

**Town of Montreat
Board of Commissioners
Town Council Retreat
February 28, 2009 – 9:00 a.m.
North Carolina Arboretum - Asheville**

The Montreat Board of Commissioners held a Retreat on February 28, 2009 at 9:00 a.m. at the North Carolina Arboretum in Asheville. Present among the Board were Mayor Letta Jean Taylor, Mayor Pro Tem Eric Nichols, Commissioner Ruth Currie, Commissioner Bill Hollins, Commissioner Jack McCaskill and Commissioner O’Neil Tate. Representing Town Staff were Town Administrator Ron Nalley, Public Works Director Charles Caldwell, Assistant Public Works Director Stephen Freeman, Town Clerk Misty R. Gedlinske, Chief of Police William B. McClintock and Finance Officer Stefan Stackhouse. No members of the public were present. Mayor Taylor called the meeting to order and gave the invocation.

Agenda Approval

Mayor Pro Tem Nichols moved to adopt the meeting agenda as presented. Commissioner Hollins seconded and all voted in favor. The motion carried 5/0.

Montreat Board of Commissioners Areas of Responsibility

After discussion, the Commissioners’ areas of responsibility were assigned as follows:

Mayor Pro Tem Nichols:	Commissioner of Communication and Sanitation Revenue Source Committee Chair
Commissioner Currie:	Commissioner of Roads and Water Audit Committee member Open Space Conservation Committee Chair
Commissioner Hollins:	Commissioner of Safety Audit Committee Chair
Commissioner McCaskill:	Commissioner of Finance
Commissioner Tate:	Commissioner of Environment Audit Committee member Montreat Landcare Committee Chair

Community Group Liaisons: These responsibilities were assigned as follows:

Asheville-Buncombe Flood Damage Reduction Task Force:	Commissioner Tate
Black Mountain Center for the Arts:	Mayor Pro Tem Nichols
Buncombe County Greenways Commission:	Commissioner McCaskill

French Broad River Metropolitan Planning Organization:	Mayor Taylor, Commissioner McCaskill (Alternate)
Land-of-Sky Regional Council:	Mayor Taylor, Commissioner McCaskill (Alternate)
Montreat Cottagers Association Board:	Commissioner Currie
Montreat Cottagers Association Wilderness and Open Space Committee:	Commissioner Currie
Montreat Institutional Sharing Committee:	Mayor Taylor, Commissioner Tate (Alternate)
MRA Wilderness Committee:	Commissioner Tate
Other Appointed Town Board/Commissions:	Commissioner McCaskill

Review of Previously Adopted Goals and Objectives

Mr. Nalley reviewed the list of 41 goals established for the current fiscal year and reported that ten were completed, 26 were ongoing and five had been postponed.

Reports from Department Heads - Review of Goals and Objectives for 2008-2009

Mr. Nalley reviewed the departmental goals for the 2008-2009 Fiscal Year as follows:

Administration: A Request for Proposals (RFP) for property and casualty insurance would be completed and distributed in March. A merit-based incentive pay program and fixed assets management program would be completed in April. Copies of all Town Council minutes from 1967 through 1977 would be sent to the North Carolina Division of Archives for microfilming in March, with the next decade of minutes possibly to be archived by early summer depending on cost.

Governing Board: Eighteen short-term Comprehensive Plan Implementation Matrix goals were scheduled for completion by the end of the current fiscal year. About 50 residents and other members of the public had expressed interest in receiving electronic newsletters to date.

Public Buildings: The space needs study and financial plan for a new Town Hall and Public Works facility was delayed due to other possible property acquisition developments.

Police: Policy manual revisions and a draft disaster response plan will be forwarded to the Council for review later this spring. A speed study will be completed by the end of the fiscal year. Development of a wildfire emergency response plan was delayed due to funding and staffing shortages in both the State and federal agencies responsible for assisting small municipalities with these matters. During discussion, Mayor Pro Tem Nichols urged the swift completion of a wildfire emergency response plan as a matter of public safety. He suggested developing our own internal plan if outside assistance was not readily available. Commissioner McCaskill agreed and suggested obtaining sample documents from other agencies to use as a reference. Mayor Taylor suggested developing an emergency evacuation plan as an alternative and suggested asking a member of the Black Mountain Fire Department to give a fire safety presentation during a summer Town Hall Meeting. Mr. Nalley explained that the Town's disaster response plan would include emergency evacuation procedures, and explained that staff must rely on State and federal experts for their advice and experience in developing a wildfire response plan that would be tailored specifically for the Town. Mr. Caldwell advised that the Town's fire hydrants were constantly monitored to ensure adequate fire response levels and that street-side tree trimming was done both for aesthetic purposes and as a means of fire control.

