

## **Montreat Comprehensive Plan November, 2007**

The Comprehensive Plan Steering Committee is pleased to present the attached plan to the Board of Commissioners for its review, modification as appropriate, approval, and implementation. We believe the plan to be truly comprehensive, and that it represents a path into the future that safeguards those things that those who love Montreat hold most dear while accommodating the changing environment within which Montreat exists.

The Steering Committee has been meeting for more than two years. Its members embodied both the strongly held values of our community and the differences around which we sometimes come into conflict. We found during our time working together that we could appreciate and enjoy members of the committee with whom we sometimes disagreed, and that we could come to a surprising degree of consensus on the strategies and priorities outlined in the Comprehensive Plan despite our disagreements.

The Steering Committee was guided by the considerable expertise of the Walter Fields Group. We were also ably assisted by our own town administrator, Ron Nalley. Together they provided the committee with the expertise necessary to provide recommendations on a broad range of issues facing municipalities of which most of us were largely unaware prior to our work on this project. The plan reflects the detail of their expertise, while reflecting the values of our community as represented through our committee.

One of the key challenges in preparing a Comprehensive Plan that will guide the change and development of Montreat over the next decade was that most of those who participated in surveys like things just as they are. In fact, preserving what we have was the most prevalent value expressed by the community. But this value conflicted both with forces we do not control (like the rapid escalation of property values and population growth in our region), and with other values of the community (like reducing taxes, improving roads and paths, and increasing revenues necessary to make those improvements). Indeed, the desire to retain our unique character comes in part because many can see that our community has been changing rapidly over the last decade.

We believe that preserving Montreat's unique character requires that we channel the inevitable change in our future. The recommended strategies attempt to do this by improving infrastructure, defining and controlling possible growth, improving environmental regulations, and increasing revenues through alternatives to property taxes.

Much remains to be done. Many of the strategies will require citizen involvement to develop detailed plans. Near term strategies require quick action by the Board of Commissioners if they are to be implemented in the next year to two years. Mid- and long-term strategies (2 to 5 and 5 or more years respectively) will need to be reviewed for appropriateness as the time approaches.

We thank the Board of Commissioners for giving us this opportunity to assist in directing the future of the community we all love.

# Town of Montreat Comprehensive Plan Implementation Matrix

**DRAFT**

## **IMPLEMENTATION MATRIX**

The Implementation Matrix is composed of a series of “action” items, or strategies, which are tied to the goals and recommendations contained in the Comprehensive Plan. This matrix was created to be used during the upcoming implementation phase, following the adoption of the Comprehensive Plan. Those participating in the monitoring of implementation activities and measuring progress will have this available as a type of worksheet, a starting point in an exercise of prioritizing activities.

The recommended timing for each proposed strategy is categorized as “short-term,” “mid-term,” or “long-term,” as determined by those individuals responsible for implementing the Comprehensive Plan. Short-term implementation strategies are meant to be completed within the first year of the new Comprehensive Plan. Mid-term implementation strategies are meant to be completed within two to five years. Long-term implementation strategies are to be completed in five-plus years. Those responsible for creating a strategic implementation plan are encouraged to do a thorough evaluation of the priorities indicated based on budget constraints and other relevant circumstances.

## **GOALS**

Given the existing conditions in Montreat today, a set of goals for the town's future was established through the community involvement process. These goals were used to guide the development of the Comprehensive Plan. Collectively, these goals establish a framework for policy initiatives created to implement the various objectives and initiatives that are found in the Recommendations & Implementation Strategies section of the plan. These goals are not organized in the order of priority, all goals are equally important. However, the implementation strategies outlined in section 3.3 are aimed at achieving these goals. Future prioritization of the strategies will be a reflection of the importance the community places on achieving each goal. Recommendations and strategies are tied to specific goals, represented by a corresponding letter (below and in section 3.1 of Montreat Tomorrow), in the Implementation Matrix.

