

# Focus 2020

COMMUNITY STEWARDSHIP FOR THE FUTURE

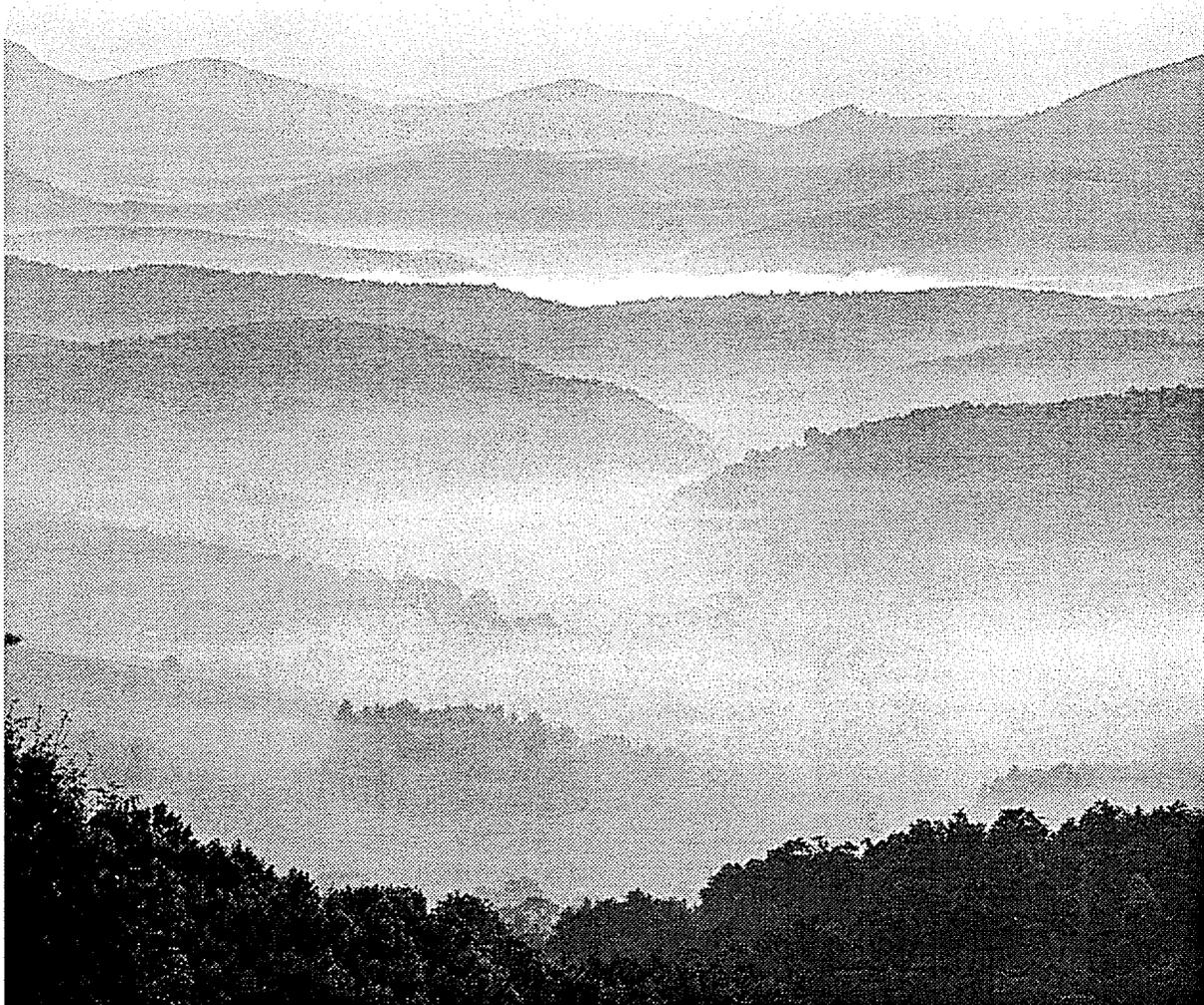
## Community Report

*Volume I, March 2000*

**EXPANDED EDITION**

This *Volume I* of the *Focus 2020 Community Report* serves as a summary of the responses and recommendations of the seven Focus Groups. The reports in their entirety, complete with all supporting background information, statistics, and maps, comprise Volume II.

The **Focus 2020 Community Report** represents the concerns of the citizens of Brevard and Transylvania County. It is recognized that many projects/tasks will involve the collaborating efforts of the City, County, and other public and private agencies/organizations throughout the community. Short-, mid-, and long-term recommendations suggested by various Focus Groups can be used as valuable input, understanding that each entity suggested will have their own thoughts, ideas, and resources for accomplishing goals and objectives.



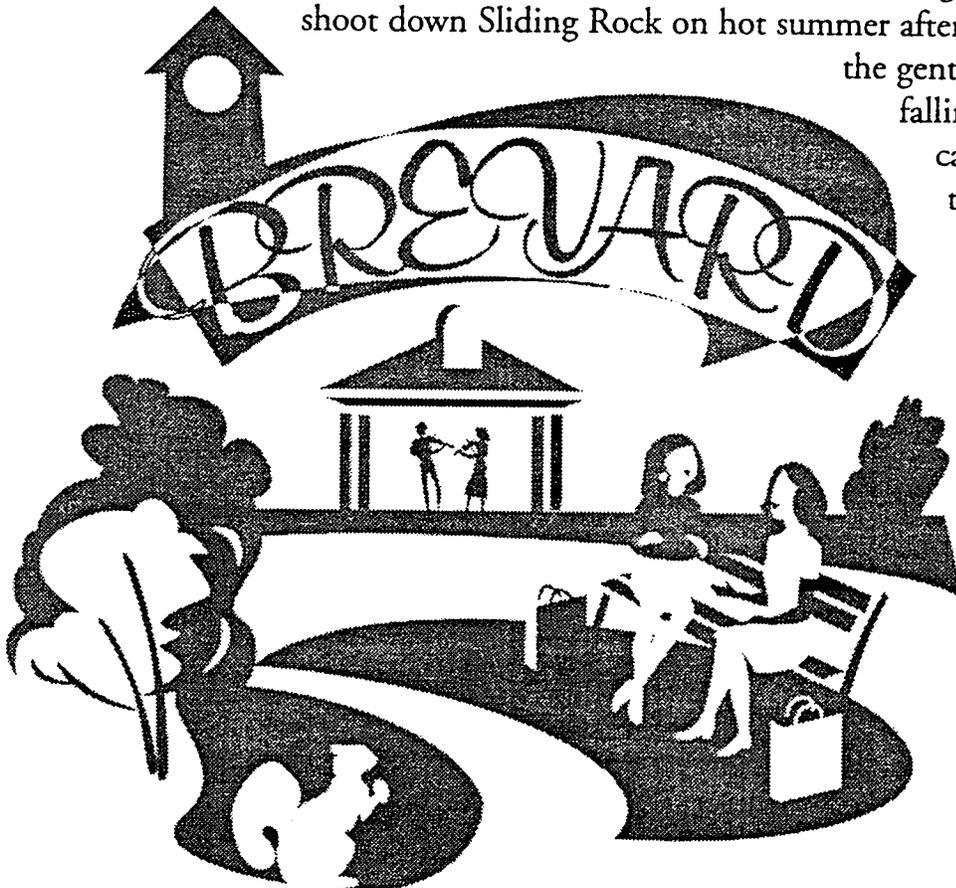
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Listen. There are echoes in these hills. Sounds from long ago reverberate among the hollows: chants from ceremonial dances, hymns of pioneers, the solemn songs of slaves. These rise out of ancient soil, the backdrop for a symphony that still goes on. From this corner wafts the spirited interplay of fiddle and banjo, from that a gentle glissando on a Baby Grand. If you listen ever so closely, you'll hear the whispered brushstrokes of a landscape artist, the shuttle of a weaver's loom, the spade of a master gardener turning earth.

Beneath it all hums an even more ancient, eternal tune. For here, in this place like no other, waterfalls tumble and cascade, offering bass line and descant for all the other songs. Scores of them flow through this land, harmonizing the stunning beauty that has attracted people to this rare spot of earth for centuries.

Follow the waterfalls to the rivers. Bring an inner tube or a canoe. Bring your waders and your fly rod. Bring a picnic. Welcome to Brevard's backyard, the Pisgah National Forest, a playground for hikers and paddlers, for catchers of fish, watchers of birds, pursuers of dreams. Hear the cacophony of children's laughter as they shoot down Sliding Rock on hot summer afternoons. Catch

the gentle rhythm of falling leaves as they carpet autumn's trails. Watch spring's rhododendrons explode with shades of pink you've never seen before.

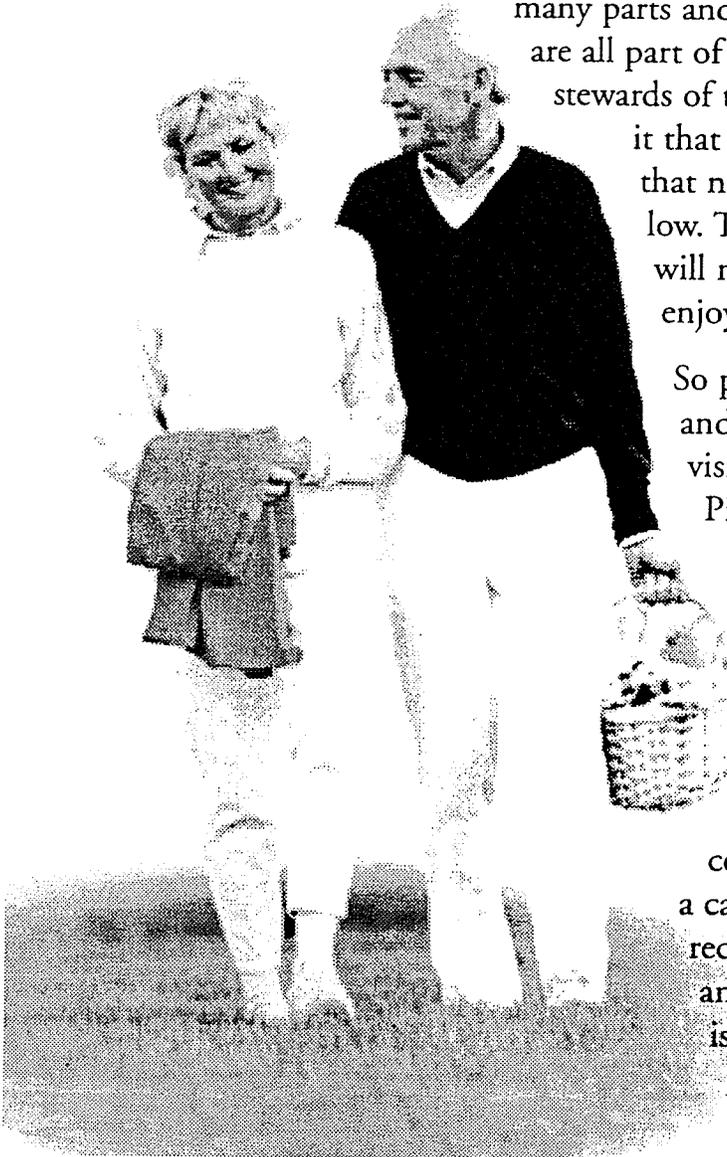


Brevard in the year 2020 is a mecca for artists and young people, for small businesses and retirees. It is a community of churches, museums, and quality schools – a good place to sink a putt or raise a child. It is one of those rare places where natural beauty, cultural opportunity, and human possibility converge.

This 2020 vision exists because, two decades before, the people here recognized their blessings and knew that these were worth preserving and enhancing. They understood that a lifestyle of quality requires attention to the natural, constructed, cultural, and spiritual environments in which they move and breathe.

They knew that their greatest resource is people; and they not simply tolerated, but honored and celebrated, their human diversity. They understood that the rich music of humanity requires many parts and styles; that folk and funk and fugue are all part of the beat of Brevard. They chose to be stewards of the natural environment. They saw to it that air and water quality remained high, that noise and population density stayed low. They set in place the principles that will make life both sustainable and enjoyable into the next century.

So pack up the picnic or reel in your line and come see the rest of Brevard's 2020 vision, as you make your way from Pisgah Forest toward town. The first thing you'll notice is that this is a community that takes pride in its traditional, rural, small-town character. Take note of all the open spaces and green areas, the lack of gaudy billboard signs of the sort that plague so many other community corridors. No litter here – a campaign of "reduce, reuse, and recycle" has kept waste to a minimum and the landscape free of clutter. This is a community gentle on the eye.





