

Charting a Course for the Next 150 Years:

*Balancing Nature & Commerce in
Transylvania County*



Workshop Action Plans

March 5-7, 2014

**This document is a
transcribed
compilation of notes
recorded during the
action planning
exercises by
participants.**

BALANCING NATURE AND COMMERCE IN TRANSYLVANIA COUNTY

ACTION PLANS

March 5-7, 2014

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COMMERCIAL & SERVICE ASSETS

INVENTORY OF ASSETS

DEFINING ASSETS:

- 1) TRANSYLVANIA COUNTY HOSPITAL
- 2) SUMMER CAMPS
- 3) HEART OF BREVARD

Accommodations:

- Hampton Inn
- Holiday Inn
- Sunset
- Inn at Brevard
- Adventure Village
- Ashegrove Cabins
- Greystone Inn
- Toxaway
- Seven Foxes
- Pisgah Inn
- Key Falls Inn
- Red House Inn
- Inn on Main
- Davidson River Camp
- Cascade Lake
- Gorges

Restaurants:

- Marcos – Downtown Brevard
- Hob Nob – Downtown Brevard
- Square Root – Downtown Brevard
- Jordan Street – Downtown Brevard
- Quiote
- Falls Landing
- Brown Trout
- Pisgah Fish Camp
- Hog Wild
- Soros
- Trailblazers
- Dolly's
- Amores
- Chestnut Café
- Skillet
- Waffle House – Pisgah Forest
- Grammy's – Cedar Mountain
- The Clock
- Rocky's
- Creekside
- Dugans
- Henry's
- Little Caesars
- Country Kitchen
- Bracken Mountain Bakery
- Blue Ridge Bakery

Retail:

- White Squirrel Shop
- O.P. Taylors
- Main Street Limited
- Glass Feather
- Mud dabbers
- Whistle
- Hunter & Gatherers
- Lilly T
- Proper Pot
- Harris Hardware
- Country Store
- Headwaters

- Cotton
- Sycamore Cycles
- The Hub
- Fox Mountain Guides
- Bike Farm
- Pura Vida
- Gem Mine

- The Barn
- Bear Tracks
- McNeelys
- Wine & Cheese
- Theopholus
- Toxaway Marina
- Horseback Riding

Breweries:

- Oskar Blues
- Brevard Brewery

Health and Fitness:

- Brevard Health Club
- Fitness Factory
- Rock Gym
- Sherwood Forest CC
- Conestee Falls CC

Attractions & Entertainment:

- Co-ed Cinema
- Turf
- Brevard Little Theater
- Bowling Alley
- Pisgah Center for Wildlife Education
- 185 King

Outfitters:

- Davidson River Outfitters

Medical:

- Emergency Care
- Transylvania Regional Hospital
- Pharmacies

Public Safety:

- Sheriff's Department
- Brevard Police Department
- Fire Department
- Community VFD's

ASSESSMENT OF ASSETS: STRENGTHS & WEAKNESSES

Transportation Issues:

- Limited bike and walking access
- No mass transit
- Sub optimal highway access from the West and South – no turnout lanes

Areas that support a high quality of life:

- Brevard/Heart of Brevard

Specific commercial needs:

- Meeting, event and convention facilities
- Family Friendly Restaurant
- Public facilities (restrooms)
- Better Internet Access
- Signage and Wayfinding
- Broadband access
- More clothing/shoes/department store options
- Specialized shopping options/electronics
- After 8 pm entertainment activities
- After 5 pm retail opportunities
- Sunday shopping
- Public and Community Meeting Space
- Children's Attractions & Things to Do
- Lack of elder service/continuing care facilities
- Once you leave Brevard/Pisgah Forest
- Extremely limited services in almost every category: Restaurants, Retail, Medical, food, etc.
- Sheriff's office is out of the way
- Rescue and Wilderness Extraction

Specific Resident needs:

- Affordable housing
- Public transportation
- Keeping/attracting young adults
- Jobs (living wage)
- Rural grocery options
- Family restaurant
- Continuing care
- Central meeting space
- Specialized shopping

- General practitioners/OBGYN

Specific Problems and Challenges:

- 280/64 Corridor into Brevard from Asheville isn't attractive or welcoming to visitors
- True of just about every community: sometimes you don't know you're there until you're not there anymore
- Entering from south, east, north and west the question is: Where am I?
- No true, effective attractive gateway to any community in the county
- A lot of people think downtown Brevard is for visitors.
- Brevard products and services are too expensive
- Lack of variety
- Maps (physical/virtual) and signage (county/Brevard)
- Affordable lodging—lack of collaboration, local services knowledge, availability system, customer service training
- Limited visitor hours
- Sunday shopping
- Empty buildings

