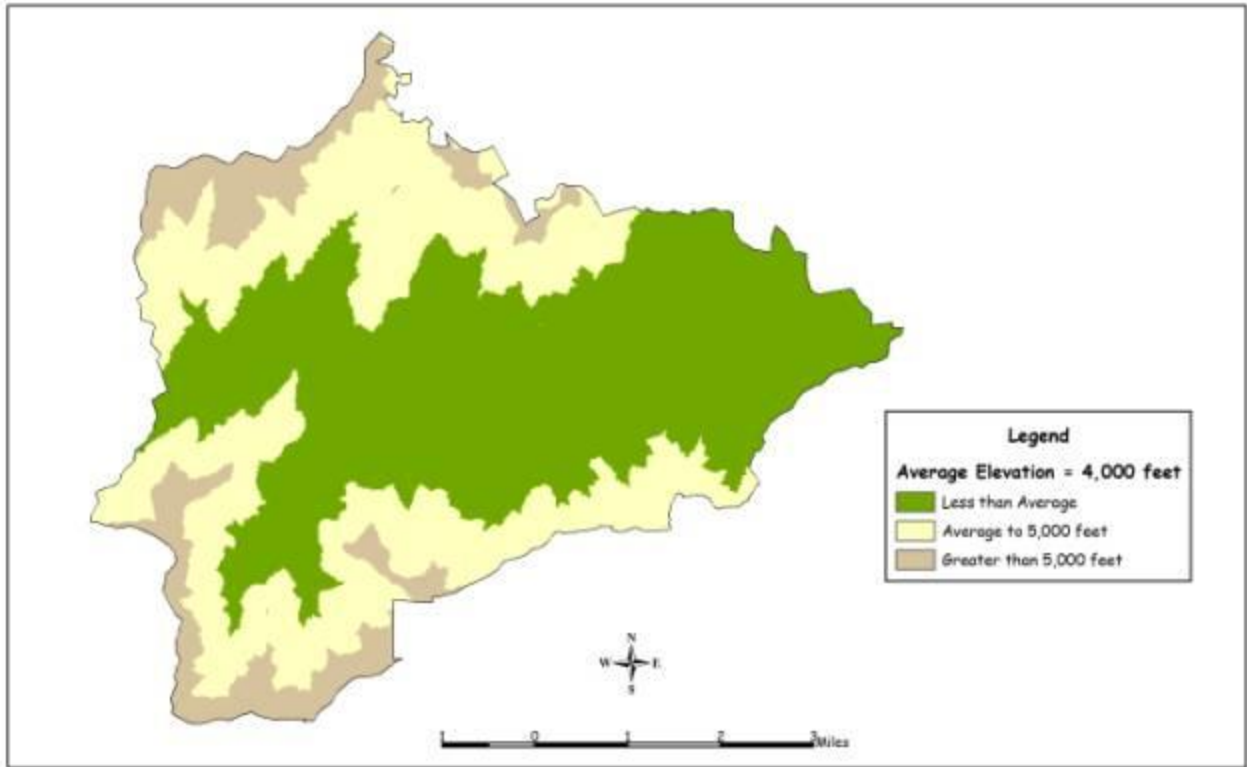


Figure 12. Slope

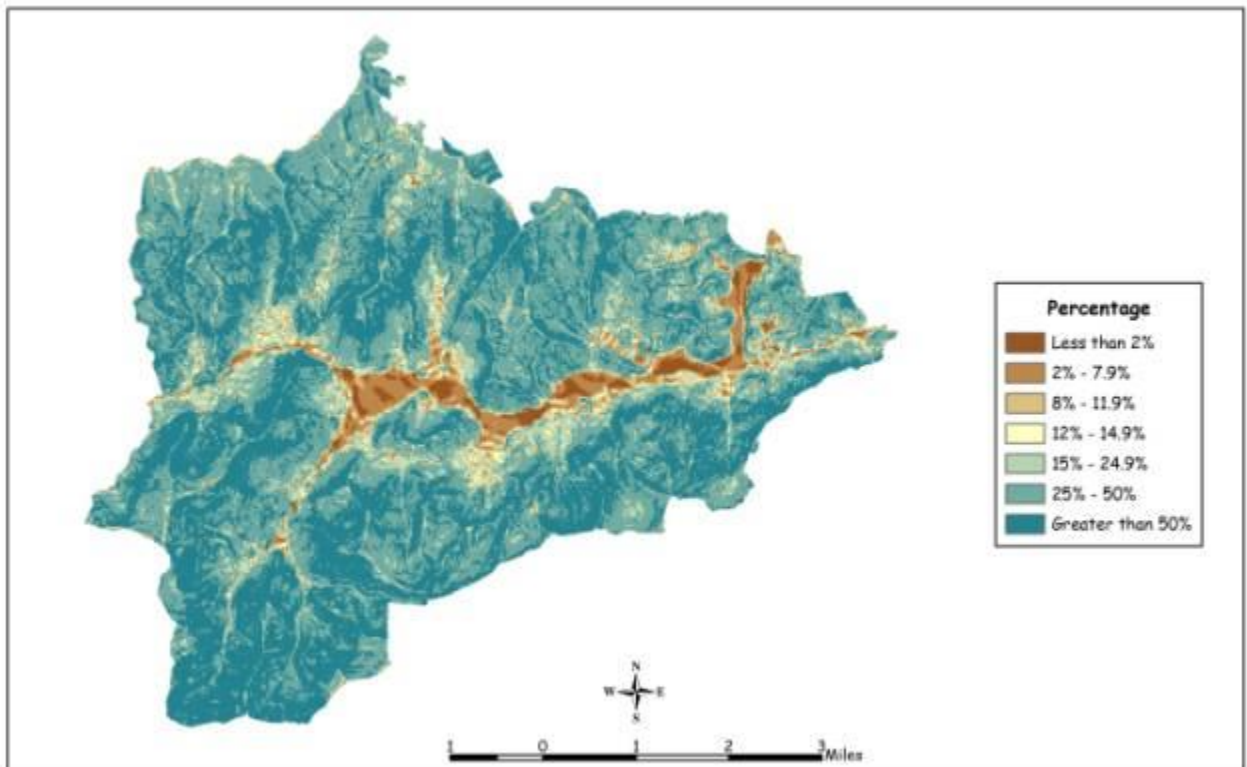
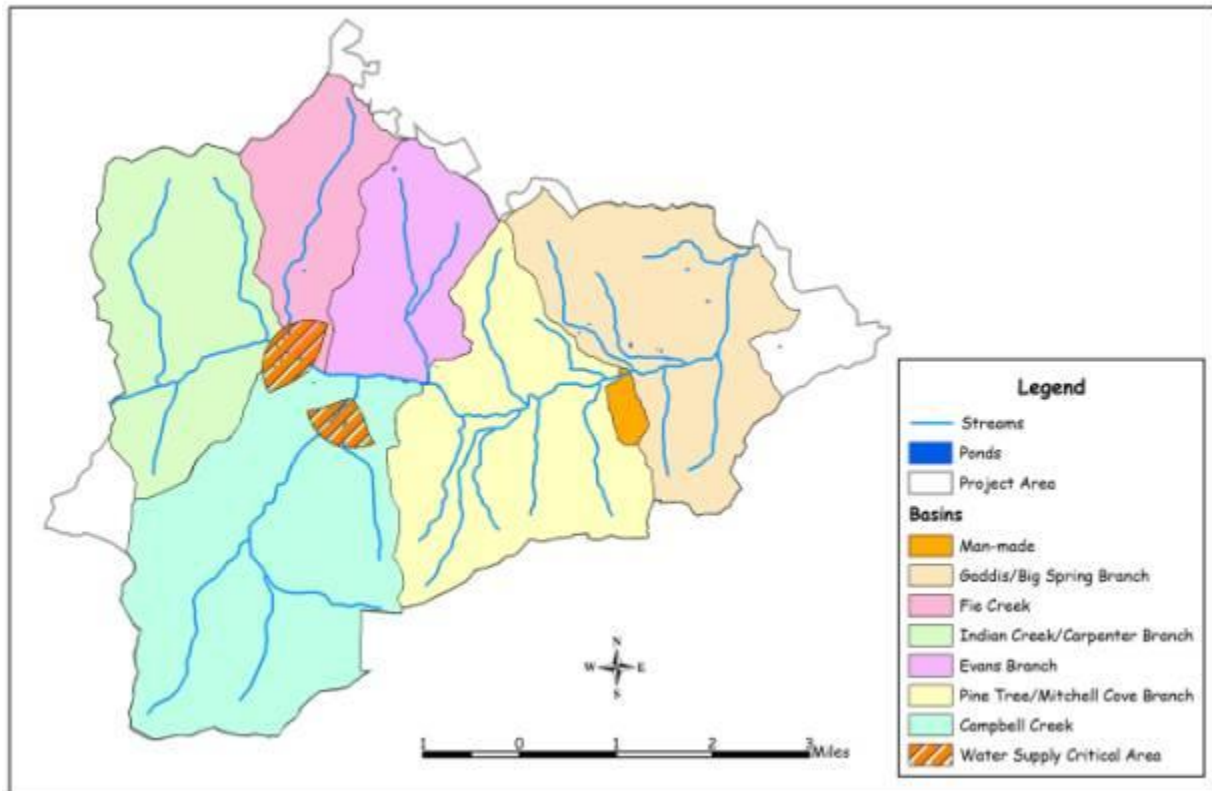


Figure 13. Hydrologic Features



County, NC (Figure 14). Flood prone soils account for approximately 4 percent of the project area.

### **Soils**

The weathering of bedrock formed the soils in Haywood County. These soils belong to eight major soil groups, and all are present within the project area: Wayah, Plott-Edneyville-Chestnut, Evard-Cowee-Hayesville-Trimont, Dillsboro-Dellwood-Braddock, Soco-Stecoah-Cheoh, Brasstown-Junaluska-Whiteoak, Saunook, and Ocanaluftee. Most of the soil groups exist on moderate to very steep slopes, which in turn affect tillage, drainage, soil moisture, and erosion.

The K factor of soils is a measure of soil erosion susceptibility. The areas of lowest risk for erosion are along Jonathan and Campbell Creeks. There are a few scattered areas of high risk, and most of the project area has a moderate risk.

Prime agricultural lands are a non-renewable resource. These lands also contribute to visual images of rural character within the project area. They have a slope range from 0-8 percent and occur mostly along the flatter areas in the project area and near stream beds. The project area additionally has farmland areas that are part of preservation programs. Although the prime agricultural farmland and farm preservation areas are scattered throughout the project area, several of these areas are contiguous - or in close proximity - to each other. The farmland and farm preservation areas constitute about 7 percent of the project area (Figure 15).

### **Vegetation**

Research for this study identified only broad patterns of vegetation. The heaviest vegetation is along valley walls, and the least vegetation is along the valley floor (Figure 16). In addition, the best areas for woodland management are also often the best areas for both human settlements and wildlife (Figure 17).

### **Wildlife**

Resident wildlife populations in the project area consist of both small game and non-game species. Waterfowl populations are low. Small game species include: gray squirrel, raccoon, rabbit, fox, grouse, dove, and bobcat. Non-game species include: hawks, songbirds, and a variety of small mammals and reptiles.

Wildlife needs food, water, and cover. Figure 18 shows areas that are supportive of wildlife in the project area.

### **Implications for Planning and Land Use**

A. The steep relief in the project area requires prudent agricultural, forestry, and urban land use management practices to avoid potential problems relating to erosion, flooding, unstable landforms, and aesthetics.

B. Critical areas that require monitoring, coordinated policy, and special/intensive management practices are: areas with slopes greater than 50 percent, agricultural lands, flood prone areas,

soils with high erosion potential, and water feature buffers (15 feet minimum is desirable) (Figure 19).