At the edge of town you can put on your walking shoes, strap on a pair of rollerblades, or hop on a bike, joining the flow of people on the pedestrian path that connects our activity center and sports complex with downtown. Recreational and cultural activities abound in Brevard. Soccer and baseball fields, swimming pools, golf courses, a park with apparatus safe for the youngest children and a new skateboard/in-line skating park for youth ensure that all ages have access to the exercise they need and the fun they desire.

This town loves to dance. Opportunities range from ballet to clogging, Scottish country to tap. Retirees participate in the ballroom dance club and perform line dancing at community functions. Visiting dance artists come to Brevard regularly, and Main Street opens every Saturday night in warm weather for street dances.

The renowned Brevard Music Center and Brevard College host a wide array of cultural performances; artists the world over vie for a chance to be part of these outstanding programs. A community gospel choir offers regular concerts, and traditional mountain music filters every night out of coffee shops and music stores on Main Street. Every child



in Brevard has the opportunity to learn a stringed instrument. Thousands of volunteers sustain arts-related organizations that sponsor events and exhibits throughout the year. Local artisans mine a rich heritage of painting, quilting, pottery, weaving, storytelling, photography, and other crafts. Even the local theatre, refurbished to reflect an earlier era, provides a unique artistic experience.

Every season brings its special festivals, coordinated by the recently formed Mountain Heritage Council. The Twilight Tour at Christmas,

Halloweenfest, summer's JazzBrevard, fall's Forest Festival Day and Pioneer Day, the Festival of the Arts, the Waterfall Tour, and the July 4th Celebration all bring the community together. The more recently added Appalachian Spring Festival rounds out the year and has built momentum for the establishment of a Mountain Heritage Center.

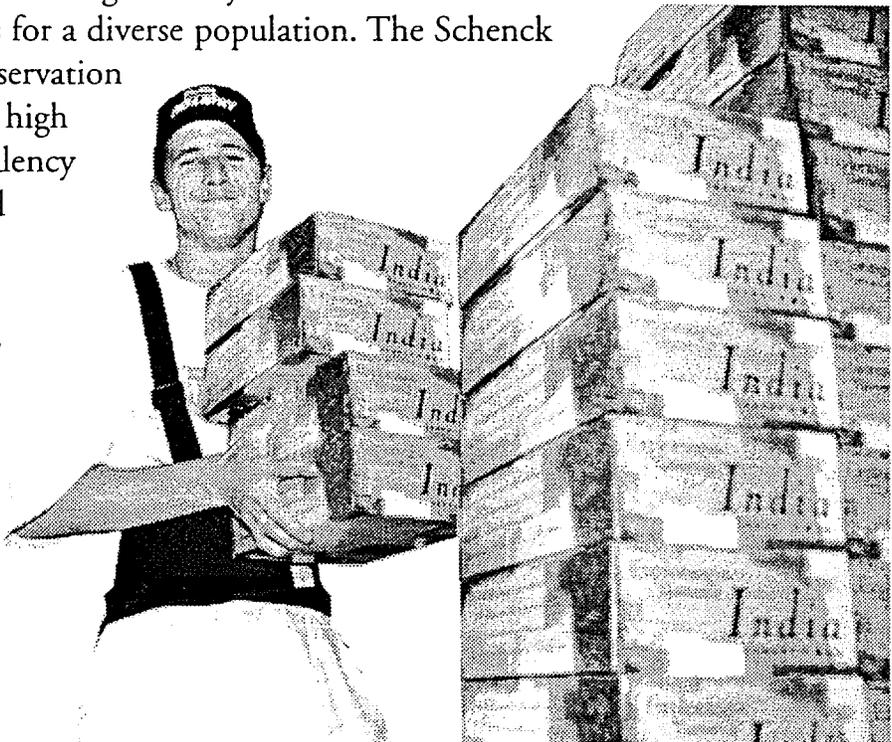
Brevard reflects its connection to the natural environment that surrounds it. Downtown supports a rich mixture of uses – business, retail, commercial, residential, civic, cultural, recreational, and institutional – yet all are blended into a cohesive and pleasing atmosphere. Even the white squirrels feel at home. The downtown design draws on the locality's small-town, mountain character, maximizing views, sunlight, and open space, exuding an image of quality and sense of place. Trees and flowers, fountains and benches made of natural materials, colorful and clear signage all make this a pleasant place to gather, to walk or shop, to share a meal with friends. Downtown stores sell everything from books and antiques to hardware and clothing. Options for the palate range from exotic coffees and exquisite dinners to a foot-long hot dog and chocolate malt at the local soda fountain.

Ample off-street parking and a parking deck contribute to ease of movement downtown, as do a network of bike and pedestrian paths and a shuttle service available from the parking deck to the Brevard

Music Center and Brevard College. These improvements make a once-proposed parkway around the town seem unnecessary, as cars, bicycles, and pedestrians all flow smoothly within Brevard, rendering traffic congestion a problem of the past. The volunteer Brevard Safety Patrol augments police efforts to keep downtown safe and pedestrian-friendly. A comprehensive system of public transportation, integrating public and private resources, makes it possible for people to move conveniently, efficiently, and economically to shopping centers, recreational facilities, schools, and medical buildings throughout the County.

Brevard's economic growth has followed a plan of balancing development and natural resources, allowing substantial growth without a negative impact on the natural environment. The town's economy is highly diversified, with a number of new small businesses that are "green," or environmentally sensitive, reducing the local economy's vulnerability to a severe downturn of any one employer. A Business Resource Web Site has aided the growth of these businesses, as has economic reinvestment in the downtown area. Realizing that the 21st century would see an explosion in highly skilled, technical, and telecommunications jobs, Brevard undertook a campaign to educate and re-train workers to be competitive in these markets.

At the same time, the town has encouraged and supported its institutions providing an array of educational opportunities for a diverse population. The Schenck Civilian Conservation Center offers high school equivalency programs and employment assistance for young adults, and Transylvania Vocational Services provides training for



special-needs populations. Blue Ridge Community College offers curriculum and continuing education opportunities for all ages. Brevard College offers a broad liberal arts emphasis, along with newly developing distinctive niches in education.

The visionaries of Brevard have realized that education begins at birth, and the town has embraced a strong focus on its children. It has ample and superior early childhood development services, including child care and Head Start centers, and special programs for children with disabilities. An innovative new center combines senior daycare and pre-school child care, benefiting both populations. A Family Center offers one stop for resources, referrals, and special support for single-parent families and families in crisis, including transportation and emergency and respite care. Brevard businesses support workers balancing family and job demands with flexible hours, assistance in finding child care, and paid family leave.

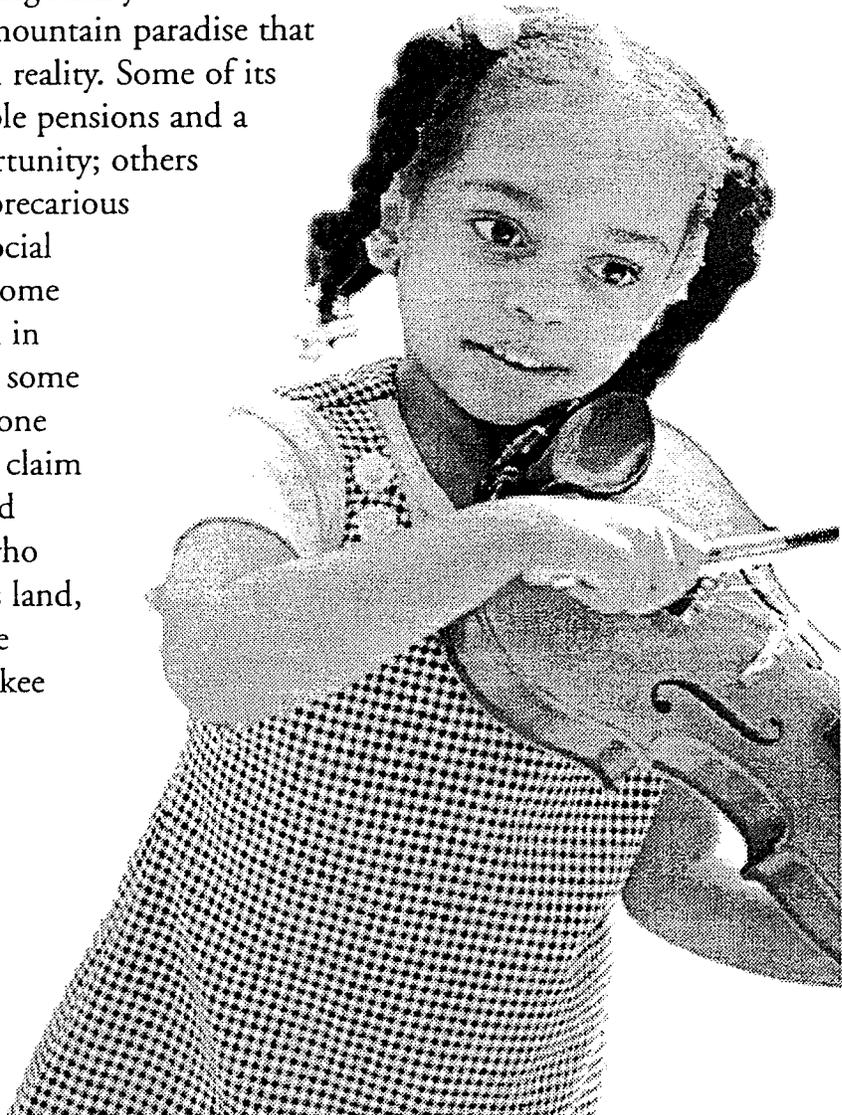


The County's schools are recognized for their excellence. Their programs are augmented by community centers; a new, state-of-the-art downtown public library; Boy and Girl Scout programs and Girls and Boys Clubs; tutoring and mentoring programs; and a new YMCA – all keeping Brevard's children and youth busy, creative, and productive. All this makes Brevard a family-friendly town – a very good place to raise children.

It is also a wonderful place to retire – one of the best in the country, according to a variety of surveys. Retirees benefit from Brevard's

seamless continuum of educational and recreational opportunities. Brevard benefits from a veritable army of energetic volunteers who tend to work harder in retirement than when they were “working.” A volunteer resource center, known as MOVERS (Mentoring Outreach for Volunteer Experienced Residents), has marshaled the vast resources of retirees, who bring an abundance of skills, experience, and time to local social services and businesses. Hospice, SAFE (Shelter Available for Family Emergencies), Habitat for Humanity, the Humane Society, the Sharing House food pantry, and the Rise & Shine after-school program are just a sampling of the efforts to which their skills have been donated, making our community a better place.

The dream of Brevard in 2020, as in many other places, is a safe and healthy community, in which every citizen has a comfortable home, every worker a well-paying and meaningful job, every child a loving family. But Brevard is not an escapist mountain paradise that turns its back on reality. Some of its citizens had ample pensions and a lifetime of opportunity; others were born into precarious economic and social circumstances. Some ancestors arrived in covered wagons, some in chains; and none of us remains to claim as forefathers and mothers those who first roamed this land, driven out in the infamous Cherokee Trail of Tears.



With this history – and the legacy of violence, racism, and economic disparity that is our nation’s inheritance – Brevard has attempted to face the truth, and to honor and provide for all its citizens.

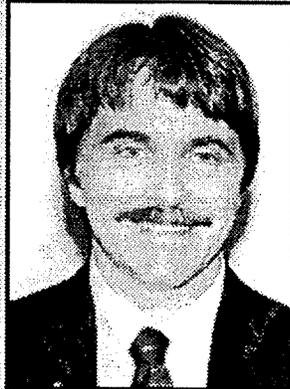
Neighborhoods include a healthy mix of owner-occupied and rental units, for low-income and higher-income residents, facilitating social interaction across usual divisions of race and class. Brevard has refused to join the trend of using the majority of construction resources in the building of more expensive and exclusive housing developments, instead placing a priority on affordable housing for all socio-economic groups, raising new units and rehabilitating existing substandard ones. Ample housing is available for those with special needs: mentally or physically impaired individuals, frail elderly, single teenage mothers, formerly homeless persons.

Medical care is excellent, ample, and accessible to all. A variety of services and support groups are available for those who suffer from such hardships as unemployment, mental illness, teenage pregnancy, substance abuse, and domestic violence. Sustained educational campaigns are in place about these issues and about preventive health care.