OUR COMMON VISION ELEMENTS

- To respect and honor the county's traditions and history while being forward-thinking and innovative in creating an exemplary quality of life for citizens and visitors alike
- Welcoming
- tied to energy
- self-sufficient
- green leadership (business recycling)
- fully aware of the services and natural resources available for their
- A town that looks like a mountain
- Protecting heritage/ mountain community/natural resources
- quality of place
- a vibrant community with a thriving community
- vibrant and welcoming community
- educational opportunities
- takes the lead in sustainable
- cultural diversity
- to continue that small town feel with cool things to do
- respect for natural resources
- vibrant integrated community
- a place to live work and
- a place where people are worth more than money
- healthy, sustainable economy for all

- engaged in present/planning for tomorrow
- celebrating our past
- quality/sense of place
- dreams are welcome
- well educated/healthy community
- distinctive
- engage all Transylvanians

IDENTIFIED POTENTIAL PROJECTS

- **Establish best practices design guidelines and recommendations for the county**
- Design and create county-wide Gateway and streetscaping and signage plan
- Develop a Transylvania County wide master plan for land use
- Develop a should/off season resident shopping pass with retail discounts
- Create and implement an economic development marketing plan
- Move the Brevard College bookstore into downtown Brevard
- Develop shoulder/off season festival
- Simplify the new process and regulations and opportunities
- Create a guide for new business to help them navigate regulations and permits
- Create plan for better intermodal transportation connections between communities in TC
- Bring available commercial properties up to code
- Create a comprehensive county map

ACTION PLAN:

COMPLETED AND ENDORSED BEST PRACTICES DESIGN GUIDELINES

GOALS/OBJECTIVES:

We believe these voluntary, best practices design guidelines will encourage investment that complements community character and respects the integrity of the natural environment. In addition to serving as a useful tool for developers, we believe these guidelines will have a positive, lasting effect on the appearance and functionality of the county.

Preliminary List of Project Stakeholders:

- | | |
|-----------------------------|--|
| • City of Brevard | • Developers |
| • Transylvania County | • Hospital |
| • Brevard College | • Transylvania County Tourism
Development Authority |
| • Town of Rosman | • Historical Society |
| • Chamber of Commerce | • Land of Sky Regional Council |
| • Heart of Brevard | • The Conservation Fund |
| • Brevard Music Center | |
| • Real Estate Professionals | |

Potential Obstacles:

- Lack of political will
- Misinformation
- Timing
- Funding

Potential Solutions to Obstacles:

- Education
- Countywide engagement in the planning process

ACTION	DEADLINES	RESPONSIBLE PARTY
Obtain copies of design guidelines from other communities that have undertaken this process	April 1	B. Campbell
Draft a charter describing the project and its objectives	March 20	B. Campbell
Present project charter to TDA for endorsement	March 26	R. Burgess
Present project charter and taskforce request to Transylvania County, City of Brevard and Rosman	April 30	J. Harris, R. Burgess
Convene taskforce	June 1	
Taskforce reviews relevant city and county documents (City, UDO, 2020 vision, etc.)	June-July	Taskforce
Taskforce conducts open monthly meetings to solicit community input	June-January	Taskforce
Taskforce creates draft proposal for public consideration	February 2015	Taskforce

Initial composition of voluntary best practices design guidelines taskforce (nine members):

- City planning staff member
- County planning staff member
- City planning board staff member
- County planning board staff member
- Representative from Land of Sky Regional Council
- Representative from the Town of Rosman
- Concerned citizen from Brevard
- Concerned citizen from Transylvania County
- Concerned citizen from Town of Rosman

COMMUNITY CAPACITY ASSETS

INVENTORY OF ASSETS

DEFINING ASSETS: PUBLIC LANDS, WATER, TRAILS

Employment Sectors:

- Education (K-12 is shrinking, Brevard College and Blue Ridge Com. College are growing)
- Medical (growing)
- Commercial/Retail/Service (flat)
- Industrial/Manufacturing (slowly growing)
- Tourism (growing)
- Recreation “Outdoor Adventure” (quickly growing)
 - Includes strong summer camp, hiking, biking, fishing and climbing growth
- Agriculture/Forestry/Trout Farms (growing)
- Government (flat)
- Resource Extraction/Quarry (shrinking)
- Construction (slowly growing)
- 20% leave County for employment
- Unattractive corridors into Brevard