A. The Town of Montreat will recognize the need for adaptive and constructive management of new development and redevelopment of land and structures in the community while preserving the character, quality of life, and natural beauty of the town.

B. Maintain the natural integrity of the Conservation Easement and Ridgeline Protection ordinance while integrating passive recreation areas.

C. Preserve the character of both the natural and the man-made environments while providing for the development and redevelopment of existing residential areas by developing and adopting standards for both land and building development that preserves and enhances the community's image while providing for responsible growth.

D. Preserve the character of both the natural and the man-made environments while providing better circulation for all modes of transportation in the Assembly Drive corridor.

E. Manage growth in the outlying areas in a manner that protects views and the character of the natural environment while providing opportunities for variations in housing form and layout.

F. Focus and facilitate community activities, new development opportunities, and more intense uses into the town's center.

- G. Provide for safe and reliable water supply matched to the needs of the community and designed to serve future development and redevelopment.
- H. Provide efficient and reliable services to the citizens of Montreat that will accommodate future growth and limit damage from local erosion and flooding while complying with state and federal water quality requirements.
- I. Maintain a balanced network of streets, pathways and trails that accommodates the mobility needs of the residents, visitors and students whether they travel by vehicle, bicycle or foot while providing safe access to the properties in the community.
- J. Create a highly interconnected system of non-vehicular circulation routes to provide connectivity to community destinations with minimal disturbance to vegetation.
- K. Improve parking efficiency in the Town Center and establish standards for better parking management in areas outside the Town Center.
- L. Identify sources of funding for general fund and earmarked expenditures focused on the implementation of the community's plans to manage growth and investigate alternative revenue sources to supplement the town's budget, reduce dependence on real property taxes and seek opportunities to expand the tax base with new development consistent with the protection of the character of the community.
- M. The town should seek opportunities to coordinate and cooperate with the MRA and Montreat College on matters of common interest, including the joint use of facilities, use of land for multiple purposes, the accommodation of the needs of all three parties, and protecting the character and quality of life of the community.
- N. The town will embrace opportunities for alternative forms of land development and housing types to broaden the range of housing choices for its citizens, visitors, students and faculty, and retirees while protecting the character of the community.
- O. The town should allow limited commercial development to allow for the daily needs of its citizens, visitors, students, and faculty and to provide a focus for other community activities while protecting the character of the community.

## CHARACTER & DESIGN STRATEGIES FOR IMPLEMENTATION

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
A, C	<b>Recommendation 1:</b> Increase the possibility of preserving structures that are of historic significance in the town.	<p><b>Strategy 1:</b> Evaluate the advantages and disadvantages of creating a local historic district.</p> <p><b>Strategy 2:</b> Create a mechanism for educating property owners about the value of historic structures, particularly their value to the town, and raise awareness of losses, of potential losses and the negative impacts of the losses of historic structures.</p>		<p>✓</p> <p>✓</p>	
A	<b>Recommendation 2:</b> Ensure that areas outside of the town limits but within the ETJ are preserved.	<p><b>Strategy 1:</b> Evaluate the official zoning map and determine the extent to which the zoning provides the protection for this land as envisioned in the comprehensive plan.</p> <p><b>Strategy 2:</b> Update the zoning map to ensure all zoning districts are clearly delineated.</p> <p><b>Strategy 3:</b> Revisit the uses in the Woodlands and R-3 and determine whether the permitted use lists require revisions to adequately manage growth outside of the town.</p> <p><b>Strategy 4:</b> Evaluate the need for a new zoning district for the areas beyond the town limits to better manage growth.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		
A, C	<b>Recommendation 3:</b> 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.	<p><b>Strategy 1:</b> Create architectural design guidelines for new and renovated houses to preserve character.</p> <p><b>Strategy 2:</b> Create architectural design guidelines for the Town Center area that will promote design that is in accordance with the overall character of its surroundings.</p> <p><b>Strategy 3:</b> Create a “Montreat Manual” to serve as an illustrated guide for basic land development standards to address design principles for locating structures (orientation and placement), fences, walls, and materials throughout the town.</p> <p><b>Strategy 4:</b> Modify zoning ordinance to ensure that new homes conform to the setbacks of existing structures to provide visual continuity.</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	
D	<b>Recommendation 4:</b> Preserve the character of Assembly Drive.	<b>Strategy 1:</b> Create an Overlay District that allows for a variety of uses, such as institutional (e.g. church), mixed-use, residential and services.		✓	