Planning and Zoning: The Planning and Zoning Commission's recommended draft Hillside Development and Stormwater Management Ordinances would be presented for the Council's consideration at their March meeting.

Public Works: Revisions to the Ordinance Regulating the Construction and Financing of Public Utilities would be completed and made available for a Public Hearing at the March Town Council Meeting. A vehicle and equipment disposition schedule would be completed by May, and an agreement for online auction sale of surplus property through GovDeals would be submitted for Board approval at the March Town Council Meeting.

Streets: The Appalachian Way paving project is scheduled to begin in either late spring or early summer. Engineering work will be needed before bids can be advertised for the project. The engineering and survey work on Woodland Road has been completed. Replacement of the Town's dump truck was delayed until the next fiscal year. Staff will apply in March for Urban and Community Forestry Grant to finish the development of a tree removal plan. Traffic calming research done by the Police Department may be incorporated into certain upcoming road improvement projects. Discussion was then heard concerning the status of negotiations between South Carolina Home and Towers XX for placement of a cellular communications tower on the South Carolina Home's property. Mr. Nalley reported that an agreement had not been finalized but did not know the reason for the delay. Commissioner Currie commented that the residents on Appalachian Way who previously objected to placement of a tower at the water tank site were now satisfied that the Town had diligently researched all available options. Mayor Pro Tem Nichols strongly urged staff to resume negotiations to locate the tower at the Appalachian Way water tank site in the event an agreement could not be reached between Towers XX and South Carolina Home. After further discussion, Mayor Taylor directed Mr. Nalley to contact South Carolina Home to determine the status of their negotiations with Towers XX and to advise that

the Town is interested in negotiating placement of the tower at the Appalachian Way water tank site if an agreement with South Carolina Home cannot be reached.

Powell Bill: Resurfacing projects were ongoing but may be delayed if their funding was needed for other projects or purposes.

Sanitation: An updated sanitation services brochure including information on e-trash disposal and hazardous waste recycling information had been completed.

Recreation: Staff submitted a Bicycle and Pedestrian Planning Grant application to the North Carolina Department of Transportation (NCDOT), with award notification expected in March. The application for the Fit Community Designation and Grants Initiative was delayed until next fiscal year. Mr. Nalley asked the Council to consider providing more specific guidance for the next fiscal year concerning the goals and initiatives they would like to achieve through the Open Space Conservation, National Forest Service trail links and Landcare programs.

Water: The automated meter reading system purchase had been delayed in anticipation of possible American Recovery and Reinvestment Act 2009 funding. Potential well locations had been located near both Harmony Lane and Greybeard Trail and test-drilling was planned later in the month. The phased replacement of the water line between Calvin Trail and the end of Greybeard Trail was postponed due to lack of funding. Mr. Nalley said the Board would need to decide how to secure permanent control of any water sources discovered during the test drilling process and explained that although the street rights-of-way in those areas was dedicated to public use it was legally owned by the Mountain Retreat Association.

Finance

2009-2014 Capital Improvements Plan (CIP): Mr. Nalley advised that the draft 2009-2014 Capital Improvements Program was not yet completed, and that the draft Streets Standards Ordinance was also awaiting further review and comments from the Town Attorney and McGill Associates. After discussion, the Council agreed by consensus to delay the public hearings on the 2009-2014 Capital Improvements Program and Streets Standards Ordinance until their April meeting. Commissioner Currie urged staff to complete the draft Streets Standards ordinance as quickly as possible and forward it to the Council for their review. Mr. Nalley said he expected a preliminary draft to be available for review at next week's Agenda Meeting.