Specific Assets

- Education Centers
- Carolina Trail
- PharmAgra
- Muddy Sneakers
- Pisgah Center for Wildlife Education
- Pari
- Tapistry
- Eagles Nest
- Brevard Music Center
- Cradle of Forestry
- Cooperative Extension

Civic and Community Centers:

- Porter Center/Brevard College
- Brevard Downtown—Heart of Brevard
- Brevard Music Center
- Lumberyard Arts District
- Community Centers
- Farmers Market
- Schools
- Recreation Center
- Sports Complex
- Library
- TCARTS
- Significant Events: bike race events, 5K runs, Stinging Jacks
- “Third Places”/ other Community Gathering Places: Campgrounds, Oskar Blues, Fish Camp, Coffee Shops, Country Skillet

ASSET ASSESSMENT: STRENGTHS/WEAKNESSES

Employment:

- Education Sector issues: need for affordable housing of teachers/faculty/educators; need for improved recruitment
- Commercial/Retail/Service/Tourism Sector issues: seasonal surge in employment; conflicts with school calendar
- Industrial Sector issues: limited workforce preparation to meet expectations
- Tourism and Recreation Sector issues: seasonal sales; conflicts with school calendar
- Workforce skillset: high percentage of experiential education professionals, low number of skill plant workers/construction workers
- Tough to make a living when choosing to live here—this affects quality of life and security
- Lack of consolidated business start-up resources/information/assistance

Education

- K-12 is recognized as very good
- Secondary schooling: Students mostly from NC, 10% Transylvania county
 - Brevard College students staying for a few years, often supported by parents
 - Students college educated elsewhere rarely come back
 - Blue Ridge Community College students are local and stay in the region
- Education assets contribute significantly to quality of life
- Faculty does not engage in community to degree desired
- Entrepreneurial training gap with youth
- Leadership and self-confidence needed among students and graduates to perform in the local work place

Government:

- Strong Ag. Extension office
- Haphazard efforts of support
- Confusion on where/how to access help/information
- City/County discord
- Need for cultivation of fresh ideas—too much cycle of leadership and thinking
- Lack of inclusion in county planning and vision processes
- Not an on-going process
- Lack of community involvement
- Lack of implementation
- Lack of regional partnerships—beginning to improve

Downtown:

- The Brevard downtown is healthy! But has room to improve
- Properties are generally not being reinvested in
- Rosman's downtown is seeing some new investment and changes for improvement

OUR COMMON VISION ELEMENTS

- High quality of life
- Satisfying employment
- Diverse economy/opportunities
- Conservation of natural resources
- Development/investment in human resources
- Consensus of values worth preserving
- Sustainable and secure future
- Enduring values and “sense of place”
- Proactive public policy

IDENTIFIED POTENTIAL PROJECTS

- **Development of a common vision/master plan/comprehensive plan for the county and city that uses an inclusive process and implementation—accountability—evergreen**
 - Identify distinctive characteristics of county then build strategies to support protection/enhancement of them
 - Community vision and values reflected in school and college curriculums
- Create ombudsman for small business to create culture of small business support and recruitment and celebrate successes
- Youth cultivation—youth marketplace
- Targeted recognition of outdoor recreation opportunities and assets
- Development of a “Headwaters Community” through branding, recognition, protection
- Implementation of bike lanes/trails throughout county—work with DOT
- Improve wayfinding

ACTION PLAN:

DEVELOPMENT OF A COLLABORATIVE COUNTY VISION

Existing Tools:

- 150th Anniversary Community Survey—looking for common values
- City Comprehensive Plan
- Sense of Place Group
- IED Task Force
- Brevard College

- Transylvania Natural Resource Council
- Transylvania County Education

Stakeholders/Project Champions/Voices:

- Karen Gleasman
- David Joyce
- McNeezy's (Saffire/Toxaway)
- Aiken's (Rosman)
- McCall's (Balsam Grove)
- Jones'
- *Bill Cathy
- Mark Weinsted
- *Clinton Owen
- Carol Parker
- David Dew

GOALS/OBJECTIVES:

To develop a common vision initiative that answers "What can you do for Transylvania County?"