		<p><b>Strategy 2:</b> Set standards for the Overlay District that includes:</p> <ul style="list-style-type: none"> <li>• Minimum setbacks (whichever is more stringent of the following) <ul style="list-style-type: none"> <li>○ Minimum setback of 100 feet from centerline</li> <li>○ Average setback of the two adjoining structures</li> </ul> </li> <li>• Building height less than two stories or 35 feet</li> <li>• Preservation of existing vegetation</li> <li>• Incorporate provisions for the replacement of trees (e.g. require two new trees replace each mature tree taken down).</li> </ul>		✓	
A, E, N	<b>Recommendation 5:</b> Promote a compact form of development.	<p><b>Strategy 1:</b> Modify the town's zoning ordinance to allow for a more compact form of development through flexibility in the requirements governing minimum lot size, yards, etc.</p> <p><b>Strategy 2:</b> Add Conservation Subdivision design and clustering standards as options in the subdivision ordinance.</p>	✓		✓
A, C	<b>Recommendation 6:</b> 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.	<p><b>Strategy 1:</b> 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.</p> <p><b>Strategy 2:</b> 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).</p>	✓	✓	
A, C	<b>Recommendation 7:</b> 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.	<p><b>Strategy 1:</b> Evaluate the possibility of applying more stringent regulations on slopes greater than 25%.</p> <p>For Example: Consider maximum disturbance and maximum impervious regulations outlined in Buncombe County's Zoning Ordinance (Hillside Development Standards 70-68(e)), which is outlined below:</p> <ul style="list-style-type: none"> <li>• Maximum disturbance: <ul style="list-style-type: none"> <li>Sites with 25 to 35 percent slopes <ul style="list-style-type: none"> <li>Maximum gross site area disturbed = 30 percent</li> <li>Maximum gross site area impervious = 15 percent</li> </ul> </li> <li>Sites greater than 35 percent slopes <ul style="list-style-type: none"> <li>Maximum gross site area disturbed = 15 percent</li> <li>Maximum gross site area impervious = 8 percent</li> </ul> </li> </ul> </li> </ul>	✓		

		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.			
C	<b>Recommendation 8:</b> 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.		✓	✓	✓
D	<b>Recommendation 9:</b> Improve signage and monumentation to aid in circulation and wayfinding.	<p><b>Strategy 1:</b> Institute a committee that will establish guidelines and oversee the process of signage design, monuments design, and wayfinding.</p> <p><b>Strategy 2:</b> 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.</p>	✓		
			✓		

**MANAGEMENT OF GROWTH STRATEGIES FOR IMPLEMENTATION**

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
	<b>Recommendation 1:</b> Implement the Comprehensive Plan.	<p><b>Strategy 1:</b> Appoint committees to develop detailed implementation plans for strategies that require input beyond what town staff can accomplish on its own.</p> <p><b>Strategy 2:</b> Adopt new regulations and improve existing regulations as mentioned throughout in this section to address Montreat’s issues and opportunities.</p> <p><b>Strategy 3:</b> Update the Comprehensive Plan on a regular basis and no less than every five years to address the changing needs of the community.</p>	✓		
			✓	✓	✓
			✓	✓	✓