All of Brevard’s citizens are the concern of elected officials, who are creative, pro-active, and responsive. Brevard’s professional and ethical government fosters trust and respect from local residents, promoting citizen involvement and cooperation between residents, business and community organizations, and all levels of government.

Listen. Brevard hums. This town is building life to a crescendo of quality, comfort, and compassion. Children are laughing in the parks. Hikers are shouting on the trails. Retirees are tutoring in the classrooms. Listen closely. These are the sounds of possibility.

*Joyce Hollyday*



3 Years • 1600+ Citizens • Surveys  
Civic Groups • Town Meetings • Interviews  
Design Team • Task Force • Advisory Board  
Focus Groups • Technical Assistance  
Implementation Team • City Staff  
City Council • Planning and Zoning Board

**COMMUNITY**

**1997 - 1999**

**MAYOR**

**Rickey K. Byrd**

**CITY COUNCIL**

**Margaret Garren**

**Malcolm Johnson**

**Rodney Locks**

**Cindy Platt**

**Don Scarborough**

**CITY MANAGER**

**Don Brookshire**

**CITY CLERK**

**Glenda Sansosti**

**CITY ATTORNEY**

**Mike Pratt**

Put it all together and you have Focus 2020, Brevard's first comprehensive, long-range, community-based planning process.

This report to City Council is an overview of the work done by the Focus Groups over the last twelve months. While the work of these committees is now over, the next steps are just beginning. Taking the initiatives outlined in this report and melding them into plans that can be implemented over the next twenty years is the challenge now before us.

As Mayor of Brevard, I enthusiastically supported the Focus 2020 effort. As a citizen of Brevard, I will continue my commitment to and involvement in this dynamic, ongoing planning process. I invite and encourage each of you to do the same. This is our community. The future is now. The opportunity is before us. Let's work together to ensure that Brevard remains a desirable place to live, to work, and to play.

Sincerely,

A handwritten signature in cursive script that reads "Rickey K. Byrd".

Rickey K. Byrd  
Mayor, 1997 - 1999



**2000 – Present**

**MAYOR**

**Jimmy Harris**

**CITY COUNCIL**

**Otto Hahn**

**Malcolm Johnson**

**Rodney Locks**

**Tracey Love**

**Cindy Platt**

**CITY MANAGER**

**Don Brookshire**

**CITY CLERK**

**Glenda Sansosti**

**CITY ATTORNEY**

**Mike Pratt**

*To the members of the Brevard community,*

The Vision for Brevard is taking shape. The community-based Focus Groups, after hearing from you on issues, concerns, and your hopes for the future, have developed goals, objectives, and recommendations to help manage some very important challenges that will face Brevard in the 21st century.

I would personally like to thank all of you who provided input and who have committed your time and effort to this process. I have read the reports and I am sure you will be excited and moved by the recommendations your neighbors have made. I am thankful that such dedicated and thoughtful people, from both the City and County, have been willing to serve on all of the Focus committees.

It is now up to a similar group of citizens to look at these recommendations, develop and prioritize them so they can be implemented. To help turn these plans into reality, the Implementation Team will also be looking at budget issues, locating funding from a variety of sources, and finding creative ways to involve public and private partnerships.

It is important to put together a comprehensive plan that will direct the future of Brevard and that preserves a healthy and vibrant community for ourselves and the generations that follow.

Please take the time to read the report and to share your thoughts with us. It is important that your voice continues to be heard.

Sincerely,

Jimmy Harris  
Mayor

*Focus 2020: a community-based comprehensive plan for the City of Brevard to the year 2020.*

Focus 2020 is a plan that includes seven reports on subjects identified by the community, written with the input of more than 1600 citizens, and designed to guide strategic short- and long-term initiatives. It is a process that has a commitment to collaboration and develops a clear description of what the community will be like when the plan is implemented.

Solicitation of citizen input began with a survey mailed to 750 randomly selected users of the City water service. Additional surveys were conducted, community meetings were held, and civic programs were presented – all for the purpose of seeking out the thoughts and concerns of local citizens.

Community interviews focused on identifying “the best of Brevard” and laid the groundwork for Vision Statements that reflect commonly held values and desires for the future. These statements were used to guide the development of the specific Focus Group recommendations.





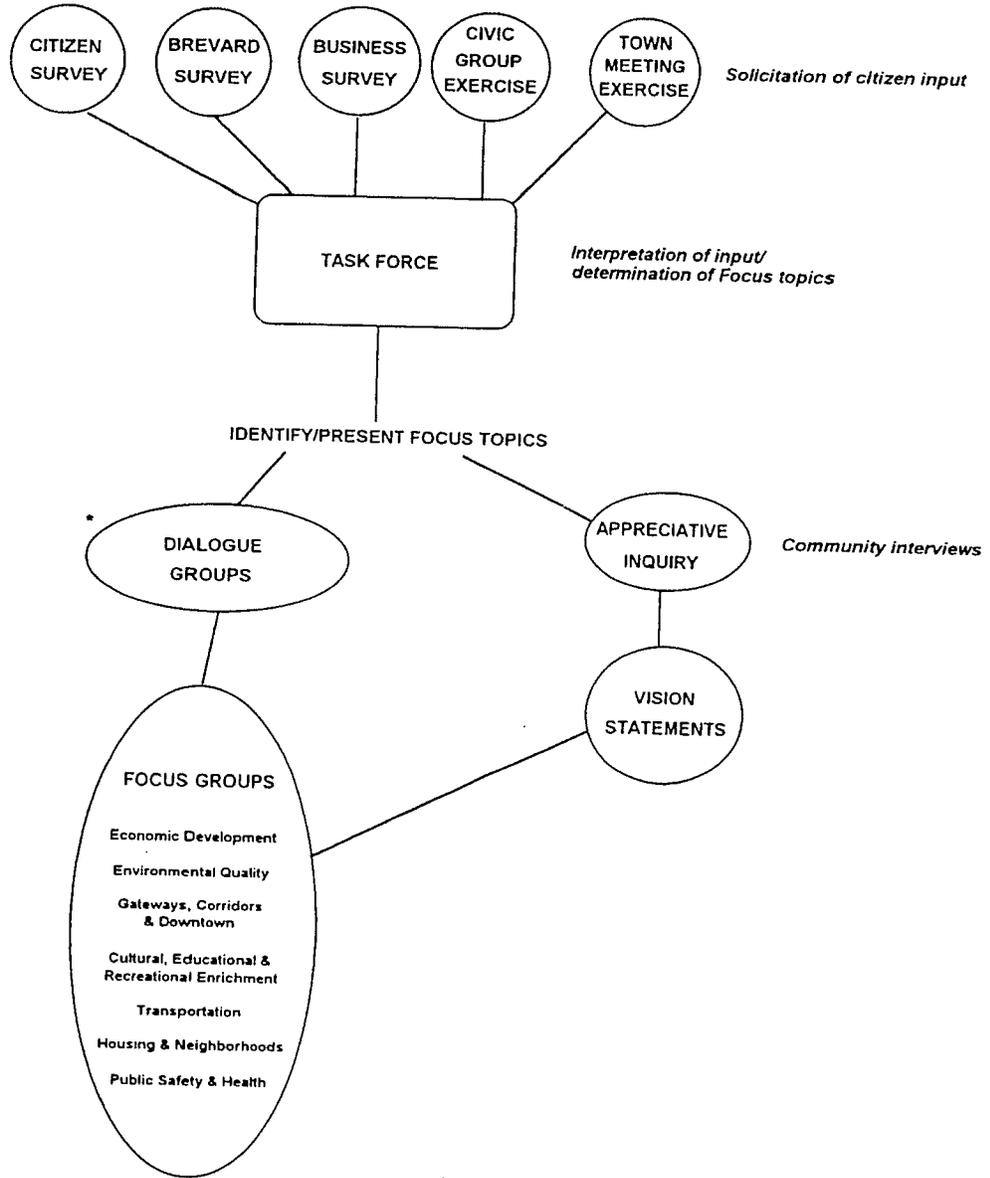
Each report focuses on a particular topic: **Economic Development;** **Environmental Quality;** **Gateways, Corridors & Downtown;** **Cultural, Educational & Recreational Enrichment;** **Transportation;** **Housing & Neighborhoods;** **Public Safety & Health.** Focus Groups studied the issues and developed solutions within their particular area of concern.

As the Focus Groups worked through the process, common themes emerged and a clearer picture of the future of Brevard developed. This led to the creation of Guiding Principles: Community Standards Leading the Focus 2020 Process. They will be used as “building blocks,” statements upon which the report recommendations are based and the guideposts that will lead us through implementation, directing our work for the next 20 years.

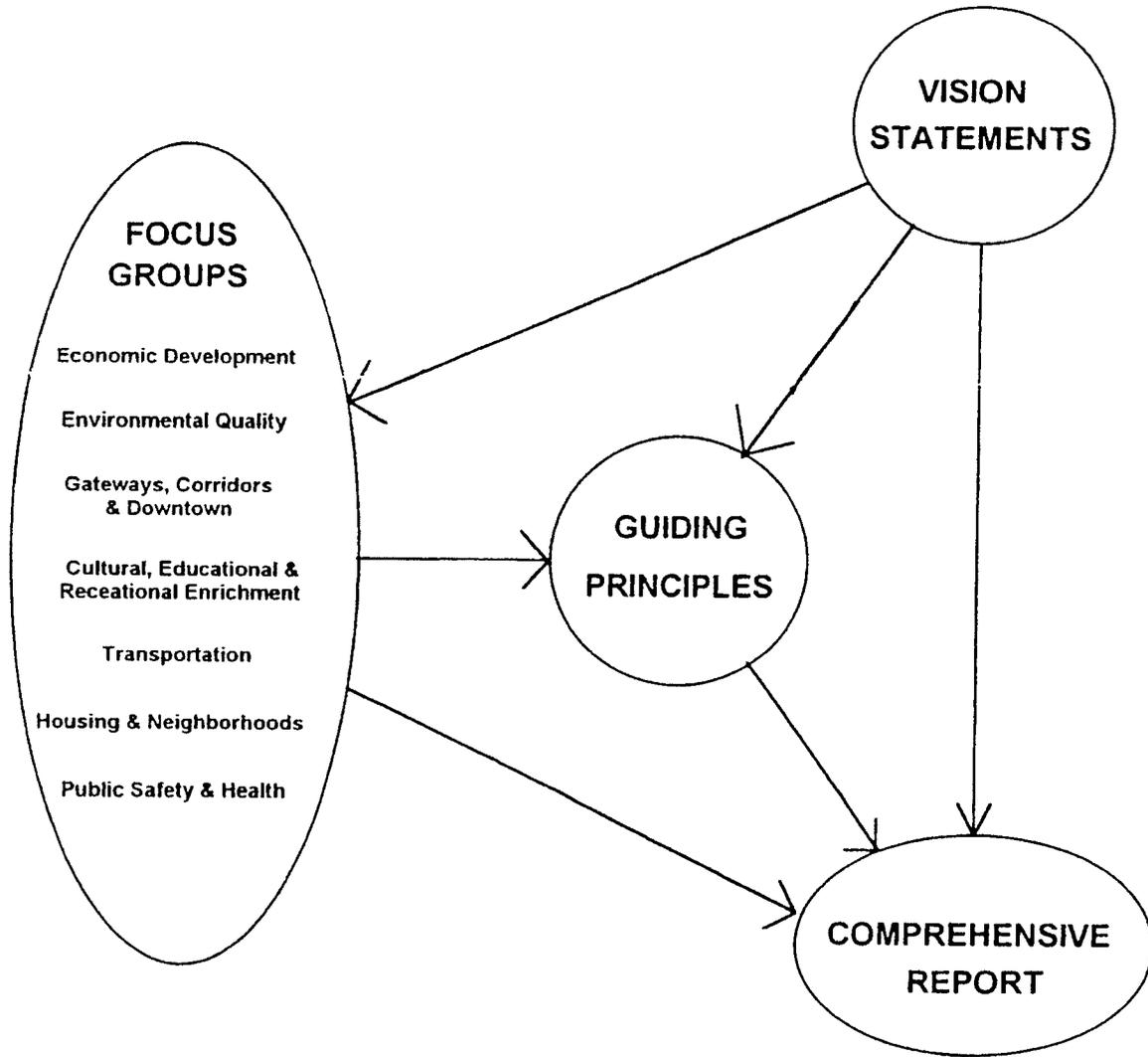
The Focus 2020 Community Report is a living document, built on a strong commitment to preserve the unique small-town character and natural beauty of the area. At the same time, it sets clear action initiatives for ensuring a positive and healthy future.