General Fund – Tax Base and Revenue Sources: Mr. Stackhouse presented a memorandum he prepared on revenue and expenditure options that could potentially lower Montreat's ad valorem property tax rate by at least one cent. He explained that every penny of the Town's tax rate was equal to approximately \$25,000 to \$27,000 in revenues or about \$40 per taxpayer. Mr. Stackhouse reviewed the amount of expected reductions in DMV property taxes, local option sales taxes, investment earnings, Powell Bill revenues, as well as building and fire inspection fees for the upcoming fiscal year. He advised that some funds were being reallocated into Certificates of Deposit at several local banks as a means of protecting Town assets and

improving the interest rate on its investments. He also noted that payments in lieu of taxes from the Town's non-profit entities, also referred to as "PILOT" contributions, were the only revenue source the Town had any influence over increasing during the upcoming fiscal year.

Among the list of new revenue sources was placement of a cellular communications tower on Town property, which he said could yield approximately \$24,000 or more per year. Other options included non-residential motor vehicle fees or occupancy taxes for rental properties. Mr. Stackhouse did not believe either option would yield a significant amount of revenue, and said that vehicle permit fees would require passage of a local bill by the State legislature to enforce. He also noted certain statutory limits on the purposes for which occupancy tax revenues could be used, few of which were applicable to Montreat.

During discussion, Mayor Pro Tem Nichols suggested negotiating with the Mountain Retreat Association's Board of Directors for the Conference Center to collect a small fee from each of its conferees on behalf of the Town. Commissioner Hollins felt that such negotiations should be approached in the context of PILOT contributions that would be offset by fees charged to the conferees and cautioned that the MRA was not legally obligated to agree to this request. Mayor Taylor said she had discussed a similar proposal with MRA President Pete Peery, who had agreed at the time to consider it. She suggested that the Council also hold similar negotiations with the MRA Board of Directors.

Commissioner Tate suggested imposing a fee for yard waste collection services. Mr. Nalley agreed that this was possible but cautioned that this type of fee did not usually result in a significant source of revenue or reduction in taxes. Mayor Pro Tem Nichols also asked about requiring vehicle permits for large trucks entering Montreat. Commissioner Currie said this issue had been examined in detail several years ago by the Planning and Zoning Commission. Mr. Nalley said that any vehicle over a certain weight could be required to obtain an annual permit and agreed that at least some revenues could be generated in this manner.

Mr. Stackhouse then listed several options for reducing expenditures, including foregoing employee cost-of-living increases, reducing health insurance benefits, and limiting capital outlay expenditures. Other budgetary options that could affect the tax rate included increasing the interfund transfer amount from the Water Fund to the General Fund, imposing a storm water utility fee, additional appropriations from the Town's Fund Balance or changes to the property tax rate. Mayor Taylor said the Council would discuss these recommendations in more detail during the 2009-2010 Fiscal Year Budget adoption process.

Vehicle Purchase Policy: Mr. Nalley presented and reviewed a draft vehicle purchase policy incorporating "green fleet" principles. He explained that the policy created a "green fleet team" made up of department heads who would then serve as the purchasing body for the Town. The Board would set a policy dictating vehicle standards and then allow the team to make purchase in accordance with that policy. Mr. Nalley also pointed out that most emergency response vehicles were exempted from the policy. After brief discussion, Mayor Taylor said this item would be placed for further consideration on the Council's April agenda.

Mayor Taylor announced a ten-minute recess at 11:00 a.m. The meeting resumed at 11:10 a.m.

Facilities

Town Hall and Public Works Facility: Mr. Nalley said that this matter had been delayed due to other potential real property acquisition options. Some discussion was heard concerning potential facility locations, and the Board agreed by consensus that the agreement with McGill Associates for engineering and design services related to this project would remain in effect.

Services and Infrastructure

Federal Economic Stimulus Package: Mr. Nalley reported that application deadlines for the water and infrastructure projects the Town was requesting federal funding to complete had been met. He explained that, if awarded, funding for these projects would be provided through a combination of grants and 0% interest loans.

Water, Sewer and Street Standards: Mr. Nalley suggested adding language to the draft Ordinance Regulating the Construction and Financing of Public Improvements clearly stating that no additional private wells or septic tanks would be allowed within the Town limits. Commissioner Currie agreed this was necessary and asked staff to revise the draft ordinance in preparation for next week's Agenda Meeting. Mr. Nalley reiterated that street standards would be addressed in a separate document. He also referred to updated maps indicating the age and condition of the Town's water lines and paved roadways and explained that unopened, platted roadways were not included on those maps.