## TAX BASE & REVENUE SOURCES STRATEGIES FOR IMPLEMENTATION

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
L	<b>Recommendation 1:</b> Investigate and consider alternative sources of revenue.	<b>Strategy 1:</b> Expand the potential sources of revenue to include user fees, special assessments, negotiated payments in lieu of taxes, and facility fees.	✓		
L	<b>Recommendation 2:</b> Consider new taxes, such as the real estate transfer tax and/or occupancy tax, to supplement tax revenues already being collected.	<b>Strategy 1:</b> Request the state grant Montreat the ability to levy- and the county grant Montreat the approval to create a ballot initiative for the right to levy- a Real Estate Transfer Tax.  <b>Strategy 2:</b> Request the state grant Montreat the ability to levy an occupancy tax, or similar fees, on lodging/rentals.	✓		✓
L	<b>Recommendation 3:</b> Consider new fees for vehicle permits, parking permits, building permits, inspection fees, or privilege license fees on certain businesses. <i>(See also Vehicle Mobility Recommendation 4, Parking Recommendation 6 and Infrastructure Recommendation 2.)</i>		✓		
L	<b>Recommendation 4:</b> 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.	<b>Strategy 1:</b> Coordinate with the Land of the Sky Council of Governments or a similar entity to seek help in grant writing.	✓		
L	<b>Recommendation 5:</b> Expand the tax base by increasing the amount of taxable property.	<b>Strategy 1:</b> Encourage public / private partnerships to joint venture on opportunities to build taxable student housing, parking structures and/or other facilities on land currently owned by the tax-exempt institutions.		✓	
L	<b>Recommendation 6:</b> Seek special legislation to mitigate the impact of loss of revenue due to the conservation easement.	<b>Strategy 1:</b> Coordinate with League of Municipalities and investigate the opportunities to collaborate with municipalities with similar constraints and draft a bill to identify means to generate funding.		✓	

## IMPACT OF THE MRA AND COLLEGE STRATEGIES FOR IMPLEMENTATION

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
M	<b>Recommendation 1:</b> Create opportunities where the major institutions in Montreat may collaborate for common purposes.	<p><b>Strategy 1:</b> Explore joint venture opportunities between the Town, MRA and Montreat College that could lead to the co-development of facilities shared by the institutions or the co-development of facilities with the private sector, including structures and parking.</p> <p><b>Strategy 2:</b> As identified in Recommendation 5 in the Tax Base &amp; Revenue section, the town should encourage the public / private partnership between various institutions and private developers by providing incentives such as density bonuses, the contribution of land or funds, or through the acceleration of the approval process.</p> <p><b>Strategy 3:</b> 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.</p>	✓	✓	

## HOUSING STRATEGIES FOR IMPLEMENTATION

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
C	<b>Recommendation 1:</b> Maintain a predominantly single-family residential land use at an overall density of four DUA.	<p><b>Strategy 1:</b> Maintain the permitted uses at the permitted density for the R-1 and R-3 districts in the existing zoning regulations.</p> <p><b>Strategy 2:</b> 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.</p>	✓		
E, N	<b>Recommendation 2:</b> Provide as an option an alternative to conventional subdivision: cluster or conservation development patterns where possible to preserve the natural environment.	<p><b>Strategy 1:</b> Modify the zoning ordinance and subdivision ordinances to allow for conservation subdivision by right for the outlying areas as identified in Figure #7, the Proposed Town-Wide Plan.</p> <p><b>Strategy 2:</b> Modify the minimum lot size requirements in the zoning ordinance / subdivision ordinance to allow for the flexibility in lot dimensions to encourage conservation subdivision.</p>	✓		