ACTION	DEADLINES	RESPONSIBLE PARTY
Craft message and benefits of a common vision	60 days	Karen & Arleca
One-on-One Conversations	90 days	Arleca & Karen, Rosenwald, David Dew, others
Create committee/task force to design workshop (SWOT—what can you do? with community leaders)	30 days (4 months from beginning)	Karen, Arleca, & Community leaders & Facilitator
Engage County and City	60 days (6 months from beginning)	Karen, Arleca, & Leaders
Community workshops	3 months (9 total months)	Facilitator, Community Leaders, Public
Craft vision and share with communities	3 months (12 months total)	Public, Community Leaders, Facilitator
Present final vision to the community	30 days (13 months total)	Community Leaders & Public
City and County Adoption	60 days (15 months total)	County Manager, County/City Planning Director, others
Roll into comprehensive plans and other plans	Ongoing	City/County managers, planners, other leaders

CULTURAL ASSETS

INVENTORY OF ASSETS

DEFINING ASSETS:

- 1) BREVARD MUSIC CAMP/BREVARD COLLEGE AND PORTER CENTER,
- 2) PISGAH NATIONAL FOREST/BLUE RIDGE PARKWAY (MOUNTAIN AND FORESTRY HERITAGE),
- 3) HISTORIC DOWNTOWN BREVARD

Brevard

- Deana House
- Historic District
- Breweries
- Heritage Tours/Downtown Tours
- Brevard Music Center
- Brevard College/Porter Center
- Lumber
- Arts/Galleries/Sculptures/Murals
- Silvermont
- Courthouse/Library/Historical Museum
- Coed Cinemas
- Churches
- Farm Fair
- Farmers Market
- White Squirrel Festival
- Fourth of July Festival
- Mountain Song Festival
- Twilight Tour
- Gallery Walks
- Art and Culture Week
- Summer Camps
- BANF Film Festival
- Tuesday night street dancers
- Artist Studio Tours
- TRARTS

Rosman:

- Cultural day
- Heritage days

Near Cedar Mountain:

- Potters Row
- DuPont Visitor Center; Hunger Games
- Tour de Falls

Others:

- Gorges Visitor Center
- Greystone
- Pari
- Buck Springs Lodge
- Farming
- Cradle of Forestry
- Song Catchers
- Legends of Tony Hollow

- Forest Festival
- Fish Hatchery
- English Chapel
- Pisgah Forest Ranger Station

ASSET ASSESSMENT: STRENGTHS/WEAKNESSES

- Brevard Music Center Summer Camps, Brevard College—can be packaged to parents
- Forest/Blue Ridge Parkway
- Downtown—as an arts center
- Strength: Wide variety of cultural choices and assets
- Weakness: Communication and coordination
- Opportunity to make cultural experiences relevant to “locals”
- Need for improved physical access—entry for pedestrians and bicyclists
- Opportunity for Arts/Cultural community to work together to be an Art Hub
- Most visitors come for festivals and events at the Brevard Music Center
- Downtown represents community (gathering, connecting) by providing shopping, walking, access; now meets some needs for evening entertainment
- Opportunity to connect to outdoor history and engage families; need to highlight that this area is different than elsewhere—real/unique/rare and understand its value
- Many adventure choices from easy to hard; opportunity to capture the casual visitor to those seeking adventure
- Opportunity to develop “visit like a local” experiences; needs for plans/itineraries/marketed options to visitors—coordinated by the Tourism Development Authority and made available on line
- Must work to plan—no cookie cutter development
- Back to basics = VALUE
- Completeness
- Working together
- Nature→Culture/Music→Nature
- No pedestrian/bike access to Brevard Music Center
- Need for community to realize the value of resources through peer/user groups; relevance to accessible jobs
- Strong Assets: Street Festivals (local music and dance), local arts/crafters (Appalachian traditions), farmers market
- Need for better access to heritage museum
- Need for better cross-marketing of cultural assets at visitor center and in local hotels—have local crafts/value-added products available for purchase/viewing in area service vendors; opportunity for visitor center to be better utilized to promote artisans and heritage in center
- Weakness: Forest service visitor center is too far away
- Need for improved physical access to Brevard College (sidewalks/bike lanes)
- Duplicate visitor center at Pisgah Forest
- Public restrooms
- Opportunity to rebuild Pisgah National Forest arch to restore photo opportunity at entrance

- Forest service is understaffed; administration is interested in partnerships
- Need for trails coordinator/concierge
- Improve cell service
- No public transportation—leads to potential parking issues
- Make on-line marketing/itineraries/assets available at visitor center and ranger station (in hand to capture casual visitor)
- Need for consistent marketing materials (visit waterfalls, color coded by category, natural, cultural)

OUR COMMON VISION ELEMENTS

Brevard is a safe, friendly, family-oriented city with small town charm, arts, and outdoor recreation that promote investment opportunities, environmental consciousness, and economic development.