Stormwater Regulations: A draft Stormwater Management Ordinance prepared by the Planning and Zoning Commission would be presented to the Council in March. Staff will recommend holding a Public Hearing on this matter at the April Town Council Meeting. Commissioner Hollins asked staff to provide detailed information on which areas of Town would be most affected by the ordinance and how they would be affected. Mayor Taylor said the Board may decide to schedule a workshop meeting for further discussion of this matter after the Public Hearing.

Sanitation/Recycling: Mr. Nalley presented the 2007-2008 Annual Solid Waste Management Report and pointed out that the Town paid about \$25 per ton to dispose of recyclable materials. He explained that the only way the Town would be able to earn money for recycling disposal would be to acquire the necessary space to store and sort large amounts of those materials. Discussion was then heard concerning assistance from Montreat College or local independent recycling agencies for on-site sorting of recyclable materials if adequate storage space could be obtained.

Environment and Recreation

Landcare: Robert Youl from Landcare Australia will visit Montreat on March 19 for a luncheon at Assembly Inn and a tour of Montreat's environmental projects. The Town and Montreat College will jointly purchase an electric utility vehicle that will be more useful to both organizations than the six-passenger vehicle originally planned. The Town's Earth Day celebration will be held on April 25 with all local environmental organizations invited to participate.

Open Space Conservation Plan: The Board agreed by consensus for Commissioner Currie to prepare amendments to the Open Space Conservation Plan for their consideration. The Plan's original adoption date will also be added to the cover page.

Greenways and Trails Plan: The Montreat Landcare Committee will assume responsibility for developing a Greenways Master Plan pending the award of funding from the Bicycle and Pedestrian Planning Grant. Award notifications were expected in March, with any monies awarded to be received in June.

Native Garden Park Plan: Mr. Nalley presented a copy of the proposed site plan developed by landscape architect Mary Weber for a native garden park near the Montreat Gate. He advised that the Mountain Retreat Association had agreed to execute a license agreement with the Town to begin construction on the park, and was willing to negotiate with the Town to transfer ownership of that property into open space conservation. Commissioner Currie advised that the Montreat Cottagers Wilderness and Open Space Committee had authorized Mr. Nalley to offer up to \$5,000 of their funds to acquire the property. Mr. Nalley said he would approach the transfer negotiations from the position that the Town would agree to pay for any deeds or other legal work necessary but would not pay any additional money for the land itself. He explained that the project would be completed in phases to due funding restrictions, and that the area from the wooden footbridge to Piper's Glen would be the first area to be planted. He also advised that this project would provide a central means of access to all of the trails in that region and would possibly include a small area of the garden for plant sales to the public.

Montreat Comprehensive Plan Review

The Board reviewed the short-term goals listed in the Comprehensive Plan Implementation Matrix as follows:

Character and Design Strategies:

Recommendation 2: **Ensure that areas outside the Town limits but within the ETJ are preserved.**

Strategy 1: Evaluate zoning map and determine the extent to which zoning provides protection for the land as envisioned in the Comprehensive Plan.

- Strategy 2: Update the zoning map to ensure all zoning districts are clearly delineated.
- Strategy 3: Revisit the uses in the Woodlands and R-3 districts and determine whether the permitted use lists require revision to adequately manage growth outside of the Town.
- Strategy 4: Evaluate the need for a new zoning district for the areas beyond the Town limits to better manage growth.

Mr. Nalley said that work on these goals had not yet begun. The Board agreed by consensus to assign Strategies 1-4 to the Planning and Zoning Commission for review of potential implementation options with staff assistance from Building Inspector/Code Administrator David Currie.

Recommendation 3: Guide the design of new and renovated structures in existing neighborhoods to foster consistency in scale, style materials and design with the existing built form that is characteristic of Montreat.

- Strategy 1: Create architectural design guidelines for new and removed houses to preserve character.
- Strategy 4: Modify zoning ordinance to ensure that new homes conform to the setbacks of existing structures to provide visual continuity.

Mr. Nalley said this recommendation will be time-consuming and potentially difficult to accomplish. He advised that staff had proposed developing a Unified Development Ordinance as a future goal and said that architectural guidelines could be incorporated into that document. Commissioner Hollins suggested moving Strategies 1 and 4 to the Mid-term Goal category. The Board agreed by consensus.

Recommendation 5: Promote a compact form of development.

- Strategy 2: Add Conservation Subdivision design and clustering standards as options in the Subdivision Ordinance.

Mr. Nalley said the Planning and Zoning Commission was currently reviewing this strategy.