E, N	<b>Recommendation 3:</b> Allow for higher densities to encourage the use of conservation subdivision / cluster subdivision development.	<b>Strategy 1:</b> Consider density bonuses to developers who use the conservation subdivision approach to encourage this form of development pattern.		✓	
E, N	<b>Recommendation 4:</b> Allow a variety of residential dwelling types within Montreat to increase housing diversity.	<p><b>Strategy 1:</b> Modify the zoning ordinance to allow for attached housing as part of conservation subdivision approach in residential districts R1 and R3.</p> <p><b>Strategy 2:</b> Modify the zoning ordinance to allow for townhomes, especially within the Town Center 3 area (see section 3.2 for a detailed description), to allow for higher density residential near the core of the town.</p> <p><b>Strategy 3:</b> Allow for student housing in Town Center 2 area.</p>		✓	✓

**COMMERCIAL SERVICES STRATEGIES FOR IMPLEMENTATION**

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
O	<b>Recommendation 1:</b> Adopt land development standards and controls that allow service uses in appropriate areas but still protect the image and character of the community.	<p><b>Strategy 1:</b> Modify the zoning ordinance to allow for service uses in appropriate locations as noted on Figure #7, the Proposed Town-Wide Plan.</p> <p><b>Strategy 2:</b> Define a town center district and add to the zoning ordinance and zoning map.</p>		✓	✓

## TRANSPORTATION (VEHICULAR MOBILITY) SERVICES STRATEGIES FOR IMPLEMENTATION

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
I	<b>Vehicular Mobility</b> <b>Recommendation 1:</b> Maintain existing streets.	<b>Strategy 1:</b> Continue the program of street maintenance and upgrades of existing streets.	✓	✓	✓
I	<b>Vehicular Mobility</b> <b>Recommendation 2:</b> Evaluate platted but non-built streets for abandonment if no future need is identified.	<b>Strategy 1:</b> Inventory all platted but non-built streets on a map.  <b>Strategy 2:</b> Rank all platted but non-built streets in decreasing order by usage so that future needs may be identified and priorities may be set for those roads which could be abandoned.	✓	✓	
I	<b>Vehicular Mobility</b> <b>Recommendation 3:</b> Evaluate placing weight limits on streets to minimize the impacts of heavy vehicles, which can damage streets.	<b>Strategy 1:</b> Conduct a geotechnical study to evaluate the acceptable weight that the existing roads in the town could handle.  <b>Strategy 2:</b> 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.	✓  ✓		
D, I	<b>Vehicular Mobility</b> <b>Recommendation 4:</b> Evaluate a vehicle permit system for all vehicles to offset street maintenance costs and manage peak flows.	<b>Strategy 1:</b> Conduct a vehicle count study to assess the actual peak flow during busy summer months and Sunday mornings.  <b>Strategy 2:</b> 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.		✓  ✓	
D	<b>Vehicular Mobility</b> <b>Recommendation 5:</b> Evaluate street design to create features for transition, especially in the Town Center area.	<b>Strategy 1:</b> Identify key areas that lend themselves as transition points in the community, especially in areas of increased pedestrian activity to slow vehicular traffic.	✓		

I	<p><b>Vehicular Mobility</b></p> <p><b>Recommendation 6:</b> Decrease congestion by encouraging partnerships between the MRA, Montreat College and the Town of Black Mountain by utilizing Mountain Mobility or a shuttle service(s).</p>	<p><b>Strategy 1:</b> Coordinate with Mountain Mobility and the Town of Black Mountain to establish shuttle services that will cater to visitors and residents during peak summer months and will provide alternatives to using personal automobiles.</p>		✓	
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**TRANSPORTATION (NON-VEHICULAR MOBILITY) SERVICES STRATEGIES FOR IMPLEMENTATION**