- | | |
|----------------------|--------------------------------|
| • Arts | • Variety |
| • Culture | • Economic Diversity |
| • Outdoor Recreation | • Authentic |
| • Adventure | • Biological/Natural Diversity |

HEADLINE 2020:

National Award Winning Pisgah Forest Gateway Design

National Award as the Most Culturally and Naturally Diverse Destination

IDENTIFIED POTENTIAL PROJECTS:

- **Hospitality and Volunteer Training**
- Visitor center—virtual and physical cross-marketing; partner with Forest Service Ranger Station and Brevard Visitor center
- Include local value-added products and art in service vendors throughout county
- Make a Pisgah Forest visitor center
- Install kiosks of culture/events
- Improve signage
- Develop familiarization tours
- Improve Bicycle/Pedestrian/Trail connections to cultural/natural assets, include railroad/probart, Oskar Blues, develop bike maps

ACTION PLAN: DEVELOPMENT OF HALF-DAY HOSPITALITY TRAINING

GOALS/OBJECTIVES:

Enhance the experience of visitors and increase the length of stay to so that more visitor spending is captured in the county.

Develop a multi-faceted training for service industry employees to improve business and provide better information to customers/visitors.

Develop a well-versed working population to direct and inform visitors about arts/culture, outdoor recreations/attractions, customer service, breweries, downtown, restaurants/eateries, lodging.

ACTION	DEADLINES	RESPONSIBLE PARTY
Form Planning Task Force	End of March	Clark & Heath
Develop Training Agenda, set training date, venue, advertisement/promotion strategy	4/15/14	Task Force
First Annual Training Event	5/8/14	Task Force
Investigate front line incentives	5/8/14	Task Force

ACTION PLAN: IMPROVE CROSS-MARKETING AND INFORMATION DISSEMINATION OF CULTURAL RESOURCES

ACTION	DEADLINES	RESPONSIBLE PARTY
Kiosk development	In progress	Transylvania County Tourism Development Authority
1 st kiosk installed in visitor center	July 1 st	TCTDA
Initiate conversation to determine key areas to position information dissemination vehicles (kiosks/visitor booths, etc.)	3/21/14	Clark, Heath, Carlton

NATURAL RESOURCES & OUTDOOR RECREATION

ASSETS

INVENTORY OF ASSETS

DEFINING ASSETS:

- 1) WATERFALLS—ICONIC/HISTORIC TAGLINE
- 2) LOOKING GLASS MOUNTAIN—ICONIC
- 3) ACCESSIBILITY OF ALL ASSETS IS AN ASSET ITSELF!

Outdoor Recreation Assets

- Trails of all kinds (mostly hiking, 5:1 users)
- Fishing and hunting
- Rivers/waterfalls
- Kayaking/Canoeing/Paddling
- Tubing
- Silvermont City Park
- Fishing at Hatchery
- Hunting Guide for Pisgah National Forest—Hunting opportunities year-round; hunt clubs
- Summer Camps—12 operational “locally”, 30 have permits on DuPont and Pisgah; large land bases; year-round opportunities???
- Bicycle opportunities—teams, national designation, road biking and mountain biking
- Rock climbing
- Birding
- Cradle of Forestry
- Equestrian Center (Pisgah National Forest)—100 miles of horse trails in Pisgah, 80-100 miles in DuPont
- Bracken Mountain
- Eastatoe Bicycle Trail
- Foothills Trail and Connectors
- Mountains-to-Sea Trail
- Art Loeb Trail
- NC Birding Trail/Bike Path
- Old Railroad grade (potential rail trail)
- Pisgah National Forest—200 miles of trail
- DuPont State Forest—about 100 miles of trail, group of waterfalls
- Horsepasture waterfalls
- Pisgah National Forest waterfalls
- Conastee Park waterfalls

Natural Resource Assets:

- Water—largest number of stream miles of outstanding resource value
- Most bio-diverse county in America
- Cedar Mountain Bog/other mountain bogs
- Blue Ghost Firefly
- Southern Highlands Reserve
- Animal Migration (example: monarch butterfly)
- City/County Parks—river access is underdeveloped
- Golf Courses
- Scenic Drives
- Campgrounds (RV campground, tent/car camps, White Pines)
- Zip Lines
- Earth Shine Lodge (outdoor recreation focused)
- Pari-Pisgah Astro. Research
- Gorges State Park
- DuPont State Forest
- Davidson River Campground
- Pisgah national Forest
- Cascade Lake Campground
- Pisgah Center for Wildlife Education
- Nantahala National Forest
- French Broad River
- Davidson River
- Horsepasture River
- Little River
- Carmichael Training Facility
- Agricultural lands
- Lake Toxaway

Events:

- 1st Saturday in April = Opening Day Fishing Season
- 3rd Saturday in September = Pisgah Center National Hunting and Fishing Festival
- Memorial Day = White Squirrel Festival
- Assault on Carolinas = April Bike Race
- Mountain Song Festival = September Music Event
- Brevard Music Festival (summer)
- Forest Festival
- BANFF Film Festival
- Year-round events at DuPont Forest, Cradle of Forestry, Pisgah Education Center

ASSET ASSESSMENT: STRENGTHS/WEAKNESSES

- Need for improved connectivity (locally AND regionally)—via alternative transportation, multi-modal paths (bike paths/lanes)
- Need for improved planning and policy-making processes—regular review and implementation by all agencies
- Need for improved communications
 - Between all public land agencies, government entities
 - Between hospitality sectors, parks, camps—need for education/training for service sector
 - Need for hotline/information staffing
- Need for improved technology for mapping (we are not mapped properly) and internet/phone access in park areas
- Need for improved signage—directional and digital (applications, QR codes)
- Need for improved hospitality/lack of customer service skills
 - Opportunities to educate about area assets at accommodation locations (hotels, campgrounds, home rentals)
 - Opportunity to attract people during off-peak times of the year
- Need for a year-round plan for tourism
- Need for public/citizen support
 - Opportunities for education to citizens
 - Opportunities to gain support for tourism and new business
- Overuse and concentrated use of natural assets
 - Opportunities to enhance underutilized areas and seasons
- Gaps in funding opportunities
 - Seek support from parks and recreation trust fund, tourism development authority, etc.

OUR COMMON VISION ELEMENTS

- Recognized leader
- Enhanced quality of life
- Wise use of natural resources
- Welcoming small/rural town
- Embraces natural resources
- Embraces potential economic/social opportunities
- Collaborative
- Distinctive
- Promotes sustainable and creative ways to use assets
- Premiere outdoor activity center
- Return visitors
- A place to explore and discover natural world
- Community recognizes natural resources for economic development
- People value natural resources

- Destination for new businesses that celebrate natural resources
- Connection the home to mountains with everything in between
- Good neighbors

ACTION PLAN: NATURAL RESOURCES COMMUNICATIONS PLAN

GOALS:

- Communicate information in regards to existing assets/resources, how to access, and how to link to education and community institutions
- Communicate the values/importance of natural assets, natural values, cultural values, etc.
- Ensure information is consistent, coordinated, communicated
- Use a holistic approach that reaches all relevant consumers through diverse mediums
- **Benefits:** Better information, less confusing to the public, accurate and consistent communication

OBJECTIVES:

- Public Outreach/Promotion of assets and organizations
- Organize internal communication system
- Organize external communication system
- Share/coordinate resources, programs
- Quality control, accurate/updated information
- Build public support/appreciation for assets and agencies/managers

ACTION	DEADLINES	RESPONSIBLE PARTY
Expand Transylvania Natural Resource Council as an information hub, think-tank, advocacy group	March-May 2014	Peter C./ Susan B. to outreach to TNRC and county commissioners
Form a monthly multi-stakeholder round table to build awareness, discussion issues and operations, facilitate program collaboration and updates	May 2014 TNRC Meeting at Community Services Building	Steve Pagano to coordinate TNRC initial convener Staff Person to carry forward
Staff a person to coordinate project	Letter of support from Board of Commissioners for FY14/15 Budget for staff position	Roundtable will lead

ACTION STEP: EXPAND TNRC

- 1) **Make certain positions auto-renewing such as:** USFS, City of Brevard, Town of Rosman, Gorges State Park, DuPont State Forest
- 2) **Add new seats for:** Transylvania County Parks and Recreation, Transylvania County Schools, Brevard College, City/County Planning staff, hospitality/accommodations representatives, outdoor-oriented businesses, Carolina Mountain Land Conservancy
- 3) **Next Steps:**
 - a. Draft Proposal
 - b. Submit proposal
 - c. Change bylaws
 - d. Outreach to Board of Commissioners
 - e. Board of Commissioners action

ACTION STEP: MONTHLY NATURAL RESOURCES STAKEHOLDER MEETING

- 1) **Create invite list to include:** TDA/Chamber, USFS, SPS, SFS, Brevard Planning, County Recreation, Schools (admin/coms.), Charter/non-traditional schools, Colleges (Brevard College, Blue Ridge Community College), ACA (local), Outdoor Commercial Representative, Coop X, French Broad River Steward, Hospitality/Lodging, HOB, Rosman
- 2) **Meeting Notes to become email blast/press release to broader public**
 - a. During meetings, evaluate current efforts regarding internal/external marketing/outreach
 - b. Develop collaborative outreach/marketing program/mechanism