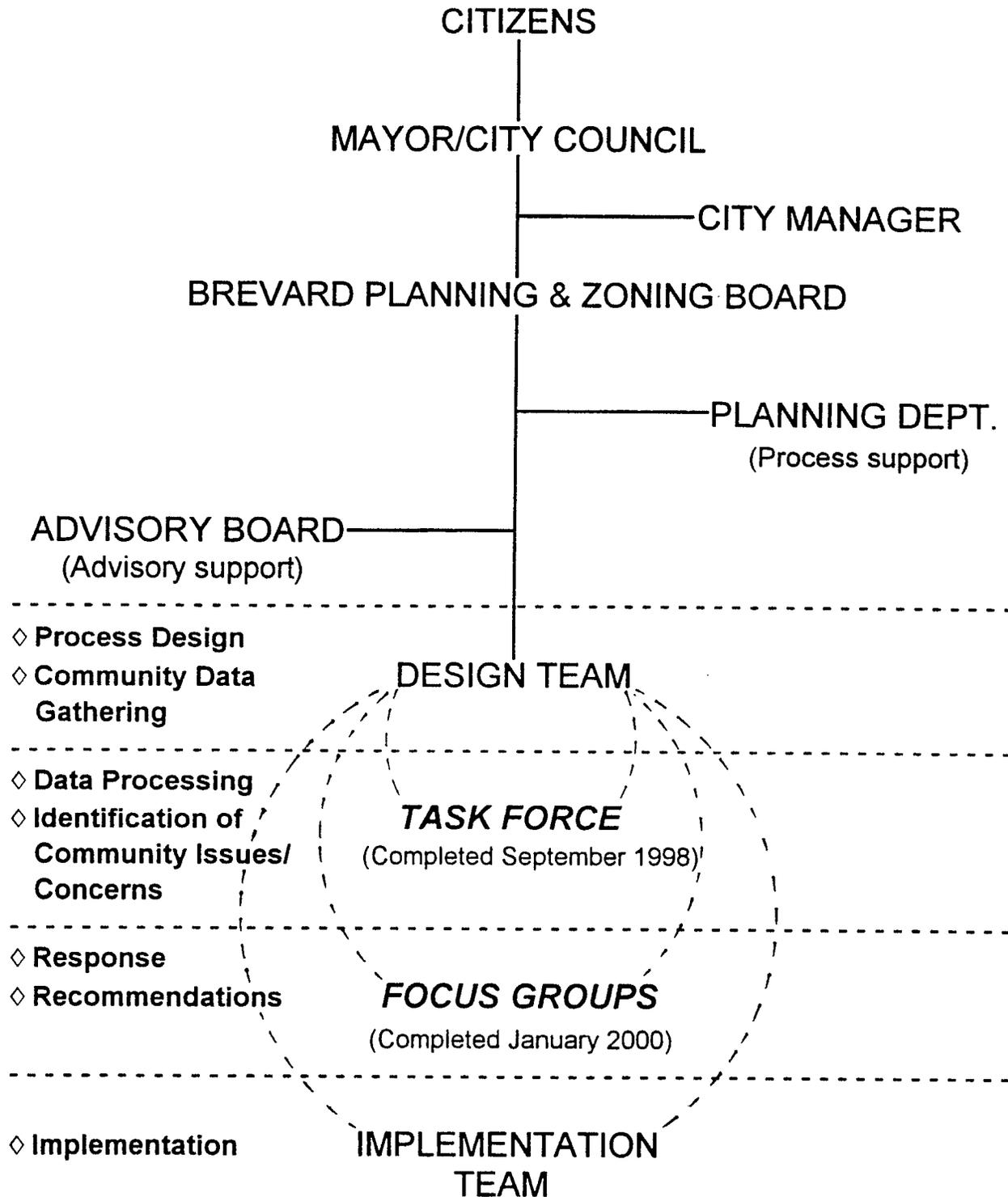
Focus 2020 has promoted community stewardship and interpersonal interaction, engendered creative problem solving, and recognized and built upon the strengths that are already present within the community. During the implementation stage, Focus 2020 will encourage community accountability and involve people, organizations and institutions to work collaboratively in partnerships. Together we will meet the challenges of growth and development and achieve a sound future for Brevard – a healthy and vibrant community for ourselves, our children, and our children’s children.



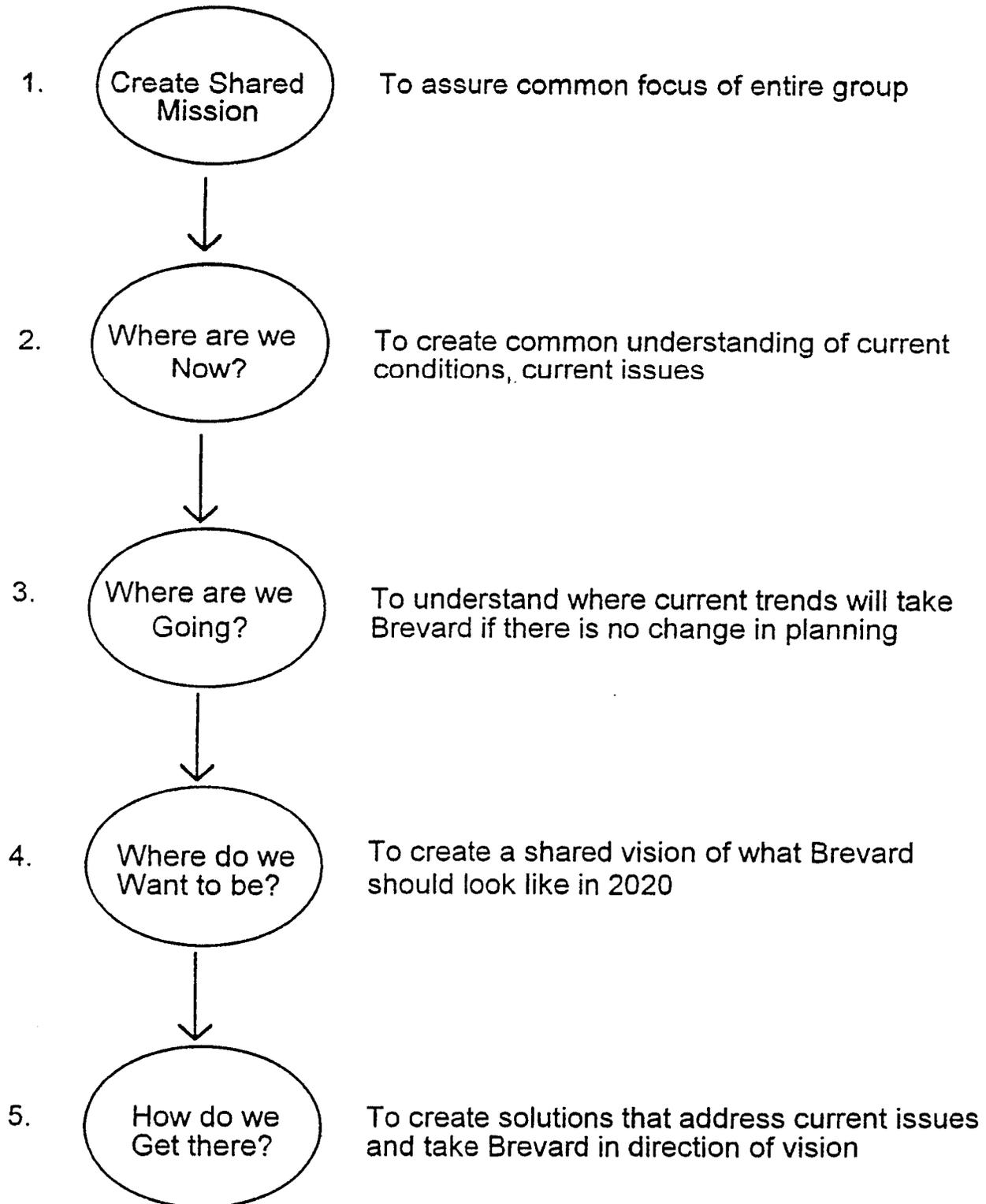


\* "Smart Talk For Growing Communities" – dialogue sessions, attended by all Focus Group participants, to gain a better understanding of how growth is affecting Brevard.





*The process followed by Focus Groups to gain an understanding of the issues and to develop an action plan*



## ORGANIZATION & PROCESS DEFINITIONS

**Advisory Board** - A representative group of community leaders whose role was to provide “checks and balances” to the process, to serve as Focus 2020 community ambassadors, and to encourage community participation.

**Appreciative Inquiry** - A process which views the community not as a problem to be solved, but a “miracle” to be appreciated. Interviews were conducted with approximately 100 community members to look for what works in this community, to identify the “best of Brevard;” the results of which served as the basis for the Vision Statements.

**Design Team** - The committee that served as the “navigator,” charting the Focus 2020 process. The responsibilities included:

- designing, coordinating, and overseeing the planning process,
- planning and implementing training sessions,
- facilitating community, Advisory Board, Focus Chair/Facilitator meetings,
- coordinating public relations efforts,
- compiling and collating official reports.

**Dialogue Groups** - A three-part session on “Smart Talk for Growing Communities” that provided Focus Group members a time to get the “big picture” view of how growth is affecting Brevard. It created opportunities for hearing different perspectives and discussing them, for establishing “common ground” on the values and positive qualities about Brevard, and for setting the stage for moving into Focus Groups to develop action plans for specific topics. All three Dialogue Group sessions were conducted before Focus Groups began meeting.



**Focus 2020 Task Force** - The committee charged with collating, categorizing, and interpreting the information gathered during the initial stage of the Focus 2020 process. They identified common themes, developed specific “Focus Headings,” and grouped all of the information under the appropriate categories. A subcommittee was then given the responsibility

## ORGANIZATION & PROCESS DEFINITIONS

**Focus 2020 Task Force** - (continued) of developing a background statement, researching the current situation, and posing the citizens' issues and concerns for each "heading." The Task Force reviewed and edited each paper and produced the Focus 2020 Task Force Report that was published in September 1998.

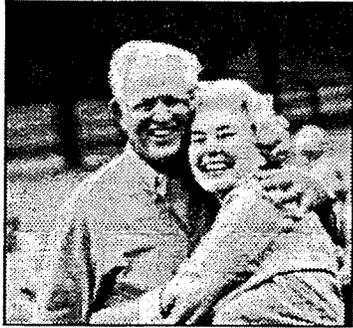
**Focus Groups** - The committees, representative of the community, that addressed the issues of interest and/or concern listed under each specific Focus Heading developed by the Task Force. They worked to verify the problems, analyze the causes, develop a strategy for the future, and create an action plan.

**Implementation Team** - The committee that serves as the "steward" of the implementation process. The responsibilities include:

- evaluating recommendations and establishing priorities,
- providing on-going support for people/organizations/ departments responsible for implementation,
- measuring implementation progress,
- providing updates and maintaining community interest,
- reviewing, revising, and amending recommendations as needed.



**Vision Statements** - "Pictures" of a future Brevard which reflect the commonly held values of the community and describe where the community wants to be based on the positive experiences and qualities of the past and the present.

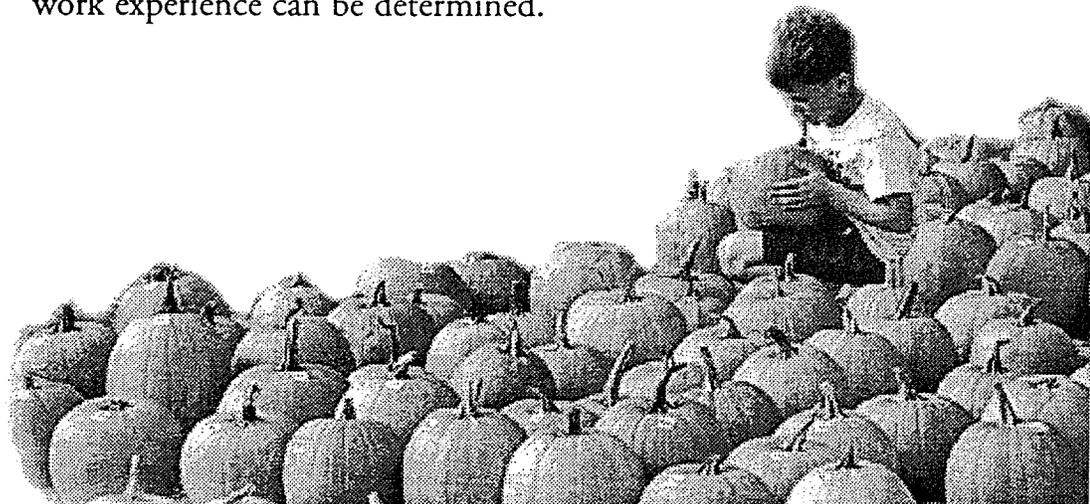


Community life includes a variety of “environments” such as our natural, built, cultural, and spiritual environments. Quality in our natural environment means that we sustain the quality of biological diversity and the ecosystems that support both people and the diversity of animal and plant life. Quality in our built environment means sustaining the quality of roads, cars, buildings, and homes using resources and energy that produce low pollution. Quality in our cultural environment means abundant resources and energy with low pollution to support people, social interactions, and our institutions. Quality in our spiritual environment means that the natural areas surrounding us inspire the human spirit to beauty, awe, wonder, and creativity.