Figure 14. Flood Prone Areas

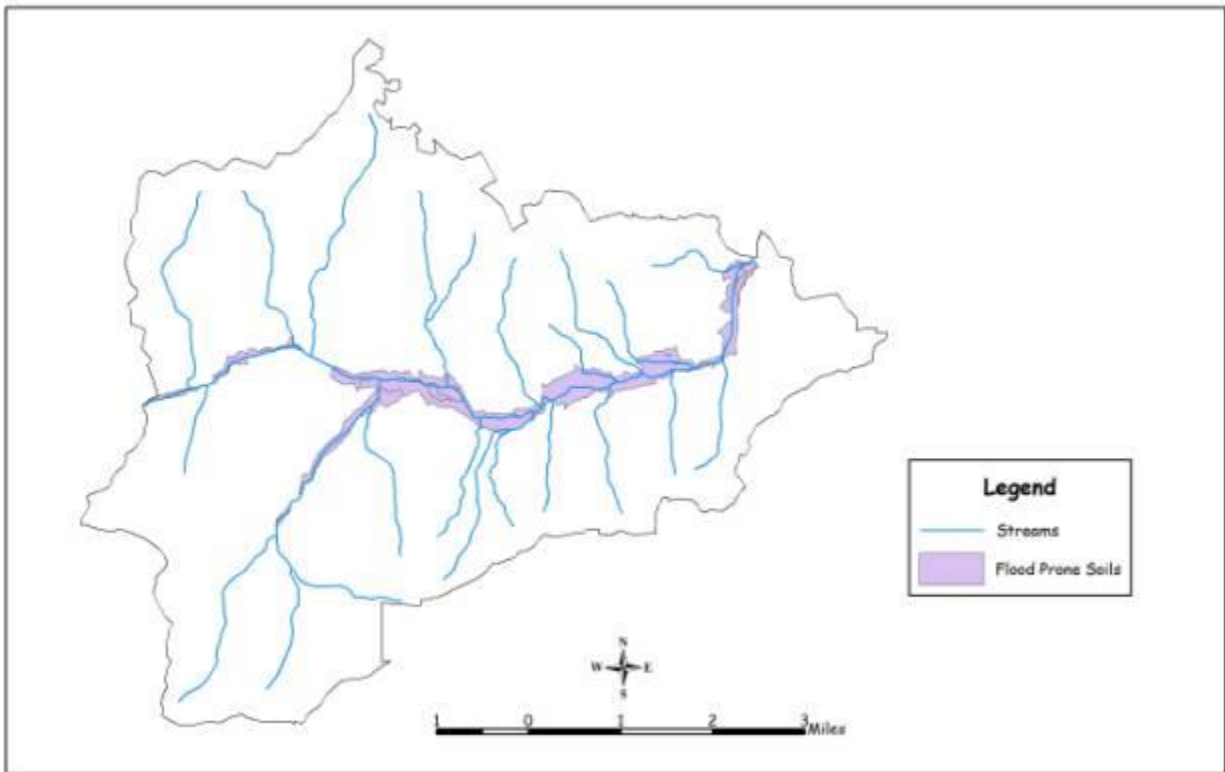


Figure 15. Agricultural Farmland



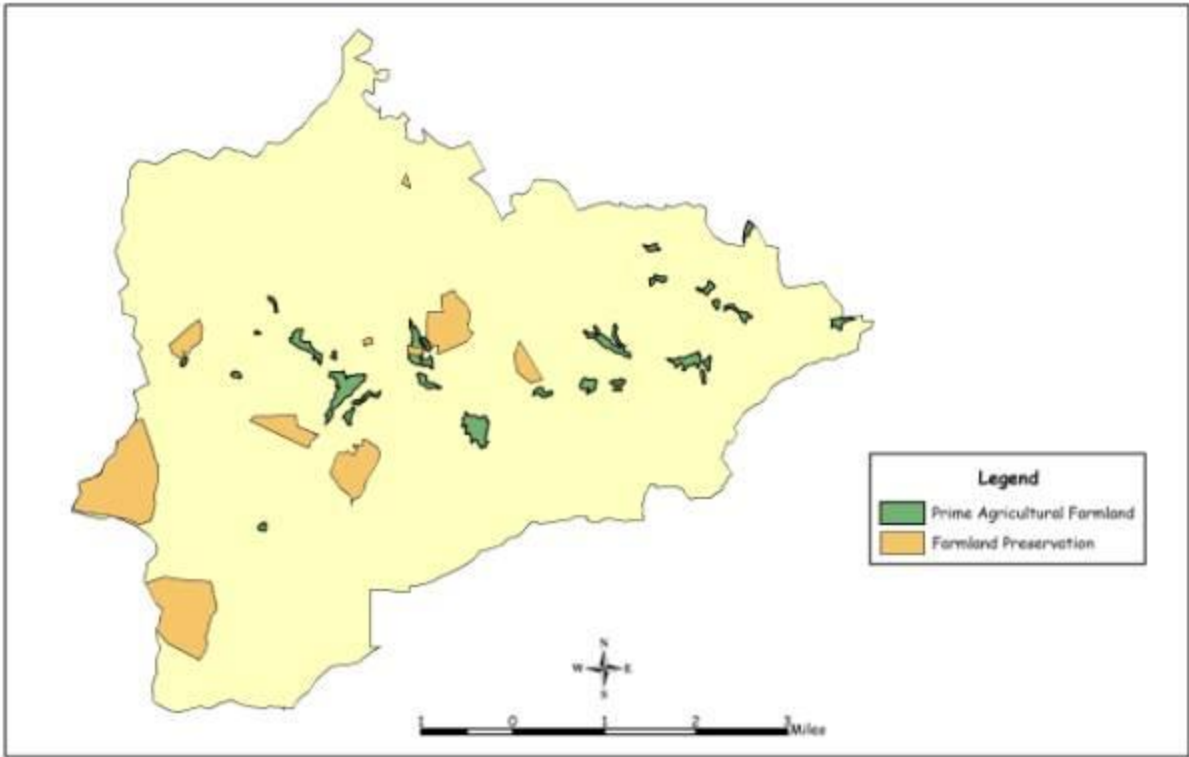


Figure 16. Vegetation

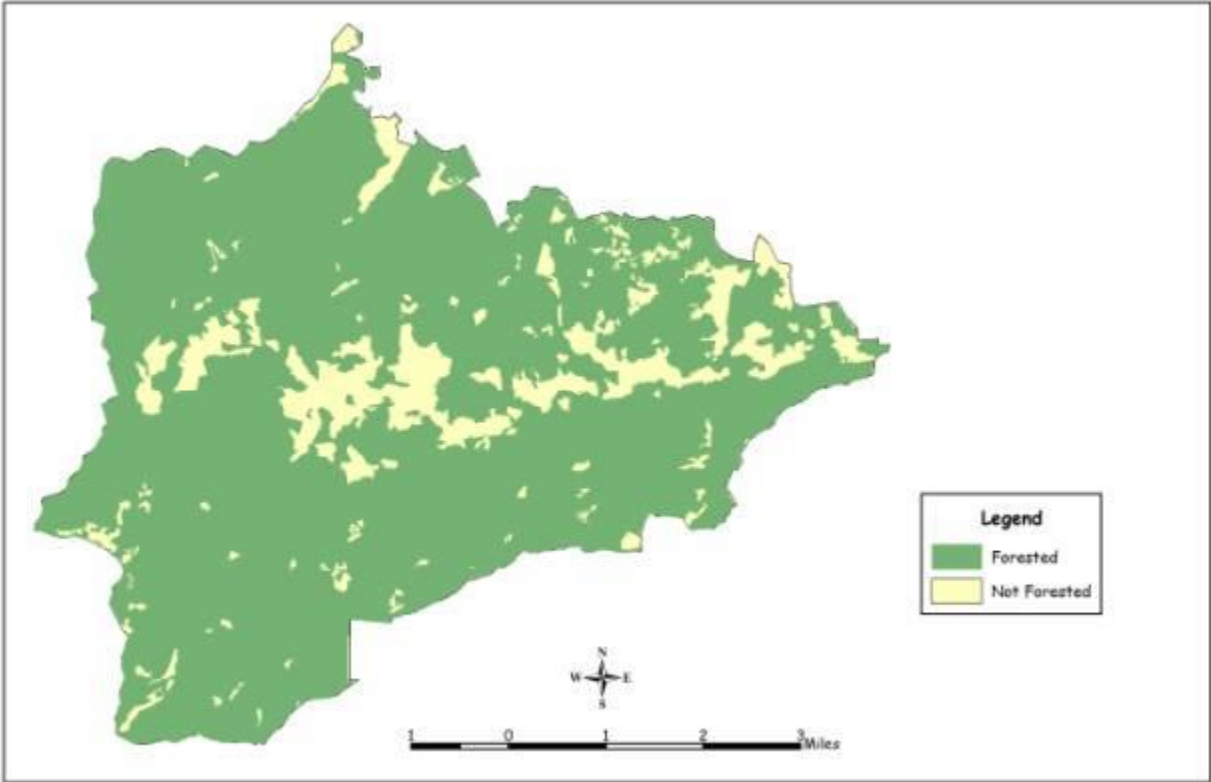


Figure 17. Woodland Management and Productivity

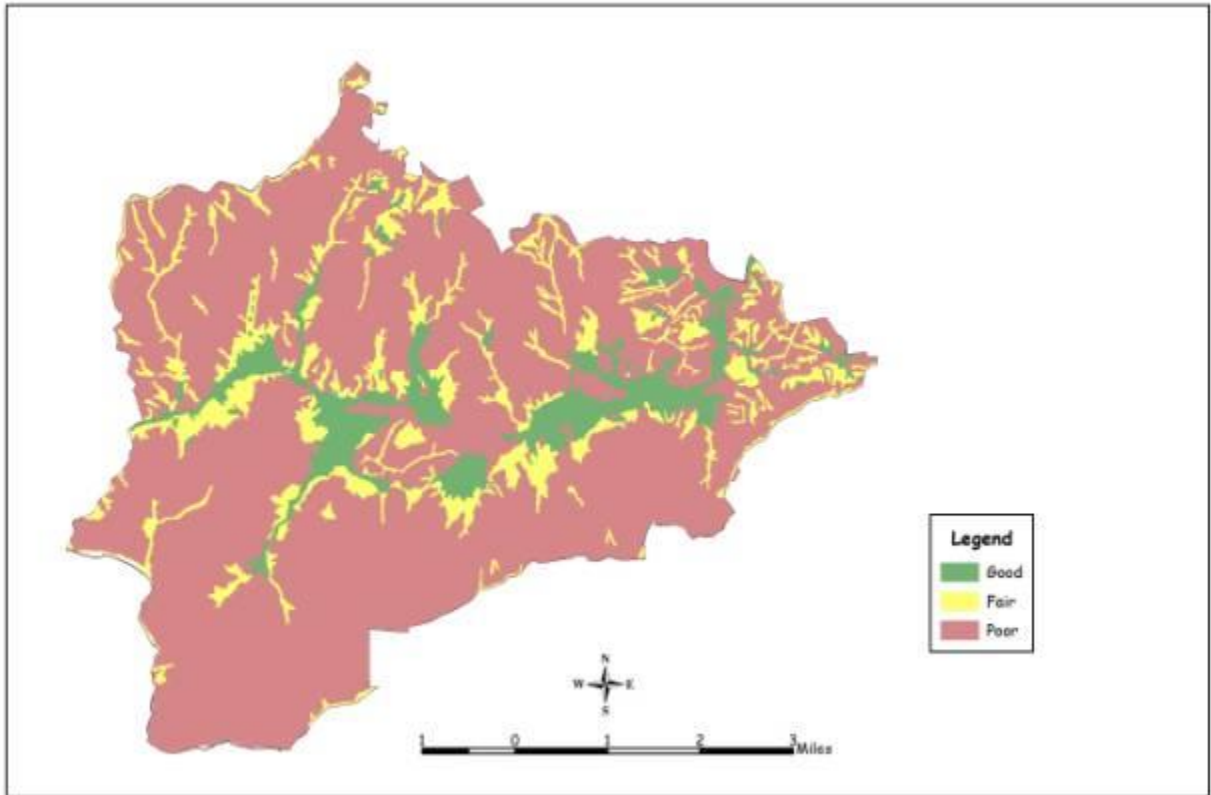


Figure 18. Wildlife Suitability

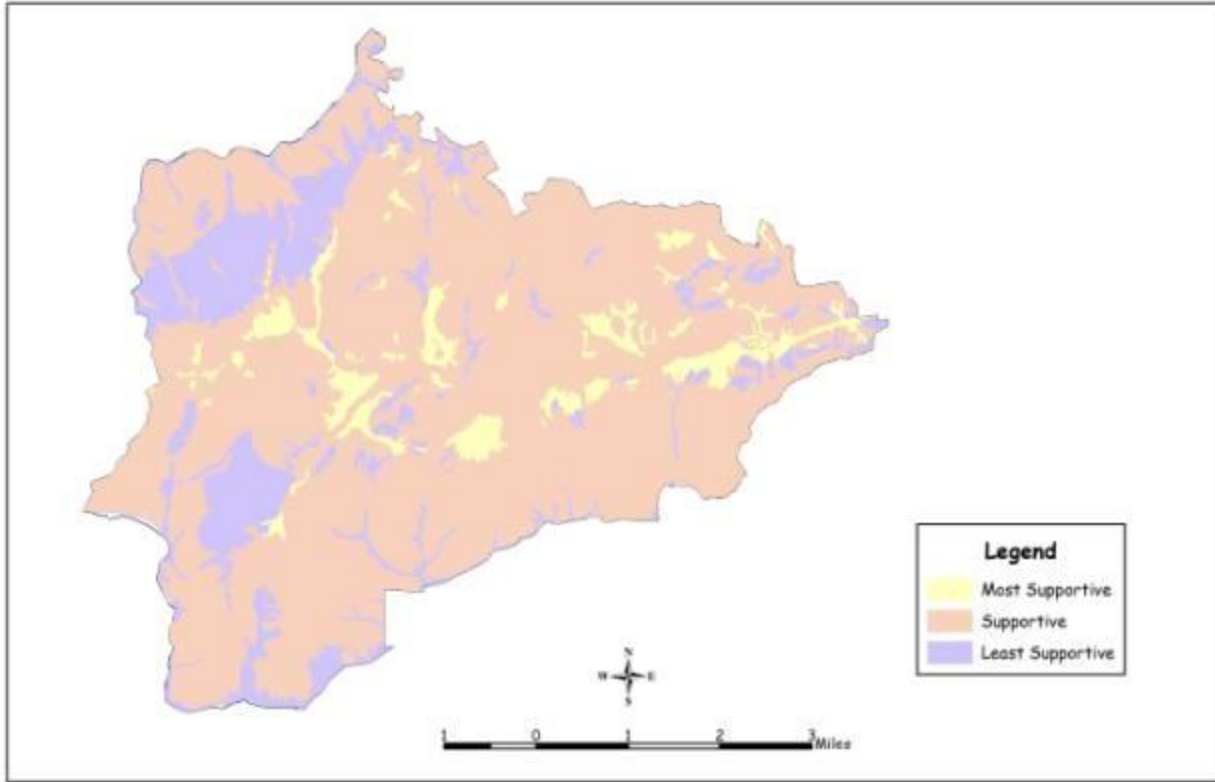
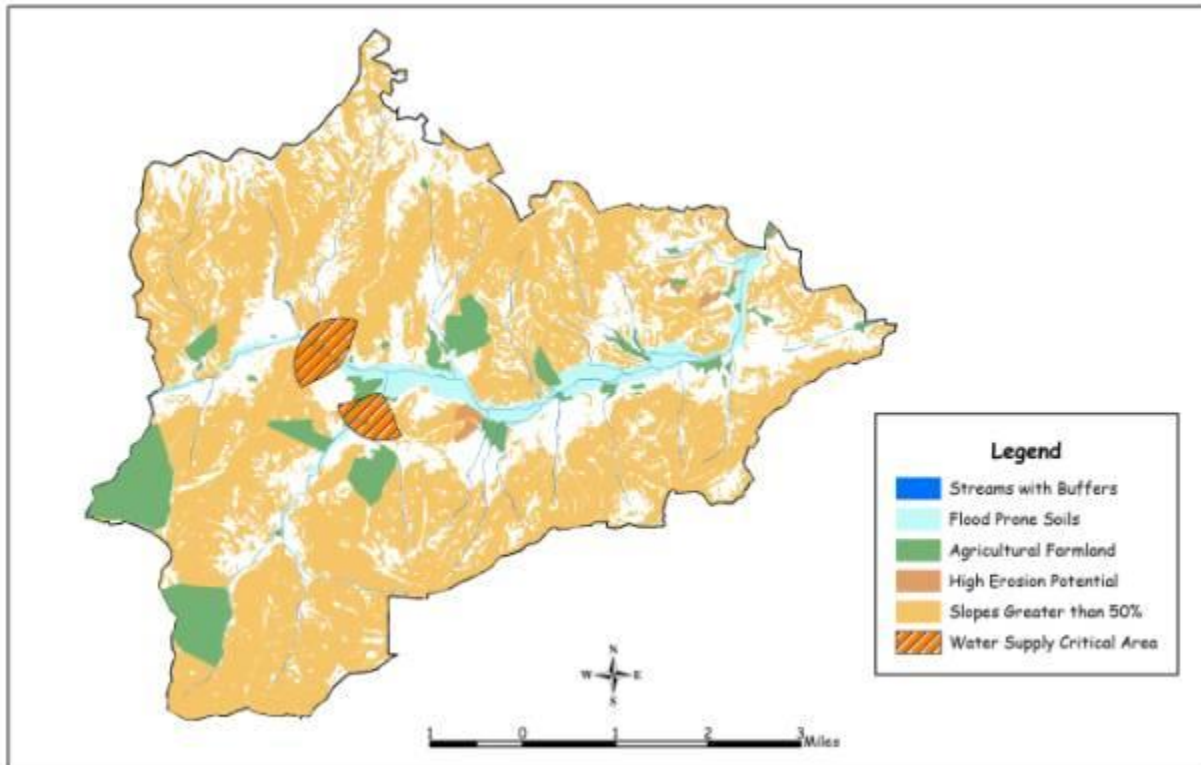


Figure 19. Critical and Sensitive Areas



C. Several environmental aspects contribute to the visual character within the project area: scattered locations of prime agricultural farmland and farmland preservation areas, vegetation along valley walls, and wildlife. Further, it would be easy to link several of the agricultural farmland and farmland preservation areas.