Recommendation 6: Improve hillside development regulation language to further protect environmentally sensitive areas and existing views for proposed developments that are less than a 25% grade slope.

Strategy 1: Evaluate the height limit for residential and non-residential structures to limit the height of the proposed building in order to preserve the character, scale and viewsheds.

Strategy 2: Evaluate the possibility of establishing a maximum disturbance and maximum impervious cover similar to Buncombe County's Zoning Ordinance as outlined in the dimensional requirements (Section 78-642).

Mr. Nalley said the Planning and Zoning Commission was currently reviewing these strategies.

Recommendation 7: Improve hillside development regulation language to further protect environmentally sensitive areas and existing views for proposed developments that are equal to or greater than a 25% grade slope.

Strategy 1: Evaluate the possibility of applying more stringent regulations on slopes greater than 25%. For example: Consider maximum disturbance and maximum impervious surface regulations outlined in Buncombe County's Zoning Ordinance {Hillside Development Standards 70-68(e)}. For example: Consider utilizing a density-scale similar to Buncombe County's Zoning Ordinance {Hillside Development Regulations 70-68(d)} that will gradually reduce the permissible density of a site based upon incremental increases in slope percentages.

Mr. Nalley said the Planning and Zoning Commission was currently reviewing this strategy.

Recommendation 8: Continue to protect the environment by collaborating with the National Wildlife Federation and state agencies to promote awareness about the unique wildlife habitat found in the planning area.

Mr. Nalley categorized this strategy as an ongoing goal for the Montreat Landcare Committee.

Recommendation 9: Improve signage and monumentation to aid in circulation and wayfinding.

Strategy 1: Institute a committee that will establish guidelines and oversee the process of signage design, monuments design, and wayfinding.

Strategy 2: Identify critical locations where the placement of signs and/or monumentation will add to the character of that area and also help in orientation for visitors by identifying key buildings, structures and uses.

The Board agreed by consensus to re-establish a Wayfinding Committee staffed by representatives from the Mountain Retreat Association, Montreat College and the Town to begin work on these strategies during the upcoming fiscal year. Mr. Nalley said possible candidates to represent the Town could be chosen from the Council or from the Planning and Zoning Commission.

Management of Growth Strategies:

Recommendation 1: Implement the Comprehensive Plan.

Mr. Nalley said the strategies listed under this recommendation would be ongoing goals for the Board and staff.

Mayor Taylor announced a 30-minute recess for lunch at 12:15 p.m. The meeting resumed at 12:45 p.m.

Tax Base and Revenue Source Strategies:

Recommendation 1: Investigate and consider alternative sources of revenue.

Strategy 1: Expand the potential sources of revenue to include user fees, special assessments, negotiated payments in lieu of taxes, and facility fees.

Recommendation 2: Consider new taxes, such as the real estate transfer tax and/or occupancy tax, to supplement tax revenues already being collected.

Strategy 2: Request the state grant Montreat the ability to levy an occupancy tax, or similar fees, on lodging/rentals.

Recommendation 3: Consider new fees for vehicle permits, parking permits, building permits, inspection fees, or privilege license fees on certain businesses.

Recommendation 4: Consider retaining the services of a grants specialist to seek grants from both public and private entities that may be available and appropriate for specific needs.

Strategy 1: Coordinate with the Land of the Sky Council of Governments or a similar entity to seek help in grant writing.

Recommendation 6: Seek special legislation to mitigate the impact of loss of revenue due to the conservation easement.

Strategy 1: Coordinate with the League of Municipalities and investigate the opportunities to collaborate with municipalities with similar constraints and draft a bill to identify means to generate funding.

Mayor Pro Tem Nichols and Commissioner McCaskill agreed that Recommendation 1, Strategy 2 should be deleted from the Implementation Matrix. Mayor Taylor said that all of the remaining short-term strategies for this category of recommendations would be ongoing goals.

Impact of the MRA and College Strategies:

Recommendation 1: Create opportunities where the major institutions in Montreat may collaborate for common purposes.

Strategy 3: Investigate opportunities to identify a location for a new Town hall in collaboration with the MRA and Montreat College as they expand, renovate or add to their existing facilities.

Mayor Taylor stated that this strategy would be an ongoing goal for the Board and staff.

Housing Strategies:

Recommendation 1: Maintain a predominantly single-family residential land use at an overall density of four DUA.