Quality of life involves simultaneous consideration of economics, environment, culture, history, institutions, human spirituality, and living space. We speak of maintaining a certain quality of life. Some talk of sustaining quality of life. Brevard’s Focus 2020 is about quality of life. But how do we measure quality?

First we must recognize that *quality* is in the mind of the beholder! It is a relative word. While two people may understand quality in the same way, a third person may not.

Quality is a collective and a relational term. Collective in that it includes many specific items and relational because people see quality through association. Quality of work, for example, includes much more than the amount of money paid for the service. It is only through working a job that the quality of the work experience can be determined.



Quality then is relative, collective, and relational. It is also place and culture specific. Maintaining environmental quality in New York City or Atlanta is far different than sustaining environmental quality in Brevard, North Carolina. The quality of life in urban centers and rural areas differs because of culture, economics, buildings, environment, and cultural expectations, among others.

Quality is, therefore, what you deem it to be unless specific, measurable, quantities of quality are identified. A professional chemist would declare the quality of ultra-filtered water to be high because everything except H<sub>2</sub>O is excluded. The same chemist might consider pure stream water to be of lower quality because it contains a variety of naturally occurring chemicals, silt, and micro- and macro-organisms. But an ecologist would rank the naturally occurring, pure stream water as high quality since it nurtures biological diversity and the stream ecosystem. This makes the point that quality is relative to your reference point and clearly can be difficult to define even when specific measurements of quality are specified.



Focus 2020 faces the task of defining quality of life for Brevard in terms of Economic Development; Environmental Quality; Gateways, Corridors and Downtown; Cultural, Educational and Recreational Enrichment; Transportation; Housing and Neighborhoods; and Public Safety and Health. To do this requires that we establish measurement baselines within each of the seven categories and evaluate quality according to measurements taken over time. Required also is the determination of how enhanced quality in the local economy may affect quality in the other six categories.

*Larry Ragsdale*

## COMMUNITY STANDARDS LEADING THE FOCUS 2020 PROCESS

**Plan for a well-designed, connected community with a traditional, friendly, mountain character**

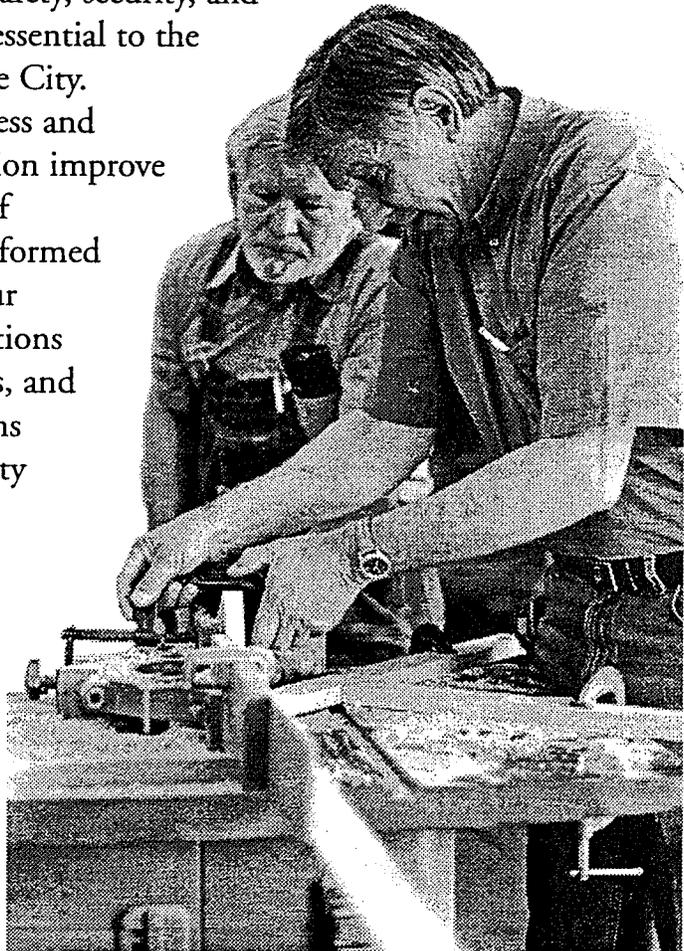
Our physical, cultural, and historical pathways give the City form and enrich the lives of our residents. People, goods, energy, and information travel our community “connections.” These pathways may be man-made such as roads, trails, sidewalks, sewers, telephone lines or natural, such as rivers, streams, and valleys. They may also link ideas or may involve communication and collaboration such as the connection between the City government and the individual citizens. A healthy city protects, improves, and highlights these critical connections that bring people, neighborhoods, and the City together.

**Ensure a safe, healthy, and caring community**

Personal comfort, safety, security, and peace of mind are essential to the quality of life of the City. Emphasizing wellness and promoting prevention improve health. The sense of community that is formed and nurtured by our residents, our traditions and heritage, values, and love of place sustains Brevard’s community character.

**Reaffirm and continue to revitalize the City center**

Key to Brevard’s vitality is the City center with



its historic buildings, lively mix of commercial and professional businesses, government agencies, and residences; its emphasis on culture and education; and its continuation as an inviting, attractive and safe place to live, work, do business and interact with other members of the community.

**Develop a strong and environmentally sensitive economy supported by a prepared work force**

Economic development will enhance employment possibilities for all our citizens. New job opportunities with increased incomes for City residents, a balanced and diversified economy, and citizens who are prepared for the careers of the future will strengthen Brevard's economic base. A sound economic development strategy promotes and maintains high environmental quality, creates and stimulates partnerships with educational institutions, businesses, community organizations, and service agencies, and enhances Brevard's unique assets while promoting existing businesses and attracting new businesses.

**Provide for quality neighborhoods and affordable places to live**

Brevard improves its vitality with neighborhoods that create a sense of community and with quality housing opportunities for all income levels that are convenient and accessible. New housing construction optimizes the use of remaining buildable land with higher density development and reuse of existing buildings, respects land characteristics, and minimizes the impact on the natural/built environment.

**Create a better present and future for our children and young adults**

A caring and concerned community that supports children; positive environments that encourage them to flourish; educational, cultural, and recreational opportunities that enrich their lives; and the services that will enable them to be healthy will prepare our youth for the future. A community that endears itself to today's young people encourages them to become happy and involved citizens tomorrow. Affordable housing, satisfying employment, and opportunities for social

and cultural interaction will afford our young adults quality of life.

**Enrich lives through cultural, educational, and recreational experiences**

Learning is fundamental to self-enrichment and growth and to better jobs. Access to high quality education throughout our lives allows for life-long learning. A strong arts and culture environment enriches the lives of our citizens, adds to our quality of life, helps define our unique character, and is integral to community development – socially, educationally, and economically. A variety of safe and accessible recreational activities and spaces provide opportunities for physical development and social interaction.

**Practice environmental stewardship**

The natural environment is a valuable asset we should use sensibly and manage wisely for the benefit of present and future generations.

**Respect diversity and honor differences**

Appreciation of diversity; tolerance and respect for each individual, their interests, beliefs, and ideas brings richness to the City.

**Build and strengthen City government through partnerships with local citizens**

Creative, pro-active, and responsive governance connects and stimulates cooperation between government, citizens, and business and community organizations and promotes citizen input and involvement. A professional and ethical government fosters trust and respect from local residents.

**Commit to investing strategically**

The City must have a sustainable tax base, practice sound decision-making, and target financial opportunities where they will be most effective and will achieve Brevard's vision.

*The report from the Focus 2020 Task Force:*

## REPORT TO THE COMMUNITY

September 1998

This Focus 2020 Task Force Report reflects the opinions, the interests, and the concerns as indicated in the responses that were received from the citizens of Brevard and summarizes what the Task Force identified as the significant issues needing to be addressed as this community faces the future.



## ECONOMIC DEVELOPMENT



### OVERVIEW

The overriding feeling expressed by the Focus 2020 data was the need to restrain rapid change, although there is a consensus that change is inevitable and probably good for the community in the long run. Many respondents indicated a need to control and direct growth.

### BACKGROUND

Brevard has a friendly small town atmosphere that is a key quality that makes it special. This quality is especially prevalent in the business community. As a mountain county with roots reaching back to the early 1800's, Transylvania has developed and benefitted from a diversified economy largely based on manufacturing, tourism, and service. The natural beauty of the region has created a large number of youth camps that contribute to the economy both directly and indirectly through increased tourism.

Such a diverse economy is better able to handle changes than a community that revolves around only one industry.

Typically, manufacturing jobs pay substantially more than service jobs. This trend is evidenced in Transylvania County and Brevard with the average manufacturing weekly wage in 1996 equaling \$705 versus an average weekly salary of \$465 for all jobs and \$369 for service and miscellaneous jobs. Manufacturing jobs represent approximately 31% of all available employment while service-related jobs account for almost 50%. Approximately 25% of the County's workforce work either for the Ecusta Division of P.H. Glatfelter or Sterling Diagnostic Imaging (Agfa), the two largest manufacturers in the County. Brevard mirrors a national trend toward an increasing number of jobs in the service sector and a decreasing number of manufacturing jobs. Overall the number of manufacturing jobs has decreased 12% between 1990 and 1996 and over 23% since 1985.

## ECONOMIC DEVELOPMENT

Both the County's and City's economic health can be measured in the growth of gross retail sales. Between July 1985 and July 1997, the County's gross retail sales have risen 115%, from 110.8 million dollars to 217.2 million dollars. Much of this growth has occurred during the last five years following the extension of water and sewer to the Pisgah Forest area, the completion of Wal-Mart and K-Mart, and the revitalization of downtown.

There is some debate as to the rate at which Brevard is growing. Brevard's population was 5,388 in 1990. Based on current NC State Planning estimates, the City's population in 1997 was 6,067. A significant part of this growth is due to annexation. In fact, the rate of growth calculated without annexation would be nearly flat with the exception of new residents moving into the Deerlake community. Seasonal residents, Brevard College students (now a four-year college) and residents living within the City's planning jurisdiction are not included in these figures but have a definite impact on the economy. The County's population in 1990 was 25,520. Current census population estimates are that the County now has approximately 28,000 residents. During the "peak seasons" (summer/fall) it is estimated the County's population increases by at least one-third, as summer residents, tourists, and campers migrate to the area. This increase has a tremendous impact on the local economy and the services provided by both the County and the City.



Economic development is a huge topic that is very closely tied to all the other focus groups and issues. A change in any one area could affect economic development and vice versa. However, certain issues are of particular importance and will be addressed within this topic.

## ECONOMIC DEVELOPMENT

### FOCUS ISSUES

1. How do we maintain environmental quality while providing quality jobs?
2. How do we prepare for the increasing senior population and increased need for service sector jobs?
3. How do we support a service industry and still provide quality jobs that allow young people to remain in the area?
4. How do we provide the much-needed infrastructure to support economic development while maintaining control of the usage, particularly beyond the City limits?
5. How do we encourage private companies to provide the services necessary for a growing infrastructure?
6. How do we attract/create small businesses that are competitive in a changing global market, while retaining the existing businesses we already have?
7. How do we continue to create partnerships between local industries and educators to ensure the most relevant and effective training? (Directed to Cultural, Educational & Recreational Enrichment)
8. How do we promote equal employment opportunities for our citizens?
9. How do we ensure adequate, affordable housing for our citizens/workers? (Directed to Housing & Neighborhoods)



## ENVIRONMENTAL QUALITY

### OVERVIEW

Brevard's natural beauty is the most frequently cited positive quality according to the public surveys. Particular features associated with Brevard and the surrounding areas include the scenic mountain and valley views, fresh air, clean streams and surface waters, trees and vegetation, and agricultural lands. Citizens expressed interest in the quality of our drinking water, air pollution, loss of green areas, appearance of the countryside (trash), new development pressures, and adequate surface water drainage.