D. Wildlife habitats, woodland management/productivity, and human settlement patterns will continue to compete for the same areas.

E. A large part of the incorporated area has flood prone area soils.

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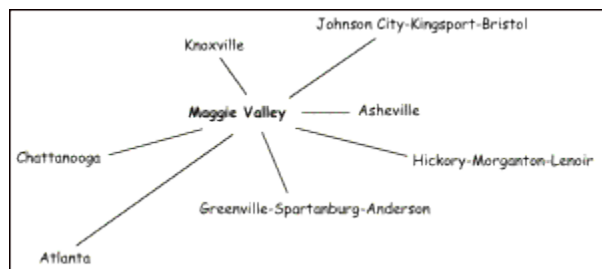
US Geological Survey and US Tennessee Valley Authority digital data. Reston, VA: US Geological Survey, 2003.

Demographics is a major component of growth and change over time. This plan section includes information about the regional context of demographic change that can impact the project area, a brief description of the analysis method used, population estimates and projections/forecasts, and characteristics of the population.

### **Regional Context**

The population of NC in 1990 was (for the first time) more urban than rural. Haywood County, however, continues to be more rural than urban (based on 2000 census data), and Maggie Valley shares the rural character of its parent county. Asheville is the closest metropolitan statistical area (MSA). Other surrounding MSAs are: Knoxville, Chattanooga, and Johnson City-Kingsport-Bristol in TN, Hickory-Morganton-Lenoir in NC, Greenville-Spartanburg-Anderson in SC, and Atlanta in GA (Figure 20). The combined MSA population of these areas is over 7 million persons (with the Atlanta MSA alone accounting for a little over 4 million).

**Figure 20. MSAs in Proximity to Maggie Valley**



The driving time from the above MSAs to Maggie Valley ranges from less than an hour (Asheville) to about 3 hours (Atlanta). The easiest drives are via the interstate highway system from Knoxville, Asheville, Johnson City-Kingsport-Bristol, and Hickory-Morganton-Lenoir.

### **The Analysis Method**

The general method used to determine Maggie Valley demographic estimates and projections/forecasts involved three steps. First, the 2000 census of population provides a base year and the best estimate of the population. Second, it is possible to make projections/forecasts for Haywood County (thru the year 2020) using an integrated model developed by Woods & Poole Economics, Inc. The Woods & Poole model analyzes each county in NC simultaneously in order to capture changes in one county that might affect growth or decline in other counties. Third, assuming that Maggie Valley will in future years account for a similar percentage of the county

population (e.g., in 2020) as it did in 2000, one can make projections for Maggie Valley using a step-down approach based on the county data.

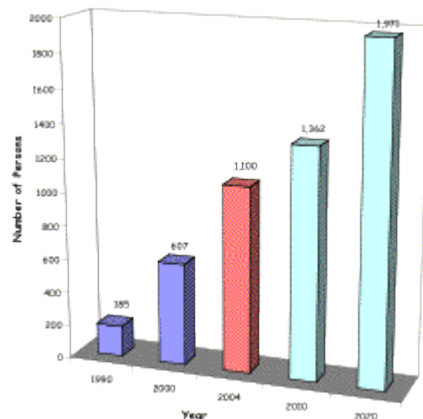
The Woods & Poole model calculates age and gender cohorts (i.e., 5 year age groupings) by aging the population (year-by-year) through 2020 using mortality, fertility, and migration rates estimated from historical data. In addition, the model uses statistical procedures to calculate net births per female population 15 to 44 years of age. An assumption of this model - and other similar demographic models - is that individuals and families migrate (at least in part) in response to employment opportunities. The exceptions are for population aged 65 and over and for college or military-aged population.

### Population Estimates and Projections/Forecasts

The US Census Bureau made detailed population estimates for Maggie Valley in 1990 and 2000. The population estimate in 1990 was 185 persons, in 2000 it was 607 persons, and (including recent annexations) the 2004 estimate is about 1,100 persons.

The 1990-00 growth rate was about 328 percent. With continued annexations (moderate-to-aggressive) the 2010 projection is 1,362 and 1,971 for 2020 (Figure 21).

**Figure 21. Population Projection**



Population pyramids portray the structure of a population. Figure 22 shows three different population pyramids using 2000 census data: North Carolina, Haywood County, and Maggie Valley. In addition to numerical differences, there are distinct structural differences. For example, the North Carolina pyramid has larger youth cohorts than both the Maggie Valley and Haywood County pyramids (which have larger elderly cohorts). The Maggie Valley pyramid also shows a disparity between the 24 and younger cohorts and the 50 and over cohorts (in comparison to North

Carolina); these disparities range from about 10 percent for the 24 and under cohorts to as much as 20 percent for the 50 and over cohorts.

Population forecasts (using Woods & Poole data) for Haywood County indicates a growth rate of about 29 percent over the last 30 years and a similar growth rate over the next 20 years.

Applying this rate of growth to Maggie Valley will result in moderate growth (compared to the actual growth rate over the past decade). Unless the town engages in aggressive annexation, a moderate rate of growth is most likely for the town. This will result in an increase of about 871 persons by 2020 (Figure 23).

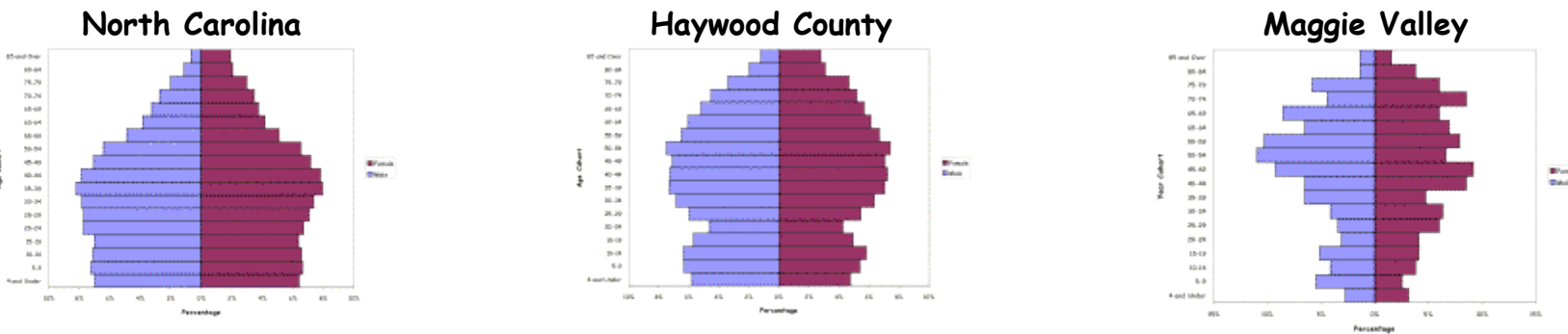
### Characteristics of the Population

The 2000 census uses several characteristics to describe the population of places. These characteristics help to expand the profile of Maggie Valley demographics.

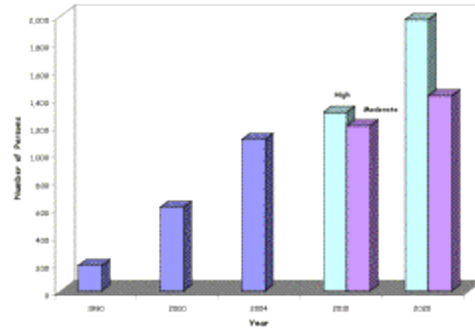
- The gender breakdown is very similar to both Haywood County and the state
- A high percentage of the population is married

**Figure 22. Population Pyramids (2000 Census Data)**

**Note - The male cohorts are on the left, and the female cohorts are on the right**



**Figure 23. Growth Rate Comparisons**



- The median age is higher than even the national median age
- The population is not diverse based on race
- A high percentage of the population are civilian veterans
- The average household size is 2.04

### Implications for Planning and Land Use

A. Population change for Maggie Valley is following a predictable, aging trend that is more accentuated than trends for both the county and the state.

B. Important policy issues relating to demographics are to increase the percentage of youth and workforce age cohorts and provide for the health and social needs of an aging population.

C. Although the Maggie Valley population is small, its geographic location places it in the center of seven MSAs, all of which are within a short/moderate driving distance to Maggie Valley.

D. Annexation can accelerate population growth dramatically. Without aggressive annexation, Maggie Valley population growth will likely continue to be moderate.

E. Assuming just moderate population growth, the town will need to accommodate approximately 427 new households by 2020. In addition to having a place to live, these households will require employment and leisure-time activities.

### Technical References



Data Pamphlet. Washington, DC: Woods & Poole Economics, Inc., 2003.

US Census Bureau. [www.census.gov](http://www.census.gov). March 2004.

Shelter is an essential element for all communities. This plan section examines housing count and condition, ownership patterns, and sub-area population estimates using DU (dwelling unit) counts.

### Housing Count and Condition

The project area has approximately 3,009 DUs. Most of the DUs are single-family units (about 95 percent). Approximately 63 percent of all DUs are in zones I, J, O, P, S, and X. Zones I and S have the largest number of DUs (a little over 32 percent of total DUs); zones H, Q, and R have no DUs; and multi-family DUs are in zones B, D, I, J, S, U, W, and X (Figures 24-25).

The condition of the housing stock in the project area is average. Zone 5 scored the highest; zones B, C, E, J, and U also scored high; zones L, M, and W scored the lowest; and the remaining zones scored average (Figures 24 and 26).

### Ownership Patterns

The analysis of ownership patterns was done using postal zip codes of property owners (Figure 27). Below is a summary of the findings. Although the data used for the analysis included land uses other than residential, the preponderance of the tax parcels are residential land uses.

- Even within the town, less than 50 percent of the property owners have the Maggie Valley zip code
- 15-36 percent of the property owners reside elsewhere in NC (depending on the specific location within the project area)
- 26-33 percent of property owners reside in FL (depending on the specific location within the project area)
- 3-6 percent of property owners reside in SC (depending on the specific location within the project area)
- The states of GA, TN, and VA account for only a small percentage of property owners

### ***DU Counts and Population Estimates***

Using the DU method, one can make population estimates by multiplying the number of DUs times the average household size. Applying this method to the project area, the estimate of the population is 6,138 (Figure 24). This estimate is significantly greater than the Maggie Valley 2002 census estimate (607 persons living within only the incorporated area).

### Implications for Planning and Land Use

- A. The monitoring of housing condition changes over time is the best way to identify future housing rehabilitation program needs.
- B. The significant difference in the project area population estimate versus the census estimate raises questions about the issues of public perceptions, community identity, and consensus-building. For example, does the town want to nurture a community image based primarily on economics (strip development along US 19), or does it want to nurture a community image that incorporates a more holistic community based on distinctive physiography? Examining this phenomenon from another perspective, if residents in the larger community identify their housing as part of the greater Maggie Valley community (although legally they live in Haywood

County), shouldn't public policy attempt to narrow the gap between public perceptions and legal reality? One can

Figure 24. Housing Summary

| Zone          | SF DUs       | MF DUs     | Total DUs    | Population Estimate | Average Condition Rating |
|---------------|--------------|------------|--------------|---------------------|--------------------------|
| A             | 193          |            | 193          | 394                 | 3                        |
| B             | 183          | 11         | 194          | 396                 | 4                        |
| C             | 127          |            | 127          | 259                 | 4                        |
| D             | 111          | 26         | 137          | 279                 | 3                        |
| E             | 29           |            | 29           | 59                  | 4                        |
| F             |              |            | 0            | 0                   |                          |
| G             | 24           |            | 24           | 49                  | 3                        |
| H             |              |            | 0            | 0                   |                          |
| I             | 471          | 40         | 511          | 1,042               | 5                        |
| J             | 190          | 12         | 202          | 412                 | 4                        |
| K             | 82           |            | 82           | 167                 | 3                        |
| L             | 4            |            | 4            | 8                   | 2                        |
| M             | 58           |            | 58           | 118                 | 2                        |
| N             | 11           |            | 11           | 22                  | 3                        |
| O             | 305          |            | 305          | 622                 | 3                        |
| P             | 226          |            | 226          | 461                 | 3                        |
| Q             |              |            | 0            | 0                   |                          |
| R             |              |            | 0            | 0                   |                          |
| S             | 450          | 22         | 472          | 963                 | 3                        |
| T             | 6            |            | 6            | 12                  | 3                        |
| U             | 97           | 8          | 105          | 214                 | 4                        |
| V             | 10           |            | 10           | 20                  | 3                        |
| W             | 108          | 2          | 110          | 224                 | 2                        |
| X             | 168          | 35         | 203          | 414                 | 3                        |
| <b>Totals</b> | <b>2,853</b> | <b>156</b> | <b>3,009</b> | <b>6,138</b>        | <b>3</b>                 |