Strategy 1: Maintain the permitted uses at the permitted density for R-1 and R-3 districts in the existing zoning regulations.

Strategy 2: Consider only amendments to the official zoning map that result in the reduction of the R-1 and R-3 districts if such amendments are consistent with the Comprehensive Plan.

Mr. Nalley said these strategies would be ongoing goals related to the Character and Design strategies listed above.

Recommendation 2: Provide as an option an alternative to conventional subdivision: cluster or conservation development patterns where possible to preserve the natural environment.

Strategy 1: Modify the Zoning and Subdivision Ordinances to allow for conservation subdivisions by right for the outlying areas as identified in Figure #7, the Proposed Town-Wide Plan.

Strategy 2: Modify the minimum lot size requirements in the Zoning and Subdivision Ordinances to allow for the flexibility in lot dimensions to encourage conservation subdivision.

Mayor Taylor said these strategies would be addressed in conjunction with development of Conservation Subdivision regulations.

Vehicular Mobility Service Strategies:

Recommendation 1: Maintain existing streets.

Strategy 1: Continue the program of street maintenance and upgrades of existing streets.

Mayor Taylor said this strategy would be an ongoing goal for the Board and staff.

Recommendation 2: Evaluate platted but non-built streets for abandonment if no future need is identified.

Strategy 1: Inventory all platted but non-built streets on a map.

Mayor Taylor said that completion of this strategy would be assigned later in the meeting during discussion of goals and objectives for the next fiscal year.

Recommendation 3: Evaluate placing weight limits on streets to minimize the impacts of heavy vehicles, which can damage streets.

Strategy 1: Conduct a geotechnical study to evaluate the acceptable weight that the existing roads in the Town could handle.

Strategy 2: Institute a permit system that is administered by the Town which requires vehicles above the acceptable weight to be charged a fee to offset the maintenance cost associated with the wear and tear of roads from such traffic.

Recommendation 4: Evaluate a vehicle permit system for all vehicles to offset street maintenance costs and manage peak flows.

Strategy 1: Conduct a vehicle count study to assess the actual peak flow during busy summer months and Sunday mornings.

Strategy 2: In collaboration with the MRA, Montreat College and the Presbyterian Church, and based on the vehicle count study, the Town can evaluate the possibility of creating a permit system that charges a nominal fee for visitors' vehicles coming into Montreat on a daily or weekly basis.

After discussion, the Board agreed by consensus that these strategies would be addressed together during consideration of vehicle permit fee options.

Recommendation 5: Evaluate street design to create features for transition, especially in the Town Center area.

Strategy 1: Identify key areas that lend themselves as transition points in the community, especially in areas of increased pedestrian activity to slow vehicular traffic.

Mayor Taylor said this information would be included as part of the development of a Greenways Master Plan and potentially funded by a Bicycle and Pedestrian Planning Grant from the North Carolina Department of Transportation (NCDOT).

Non-Vehicular Mobility Service Strategies:

Recommendation 2: Define, prioritize and construct an improved pedestrian network for the greater Town area.

Strategy 1: To provide the greatest benefit, prioritize the trails that will need to be constructed according to the pedestrian network as detailed in Figure #7.

Strategy 3: Seek funding from potential national, state and private sources to aid with the design and construction of pathways and greenways throughout the planning area.

Recommendation 3: Provide connections to the Wilderness Trails.

Strategy 1: Coordinate with the MRA Wilderness Committee and consider its recommendations as to where the Town should provide connections to the Wilderness Trails.

Strategy 2: Identify and prioritize connections to the Wilderness Trails.

Recommendation 5: Provide space for bicycle traffic along Assembly Drive.

Strategy 1: Evaluate the feasibility of a bike lane on the Assembly Drive by narrowing the vehicular lane. This will further slow the traffic on the Assembly Drive and make it safer.

Mayor Taylor said that the strategies listed under Recommendations 2, 3 and 5 would be completed as part of the development of a Greenways Master Plan.

Recommendation 7: Establish a fund devoted to pedestrian amenities.

Strategy 3: Continue coordination with the various wilderness committees to identify sources of funding through private donations.

After discussion, the Council agreed by consensus that this strategy would be assigned as an ongoing goal for the Montreat Landcare Committee.

Parking Service Strategies:

Recommendation 1: Reconfigure existing parking areas for improved efficiency.