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
D, I, J	<p><b>Non-Vehicular Mobility</b></p> <p><b>Recommendation 1:</b> Provide better mobility within the Town Center.</p>	<p><b>Strategy 1:</b> Connect key destinations (such as Assembly Inn, Anderson Auditorium, and Montreat College) via a network of pedestrian linkages.</p>		✓	
D, I, J	<p><b>Non-Vehicular Mobility</b></p> <p><b>Recommendation 2:</b> Define, prioritize and construct an improved pedestrian network for the greater town area.</p>	<p><b>Strategy 1:</b> To provide the greatest benefit, prioritize the trails that will need to be constructed according to the pedestrian network as detailed in Figure #7.</p> <p><b>Strategy 2:</b> Provide connections to the Black Mountain Trail along Assembly Drive by widening, improving and maintaining the existing path or by building six-foot to eight-foot pathways for hiking and biking along Flat Creek.</p> <p><b>Strategy 3:</b> Seek funding from potential national, state and private sources to aid with the design and construction of pathways and greenways throughout the planning area.</p> <p><b>Strategy 4:</b> Coordinate with NCDOT and the Town of Black Mountain to explore a bike and pedestrian connection beyond Montreat’s incorporated boundaries.</p>	✓	✓	
B, I, J	<p><b>Non-Vehicular Mobility</b></p> <p><b>Recommendation 3:</b> Provide connections to the Wilderness Trails.</p>	<p><b>Strategy 1:</b> Coordinate with the MRA Wilderness Committee and consider its recommendations as to where the town should provide connections to the Wilderness Trails.</p>	✓		

		<b>Strategy 2:</b> Identify and prioritize connections to the Wilderness Trails.	✓		
B, J	<b>Non-Vehicular Mobility</b> <b>Recommendation 4:</b> Provide additional pedestrian and bicycle opportunities.	<b>Strategy 1:</b> Improve pedestrian and bicycle connectivity to residential neighborhoods, especially along Louisiana Road, Lookout Road, Greybeard Trail and Assembly Drive, as these roads are major connections to existing neighborhoods.		✓	
D, I, J	<b>Non-Vehicular Mobility</b> <b>Recommendation 5:</b> Provide space for bicycle traffic along Assembly Drive.	<b>Strategy 1:</b> 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.	✓		
D, I	<b>Non-Vehicular Mobility</b> <b>Recommendation 6:</b> Provide conveniently located bike racks.	<b>Strategy 1:</b> Identify appropriate locations of bike racks, such as near Assembly Inn, near potential Plaza/Town Square, near Anderson Auditorium, and close to the larger dorms and educational facilities of Montreat College and work with the institutions to determine the most equitable sharing of the responsibilities for providing the racks.		✓	
B, I	<b>Non-Vehicular Mobility</b> <b>Recommendation 7:</b> Establish a fund devoted to pedestrian amenities.	<b>Strategy 1:</b> Identify pedestrian amenities such as benches, wayfinding signage, etc. that will promote a better walking environment and will encourage visitors and residents to make short trips on foot.  <b>Strategy 2:</b> Coordinate with other entities to identify various sources of funding that are available to offset funding for pedestrian amenities.  <b>Strategy 3:</b> Continue coordination with the various wilderness committees to identify sources of funding through private donations.  <b>Strategy 4:</b> Encourage the community to “take ownership” of nearby facilities by “adopting a pathway” to help offset some of the costs associated with the maintenance of pedestrian amenities.	✓	✓   ✓	