Figure 25. Housing by Type

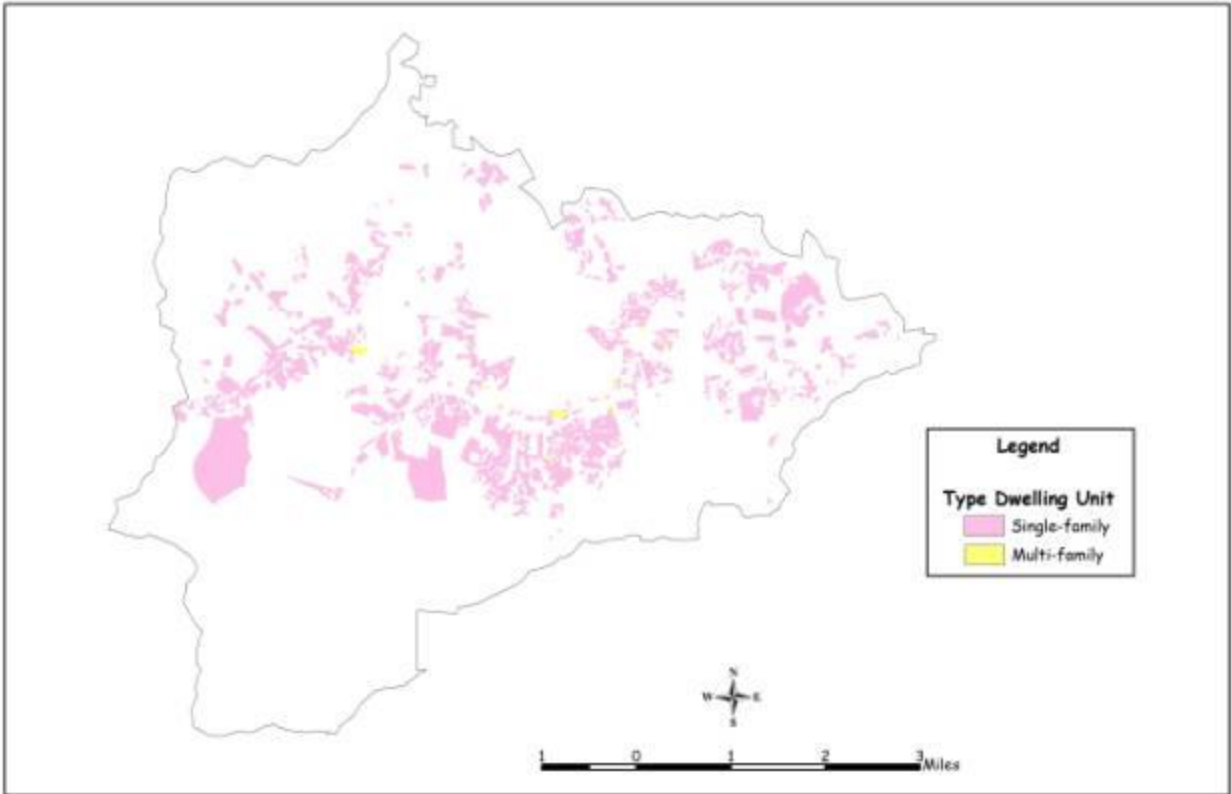
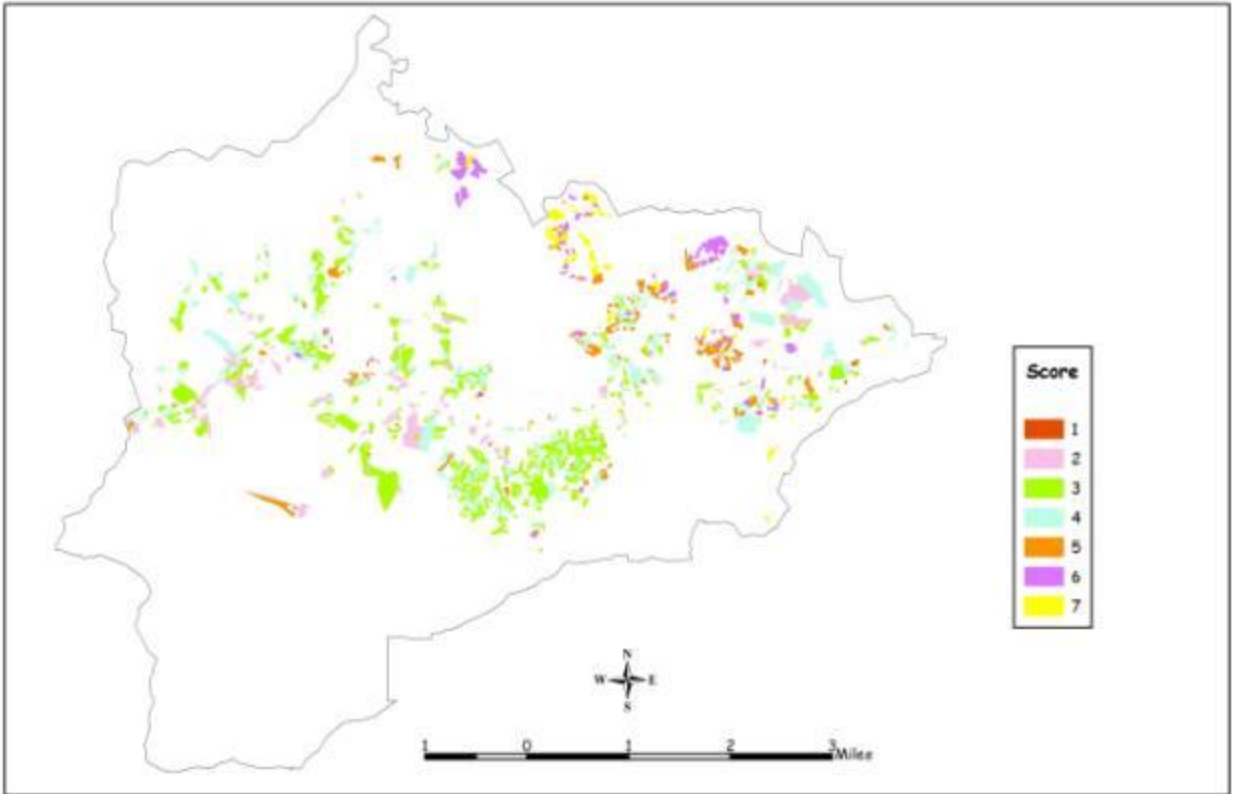


Figure 26. Housing by Condition



**Figure 27. Ownership by Location**  
*LT is an abbreviation for less than*

| Location                  | Town        | ETJ         | Remainder of Project Area | Total Project Area |
|---------------------------|-------------|-------------|---------------------------|--------------------|
| Maggie Valley (28751 zip) | 47%         | 21%         | 37%                       | 38%                |
| Elsewhere in NC           | 15%         | 36%         | 17%                       | 18%                |
| FL                        | 26%         | 33%         | 31%                       | 31%                |
| SC                        | 6%          | 3%          | 6%                        | 6%                 |
| GA                        | 2%          | LT 1%       | 2%                        | 2%                 |
| TN                        | LT 1%       | LT 1%       | 1%                        | LT 1%              |
| VA                        | LT 1%       | LT 1%       | 1%                        | LT 1%              |
| Other                     | 3%          | 6%          | 5%                        | 5%                 |
| <b>Totals</b>             | <b>100%</b> | <b>100%</b> | <b>100%</b>               | <b>100%</b>        |

argue that failure to narrow this gap will inhibit the development (over the long-term) of consensus-building and efficient decision-making.

C. Absentee land ownership accounts for over 50 percent of all properties within the town, the ETJ, and the remainder of the project area.

D. Maggie Valley is clearly a preferred location for second home owners, particularly for residents living in FL. This fact has important economic and fiscal implications for the town, and local officials must be careful not to kill the goose that lays the golden egg.

E. Maggie Valley public policies should reflect - from a housing perspective - a sense of community for both permanent *and* part-time residents. This will be a complex task to accomplish given the unusual demographic and housing patterns that exist.

**Technical Reference**

US Census Bureau. *www.census.gov*. January 2004.

The economy is another major planning component that drives growth and change over time. This plan section includes information about employment patterns, economic base analysis, jobs-to-housing ratio, and trends.

### Employment Patterns

The project area has approximately 320 businesses that employ about 1,170 persons (Figures 28 and 29). Zone W has the most businesses (about 40 percent), and zones A, B, K, U, V, and X each have at least 10 businesses.

Six zones stand out in regard to both the number of businesses and employment. Zones U, V, W, and X have the most employment; they account for about 69 percent of the number of businesses and about 78 percent of employment (Figures 28 and 29). Zones A and B account for about 18 percent of the number of businesses but only about 6 percent of employment. In contrast, zones I and J account for only about 4 percent of the number of businesses but about 12 percent of employment.

Services and trade are the largest NAICS sectors. These two sectors account for greater than 90 percent of both the number of businesses and total employment (Figure 30). Trade accounts for about 28 percent of the number of businesses and about 17 percent of employment. Services account for about 66 percent of the number of businesses and about 74 percent of employment. In addition, accommodations and food services alone account for about 37 percent of businesses and about 52 percent of employment.

### Economic Base Analysis

Economists often classify economies as either *basic* or *non-basic*. A basic economy produces economic output for *export* consumption, and a non-basic economy produces economic output for *local* consumption. Approximately 90 percent of project area employment is basic. However, this employment (and earnings) within the project area is seasonal and tourism-dependant. The non-basic part of the project area economy (i.e., local market) offers consumers few choices (e.g., not even a major grocery store or pharmacy). In addition, both the basic and the non-basic parts of the economy lack diversity.

Location quotient (LQ) analysis is another way of examining the economic base. This analysis measures specialization (in comparison to another economic entity). A LQ of 1.0 indicates self-sufficiency or sustainability; the range of 0.75 to 1.25 allows for a margin of error; a LQ greater than 1.25 indicates specialization; and a LQ less than 0.75 indicates dependency. Comparing select employment data (by sector) between Haywood County and the project area, the LQs for the project area are 0.81 for trade, 0.05 for manufacturing, and 2.18 for services.

### Jobs-to-Housing Ratio

The jobs-to-housing ratio measures economic strength by linking housing and employment. An ideal jobs-to-housing ratio is 1:1. The project area has an actual jobs-to-housing ratio of 1:2.57. However, when one adjusts the number of houses by ownership location (using Figure 27 data), parity does exist.



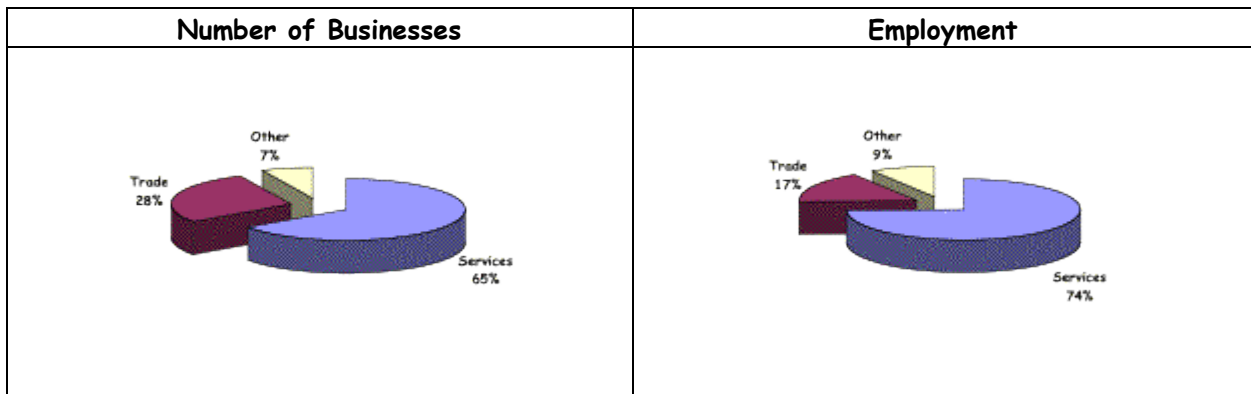
**Figure 28. Number of Businesses by Zone**

| NAICS Classification       | Zones     |            |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           | Totals    | Percentage of Total |            |            |             |             |     |
|----------------------------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|------------|------------|-------------|-------------|-----|
|                            | A         | B          | C         | D         | E         | F         | G         | H         | I         | J         | K         | L         | M         | N         | O         | P         | Q         | R         | S         | T         |           |                     | U          | V          | W           | X           |     |
| 1000                       |           | 1          |           |           |           |           |           |           | 3         |           |           |           |           |           | 1         |           |           |           |           | 1         | 4         |                     |            |            | 10          | 3%          |     |
| 2000                       |           |            |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           | 2         |                     | 1          | 3          | 6           | 2%          |     |
| 3000                       | 1         |            |           |           |           |           |           |           |           |           | 2         |           |           |           |           |           |           |           |           |           | 1         |                     | 1          | 6          | 2%          |             |     |
| 4000                       | 9         | 19         |           |           |           |           |           | 1         |           | 5         |           |           |           |           |           |           |           |           |           | 7         | 3         | 29                  | 15         | 88         | 28%         |             |     |
| 5000                       | 8         | 4          | 1         |           |           |           |           |           |           | 1         |           |           |           |           |           |           |           |           |           | 8         |           | 16                  | 9          | 48         | 15%         |             |     |
| 6000                       |           | 1          |           |           |           |           |           |           |           | 2         |           |           |           |           |           |           |           |           |           |           | 1         | 1                   |            | 5          | 2%          |             |     |
| 7000                       | 2         | 4          |           | 2         |           | 3         |           | 2         | 2         | 2         | 1         |           |           |           | 1         | 1         |           |           | 2         |           | 3         | 7                   | 65         | 20         | 117         | 37%         |     |
| 8000                       | 3         | 7          |           |           |           |           |           |           |           | 2         | 1         |           |           |           |           |           |           |           |           |           |           | 2                   | 8          | 14         | 1           | 38          | 12% |
| 9000                       |           |            |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                     | 2          |            | 2           | 1%          |     |
| <b>Totals</b>              | <b>23</b> | <b>36</b>  | <b>1</b>  | <b>2</b>  | <b>0</b>  | <b>0</b>  | <b>3</b>  | <b>0</b>  | <b>3</b>  | <b>9</b>  | <b>11</b> | <b>1</b>  | <b>0</b>  | <b>0</b>  | <b>2</b>  | <b>1</b>  | <b>0</b>  | <b>0</b>  | <b>3</b>  | <b>1</b>  | <b>27</b> | <b>19</b>           | <b>129</b> | <b>49</b>  | <b>320</b>  | <b>100%</b> |     |
| <b>Percentage of Total</b> | <b>7%</b> | <b>11%</b> | <b>0%</b> | <b>1%</b> | <b>0%</b> | <b>0%</b> | <b>1%</b> | <b>0%</b> | <b>1%</b> | <b>3%</b> | <b>3%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>1%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>1%</b> | <b>0%</b> | <b>8%</b> | <b>6%</b>           | <b>40%</b> | <b>15%</b> | <b>100%</b> |             |     |