Strategy 1: Conduct a study that will evaluate existing parking areas, and redesign them to achieve a higher number of parking spaces.

During discussion of this recommendation, Mr. Nalley recommended that this strategy be completed by an independent consultant hired by the Town, Montreat College and the Mountain Retreat Association. Commissioner McCaskill advocated discussions with representatives from each entity as an ongoing goal. Mayor Taylor suggested beginning discussion of this matter at the next Montreat Institutional Sharing Committee meeting. The Council agreed by consensus with Mayor Taylor's suggestion.

Recommendation 5: Require adequate off-street parking in residential areas.

Strategy 1: In addition to the requirement for off-street parking based on the square footage of the residential unit, require off-street parking based on the number of bedrooms, whichever is higher.

Mr. Nalley said this strategy would be a goal for the Planning and Zoning Commission during the next fiscal year.

Recommendation 8: Provide better signage to direct visitors to parking locations.

Strategy 1: Create signage at key locations, such as at the intersection of Lookout Road and Assembly Drive, that identifies the location of key buildings and places in Montreat and directs residents and visitors to nearby parking locations.

Mayor Taylor said this strategy would be a goal for the Wayfinding Committee to be completed in conjunction with Character and Design Strategies Recommendation 9.

Infrastructure Strategies:

Recommendation 1: Although storage capacity is sufficient for current usage, identify and pursue additional well sites and storage facilities to meet future demand.

Strategy 1: Investigate the possibility of additional well locations within the conservation easement by discussing this situation with Southern Appalachian Highland Conservancy and the MRA.

Mayor Taylor said implementation of this strategy would be an ongoing goal for the Board and Town staff.

Recommendation 2: Identify additional water sources needed to provide efficient flow and service for future fire emergencies.

Strategy 1: Determine the additional peak time capacity needed to handle future fire emergencies.

Mayor Taylor said implementation of the strategy would be an ongoing goal for Town staff.

Recommendation 5: Establish or continue programs for compliance with state and federal water quality requirements, as well as to limit damage from local erosion and flooding.

Strategy 1: Enforce stormwater standards that meet federal and state requirements.

Mayor Taylor said staff was currently working to implement this strategy and would continue to do so as an ongoing goal.

Personnel and Employee Benefits

Mr. Nalley presented and reviewed a summary of current pay grade, salary range, insurance, retirement fund and 401(k) contribution information for Town staff. After discussion, Mayor Taylor asked staff to investigate how other municipalities address employee 401(k) contribution benefits and provide that information for the Council's consideration during the budget process. Mr. Stackhouse said he would forward health insurance renewal rate information from BlueCross BlueShield as soon as it became available. Mr. Nalley also explained how annual cost of living increases typically affected employee salary ranges.

Town Hall Meetings – Educational Series/Programs

During discussion of potential topics for educational workshop meetings to be held during the coming months, Mayor Taylor suggested community native garden projects and stormwater control Best Management Practice (BMP) options for homeowners. Commissioner Currie repeated her offer to contact one of her former students to give a presentation on "gray water" recycling techniques. Mr. Nalley suggested that the Montreat Landcare Committee could help coordinate a workshop on these topics. Mayor Taylor also asked Commissioner Currie to find out the date of the Montreat Cottagers Association's summer meeting as a reference in planning potential meeting dates.

Update on Current Projects/Services/Issues

In response to Commissioner Tate's questions, Mr. Nalley explained the reporting and job tracking functions of the Public Works Department's current paper-based work order system. He also said that information on severe or recurring problems could potentially be incorporated into the Town's Capital Improvements Program.

Closed Session – Real Property Acquisition

Commissioner Hollins moved to enter into Closed Session in accordance with North Carolina General Statute §143-318.11(5) to discuss the proposed acquisition of real property. Commissioner Tate seconded and the motion carried 5/0. No action was taken during the Closed Session.

Upon returning to open session, Mayor Taylor announced a ten-minute recess at 2:10 p.m. The meeting reconvened at 2:20 p.m.

Goals and Objectives for 2009-2010

In addition to those assigned during discussion of the Comprehensive Plan Implementation Matrix and any ongoing goals from the current fiscal year, the Board agreed by consensus on the following goals for the upcoming fiscal year:

Governing Board:

1. Continue implementation of the short-term goals listed in the Comprehensive Plan Implementation Matrix.
2. Continue investigating opportunities for a new Town Hall and/or Public Works facility.
3. Collaborate with representatives from Montreat College and Mountain Retreat Association to complete an updated parking study.
4. Consider possible annexation of the upper Greybeard Trail area.
5. Negotiate with community non-profit organizations for additional PILOT contributions.
6. Schedule and conduct two educational Town Hall meetings.