ACTION STEP: DEVELOP STAFF POSITION TO COORDINATE NATURAL RESOURCE COMMUNICATION

- 1) **Develop Job Description**
 - a. Skills: Communication, networking, public relations, writing, technically savvy
 - b. Staff with in the county planning department or IDETF marketing person; needs to be in place to be able to deal with issues of all agencies
- 2) **Roles**
 - a. Collect/organize/disseminate information
 - b. Search/Write/Attain grants
 - c. Scan for emerging issues, broader depth
 - d. Organize/staff TNRC and round-table meetings
 - e. Liaison across organizations/agencies
 - f. Facilitate planning, i.e. physical connection goals, etc.

PHYSICAL ASSETS

INVENTORY OF ASSETS

- Federal/State Highways and County/City roads: 276, 280, 64, 215, 178, 281, Blue Ridge Parkway
- Water/Sewer
- Broadband: Comporium, Middle Mile/Transport, BB, Business class cable in population centers
- Cell service in populated areas at 80%
- Electrical: Duke, Haywood
- Gas: Brevard and East (90-100%), Rosman (0%)
- Davidson River Village
- College
- City/County parks
- Silvermont
- Bracken
- City/County Sports complex
- Bike/hike paths and Estatoe trail
- Rosman Greenway
- Outdoor recreation resources
- Conestee Park
- Public land
- Farmland—as productive/working land and as viewshed
- Rail Public Parking and Park/Ride

ASSET ASSESSMENT: STRENGTHS AND WEAKNESSES

ROAD INFRASTRUCTURE CONDITIONS

- US 64, Ken Miller Road West, 215 to 178 need improvement
- 215 needs rerouting and upgrading
- Need for Heart of Brevard Wi-Fi
- Chip and seal road cover not good for bikes
- Safety enhancement (bumpouts/turn-outs on NC 276) needed to improve bike travel
- Need to implement Blue Ridge Bike Plan
- Improve road shoulders for bike travel
- Need for improved pedestrian connections (look at City pedestrian plan, explore funding, pull together regional connections)

Congestion Areas:

- Northbound Caldwell in Brevard
- Southbound Broad and Main in Brevard

- AVL Highway to Huddle House
- Pisgah National Forest back up (276 out of Forest)
- Issues with turn signal timing

Specific Access Issues:

- Pedestrian access to/from Brevard College
- Access to river throughout county
- Bike lanes
- Wayfinding
- Access to Brevard Music Center/Bracken Mountain
- 64/276/280 intersection
- Issues with Davidson River Bridge for multiple modes
- Electricity issues with during events
- Access to public restrooms during events
- Lack of plaza/open greenspace for community events

WATER/SEWER CONDITIONS

- 3-4 years gap in potable water as demand increases (City of Brevard working on this)
- County assessment for service (county engaged a consultant)
- SWCD—surface water conserve/protection
- Need for addressing stormwater in City of Brevard
- Sewer outdated/old pipes—issues with integrity of system, rain water breaking pipes, capacity of wastewater plant nearing cap

COMMUNICATIONS CONDITIONS

- Cell
- Broadband—goal of 100% (4x1)
- “Business Class” service—stakeholders include colleges, hospital, Brevard Music Center
- Need for improved signage and marketing throughout county

OUR COMMON VISION ELEMENTS

- Conserve and promote natural resources
- City and county work together on key issues with strategic review and public input
- Great education
- Cooperation
- Economically diverse community
- Vibrant—happening and things going on
- Two downtowns
- Highlight natural resources
- Focus on and access to river
- Collaborate between city and county
- Opportunities for all ages to succeed

- Blend industry, services, and tourism
- Management of natural resources
- Educate children and keep in the county
- Promote needs of tourists and residents
- Friendly, environmentally safe, communities
- Provide high quality of life for all residents
- Quality of Place
- Engagement of residents throughout county
- One Team, One Fight for the Future
- Fundamental Needs Met
- Economic Strength
- Addressing needs of all Socio-economic demographics
- Communicate/Educate/Messaging
- Balance
- Opportunities→for kids and future generations
- Bridge common values for all residents (move past new vs. old mentality)
- Focus on positives
- Sense of home
- Live, work and play
- Community leaders
- Creative use of Natural Resources
- City/Towns/County engaged