**Figure 29. Employment by Zone**

| NAICS Classification       | Zones     |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           | Totals    | Percentage of Total |            |            |              |             |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------|------------|------------|--------------|-------------|
|                            | A         | B         | C         | D         | E         | F         | G         | H         | I         | J         | K         | L         | M         | N         | O         | P         | Q         | R         | S         | T         |           |                     | U          | V          | W            | X           |
| 1000                       |           |           |           |           |           |           |           |           | 1         |           |           |           |           |           |           |           |           |           |           |           | 1         |                     |            |            | 2            | 0.2%        |
| 2000                       |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           | 12                  | 4          | 36         | 52           | 4%          |
| 3000                       | 1         |           |           |           |           |           |           |           |           |           | 9         |           |           |           |           |           |           |           |           |           | 2         |                     | 1          | 1          | 14           | 1%          |
| 4000                       | 8         | 24        |           |           |           |           |           |           |           |           | 18        |           |           |           |           |           |           |           |           | 7         | 22        | 70                  | 45         | 194        | 17%          |             |
| 5000                       | 5         | 8         |           |           |           |           |           |           |           |           | 6         |           |           |           |           |           |           |           |           | 1         |           | 28                  | 44         | 52         | 144          | 12%         |
| 6000                       |           |           |           |           |           |           |           |           |           | 64        |           |           |           |           |           |           |           |           |           |           |           | 11                  | 4          |            | 79           | 7%          |
| 7000                       | 14        | 4         |           | 3         |           | 8         |           | 73        | 1         | 6         |           |           |           |           |           |           |           |           | 1         |           | 22        | 79                  | 355        | 46         | 612          | 52%         |
| 8000                       | 3         |           |           |           |           |           |           |           | 3         | 1         |           |           |           |           |           |           |           |           |           |           | 1         | 6                   | 23         |            | 37           | 3%          |
| 9000                       |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |                     |            | 37         | 3%           |             |
| <b>Totals</b>              | <b>31</b> | <b>36</b> | <b>0</b>  | <b>3</b>  | <b>0</b>  | <b>0</b>  | <b>8</b>  | <b>0</b>  | <b>73</b> | <b>69</b> | <b>40</b> | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>  | <b>2</b>  | <b>1</b>  | <b>72</b> | <b>118</b>          | <b>538</b> | <b>180</b> | <b>1,171</b> | <b>100%</b> |
| <b>Percentage of Total</b> | <b>3%</b> | <b>3%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>1%</b> | <b>0%</b> | <b>6%</b> | <b>6%</b> | <b>3%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>0%</b> | <b>6%</b> | <b>10%</b>          | <b>46%</b> | <b>15%</b> | <b>100%</b>  |             |

**Figure 30. Businesses and Employment by Sectors**



**Trends**

Employment is forecast to increase more rapidly in the southeast than in the rest of the US over the next two decades. The regional rate of average annual growth should be about 1.4 percent. The Asheville MSA will continue to be the regional center for retail trade, transportation, and services. In addition, employment growth in the MSA will significantly outpace other areas within the region.

An economic and social transformation has been occurring in the US over the past several decades. Richard Florida calls it the rise of the *creative class*. This class derives its name from the creative economic core of individuals that drives both businesses and communities. Successful employers and communities in the future will be the ones that develop policies to attract the creative class. At the community level, the old patterns of development (neighborhoods without character, blasé activity centers, large malls and sports arenas, and chain stores) is the type of environment that the creative class typically avoids. If employers and communities are to lure the creative class, they must adjust to a new paradigm and cater to the expectations of the creative class.

### ***Implications for Planning and Land Use***

- A. Using the eggs-in-the-basket analogy, the project area has most of its economic eggs in two baskets...services and trade (especially services).
- B. The project area economy can benefit from greater diversity. This, however, will require exploring regional linkages (that might help to grow other economic sectors) and attracting the *creative class* to Maggie Valley.
- C. Without special economic stimulus, economic growth will be slow, and this will impact local tax revenues.
- D. The significant economic dependency on tourism and recreation suggests that Maggie Valley must create a distinct and marketable image that will attract both tourists and recreation enthusiasts. The present image and development pattern is an elongated, automobile-oriented, strip commercial development surrounded by beautiful mountains (Figure 31).
- E. Existing and potential tourism/recreation opportunities should provide balance between both *enroute* and *destination* clientele. This is both a *marketing* and an *attraction* issue. Enroute opportunities already exist, but destination opportunities (especially with linkages to physical and cultural assets) will continue to require partnering and strategic development.
- F. Three potential facilities that might add significantly to the project area economic base are a grocery store, pharmacy, and year-round fitness/recreation/swimming complex.

### ***Technical References***

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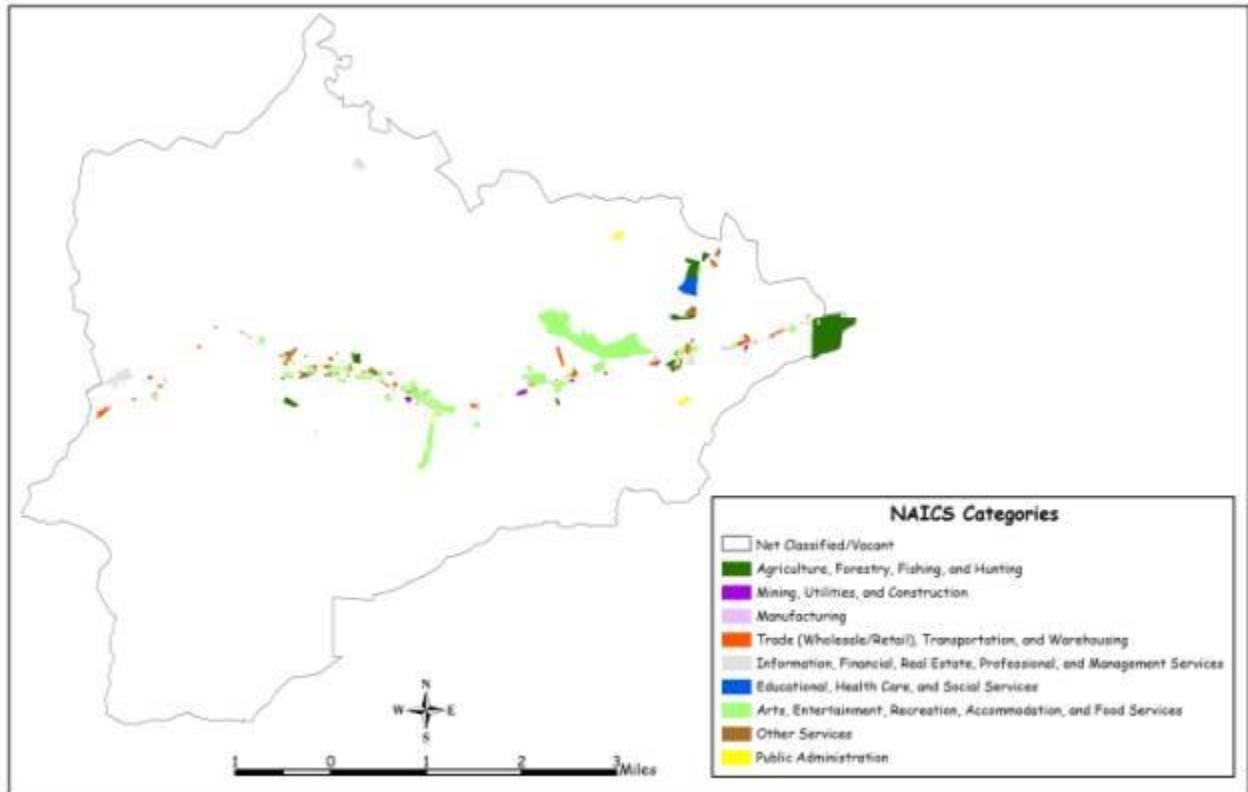
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**Figure 31. Employment Patterns by NAICS**



The analysis of land use has linkages to all other research components. This plan section includes a general description of the project area and an examination of existing conditions.

### General Description of the Project Area

The project area consists of approximately 20,975 acres (32.8 square miles) in land area (Figure 32). The incorporated area and the ETJ (extraterritorial jurisdiction) account for only about 17 percent of the total land area. However, *public images* of Maggie Valley (within both the visitor's domain and the resident's domain) often extend into the larger project area.

Figure 32. Area Calculations

| Area                | Acres         | Square Miles | Percentage of Total |
|---------------------|---------------|--------------|---------------------|
| • Incorporated area | 1,191         | 1.8          | 6%                  |
| • ETJ               | 2,302         | 3.6          | 11%                 |
| • Other area        | 17,482        | 27.4         | 83%                 |
| <i>Total</i>        | <i>20,975</i> | <i>32.8</i>  | <i>100%</i>         |

Steep slopes, flood prone areas, and soils are the major constraints that determine land use suitability criteria within the project area. When one applies these criteria to the project area (i.e., without regard to existing land uses), much of the area has severe constraints for urban land uses (Figure 33).

### Existing Conditions

The mapping of different land uses facilitates both the identification of patterns on the landscape and allows for interpretive analysis. Figure 34 shows existing land uses for the project area, and Figure 35 is a summary of the percentages of existing land uses by category.

Most land within the project area that is also without significant development constraints is already developed. This is true for both residential and commercial land use areas.

Topography is the single most important factor that explains existing land use patterns. Most commercial land uses are classic examples of strip development. These land uses parallel arterial road corridors and historically have been part of the earliest settlement and movement patterns. In addition, most residential land uses are also strip developments (paralleling roads and streams). Although several residential land uses are compact (e.g., the availability of water and sewer have resulted in greater residential densities in parts of the project area), most of these areas are not within the incorporated town boundaries. Lastly, development on steeper slopes requires larger lot sizes and more costly infrastructure.

The existing circulation system reflects the ad hoc development patterns (with little attention to character) that have occurred within the project area over time. Roads provided access, changed land use patterns and values, and resulted in demands for improved transportation services. Today

the arterial roads that pass through the project area efficiently move large volumes of traffic, but traffic speeds and the number of lanes

Figure 33. Urban Land Use Constraints

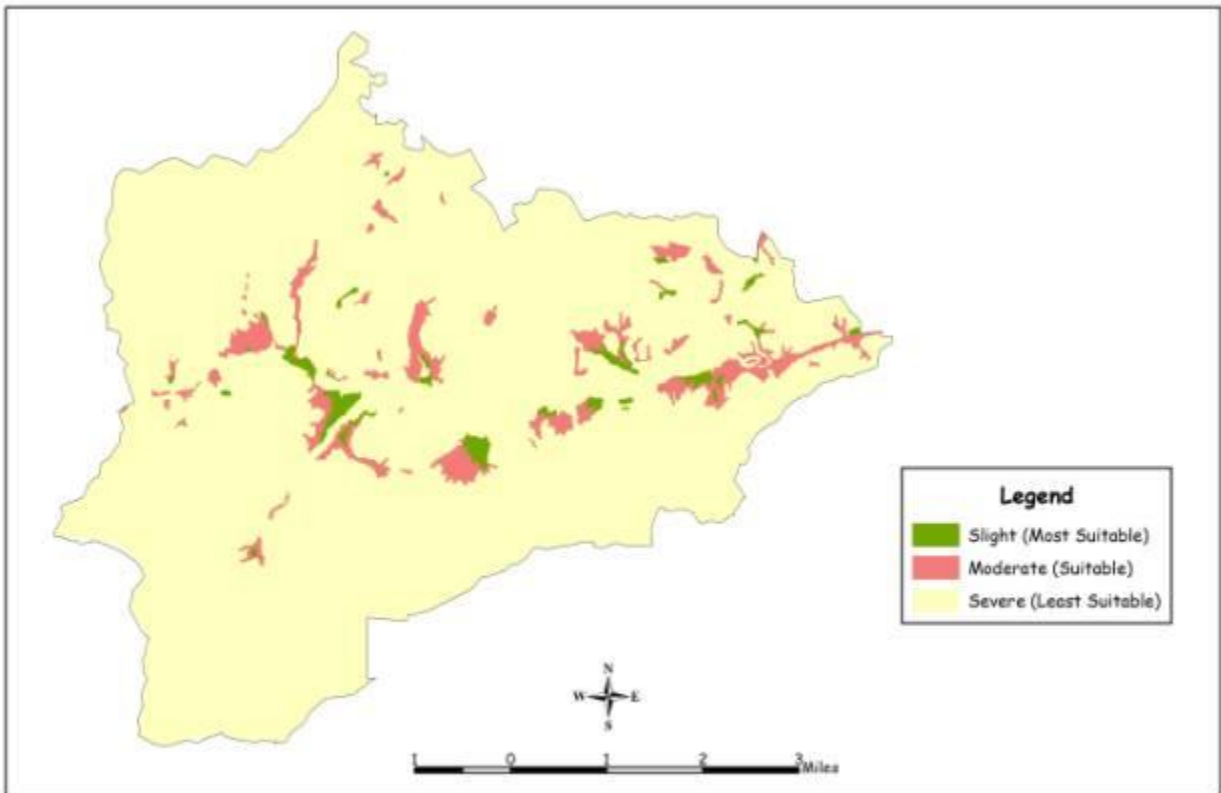
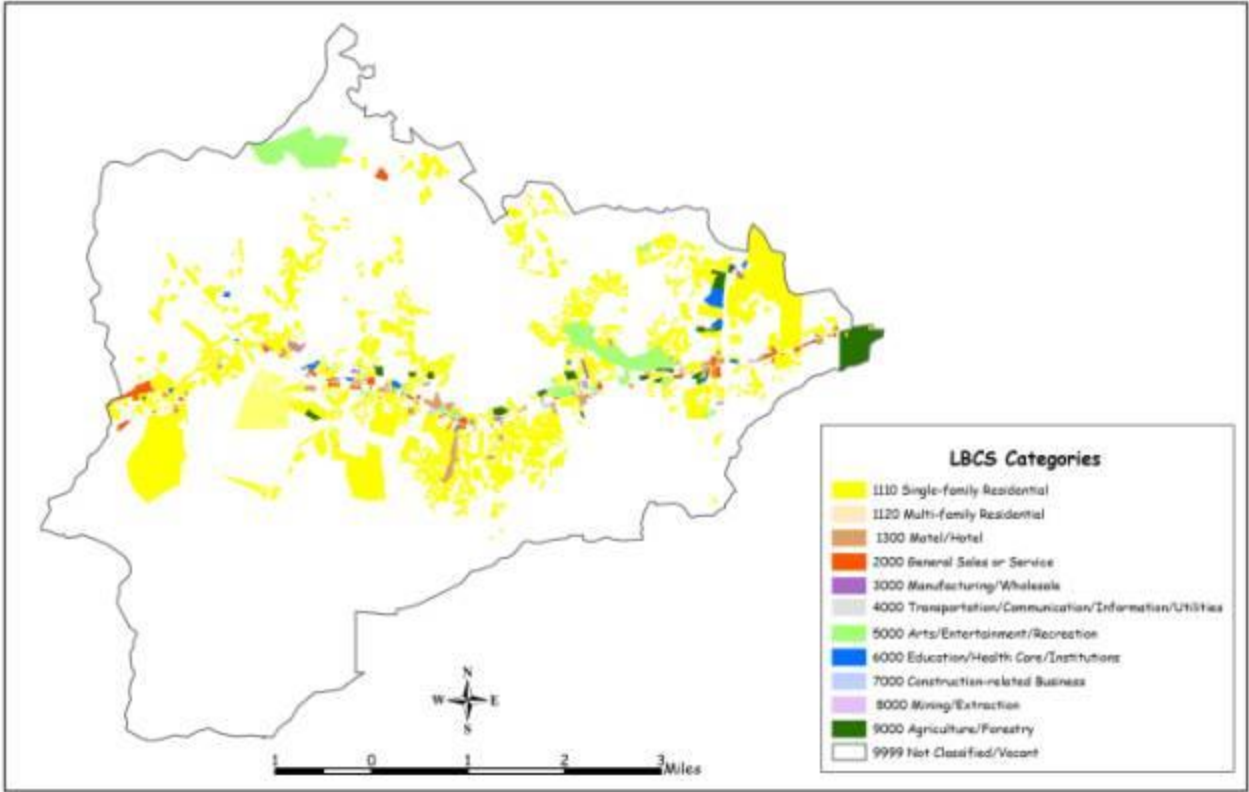