### BACKGROUND

Brevard is located in the upper French Broad River valley basin of the Appalachian Mountain Range in western North Carolina and is approximately 30 miles southwest of Asheville. Brevard is the County seat and is centrally located in Transylvania County. The City's growth and development have, and continue to be, influenced by a number of physical characteristics; however, like many other small communities in western North Carolina, many environmental concerns and issues affecting the City are outside of our control.

*For more specific information about the natural environmental features or characteristics of Brevard, please refer to the City of Brevard 1991 Land Use Plan.*

### CLIMATE

Brevard's climate is mild with four distinct seasons. On average, one day in three is fair, one is cloudy with significant precipitation, and one is partly cloudy with light showers. The proportion of rainy days is higher in the late spring and early summer months and lower during the fall and winter. Typically Brevard averages approximately 66 inches of rain a year. Interestingly, portions of Transylvania County can receive between 80-100 inches a year.

## ENVIRONMENTAL QUALITY

### GEOLOGY

Brevard is underlain by gneiss and schist. Henderson Gneiss is of medium-gray to dark-gray color and weathers to a light-gray or a yellowish to reddish-brown color. The broad floodplain of the French Broad River in the Brevard area has developed on this rock formation.

### TOPOGRAPHY

Brevard is surrounded by steep mountains on all sides. This unique topography has a dramatic impact on water drainage, air currents, and future development.

### WATER RESOURCES

The French Broad River and following tributaries, Davidson River, Lambo, Lambs, King's, Nicholson, and Tucker Creeks, are the primary streams within Brevard's jurisdiction. Water quality is considered to be high to excellent and generally capable of supporting trout. Much of the City and the surrounding land area are affected by the 100-year floodplain as defined by the Federal Emergency Management Agency (FEMA). Areas within the floodplain, not the floodway, can be developed in accordance with federal and local regulations.

### LAND RESOURCES

Developable land is limited by the steep slopes of the surrounding mountains and the existing floodplains.

### AIR PATTERNS AND QUALITY

Typically, air currents are from the southwest except for periods immediately following a cold front when the wind direction is from the west and northwest. Most air-borne pollutants are transported to our region from the Tennessee-Ohio valley area and from the Gulf States where there is heavy industrial development. Very little isis

## ENVIRONMENTAL QUALITY

generated by local industry. Tail pipe emissions from automobiles are probably the greatest single source of air pollution in Brevard and the surrounding countryside. As a result, visibility during the summer months is reduced considerably due to haze. On occasion, the air currents will stagnate.

Many of these environmental issues are being studied at Brevard College and at other educational institutions. Furthermore, although Brevard has little control over many of these environmental issues, there are a number of State and Federal regulations in place to minimize future environmental degradation.

### FOCUS ISSUES

1. How do we maintain and preserve Brevard's air quality?
2. How do we maintain and preserve the quality of water entering, added in Brevard, and exiting from Brevard?
3. How do we reduce the impacts of flooding and improve drainage?
4. How do we maintain and preserve the quiet and peaceful noise levels in Brevard?
5. How do we promote wise use of the available land resources and existing buildings to meet future needs?
6. What measures do we take to gain influence in policy making and to maintain and preserve the scenic mountain views, forests, and open lands?
7. How do we encourage and promote landscaping and other aesthetic improvements?
8. How do we maintain our current waste water treatment facility and ensure that it meets future capacity needs and regulations?
9. How do we improve and extend the effectiveness of recycling and eliminate "junk" and litter?
10. How do we maintain well-kept roadways and properties in Brevard?



## GATEWAYS, CORRIDORS & DOWNTOWN

### OVERVIEW

Roadway entrances into a City define a community's image and quality. Downtown reflects the community's unique heritage and its economic health and is symbolic of its quality of life. Brevard's citizens support creating a sense of entry and identity, preserving the traditional rural character and small town atmosphere, maintaining and enhancing Brevard's physical appearance, strengthening and ensuring the economic health and vitality of the downtown area, and diversifying the economy to meet the needs of both residents and visitors.

### BACKGROUND

#### Gateway

An entrance. Brevard's "gateways" are defined by the City limit signs on N280, (.2 miles before the intersection of US 276, US 64 and 280); on US 64, (.2 miles before the intersection of Broad Street and the Rosman Highway); and on US 276, (.3 miles before the entrance to Brevard Elementary School).

#### Downtown

The area described as "downtown" is bordered by the "Welcome to Downtown Brevard" signs at the intersections of Caldwell and Broad Streets; Park View Drive, Elm Bend Road and US 276; and Broad and Varsity Streets (South Broad Park).

#### Corridor

The linear frontage of a highway between a gateway and downtown.

#### Heart of Brevard

A non-profit organization formed to oversee the economic restructuring, design, marketing and organization of Brevard's downtown revitalization program. As a Municipal Service Tax District, the North/South boundaries are from Probart Street to Morgan Street and East/West boundaries are from Rice Street to Oaklawn Avenue.

## GATEWAYS, CORRIDORS & DOWNTOWN



In 1989 downtown Brevard was showing early signs of deterioration. There were 13 empty buildings in the Main Street area. Structural improvements and renovations were not occurring on a regular basis. At the intersection of Highways 64 and 276 in Pisgah Forest, retail and commercial development was limited. The Heart of Brevard came into existence in 1990 with a mission to help develop and maintain a diverse, economically vital, socially active and visually attractive central business district. Due to this organization's efforts and a very strong state and national economy, the result is a healthy and vibrant downtown center.

With the extension of water and sewer to the Forest Gate Shopping Center and the widening of NC 280, our most heavily travelled entryway has "blossomed," experiencing tremendous growth that extends along the main corridor (US 64/ Asheville Highway) to the center of the City. The establishment of the Pisgah Forest Gateway Business

Association has given more structure and organization to this new commercial district.

## GATEWAYS, CORRIDORS & DOWNTOWN

### FOCUS ISSUES

1. How do we preserve and maintain the community's historical character?
2. How do we support our community's original character and enhance the landscape?
3. How can Brevard define its gateways, be physically appealing to both residents and visitors, and clearly direct them to their destinations?
4. How do we provide public facilities that are appropriate for the surrounding area(s) and will best meet the needs of residents and visitors?
5. How do we move vehicular traffic efficiently and effectively while facilitating and protecting the pedestrian and supporting businesses?
6. How do we maximize the use of current parking spaces and plan for future parking needs?
7. How do we upgrade the public utilities in the downtown area to meet not only the current needs but also to support the needs of the future?
8. How do we preserve the "mix" and keep public buildings in the downtown area?
9. How do we maintain and enhance the mixed usage of spaces in Brevard's commercial areas?



## CULTURAL, EDUCATIONAL & RECREATIONAL ENRICHMENT

### OVERVIEW

Brevard is located in a region rich with history and culture. Many people are drawn to the area because of the beautiful landscape, cultural opportunities, and inspirational surroundings. The majority of Focus 2020 survey respondents believe that Brevard residents and visitors enjoy an exceptional quality of life that is sustained by the sense of community existing within its small town atmosphere, its natural setting, cultural offerings and quality education system. As positive as this is, they feel strongly that we need to enhance and/or protect the available enrichment opportunities and chances for social interaction.



### BACKGROUND

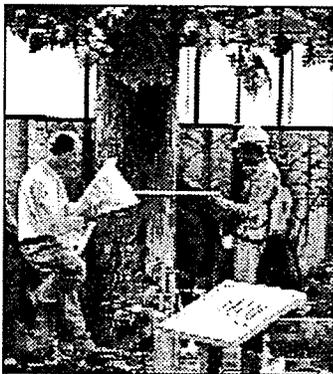
Brevard supports a number of wonderful cultural and recreational opportunities. Attractions such as the Brevard Music Center and the Paul Porter Center for Performing Arts at Brevard College, provide our community with quality music performances. The Cradle of Forestry and the Pisgah Center for Wildlife Education present outdoor educational programs and places to learn and explore.

For those interested in local history, Brevard offers places to visit such as the Jim Bob Tinsley Museum and Research Center, Silvermont and the Allison-Deaver House. There is an active Joint Historic Preservation Commission devoted to promoting the history of the County and the City. In addition, a growing number of art shops and galleries feature local arts and crafts. A number of festivals offer opportunities for the community to gather and to have fun. Twilight Tour, the Fourth of July Celebration, Halloweenfest, the Festival of the Arts, JazzBrevard and other events add a richness to our small town.

The Transylvania County Parks and Recreation Department sponsors a variety of programs and activities including sports leagues, classes, teen dances and other cultural/recreational offerings.

## CULTURAL, EDUCATIONAL & RECREATIONAL ENRICHMENT

The Transylvania County Arts Council houses a rotating gallery, produces arts and cultural programs for the community and is presently developing a Community Arts Center. More than 40 arts and cultural organizations are sustained by the local population. Responses included in the 1996 Report to Residents, edited by the Community Cultural Consortium Project, show that 1,172 local residents were involved in planning, managing, operating and overseeing art and cultural activities. Of those who support the arts, almost two thirds are volunteers. For the size of the town, the number of cultural opportunities created and supported by the community is exceptional.



Blue Ridge Community College, which offers continuing education classes as well as Work First initiatives, has relocated and enlarged its Transylvania campus within the City limits. Brevard College, which represents a continuing educational service to our community since 1895, is expanding its four year program and provides many opportunities for cultural, educational and recreational involvement for its students as well as local residents.

The Transylvania County public school system serves approximately 4,000 children per year. Pre-school education has become more prominent in the field of education and Brevard has followed this trend. The Transylvania County Partnership for Children, funded by the Smart Start program, is helping to support early childhood education programs throughout the County.

The Pisgah National Forest and other area locations abound with opportunities for camping, hiking, canoeing, biking, etc. Over twenty summer camps in Transylvania County provide these and other enrichment activities for thousands of children each summer.

## CULTURAL, EDUCATIONAL & RECREATIONAL ENRICHMENT

### FOCUS ISSUES

1. How do we provide programs that appeal to a wide range of personalities and ages and that are accessible to the general public?
2. How do we provide more cultural activities for our growing population of older youth/young adults?
3. How do we provide this form of entertainment (movie theatre) for our local citizens?
4. How do we continue to provide safe places and opportunities for social interaction?
5. How and where do we provide adequate facilities for the future needs of the Transylvania County Library?
6. How do we ensure a quality learning experience for each student in Transylvania County?
7. How do we continue to create partnerships between local industries and educators to ensure the most relevant and effective training?
8. How do we provide and make available early childhood development services to meet the needs of our children?
9. How do we plan for the preservation of our existing natural resources/green spaces, the acquisition of additional spaces, and the maintenance/upgrading of our recreational complexes as well as facilitate increased usage of these spaces for recreational purposes?
10. How do we provide a variety of activities/programs and the necessary space to meet the needs of a diverse population (race, age and gender)?
11. How do we provide adequate recreational opportunities for all youth?
12. How do we provide "gathering places" that will meet the needs of the youth?
13. How do we "break down barriers," resolve differences, and work to make all citizens feel a part of the bigger community?

## TRANSPORTATION

### OVERVIEW

The City of Brevard is located near the center of Transylvania County, in western North Carolina, some 30 miles southwest of Asheville. The County, with Brevard as the County seat, is enclosed by the Pisgah Mountain Ridges on the north and west, and the French Broad River to the east and southeast. Due to these natural constraints, Brevard has not developed a thorough radial system of routes like many cities. Highway access from the northwest and southeast is virtually non-existent. Brevard's street pattern is essentially designed to serve intra- or inter-City traffic bound for or near the central business district via US 64 and US 276. It is recognized that the proper movement of traffic within and through the City of Brevard is a highly desirable element of a comprehensive plan for the orderly growth and development of the City. Many residents have also expressed the need for safer and more accessible bike and pedestrian walkways in and around Brevard.

### BACKGROUND

Brevard is served by US 64, US 276, and NC 280, all of which cross Brevard from the northwest, along the French Broad River Valley. In addition to Asheville, two other major cities are easily accessible from Brevard. Hendersonville, NC is located 21 miles to the east, and Greenville, SC is located 47 miles to the south.

Through traffic in Brevard is not adequately served, and a "bottle-neck" is created because most of this traffic must pass through the downtown business district. North and South Broad (US 64) and Caldwell, the two through-streets in downtown Brevard are currently approaching or are beyond their designed capacity. These thoroughfares comprise the only direct routes from the east side of Brevard to the west side.