Administration:

1. Re-establish a Wayfinding Committee staffed by representative from the Town, Montreat College and Mountain Retreat Association.
2. Submit copies of all Board of Commissioners minutes from 1977 through 2008 to the NC Division of Archives for microfilming, with annual submissions thereafter.
3. Develop a Request for Proposals (RFP) for computer services.

4. Provide continuing staff support to the Board of Commissioners to complete the goals listed in the Comprehensive Plan's Implementation Matrix.

Finance:

1. Develop an RFP for auditing and accounting services.
2. Assist with an employee salary study as part of the 2009-2010 Fiscal Year Budget process.
3. Provide staff assistance to continue researching alternative revenue sources, PILOT contributions and vehicle permit fee options for large trucks.
4. Coordinate with "Green Fleet Team" for future vehicle purchases.
5. Collaborate with the Building Inspector/Code Administrator to research and develop storm water utility fee options.

Public Works:

1. Meet all Phase II, Year 5 Stormwater Permit requirements.
2. Transition stormwater management and enforcement responsibility from the Public Works Department to the Planning and Inspections Department.
3. Reduce potential illicit discharge locations throughout the community by 30%.
4. Assist in the completion of the Native Plant Garden project.
5. Fully implement a work order system for the department.
6. Complete and inventory of all platted but unopened streets and street right-of-ways.

Water:

1. Assist in the completion of a Water Exchange Agreement with the Town of Black Mountain.
2. Purchase, install and implement an automated meter reading system.
3. Construct and activate a new well and well house in the Harmony Lane area.
4. Continue researching additional well site locations throughout the Town.
5. Complete any water and/or infrastructure projects approved for funding under the American Recovery and Reinvestment Act of 2009.

Streets:

1. Complete the Woodland Road drainage and paving project.
2. Complete the Assembly Drive resurfacing project (including truck route around the Gate area).
3. Complete the Texas Road bridge replacement project.
4. Purchase a new dump truck.
5. Repair eight rock headwalls in various locations within the Town.

Powell Bill:

1. Complete smaller-scale road resurfacing projects that do not require water or sewer line replacement as provided in the Capital Improvements Program.

Sanitation:

1. Distribute an updated Sanitation and Recycling Services brochure.
2. Research “pay as you throw” billing options for garbage, recycling and white good disposal services.

Police:

1. Provide two additional opportunities for officer training.
2. Promote one officer to rank of Captain.
3. Select four additional departmental policies for review and possible revision.
4. Purchase a radio signal repeater.
5. Perform a speed study on Greybeard Trail, Kentucky Road, Lookout Road and the upper portion of Louisiana Road.
6. Evaluate ambiguous or confusing parking signs throughout the Town for possible relocation, replacement or removal.
7. Examine traffic calming and control enforcement and implementation options.
8. Develop a Wildfire Emergency Community Action Plan.
9. Revise the day-time Incident Response Plan for Montreat College campus areas.
10. Continue development of a local disaster plan and disaster preparedness education opportunities.

Planning and Zoning:

1. Research and evaluate options for integration of existing Town ordinances into a Unified Development Ordinance (UDO).
2. Continue the development of standardized requirements for “green” building practices and find ways to incorporate incentives for their use into the existing permit structure.
3. Assume responsibility for residential fire inspection services and transfer all related records from the Town of Black Mountain.
4. Achieve Level II Standard Inspection Certification in building, electrical and plumbing trades.
5. Research and complete ongoing training and certification opportunities related to “green” building techniques and practices.
6. Develop a departmental webpage on the Town’s site with access to all necessary application and permit forms.
7. Collaborate with the Finance Officer to research and develop storm water utility fee options.
8. Assume storm water management inspection and ordinance enforcement duties.

Adjournment

There being no further business to discuss, Commissioner McCaskill moved adjourn the Retreat. Commissioner Hollins seconded. The motion carried 5/0 and the meeting was adjourned at 3:48 p.m.

Letta Jean Taylor, Mayor

Misty R. Gedlinske, Town Clerk