Figure 34. Existing Land Uses





**Figure 35. Land Use by Category**  
 LT is an abbreviation for less than

| Code | Description   | Acres | Percentage of Total |
|------|---|-------|---------------------|
| 1000 | Residence or accommodation functions                                  | 3,077 | 81%                 |
| 2000 | General sales or services   | 98    | 3%                  |
| 3000 | Manufacturing and wholesale trade                                     | 13    | LT 1%               |
| 4000 | Transportation, communication, information, and utilities             | 10.5  | LT 1%               |
| 5000 | Arts, entertainment, and recreation                                   | 365   | 10%                 |
| 6000 | Education, public administration, health care, and other institutions | 49    | 1%                  |
| 7000 | Construction-related businesses                                       | 9.5   | LT 1%               |
| 8000 | Mining and extraction establishments                                  | 2     | LT 1%               |
| 9000 | Agriculture, forestry, fishing and hunting                            | 155   | 4%                  |

make these arterials inhospitable to pedestrians. In addition, it is often difficult to functionally differentiate collector roads from local roads (i.e., based on design). The result is that portions of the present circulation system have safety deficiencies and lack alternative transportation components.

**Implications for Planning and Land Use**

- A. Growth has happened - and will continue to happen - in the project area with or without coordinated land use planning. The management of *future* growth will promote *proactive* decision-making, whereas the lack of such planning will promote *reactive* decision-making.
  
- B. Previous demographic projections indicate an increase in residential dwelling units within the town. In addition, there will continue to be second home development within the project area. This begs two questions: where will the additional housing occur, and how affordable will it be?

- C. Existing urban land use constraints require that planning for future growth and change be both coordinated and sustainable.
- D. Transportation is a service with important linkages to land use, community character, and both tourism and economic growth. Continued emphasis should be placed on both improving the collector road system and the development of alternative transportation choices.
- E. The extension of services (e.g., water and sewer) is a very powerful growth management tool. The town can become a more active coordinator (or decision-maker) in the exercise of this tool...to include within areas that extend beyond the present municipal jurisdiction.
- F. Reconciling the various public images of Maggie Valley with political boundaries will require creating a clearly defined *sense of place* that includes the greater Maggie Valley community. The ability of the town to foster such an identity - one that is both a distinct and positive - will require a vision for the greater community and using a variety of land use controls to realize the vision. This will likely be a political hot potato, but it will be essential to achieving sustainable future growth and development.
- G. The creation of a town center (and/or multiple districts) along Soco Road will help to address the issue of strip commercial development. The town center (and/or districts) should allow for mixed land uses, to include affordable housing (e.g., the second floor above commercial/office establishments). This concept will impact circulation patterns and will additionally require re-thinking the use and aesthetics of Soco Road.

### **Technical References**

Arendt, Randall. *Rural by Design*. Chicago: Planners Press, 1994.

Campoli, Julie, Elizabeth Humstone, and Alex McLean. *Above and Beyond, Visualizing Change in Small Towns and Rural Areas*. Chicago: Planners Press, 2002.

Daniels, Thomas L., John W. Keller, and Mark B. Lapping. *The Small Town Planning Handbook*, 2<sup>nd</sup> edition. Chicago: Planners Press, 1995.

Each of the functional research sections of this plan includes implications for planning and land use. The purpose of this plan section is to use the identified implications for planning and land use to develop alternative scenarios that describe potential growth and change in Maggie Valley over the next 5-10 years.

## The Framework

It is difficult to predict future outcomes because predictions have elements of both uncertainty and risk. For example, the greater the future time horizon, the greater will be the uncertainty and the risk.

Scenario planning is a technique that allows a community to engage in possibility-thinking (i.e., *what if* discussions relating to potential decision-making). Because each scenario is plausible, the uncertainty and risks associated with decision-making often become less daunting.

### Alternative Scenarios

Using a 5-10 years time horizon, three potential scenarios can guide Maggie Valley planning and decision-making. Each scenario includes specific policy implications. The first scenario is *little or no change* from the present (i.e., the status quo); the second scenario involves *moderate change*; and the third scenario involves *significant change*. Using the previous report sections as a source for scenario components (and also using the same components within each scenario), Figure 36 summarizes various policy implications for the three alternative scenarios.

No single scenario is distinctly better than the others...they are simply different. The selection of a *preferred scenario* for the town is the next step in the planning process.

### Preferred Scenario

Several internal and external variables will influence the decision to select a preferred scenario: the political environment, community values, market realities (relating to economic development), and the fiscal capacity of the town (Figure 37). The manner in which the internal and external variables intersect at the community level additionally will determine which scenario is the best choice.

Creating a *decision tree* (that includes all potential scenarios) is a way of graphically portraying the choices. Figure 38 is a decision tree for Maggie Valley that includes three questions. Depending on the answers to each question, one of the scenarios will be the best choice for the town.

Based on discussions that involved elected officials, appointed officials, the planning team, the town manager, and interested citizens who were in attendance at public meetings, the preferred scenario for the town is *Scenario III - Significant Change*. Although this gives direction to the remaining steps of the planning process, the components for this scenario (to include component descriptions) are not rigid, and the town will modify or change them over time, as needed.

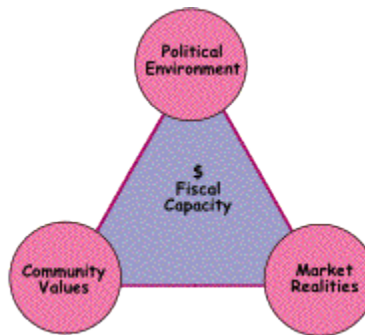
### Technical Reference

Heijden, Kees van der. *Scenarios: The Art of Conversation*. New York: John Wiley and Sons, 1999.

**Figure 36. Alternative Scenarios**

| <i>Scenario Components</i>   | <i>Scenario I<br/>Little or No Change</i>  | <i>Scenario II<br/>Moderate Change</i>  | <i>Scenario III<br/>Significant Change</i>  |
|--|--|---|---|
| <ul style="list-style-type: none"> <li>• Population</li> <li>• Economic development</li> </ul> | <ul style="list-style-type: none"> <li>• About 29% increase</li> <li>• Continued ad hoc strip commercial development</li> <li>• Lack of vision and identity</li> </ul> | <ul style="list-style-type: none"> <li>• About 29% increase</li> <li>• Vision...but ad hoc planning</li> <li>• Slow growth...tourism dependant</li> <li>• Sporadic commitment to developing a center</li> </ul> | <ul style="list-style-type: none"> <li>• At least 29% increase</li> <li>• Vision...with series of action plans to realize vision</li> <li>• Center and 1-2 districts...moderate growth...tourism dependant but increased diversification...distinct identity (creative class magnet)</li> </ul> |
| <ul style="list-style-type: none"> <li>• Land use</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Continued sprawl...segregated uses</li> </ul>   | <ul style="list-style-type: none"> <li>• Sprawl with pockets of managed growth and mixed uses</li> </ul>  | <ul style="list-style-type: none"> <li>• Managed growth in accordance with plans...mixed uses</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Heritage</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Gradual erosion</li> </ul>  | <ul style="list-style-type: none"> <li>• No change</li> </ul>   | <ul style="list-style-type: none"> <li>• Preserved and enhanced...cornerstone of economic growth</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Housing</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Uncoordinated...take what one gets</li> <li>• Affordable housing units are mostly trailers</li> </ul>                         | <ul style="list-style-type: none"> <li>• Growth is mostly SF units</li> <li>• Affordable housing units mostly trailers</li> </ul>   | <ul style="list-style-type: none"> <li>• Smart growth...compact...increased MF units</li> <li>• Greater diversity with affordable housing units...land trusts</li> </ul>  |
| <ul style="list-style-type: none"> <li>• ETJ and annexation</li> </ul>                         | <ul style="list-style-type: none"> <li>• No change to ETJ; limited annexation</li> </ul>   | <ul style="list-style-type: none"> <li>• Annexation limited to 2004 ETJ areas</li> <li>• Some ETJ expansion and limited annexation</li> </ul>   | <ul style="list-style-type: none"> <li>• ETJ expansion includes water basin planning area...phased annexation of ETJ areas (CIP)</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Planning capacity and controls</li> </ul>             | <ul style="list-style-type: none"> <li>• County provides GIS support</li> <li>• No change in staffing or controls</li> </ul>   | <ul style="list-style-type: none"> <li>• County and/or contractor provide GIS support</li> <li>• No change in staffing</li> <li>• Minor revisions to existing land use controls</li> </ul>                      | <ul style="list-style-type: none"> <li>• Hire planner/economic development specialist...in-house GIS capability</li> <li>• New subdivision/zoning controls...design review added</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Infrastructure</li> </ul>                             | <ul style="list-style-type: none"> <li>• Decentralized planning and operations</li> <li>• No savings</li> <li>• Not pedestrian/bike-friendly</li> </ul>                | <ul style="list-style-type: none"> <li>• Town becomes activist...key player role</li> <li>• Up to 25% savings (new development only)</li> <li>• Some pedestrian/bike enhancements</li> </ul>                    | <ul style="list-style-type: none"> <li>• Town becomes leader...key player role</li> <li>• Up to 50% savings (new development only)</li> <li>• Walkable community (pedestrian/bike-friendly)</li> </ul>  |

**Figure 37. Decision-making Variables**



**Figure 38. Decision Tree**





Figure 39. Changing Times...The Maggie Valley Story

|  | Good Old Days<br>(Before 1980)   | Times of Unrest and Change<br>(1980-90)  | The Plastic Years<br>(1990-Present)   |
|--|--|--|---|
| <b>Global/<br/>National/<br/>State</b> | <ul style="list-style-type: none"> <li>• Integration of schools...social unrest</li> <li>• Civil rights legislation passed</li> <li>• Cuban missile crisis...Bay of Pigs invasion</li> <li>• JFK assassinated</li> <li>• Vietnam war...lost lives</li> <li>• Bicentennial celebration</li> <li>• MTV rocks the vote</li> <li>• The computer arrives</li> <li>• Gas shortage... long lines and waiting</li> <li>• President Ronald Reagan shot</li> <li>• Man on the moon</li> <li>• Cities expand rapidly</li> <li>• Ads...<i>don't drink/drive</i> ads and no more cigarette ads</li> <li>• Cable TV...more channels and information</li> </ul> | <ul style="list-style-type: none"> <li>• Push for conservation and environmental issues</li> <li>• Economic stagnation... corporate take-overs</li> <li>• Money was harder to borrow due to higher rates (16%)</li> <li>• Internet...we're all connected</li> <li>• Space shuttle exploded</li> <li>• President Ronald Reagan, NC Senator Jesse Helms, NC Governor Jim Hunt, NC Secretary of State Rufus Edminston, and Lucy Thornburg</li> <li>• Ronald Reagan correspondence</li> <li>• Lowered speed limit to 55 mph</li> </ul> | <ul style="list-style-type: none"> <li>• Berlin Wall comes down</li> <li>• Fall of communism</li> <li>• More, better, faster... TV, internet, computer, telecommunications...a revolution</li> <li>• Gulf Wars</li> <li>• Afghanistan invasion</li> <li>• Cell phones</li> <li>• Focus on special effects...less on content</li> <li>• Clinton scandals</li> <li>• Bush/Gore election...hanging-chad election fiasco</li> <li>• 9-11 disaster...changed our personal lives forever (e.g., flying)</li> <li>• Economic hyper-expansion...<i>world economy</i> develops</li> <li>• Iraq War</li> </ul>  |
| <b>Local/<br/>Community</b>            | <ul style="list-style-type: none"> <li>• Town incorporated...lots of discussion</li> <li>• ABC store talked about...more discussion</li> <li>• Sheriff Jack Arrington elected</li> <li>• Chief JC Sutton drove 1971 Mustang for patrol car</li> <li>• TV celebrity Hoss Cartwright visited Ghost Town</li> <li>• Good job experiences...opportunities everywhere</li> </ul>  | <ul style="list-style-type: none"> <li>• Hurricane Hugo</li> <li>• More shops than motels in Maggie Valley</li> <li>• Establishment of Garner Area Ministries</li> <li>• ABC store opened...lots of discussion</li> <li>• Sheriff Tom Alexander elected</li> <li>• Chief JC Sutton retired</li> <li>• First of only 2 female chiefs hired</li> <li>• Signs...no hunting/fishing</li> </ul>   | <ul style="list-style-type: none"> <li>• Booming land sales and growth in Maggie Valley...especially along ridge tops</li> <li>• Power shifts</li> <li>• Topless bar issue in Maggie Valley...worst one closed, 1 burned, 1 sold</li> <li>• Maggie Valley celebrated 100<sup>th</sup> birthday</li> <li>• Mayor Jim Miller retired</li> <li>• Chief Price back to RS Sutton</li> <li>• Ghost Town closed</li> <li>• Land use controls...can result in difficult experiences</li> <li>• Blue Ridge Parkway Association formed</li> <li>• Elk reintroduced to NC</li> <li>• Election hearings</li> <li>• Maggie Valley had re-count of votes (like in Florida)</li> <li>• Jo Pinter (first female mayor) elected</li> </ul>   |
| <b>Personal</b>                        | <ul style="list-style-type: none"> <li>• Began thinking about moving to NC</li> <li>• Became a parent</li> <li>• Raised our children</li> <li>• Marriage, family, and bought first house</li> <li>• Mom and dad taught great family values... were like gods</li> <li>• Could go hunting/fishing anywhere...without parents worrying and someone calling the police</li> <li>• Burt Reynolds ate cornbread at Jason's grandmother's house</li> <li>• Obtained master's degrees</li> <li>• Life was good</li> </ul>   | <ul style="list-style-type: none"> <li>• Graduated from high school</li> <li>• Started career</li> <li>• Moved career back to home town in 1989</li> <li>• Family was growing up...camping and traveling</li> <li>• First visit to Maggie Valley</li> <li>• Bought first computer...cost \$15,000</li> <li>• Experience with community watch</li> <li>• Able to quit work and volunteer</li> <li>• Became volunteer firefighter and NC EMT</li> <li>• Read entire Bible</li> </ul>   | <ul style="list-style-type: none"> <li>• Finished college</li> <li>• Married</li> <li>• Became a realtor</li> <li>• Relocated/moved to Maggie Valley</li> <li>• Became member of Maggie Valley planning board</li> <li>• Home was featured in national magazine</li> <li>• Celebrated 50<sup>th</sup> birthday</li> <li>• Retired and moved to Maggie Valley</li> <li>• Empty nesters</li> <li>• Retired first time...retired for the second time</li> <li>• Moved to mountains</li> <li>• Looking forward to retiring and moving to Wyoming</li> <li>• National 911 operator, deputy sheriff, became sergeant, began to work for Town of Maggie Valley, became assistant chief at fire department</li> <li>• Lunch with President Clinton, Vice-president Gore, and Governor Hunt</li> <li>• Tackled Ghost Town project</li> </ul> |