State Road 1546 (known as Chestnut Street, Neely Road, and Park View Drive) carries a larger amount of traffic than the road was designed to accommodate. Residents living along the Park View Drive section are particularly concerned with the large volume of traffic, noise, and safety hazards these vehicles pose to children.

## TRANSPORTATION

In 1989, the average daily traffic count for Neely Road, at the entrance to Chestnut Square Plaza, was 3,700 vehicles. The average number of vehicles per day in 1995 was over 4,400. This is almost a 20% increase in traffic volume.

Right-of-way acquisition is needed in order to widen Caldwell Street in an effort to begin the use of an existing street to improve traffic flow in the downtown area. The City of Brevard should take the lead in helping the affected property owners identify the benefits they'll receive from improvements to Caldwell Street.



## TRANSPORTATION

### FOCUS ISSUES

1. How can the City and the North Carolina Department of Transportation work together to promote alternatives to accommodate the growing traffic?
2. How can we reduce the number of traffic accidents in Brevard?
3. How do we provide a circulation system that is safe and flexible and meets the needs of automobiles, walkers, bikers, skaters, etc.?
4. How can we reduce speeding and create a safer environment in our neighborhoods and on City streets?
5. How can we maximize the use of current parking spaces and plan for future parking needs? (Directed to Gateways, Corridors & Downtown)
6. How can the City and the NCDOT work together to synchronize traffic signals from Pisgah Forest to Brevard?
7. How and where should the City continue to develop safe and accessible bike and pedestrian pathways throughout the City?
8. How can the City satisfy the current needs of individuals and groups and provide for the future needs of those that would benefit from expanded public transportation services?
9. How can the City work with the County and other organizations to provide public transportation services to the elderly and others that need transportation?
10. How can we provide adequate transportation to satisfy the needs of youth and young adults?



## HOUSING & NEIGHBORHOODS

### OVERVIEW

Brevard has experienced significant economic growth for the last 20 years. Due to the proximity of the Pisgah National Forest and the flood plain of the French Broad River, land for new development is limited. As a result, property values continue to rise. The situation of limited land will necessitate the wise and careful use of land reserves, existing buildings, and infrastructure to meet housing needs and to establish and/or maintain neighborhood identities in the future.

### BACKGROUND

Due to the environmental and social qualities of the area, Brevard is rated as one of the best places for retirement in the nation. This has increased tourism and the construction of second and retirement homes. The property tax rate remains low relative to other areas. The City of Brevard has many established neighborhoods, some containing houses of historical quality. Unfortunately, many historical houses as well as others have been destroyed, are empty, and/or are in serious disrepair.

Brevard has a minimum housing code (sometimes called the Model Housing Code) that addresses the minimum standards to be maintained. It has not been used or enforced except in condemnation proceedings. The City does not have the staff or a specialized inspector to administer this code.

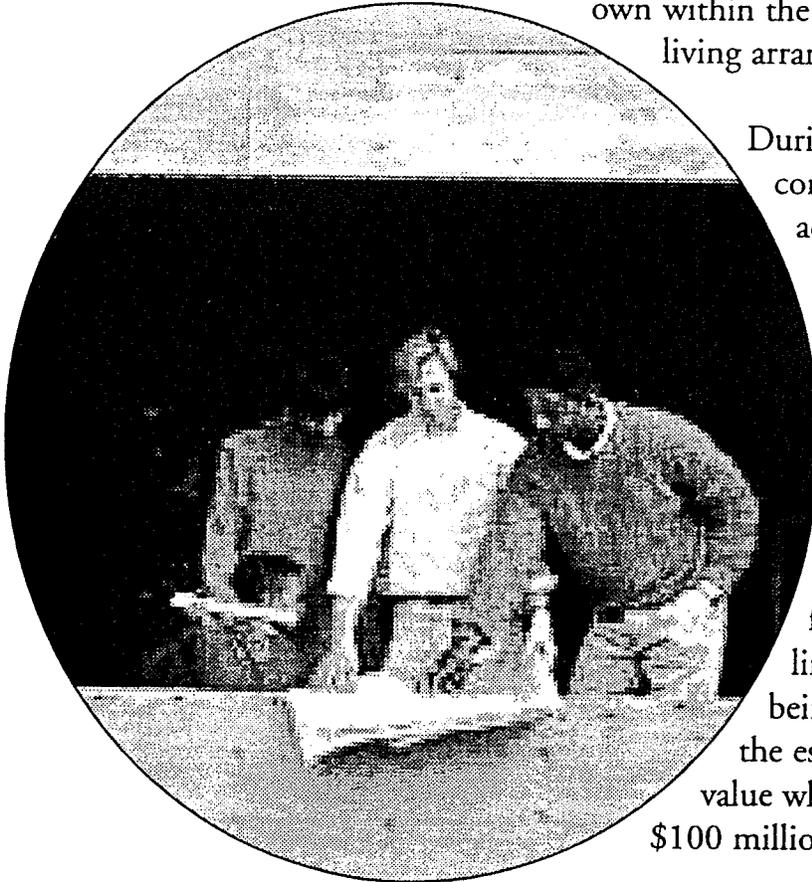
The City subscribes to the State Building Code and is currently contracting with the County to administer its building inspections program. Buildings or additions to buildings require building permits. All new construction must comply with the State Building Code and this includes the State Handicapped Accessibility Code that is based on Federal ADA regulations.

New building and development within the City's planning jurisdiction must involve several steps. The first is to obtain zoning and/or site plan approval from the City Planning Department. At that point a property owner or contractor may apply for a building permit from the County Building Inspections Department.

## HOUSING & NEIGHBORHOODS

Various public and private agencies such as: Asheville Regional Housing Consortium; Transylvania County Housing Development Corporation (TCHDC); Western Carolina Community Action (WCCA); and Habitat for Humanity provide funds and services toward developing affordable housing within the City of Brevard. The TCHDC purchased Rosenwald Hills (4 acres) for the construction of 4 affordable homes. WCCA recently completed the Excelsior Apartments (13 duplexes) off of Ecusta Road. However, these new resources are insufficient to meet the housing needs of low socio-economic groups.

Brevard College has expanded to a four-year program and is growing in student population, thus creating an increasing need for affordable off-campus housing for older students. (The College has begun building new living spaces to help meet this need.) Also, many young adults moving here cannot find affordable rental housing or homes to own within the City limits. Transitory living arrangements are needed.



During the past several years, continued residential building activity by Greenwood Development Corporation at Deerlake has been the primary area for new growth. Straus Park, on the Asheville Highway, is the most significant housing development planned for the immediate future within the City limits. Upscale housing is being/will be built there and the estimated construction value when fully completed is \$100 million.

## HOUSING & NEIGHBORHOODS

### FOCUS ISSUES

1. How do we organize and allocate funds to promote the rehabilitation of substandard housing?
2. How do we raise the quality of existing substandard housing?
3. How do we provide adequate and appropriate rental housing for the various socio-economic groups?
4. How do we provide safe, adequate, and affordable housing for single families within the City limits?
5. How do we provide safe, adequate, and monitored care facilities/housing for special populations?
6. How do we maintain, upgrade, and enhance the qualities of existing neighborhoods?
7. How can Brevard provide ways and means for public authorities to guide the form of future residential development?
8. As the gap in neighborhood property values increases, how do we prevent a growing economic division between neighborhoods?



## PUBLIC SAFETY & HEALTH

### OVERVIEW

Brevard has traditionally been rated as one of the most desirable places in the country to live. The safety of the community, including downtown, and the availability of a wide range of health care services are contributing factors to the high quality of life available in Brevard. Law enforcement and health care providers work together to keep the community safe and healthy.

### BACKGROUND

The importance of public safety is evidenced by 30% (\$1.68 mil of \$4.2 mil) of the City's 1997-98 budget being allocated to law enforcement and fire prevention/ protection. This helps to maintain a safe community. There are a number of health care services provided locally, including but not limited to approximately 40 practicing physicians representing 12 specialties, a variety of alternative care providers, a broad spectrum of human service agencies, 3 nursing homes (Brian Center, Ivy Hill, and the Transitional Care Unit at Transylvania Community Hospital), emergency medical/rescue services, a home health agency, and an acute care hospital (Transylvania Community Hospital). An assisted living facility is being built on Gallimore Road.



## PUBLIC SAFETY & HEALTH

### FOCUS ISSUES

1. How do we continue to maintain and improve the critical services that make our community safe?
2. How can we combat substance abuse and its impact on individuals and the community?
3. How can we reduce the number of traffic accidents in Brevard? (Directed to Transportation)
4. How do we provide a circulation system that is safe and flexible and meets the needs of automobiles, walkers, bikers, skaters, etc.? (Directed to Transportation)
5. How do we reduce speeding and create a safer environment in our neighborhoods and on City streets? (Directed to Transportation)
6. How do we promote wellness and health and ensure that there are adequate and affordable health care services to meet the needs of the public and those requiring special care?
7. How can we reduce the number of teenage pregnancies and repeat teenage pregnancies in Brevard?
8. How do we improve and extend the effectiveness of recycling and eliminate "junk" and litter? (Directed to Environmental Quality)
9. How do we maintain well-kept roadways and properties in Brevard? (Directed to Environmental Quality)
10. How do we maintain our current waste water treatment facility and ensure that it meets future capacity needs and regulations? (Directed to Environmental Quality)



## YOUTH & YOUNG ADULTS

### OVERVIEW

Input gathered during the Focus 2020 process indicates that the community-at-large is concerned about the opportunities that exist for youth and young adults who live in Brevard and for those who want to return to Brevard. Adequate recreational space, places for youth to socialize, substance abuse, health and early childhood development services, quality jobs, housing, and transportation are all issues that need to be addressed.

### BACKGROUND

Brevard has been characterized as a small town with the atmosphere and quality of life that creates a positive environment in which to raise a family. There is comfort in knowing that others share in the care and concern for your children. As local children mature, they traditionally leave to attend college, to find higher paying quality jobs, or for some other reason. As people age they tend to look more for the quality of life and the sense of security that a place like Brevard offers and may choose to move here, or back here, to raise their families.

An overwhelming majority of the citizens of Brevard, and particularly the older population, recognize the need for programs, activities, and recreational space for our youth, good quality jobs for our older teenagers and young adults, and the importance of keeping our young people in Brevard. The latest survey from the Department of Social Services shows a need for expanded child care and transportation. These same needs are recognized in the Work First proposal.

Population trends for Transylvania County from a variety of sources all show a decline in the percentages of youth and young people in the County.

### Public Education

The Transylvania School System's data shows a stable population of students over the last ten years. This data implies that, despite the trends, there is a population of young people who continue to give birth to (approximately 200 per year in Brevard) and raise their children in Brevard.

## YOUTH & YOUNG ADULTS

*Subjects relating to youth and young adults were a priority in the minds of a large cross section of the population surveyed. As a result, it was felt that its significance warranted a listing as a "Focus Heading," but that each issue presented under "Youth & Young Adults" should be studied by the Focus Group that was assigned that particular topic. This segment of the population would then be treated as an integral part of the community rather than as a separate entity.*

### FOCUS ISSUES

1. How do we provide and make available health care, child care, and early childhood development services to meet the needs of our children? (Directed to Cultural, Educational & Recreational Enrichment and Public Safety & Health)
2. How do we service our population while providing quality jobs that attract and allow young people to remain in the area? (Directed to Economic Development)
3. How do we provide/promote the construction of affordable living accommodations (apartments, condos, houses, rental units) so that young adults can live in Brevard? (Directed to Housing & Neighborhoods)
4. How do we provide adequate transportation to satisfy the needs of youth and young adults? (Directed to Transportation)
5. How do we provide adequate recreational opportunities for all youth? (Directed to Cultural, Educational & Recreational Enrichment)
6. How do we provide more cultural activities for our growing population of older youth and young adults? (Directed to Cultural, Educational & Recreational Enrichment)
7. How do we provide "gathering places" that will meet the needs of youth? (Directed to Cultural, Educational & Recreational Enrichment)
8. How do we combat substance abuse among youth and young adults in Brevard? (Directed to Public Safety & Health)
9. How can we reduce the number of teenage pregnancies and repeat teenage pregnancies in Brevard? (Directed to Public Safety & Health)



## THE RESPONSE FROM THE ECONOMIC DEVELOPMENT FOCUS GROUP:



### INTRODUCTION

Brevard's small town atmosphere is a key quality of the business community. Transylvania County has developed and benefitted from an economy based largely on manufacturing, tourism, and service. The recruitment of a variety of environmentally sensitive businesses and a better educated, more highly skilled workforce are essential to Brevard's future economic success.