## TRANSPORTATION (PARKING) SERVICES STRATEGIES FOR IMPLEMENTATION

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
K	<b>Parking Recommendation 1:</b> Reconfigure existing parking areas for improved efficiency.	<b>Strategy 1:</b> Conduct a study that will evaluate existing parking areas, and redesign them to achieve a higher number of parking spaces.	√		
K, M	<b>Parking Recommendation 2:</b> Encourage joint ventures between public and private entities to build additional parking facilities.	<b>Strategy 1:</b> Identify projects, such as the building of student dormitories and other lodging that could present opportunities to build additional parking which could be shared by public and private entities.  <b>Strategy 2:</b> Identify the means that would encourage private entities to build additional parking facilities in Montreat through the contribution of land or funds, incentives such as density bonuses or through the acceleration of the approval process.		√  √	
K	<b>Parking Recommendation 3:</b> Permit and encourage “table-top” parking where feasible to take advantage of topography.			√	
K, M	<b>Parking Recommendation 4:</b> Create a satellite parking system with shuttle service.	<b>Strategy 1:</b> Coordinate with the Town of Black Mountain to identify potential locations in the Town of Black Mountain that could be used for satellite parking during peak seasons.  <b>Strategy 2:</b> Work with the MRA and Montreat College to establish a shuttle service shared by and supported by all three entities ( <i>See Vehicular Recommendation 6</i> ).			√  √
K	<b>Parking Recommendation 5:</b> Require adequate off-street parking in residential areas.	<b>Strategy 1:</b> 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 bed-rooms, whichever is higher.	√		

K	<b>Parking Recommendation 6:</b> Consider parking permits and parking fees to offset street maintenance costs.	<b>Strategy 1:</b> Assign parking permits to residents of Montreat for a nominal fee on a yearly basis.  <b>Strategy 2:</b> Charge parking fees from visitors on a daily and/or weekly basis.		✓	
D, I	<b>Parking Recommendation 7:</b> Improve pedestrian access between parking areas and destinations.	<b>Strategy 1:</b> Create pedestrian pathways that connect existing and future key buildings to existing and future major parking lots.		✓	
K	<b>Parking Recommendation 8:</b> Provide better signage to direct visitors to parking locations.	<b>Strategy 1:</b> Create signage at key locations, such as at the intersection of Lookout Road and Assembly Drive (as shown in Figure #10), that identifies the location of key buildings and places in Montreat and directs residents and visitors to nearby parking locations.	✓		

#### INFRASTRUCTURE STRATEGIES FOR IMPLEMENTATION

<i>Goals(s)</i>	<i>Recommendations</i>	<i>Implementation Strategies</i>	<i>Short-Term</i>	<i>Mid-Term</i>	<i>Long-Term</i>
G	<b>Recommendation 1:</b> Although storage capacity is sufficient for current usage, identify and pursue additional well sites and storage facilities to meet future demand.	<b>Strategy 1:</b> Investigate the possibility of additional well locations within the conservation easement by discussing this situation with Southern Appalachian Highland Conservancy and the MRA.	✓		
G	<b>Recommendation 2:</b> Identify additional water sources needed to provide efficient flow and service for future fire emergencies.	<b>Strategy 1:</b> Determine the additional peak time capacity needed to handle future fire emergencies.  <b>Strategy 2:</b> Study the “build-out” scenario to determine peak demand or set limits on what may be built to limit future demand.  <b>Strategy 3:</b> Identify reasonable sources to best serve that demand and evaluate the feasibility of each option.	✓	✓	✓

G	<b>Recommendation 3:</b> Require users who drive peak demand to offset the costs of an expanded system.	<b>Strategy 1:</b> Collaborate with the MRA and Montreat College to determine the impact on the water system during the peak season and identify the means to mitigate or offset costs of improvement.		✓	
G	<b>Recommendation 4:</b> Consider new and expanded water service and how it will be funded.	<b>Strategy 1:</b> Consider special capital facility fees for new or expanded water service.  <b>Strategy 2:</b> Explore opportunities for joint venture with the Town of Black Mountain to increase existing capacity and flow of water compared to the costs of well system expansion.		✓  ✓	
G	<b>Recommendation 5:</b> Establish or continue programs for compliance with state and federal water quality requirements, as well as to limit damage from local erosion and flooding.	<b>Strategy 1:</b> Enforce stormwater standards that meet federal and state requirements.	✓		
A, C	<b>Recommendation 6:</b> Identify and enact a dedicated funding source (e.g. stormwater fees) for system improvements.	<b>Strategy 1:</b> Adopt new stormwater standards that are accompanied by a fee structure designed to offset operating costs and debt service for the new stormwater program.		✓	