Community character involves complex values that can be both elusive to describe and in conflict among residents. As difficult as it might be to incorporate community character into the planning process, it is helpful when developing a future land use plan. This plan section explores community character from three perspectives: a backward look, the present, and a forward look. Information relating to each of these perspectives comes from several workshops that included community participants (referred to as the *planning team* and representing stakeholder interests within the Maggie Valley community).

### A Backward Look

A backward look can provide greater understanding and appreciation about driving forces relating to growth and change. Growth and change can take place on different levels: the state/national/global level, the local/community level, and the personal level. Change also takes place over different time periods.

Changing times in Maggie Valley over the past several decades is a story that includes events *external* to the community, events *internal* to the community, and events - both shared and unique - that residents experienced on the *personal* level. Planning team members identified these events, named each of the time periods, and interpreted this information in terms of future implications and guiding values for the next decade. Figure 39 summarizes this information.

### The Present

The planning team additionally identified community assets and analyzed community appearance. Although the former was a straight-forward process involving brainstorming, the latter was a complex process involving the interpretation of several hundred photographs (taken by community members).

Maggie Valley is a great place to live, work, play, and visit because of its climate and seasons, surroundings and natural environment, good location, and people and feelings. Below are examples that relate to each of these community assets.

- *Climate and seasons* - summers are cool, and winters are mild...the changing seasons and weather are enjoyable
- *Surroundings and natural environment* - the mountains are beautiful and majestic; driving on the parkway and in the Great Smokey National Park is scenic; recreational opportunities are excellent (e.g., exploring the mountains and outdoors); there is limited land for development; one can listen to the wind, smell the seasons, find diverse wildlife, and see a clear sky
- *Good location* - businesses are visitor-oriented; festivals and fairs are enjoyable; access to medical care is excellent (i.e., short drive to major medical facilities); major shopping is near; and opportunities exist for small businesses
- *People and feelings* - low crime rate...feeling safe; building friendships is easy; school system is excellent; nice family atmosphere; residents are friendly, caring, happy, relaxed,



and visitor-friendly; a quiet, peaceful, small town atmosphere and feeling exists; and the  
pace of life is slow

The analysis of community appearance involves a variety of values...likes and dislikes that can vary  
from one person to  
another. By compiling and grouping similar values - both likes and

**Figure 39. Changing Times...The Maggie Valley Story**

dislikes - one can focus on root issues/problems and then determine what - if anything - one can do about the issues/problems. The result is a listing of *keys to community character* and *potential actions/policies* to address the issues/problems.

The planning team identified, analyzed, and prioritized nine building-block categories relating to community character in Maggie Valley. Below is a summary of the analysis for each category.

## PHYSICAL ENVIRONMENT

### *Root problems...keys to community character*

- The Maggie Valley physical environment is beautiful
- We must respect nature...protect the beautiful mountain views and our environment
- The public lacks access to natural areas
- Need more overlooks for views
- Construction on steep terrain means greater potential for erosion
- Some commercially-zoned areas have unauthorized uses (e.g., outside storage)
- Development is taking place on ridge lines
- Need to stop all burning

### *What can be done to create positive sense of place feelings?*

- Need more greenways and landscaping along highways and in front of businesses
- Establish stringent requirements, and provide heavy fines and penalties for violations (especially along creeks and ridge lines)
- Expand public access to Jonathan Creek
- Require *green space* for all new developments
- More aggressively promote environmentally-based festivals
- Create/protect viewsheds and places for viewing special areas

## SPECIAL PLACES

### *Root problems...keys to community character*

- Special places reflect Maggie Valley history and town character
- Development has eliminated much of the local agricultural heritage
- We're not keeping/maintaining our heritage
- Historical sites are neglected
- Need to identify and celebrate our older buildings
- There are too few open spaces and farms
- Incentives do not exist to conserve/preserve open spaces
- Beautiful churches are an asset

### *What can be done to create positive sense of place feelings?*

- Town should support restoration and preservation of old/historic buildings and places
- Organize a historical committee and preservation group
- Develop and enforce appearance criteria
- Conserve prime agricultural farmlands...town should be proactive in promoting land conservation easements to protect watershed and farmlands
- Apply for grants to help with preservation/restoration initiatives

- Identify historic structures and places
- Recognize and award historic preservation efforts
- Erect historical markers

### COMMUNITY PRIDE and ANNOYANCES

#### *Root problems...keys to community character*

- Beauty is in the eyes of the beholder...but ugly goes to the bone!
- Need community pride...but cannot legislate pride
- Examples exist that show no/little pride in ownership...need to encourage people to clean up and paint up
- ETJ must be extended
- First impressions are important
- Image is everything
- Lack architectural and appearance criteria
- Need stricter junk/storage ordinance

#### *What can be done to create positive sense of place feelings?*

- Enforce existing ordinances...issue fines for non-compliance
- Enact other necessary ordinances
- Support the town's code enforcement officer
- Provide awards for most improved property...give public recognition through radio, TV, and a sign at town hall
- Explore possibility of a *clean it up or lose it* campaign
- Bring in the Gold-Wingers (instead of the loud Harleys)
- Extend ETJ in order to clean up gateway corridors into and out of town

### LANDSCAPING and CONSTRUCTION PRACTICES

#### *Root problems...keys to community character*

- Beautification adds to cultural value
- Need more vegetation buffers
- Development that strips trees is problematic
- Need more/stronger erosion control standards
- Landscaping is minimal at best...we need more
- Mountain construction is destroying what people come here to see
- Little planning for open spaces and parks
- Lack of respect for mountain topography

#### *What can be done to create positive sense of place feelings?*

- Develop only as land allows, and maintain natural landscaping
- Plant more trees...what you cut down, you must replace
- Revise landscape requirements
- Develop more stringent erosion control requirements
- Require landscaping for all land uses (i.e., not just commercial properties)
- Include view preservation as part of ordinance requirements
- Limit amount/size of trees that can be cut
- Improve buffering for industrial/commercial businesses

- Initiate program that provides incentives for local businesses to accomplish landscaping and beautification/restoration

## COMMERCIAL ACTIVITIES

### *Root problems...keys to community character*

- At this time, town is not attractive to investors
- Need to be more open to different possibilities
  - *Need more attractions/activities for families visiting Maggie Valley...once we get people here, we need to keep them here*
- Need more businesses/services for residents
- Need more things to do...diverse shopping experiences
- No business plan (or economic development specialist) exists
- Ghost Town was a major loss
- Need to slow traffic...the highway is an important first impression, but most drivers just speed through
- Merchants ignore local retirees to a great extent

### *What can be done to create positive sense of place feelings?*

- Re-open Ghost Town
- Provide incentives for major amusement ventures or unique businesses...especially family theme-type entertainment
- Hire community economic development director/planner for town
- Develop more winter events/images (e.g., parades, lights, etc.)
- Merchants should cater more to local retirees...retirees will patronize businesses year-round
- Recruit a barber...build a charming grocery store
- Provide transportation/shuttle service from Maggie Valley to major natural attractions
- Work with chamber of commerce to develop a strategic recruitment and business development plan
- Allow chains (but with modified architecture)
- Reduce speed limit in town...provide for safer pedestrian crossings
- Provide guide service for sportsmen

## ARCHITECTURE, STREETScape, and DESIGN

### *Root problems...keys to community character*

- Overhead utilities are not attractive...wires spoil mountain views
- Businesses are an important part of the town's image
- Lack of screening for businesses off side streets
- Warehouse style architecture is BAD
- Some places are just horribly designed
- Mountain architecture is preferable
- No downtown atmosphere
- No appearance standards...presently *anything goes*

### *What can be done to create positive sense of place feelings?*

- Need to create an image for Maggie Valley

- Establish an *appearance committee*
- Develop architectural review standards...require architectural conformity for commercial buildings as a minimum
- Preserve mountain architectural heritage
- Limit new trailer parks
- Bury overhead wires and cables
- Establish historic themes for major corridors
- Must remember that property owners have rights
- Raze abandoned/dilapidated buildings
- Limit hotel/motel height to two stories
- Revise landscape ordinance for commercial districts

## PARKS and RECREATION

### *Root problems...keys to community character*

- Parks are important community assets...need more
- Existing parks lack personality
- No tennis courts or public bathroom in existing parks
- Need public picnic area and walking trails near the creek...and utilize creek as linear park
- Town lacks sports facilities and playgrounds
- Need more promotion for events, rallies, etc.
- Lack of interest and money

### *What can be done to create positive sense of place feelings?*

- Build tennis court in park behind town hall
- Develop flood plain areas for parks, tennis courts, ball parks, etc.
- Create walking trails
- Focus more on parks and recreation areas...make them more desirable and usable
- Need more *athletic activities*...things for adults and children to do
- Add gazeboes for street music
- Create visitor/welcome center at entrance to festival grounds
- Professionally manage festival ground
- Capitalize on greenways...with more creek access
- Volunteers can/will help build parks and recreation facilities
- Feature chamber more prominently
- Seek grant funding
- Build low-cost picnic area
- Construct community swimming pool for residents and visitors
- Provide incentives for set-asides of parks and open spaces

## ROADS, PARKING, BRIDGES, FENCES, and BUFFERS

### *Root problems...keys to community character*

- Five-lane highway through small town is problematic
- No road cleaning of debris and dead animals
- Crosswalks are hazardous/dangerous
- Lack of ordinances and/or enforcement
- Parking issues exist

- Maintenance could be better
- Refurbished bridge at Valley Creek Run is used by other developments
- The ugly needs to be buffered from view (e.g., the street)... need more/better buffers

*What can be done to create positive sense of place feelings?*

- Add bicycle path on one side of Soco Road
- Lower speed limits through town, and add more traffic lights
- Require more planting of trees/bushes to provide visual buffers
- Make crosswalks more visible, and limit/crosswalk right-of-way
- Add more traffic calming devices
- Alternative parking...develop three main lots with shuttle van or trolley service to attractions
- Clean road monthly/weekly
- Require screening and buffering of unsightly items
- Town should maintain bridge at Valley Creek Run
- Seek alternatives to chain link fences
- Inform property owners before posting public notices
- Develop appearance standards
- Provide for alternative modes of transportation (bicycles, walking trails, etc.)
- Require planning board approval for all subdivision deed restrictions within the town's jurisdiction
- Require new developments to have sufficient parking for guests (so roads are not blocked)

**LIGHTING, ACCESSORIES, and COMMUNITY FACILITIES**

*Root problems...keys to community character*

- Need welcome center for visitors...one that has restrooms and promotional information
- Decorative features (e.g., benches, fountains, etc.) show community pride...these are lacking in Maggie Valley
- Lack of public restrooms
- Light pollution from street lights and businesses
- Maggie Valley has great fire department, water facilities, and post office

*What can be done to create positive sense of place feelings?*

- Develop lighting ordinance that provides for non-glare, downward-directed street lights
- Install attractive street lamps, and bury electric power lines underground
- Make full use of festival grounds (e.g., cars shows, rallies, carnivals, etc.)
- Designate more areas for public use (e.g., parks and restrooms)
  - **Provide more pedestrian rest areas (with benches, flowers, fountains, etc.)**
- Apply for grants that may be available for beautification projects
- Need improvements...lighting and landscaping
- Develop open-air farm and building museum
- Improve pedestrian safety...medians and crosswalks
- Make better use of community greenways (e.g., information kiosks, etc.)
- Develop more activities for both residents and visitors
- Explore use of bond for public facilities and improvements

**SIGNS**

### *Root problems...keys to community character*

- Abandoned signs are eyesores
- Lack of standards for signs compromises aesthetics
- Many signs are too large (sometimes hiding buildings) and too busy/cluttered (some cannot be read from a moving vehicle)

### *What can be done to create positive sense of place feelings?*

- Prohibit billboards in town or ETJ
- Explore possibility of removing existing billboards...or restricting their location to specific areas
- Encourage original theme signs (e.g., Wheels Through Time)
- Make signs smaller, lower, and readable
- Require landscaping around signs
- Make signs uniform (e.g., outer frame, shape, and format)
- Create design/review process for signs
- Install orientation signs at both entrances of town to advertise businesses and reduce sign clutter
- Reduce the number of signs
- Provide informational signs for side-road businesses
- No roof signs or on sides of buildings

### A Forward Look

Visioning is a way of moving beyond the way things presently are to creating conceptual images how things might be at some future point in time. It provides direction (for both comprehensive and strategic plans). In addition, visioning is another way of identifying policies for the community.