IDENTIFIED POTENTIAL PROJECTS

- **Heart of Brevard Free Wi-Fi—expanded to Rosman and other key locations**
- **Investigate forming a Water Authority for drinking water, waste water, and stormwater**
- **Pisgah National Forest Entrance (Gateway Project) to investigate property acquisition and improve wayfinding**
- Work with RPO, Transylvania County, City of Brevard to maintain/develop shared priorities for roads/bikes/pedestrians with a structure committee
- Investigate RLF or Community Costs/share for service connections for ALL physical infrastructure
- Wayfinding committee/TDA for city/county efforts
- Engagement of Communities in job creation/retainment through physical infrastructure

ACTION PLAN: BECOME THE FIRST CITY IN WESTERN NORTH CAROLINA TO HAVE FREE WI-FI ON MAIN STREET

GOALS/OBJECTIVES:

Have free wi-fi on Brevard's Main Street by Labor Day.

Look at the full scope potential of the project of including wi-fi at Pisgah Forest, Lumberyard Arts District, and the Town of Rosman

Potential Project Sponsors: Comporium, Heart of Brevard, TDA will share funding investment and project management

Stakeholders: All businesses within the area, sponsors as decided later, Chamber, Public

ACTION	DEADLINES	RESPONSIBLE PARTY
Phase I: Wi-Fi on Main Street		
Scoping Meeting to discuss partners, technical, design, locations	Start within 2 weeks, complete by end of April	Comporium (Frank Porter)
Gain Access	Complete by end of May (30 days)	TDA, HOB
Construction including feeding fiber, running electric	Completed by end of July (60 days)	Comporium
Go Live!	Labor Day weekend coinciding with Farm Fair and Heritage Fair	Comporium and all stakeholders
Phase II: Countywide		
Project scoping to include lessons learned/feedback, target next locations, budget	Start January 1 End April 1	County

ACTION PLAN: DEVELOP COUNTY WATER AUTHORITY

GOALS/OBJECTIVES:

Alleviate water demand by siting new water/sewer treatment plants in line with zoning and comprehensive planning guidelines.

Size and location of water/sewer treatment plants are determined by demand. Growing surrounding populations in Asheville and other locals will place demand on water in Transylvania County. Zoning is used as a tool in land use planning to designate the most suitable land to be used for physical infrastructure. Comprehensive planning is used to develop land use plans and zoning regulations.

ACTION: County-wide Comprehensive Plan drafted by July 1, 2014

ACTION PLAN: IMPROVE THE PISGAH NATIONAL FOREST GATEWAY INTERSECTION

GOALS/OBJECTIVES:

To develop a welcoming entry point to Pisgah National Forest, Heart of Brevard-Downtown, and other regional features/destinations (DuPont, Gorges, etc.)

To improve coordination of wayfinding and streetscaping and improve infrastructure (roads) to create a pedestrian friendly connection to trails, paths, and parks, and develop an iconic gateway feature (bridge, building, etc.?)

SHORT TERM GOAL: Locate visitor center/information center at Pisgah Forest intersection near entrance of National Forest with collaborative partnership with USFS, Cradle of Forestry, Chamber/TDA

- Include visitor center in Pisgah Small Area Plan already in Brevard City's FY15 budget, \$50,000 for plan. Will take 6 months to a year to complete once started.

LONG TERM GOAL: Land acquisition at intersection; USFS Ranger Station relocation or new development/future plan

ACTION	DEADLINES	RESPONSIBLE PARTY
Include Pisgah Gateway in City's Small Area Plan Build on Davidson River Plan	June 2015 (6-12 months)	City of Brevard Staff, area citizens, elected officials, Council (\$50K FY15 Budget Process)

Stakeholders/Partners:

- NCDOT
- RPO
- USFS
- CFAIA
- City of Brevard (LEAD)
- Transylvania County
- TDA
- BRP
- Citizens
- Renova
- Businesses

NEXT STEPS: WORKSHOP COMMUNICATIONS

The following next steps were discussed at the close of the workshop to keep momentum building:

- Create private group on Facebook as forum to disseminate information and events
- Use the Transylvania Times as an opportunity to share the value and forward thinking developed by the workshop
- The design team to lead communication email/meeting coordination of workshop participants (social media, website, in-person meetings)
- Schedule a time for a joint meeting with Brevard City Council, Rosman Aldermen, Transylvania County Commission and County Boards to discuss the projects, action plans, and participant experiences in a consistent manner—Charlie, Mike Hawkins, and Jimmy volunteered to coordinate
- Coordinate meetings with civic agendas to provide communication about the workshop
- Capitalize on TNRC's fall meeting to communicate progress on action planning
- Celebrate successes
- Scott Sheffield volunteered Brevard College as a venue for any future meetings