The planning team developed a community vision consisting of five components: promote economic development, protect and improve community appearance, foster communication and working together, save our resources, and provide for housing needs. Team members used thoughts and ideas from the Oct 03 town meeting, the technical planning studies, various workshop results (i.e., changing times, community assets, and community character), and both personal and collective perspectives. Figure 40 is a summary of the Maggie Valley vision.



**Figure 40. Community Vision**

| <b>Promote Economic Development</b>   | <b>Protect and Improve Community Appearance</b>   | <b>Foster Communication and Working Together</b>  | <b>Save Our Resources</b>  | <b>Provide for Housing Needs</b>   |
|---|---|---|--|--|
| <ul style="list-style-type: none"> <li>• Capture greater percentage of destination tourists...increase weekly tourist events</li> <li>• Construct a grocery store with pharmacy</li> <li>• Construct a new municipal office complex</li> <li>• Construct a state-of-the-art recreation/sports/fitness/swimming complex</li> <li>• Develop commercial businesses on US 276...to include an outlet mall</li> <li>• Either re-open or re-think Ghost Town</li> <li>• Encourage more quiet activities at the festival grounds (e.g., music and art)</li> <li>• Encourage establishment of quaint shops and an upscale shopping opportunities</li> <li>• Explore feasibility of trolley transportation</li> <li>• Open a 24-hour medical clinic</li> <li>• Provide for demonstrations of mountain crafts</li> <li>• Seek business development that will increase tax base</li> <li>• Support year-round business activities</li> </ul> | <ul style="list-style-type: none"> <li>• Actively work with DOT to create a long-range master plan for highway/road improvements</li> <li>• Expand greenways into community/neighborhood areas</li> <li>• Improve signage...make signs smaller and aesthetically more pleasing</li> <li>• Make arterial highways both functional and attractive (trees, landscaping, boulevards, benches, gazebos, and parking)</li> <li>• Provide art and sculpture that fosters community identity and uniqueness</li> <li>• Review town policies on maintenance of streets and bridges</li> <li>• Strive for aesthetic excellence</li> </ul> | <ul style="list-style-type: none"> <li>• Create community/neighborhood associations to plan for common areas and needs</li> <li>• Document our past...preserve cultural heritage</li> <li>• Emphasize need for action</li> <li>• Improve library and media facility</li> <li>• Inspire community pride</li> <li>• Instill greater trust between residents and government</li> </ul> | <ul style="list-style-type: none"> <li>• Control the cutting of trees...conserve the mountain scenery</li> <li>• Develop stronger environmental standards</li> <li>• Prepare valley-wide plan for green space and recreational development</li> <li>• Protect watersheds and ridge tops</li> </ul> | <ul style="list-style-type: none"> <li>• Develop more affordable housing</li> <li>• Expand multi-family housing (e.g., apartments and condominiums)</li> </ul> |

The Maggie Valley that one sees today is a result of numerous decisions made over past decades. There were no plans at the time. The rules guiding the land use decision-making process - in simple terms - were to encourage growth (i.e., job-oriented development), build roads, and allow the concept of private property rights to guide land use decision-making. The town is now at a crossroads. Growth and change without proactive planning will place at risk the collective quality of community life for Maggie Valley residents. This plan section reviews the planning process and describes the proposed future land use plan for Maggie Valley.

## **Review of the Planning Process**

The town meeting held in Oct 03 helped to create a sense of community purpose and desire for action. Residents stated that they wanted local government officials to be open, acknowledge their needs, and then do something about satisfying community needs.

The planning studies provided a better understanding of place...the physical and cultural environments. These environments involve a variety of complex and interdependent processes.

The community assets and community appearance workshops identified issues relating to community character. These workshops identified specific policy opportunities and also demonstrated that consensus does exist for action.

The changing times and visioning workshops provided a reflective look. The backward look has linkages to - and lessons that one can learn from - the past. The forward look can serve as a guidepost for direction-setting.

### **Future Land Use Plan**

Future decision-making in the town should relate to an understanding of the physical and cultural environments, the protection and development of community assets, and building community character. These are all necessary in order to maintain and improve the quality of community life for both residents in and visitors to Maggie Valley. Such decision-making will additionally require policy development as a basis for implementing any future plan.

The final planning process step is to synthesize results from the previous planning activities into a conceptual land use plan...identifying creative, bold, and important elements of change that can become a *guide* for elected and appointed officials when they make recommendations and decisions relating to land use, growth, and change. The end result must be insightful; it must allow residents to bond with both one another and to the physical environment; and it must allow residents to realize their common purpose through cooperation, working together, and sustainability.

An assumption of the plan is that achievement of sustainable growth will require four elements: empowerment and bottom-up planning at the community level; encouraging residential and economic growth that emphasizes tourism, recreation, and developing a sense of stewardship between the land and the people of Maggie Valley; creating more proactive roles and partnerships; and providing the necessary regulatory (i.e., land use) controls and infrastructure in support of the various plan elements.

### *Plan Elements*

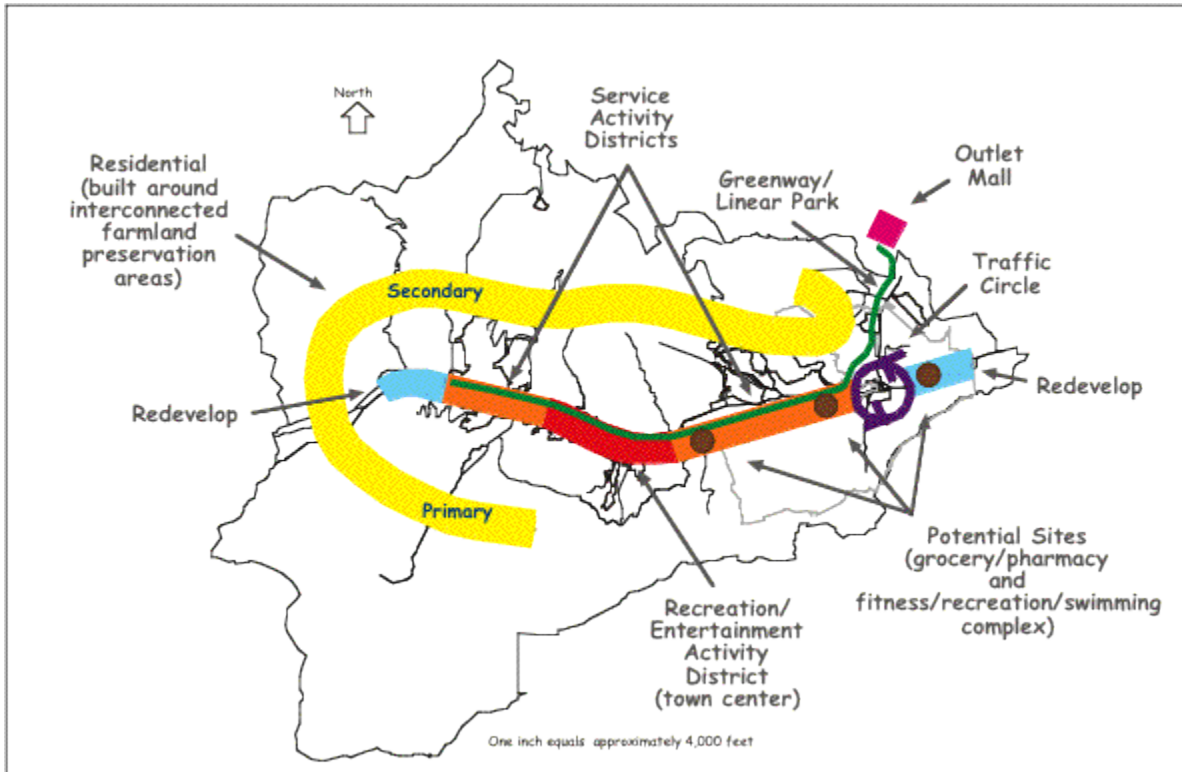
The plan consists of this document - to include a conceptual map - and all documents previously developed as part of the planning process. There are 15 conceptual elements to the plan, and the below narrative briefly describes each of these elements. Figure 41 graphically portrays these elements and can serve as a blue-print for growth and change in Maggie Valley over the next several years.

- 1 - Maggie Valley lacks a town center. Given the topography, existing land use, and circulation system, it will be difficult to create a center that is also a transportation hub. However, one can divide Soco Road into three functional activity centers: a *recreation/entertainment* activity district (which geographically is similar to a town center) and two adjacent *service* activity districts (i.e., one on each side of the recreation/entertainment district). The central district will be the nucleus of tourism-based activities (e.g., shopping and attractions), and the service activity districts will provide a support function (the western service activity district already provides governmental services, and the eastern district has several lodging facilities). The central district should additionally include affordable housing above retail establishments. A design charette will help to develop architectural conformity for all three districts, and design guidelines/review will be necessary to achieve and maintain this conformity.
- 2 - The town needs a magnet that will attract tourists from the near-by interstate highway. A small/mid-sized outlet mall can accomplish this purpose. It must be located close to Maggie Valley (to obtain infrastructure support and synergistically support activities in the recreation/entertainment district).
- 3 - Jonathan Creek is an ideal location for a greenway/linear park. This community facility would be for both local residents and tourists...walkers and bikers. It potentially could extend from the western town boundary to the proposed outlet mall (about six miles in length). Further, one can promote tourist-based activities using this facility (e.g., volksmarches).
- 4 - Both entrances to town (on US 19) require redevelopment. These areas are gateways to Maggie Valley and must provide positive first impressions and public images of the town.
- 5 - Replacing the traffic light on US 19/US 276 with a traffic circle will slow traffic and provide a unique experience for automobile-oriented tourists as they enter the community from the east.
- 6 - Soco Road requires a face-lift. Although it is a functional road in a transportation sense, aesthetically it promotes a blasé image of automobile-oriented strip development. This road must become more pedestrian and shopper-friendly. Elimination of the fifth lane, addition of a boulevard (with trees and flowers), reducing the lane widths, and adding a bike lane will significantly improve the aesthetics of this road. Lighting, linkages to the greenway and other community facilities, and signage should all be part of this element.
- 7 - Maggie Valley needs its own grocery store and pharmacy. The location should be in the eastern service district, thereby attracting populations located north and east of the valley.
- 8 - Construction of a fitness/swimming/recreation complex will support both resident and transient populations on a year-round basis. Such a complex will complement existing lodging facilities and the trend to promote healthful living.
- 9 - The bridging of agricultural farmland (prime, preservation, and other than prime) can create an interconnected open space network around which housing can be built. The open space network will become an area similar to an extended golf fairway (but without the greens). A primary growth area will be in the vicinity of Campbell Creek, and a secondary growth area will be in the vicinity of Fie/Indian Creeks; both of these areas are water supply watersheds and will require

special care in the development process. This open space network will additionally be supportive of wildlife.

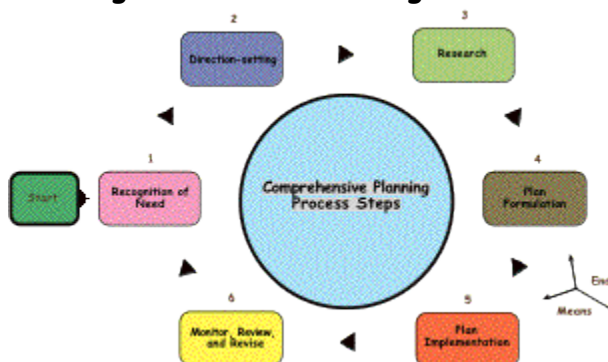
- 10** - The town needs to exercise land use controls throughout the valley, and the only way to do this is to continuously extend the ETJ and follow with phased annexation. This extension of municipal boundaries will also allow the town to nurture a holistic image - for both residents and visitors - of the valley.
- 11** - The town should take a greater leadership role in shaping growth and development through adoption of both *land use controls* and the extension of *water and sewer services*. The implementation of this plan requires, as a minimum, a variety of land use controls (e.g., zoning, subdivision, design review, and signs). The extension of water and sewer services is a powerful tool that the town can additionally use to control growth and development in accordance with this plan.
- 12** - As the town expands geographically, it should promote bottom-up participation at the neighborhood level. This will make residents feel that they are valuable, participating stakeholders; it will promote ownership in all outcomes; and it is the best way to identify and act on local needs.
- 13** - The town should reevaluate the design and functional use of all collector roads in the valley. This will require working with NCDOT staff.
- 14** - This plan indirectly addresses the need for expanding employment opportunities. Although the economy remains tourism-based, it can become more diverse (i.e., as execution of the plan elements increase employment opportunities). In addition, Maggie Valley will continue to be a magnet for retirees...and also creative class individuals and families.
- 15** - The execution of this plan will require technically trained staff.

Figure 41. Future Land Use Plan Conceptual Elements



This plan/document is an *end*. The final steps in the planning process are to connect the end with the *means* and monitor execution. Figure 42 graphically shows how the various steps of the planning process come together.

**Figure 42. The Planning Process**

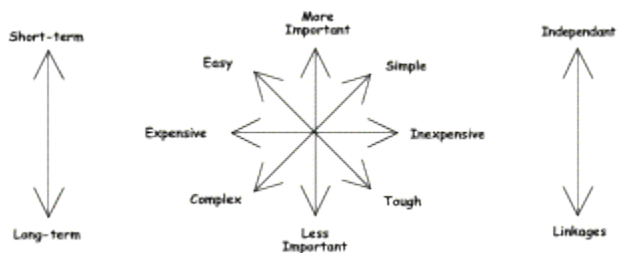


A local government can *implement* a plan only to the extent that its political will and fiscal pocket book become a continuing part of the planning process. The establishment of a CIP (capital improvement program that includes an annual work plan), appointment of a dynamic implementation committee (i.e., composed of representatives from all CIP-scheduled work program elements), and adoption of various land use controls will all be necessary in order to realize the conceptual elements of the Maggie Valley future land use plan.

In addition, there should be a periodic review of all plan elements by the planning board. Their task is to monitor changing conditions and recommend plan revisions to the elected board of aldermen, as necessary.

In summary, this plan is an example of a bottom-up approach to the comprehensive planning process. It was participatory in structure and involved both traditional and innovative techniques. Implementation will include a full range of activities and projects over time as the town moves from *planning to action* (Figure 43).

**Figure 43. Moving from Planning to Action**



# Notes

Strategic Planning · Neighborhood Planning  
Future Search · Visioning  
Mission Statement · Board Facilitation  
Needs Assessment · Planning Studies  
Citizen Planner Training · Permit Tracking  
Group Facilitation Training



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