### GOAL

Promote managed economic growth while preserving the natural environment and ambience that make Brevard a desirable place to live, work, and play.

### OBJECTIVE 1:

Reduce the sensitivity of our local economy to a severe downturn of any one employer.

Although the Brevard area has enjoyed low unemployment rates in recent years, there have remained some disquieting facts. The manufacturing job sector, which employs approximately 1 of every 3 Transylvania County workers, was the only sector showing a decrease in jobs from 1990 to 1997. That decrease was 11.0% for the aforementioned period, and approximately 32% from 1980 to 1997. This sector is first in average weekly wages and is dominated by two local employers.

**ECONOMIC  
DEVELOPMENT  
MEMBERS**

**Becky Alderman, Chair**

**Ray Booker**

**Mark Burrows**

**Marla Cilley**

**Dan Collier**

**Libby Freeman**

**Ruth Kline**

**Nilsa Lobdell**

**Rodney Locks**

**Jim Lovin**

**Christopher Lowe**

**Bill Ragland**

**Lori Shook**

**Chris Sneed**

**Elton Steins**

**John Steins**

**Janet Tabor**

**Debbie Vermeulen**

**Clentis Williams**

**Scott Wood**

It is clearly in our overall interest to reduce the sensitivity of our local economy to a severe downturn in any one employer. The chosen method is to encourage growth and diversification in existing and new businesses.

**OBJECTIVE 2:**

Manage the City's infrastructure growth and provide services to those places that enhance the City's ability to help existing businesses and attract new businesses.

The presence and quality of infrastructure play a key role in economic growth. We must ensure that the City's future growth benefits existing and new businesses, while also protecting our environmental assets. It is extremely important to revise the current Land Use Plan, zoning districts, and zoning requirements to reflect the City's economic and environmental goals.

The City and County should explore a joint philosophy in areas of common concern that will lead to developing a unified vision of the way we want our community to look and to be in years to come.

**OBJECTIVE 3:**

Maintain Brevard's current environmental quality while promoting economic development.

Preservation of the ambience and overall environmental quality that identify present-day Brevard and its surrounding areas are highest concerns in this planning process. We believe active management of Brevard's environmental quality is required.

Brevard has an unique community atmosphere, augmented by a beautiful mountain setting. This combination creates an ambience that must be nurtured and preserved.

#### OBJECTIVE 4:

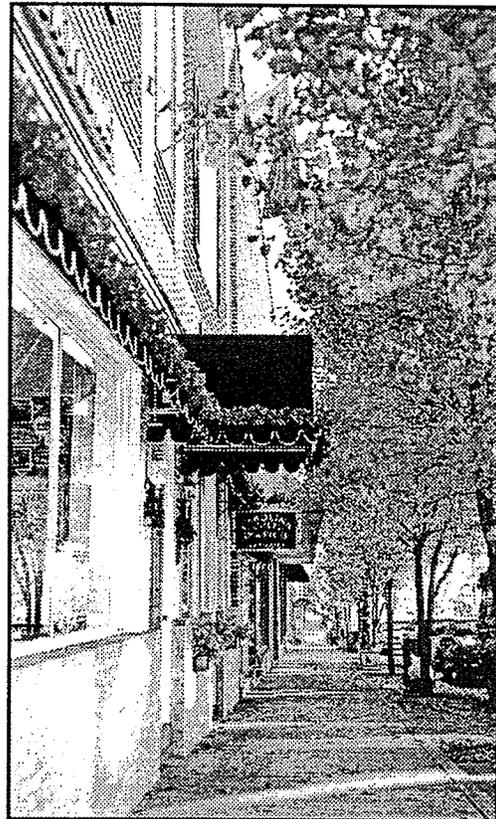
Foster greater coordination and cooperation for economic development among the City of Brevard, Transylvania County, and other “in-County” and “region-wide” organizations.

The City of Brevard commissioned the Focus 2020 planning initiative for the guidance of Brevard’s future development. However, Brevard is the “hub” of a connected “wheel” that is the Transylvania community. What benefits Brevard benefits the larger community. The cooperation of the surrounding community is important and desirable for the success of this process. The voice and concerns of the larger community should continue to be heard in the planning process.

#### OBJECTIVE 5:

Encourage greater economic reinvestment in Brevard’s downtown area through the revitalization/reuse of existing buildings and the construction of new private buildings and public facilities.

Residents and visitors alike have come to know that downtown Brevard offers a delightful combination of pleasant people, unique shops, dining and social establishments, cultural activities, and central government facilities. This combination has no shop-



ping-mall rivals. These desirable features, known as the ambience of Brevard, must be nurtured and even expanded, to keep downtown Brevard vital and economically healthy as we progress into the 21st century.

#### OBJECTIVE 6:

Help prepare our local workforce for more highly skilled and technical job opportunities.

The workplace in and around Brevard has seen a steady decrease in manufacturing jobs in the past 20 years. New employment opportunities have come to our area in diverse fields. Pollution concerns are demanding more environmentally friendly processes and employers. More and more, high technology is permeating our workplaces. The worker of yesterday is ill-prepared for the jobs of tomorrow, or even many of today's jobs. We must re-train workers and prepare our young people for the high-technology jobs of the new millennium. We must use existing educational facilities and other resources for this purpose.

Brevard has an untapped resource of knowledgeable and skilled retirees that could be marshaled as volunteers and mentors to help with this training process. We recommend this and suggest creating MOVERS (Mentoring Outreach for Volunteer Experienced Residents). This creates an "active retirement" option for retirees and will assist in the goal of creating a better educated, more highly trained and skilled workforce.



# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Economic Development

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>I. Promote managed economic growth while preserving the natural environment and ambience that make Brevard a desirable place to live, work, and play</p>	<p>Reduce the sensitivity of our local economy to a severe downturn of a major employer</p>	<ul style="list-style-type: none"> <li>● Enhance the City's ability to help existing businesses thrive</li> <li>● Target, with County, diverse and environmentally sensitive businesses to locate in Brevard</li> <li>● Work with Tourism Development Authority and others to promote off-season activities and to market Brevard/ Transylvania County</li> <li>● Work with Economic Development Department (EDD), Transylvania Partnership, Chamber of Commerce, Heart of Brevard, private investors and others to develop new park(s) for small (10-50 employees) manufacturers</li> </ul>		

- Initiated within designated time period is ongoing
- ❖ Initiated and completed within designated time period

- Initiated within designated time period is ongoing
- Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Economic Development

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Manage the City's infrastructure growth and provide services to those places that enhance the City's ability to help existing businesses and attract new businesses</p>	<ul style="list-style-type: none"> <li>Support the efforts of non-traditional businesses (Brevard Music Center, Brevard College, Blue Ridge Community College, Schenck Job Corps, TVS, camps) to explore new opportunities and help them to thrive</li> <li>Develop an overarching, comprehensive City philosophy and framework for managing growth</li> </ul>	<ul style="list-style-type: none"> <li>Revise the Land Use Plan and develop policies that can be consistently applied/enforced</li> <li>Encourage the expansion of the telecommunications infrastructure and attract new businesses through teledevelopment</li> <li>Develop a Business Resource Web Site for prospective and existing businesses</li> </ul>	

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Economic Development

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	Maintain Brevard's current environmental quality while promoting economic development	<ul style="list-style-type: none"> <li>● Upgrade public restroom facilities and renovate sidewalks and streets</li> <li>❖ Create an Appearance Commission to review land use from an economic development perspective</li> <li>● Address, with County, common environmental and economic development issues, particularly in and around the City's ETJ</li> <li>● Identify better ways to route traffic through Brevard and to deliver goods and services to local businesses</li> </ul>	<ul style="list-style-type: none"> <li>❖ Review, update, and implement the Brevard Thoroughfare Plan</li> <li>● Extend water and sewer services to accommodate future growth</li> <li>❖ Revise the Land Use Plan to balance development with the preservation of natural resources</li> <li>● Provide incentives to property owners/developers that exceed City (and State) environmental and landscaping requirements</li> <li>● Address, with County, land conservation issues to promote green spaces and recreational areas</li> </ul>	

- Initiated within designated time period is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Economic Development

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Foster greater coordination and cooperation for economic development between Brevard, Transylvania County, and other County and regional organizations</p>	<ul style="list-style-type: none"> <li>● Strengthen the partnership with Transylvania County, Transylvania Partnership, Chamber of Commerce, Heart of Brevard, Brevard College, Blue Ridge Community College, Rosman, TDA, and others to evaluate development issues and opportunities</li> <li>● Foster greater coordination and cooperation with regional groups (Advantage West, HandMade in America, Land-of-Sky, Mountain Area Workforce Development Board) to further economic development</li> <li>● Nurture City ambience by encouraging more shops, theatres, restaurants, entertainment, and cultural opportunities for diverse audiences</li> </ul>	<ul style="list-style-type: none"> <li>❖ Create a Business Resource Web Site to support greater entrepreneurial initiatives</li> </ul>	
	<p>Encourage greater economic development in downtown Brevard through the revitalization of existing buildings and the construction of new private buildings and facilities</p>		<ul style="list-style-type: none"> <li>❖ Work with County, to keep government facilities downtown</li> </ul>	

- Initiated within designated time period is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Economic Development

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	Help prepare our local workforce for highly skilled and technical job opportunities	<ul style="list-style-type: none"> <li>● Construct public restrooms and create green spaces at strategic locations downtown</li> <li>● Evaluate public parking on a regular basis</li> <li>❖ Develop an effective directional/informational public signage system</li> <li>● Partner with local businesses to communicate to the County school system the educational/ vocational skills needed in future employees and promote school-to-work transition programs</li> </ul>	<ul style="list-style-type: none"> <li>● Offer incentives to rehabilitate existing structures or build new facilities downtown</li> <li>● Promote in-filling of existing vacant or under utilized land within the City</li> </ul>	<ul style="list-style-type: none"> <li>❖ Establish a volunteer resource center, MOVERS, to link retirees with expertise to the business community</li> </ul>

- Initiated within designated time period is ongoing
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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Economic Development

Page 61

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>● Partner with local businesses to communicate to area colleges the educational/vocational skills needed in future employees and to provide opportunities for older workers to upgrade skills for technical jobs</li> <li>● Partner with the JobLink career center to upgrade skills, enhance opportunities for employment and job advancement, and provide a prepared workforce for existing and new businesses</li> </ul>		

- Initiated within designated time period is ongoing
- ❖ Initiated and completed within designated time period

## THE RESPONSE FROM THE ENVIRONMENTAL QUALITY FOCUS GROUP:



### INTRODUCTION

Environmental quality is a measure of how well our natural environment supports or enhances our expectations for our community's quality of life and sense of well-being. A quality environment is one that enhances, rather than degrades, the quality of community life.

Environmental quality could be measured by certain specific quantities whose baseline values meet the needs and expectations of the local population. For flooding, we must determine how many times a year it is acceptable for our roads and properties to flood. Counting the number of floods per year will tell us if environmental quality is being met for flooding. Excess flooding must be stopped through measures that will not degrade quality of life. Similarly for quality of air, we can decide that we want no more than 1 day of ozone concentration that impacts the health of the local population. We then measure ozone to determine if we exceed the limits. If we exceed the limit 5 times a year, then appropriate, environmentally non-degrading actions must be taken to reduce the local ozone concentrations. Such actions could include an active public transit system, participation in state and national politics associated with reducing ozone risk, and other similar actions. Improving environmental quality by reducing flooding and ozone concentrations must be evaluated non-degrading in terms of the environment and the other 6 categories of concern to Focus 2020.

Our report suggests the quality of environment we found to be desirable for each of our goals. These quality standards must be factored into a Quality of Life Index for Brevard that includes all 7 areas defined by Focus 2020.

**ENVIRONMENTAL  
QUALITY MEMBERS****Larry Ragsdale, Chair****Dusty Allison****Bill Baum****Hank Bosch****Eric Caldwell****Kevin Caldwell****David Cantrell****Cindy Carpenter****Carol Dillingham****Keri Duff****Ken Duke****Bob Gussman****Tim Hansen****Layton Long****Hope Pendergrass****Donna Waterman****Mike Whitmire****AIR QUALITY**

Air quality in the City and surrounding areas is currently good but efforts will be needed in the future to preserve that quality. It is both a local and a regional issue. Local sources such as motor vehicles and stationary sources such as the industrial facilities in the County affect our air quality. Air currents coming from the southwest, west, and northwest bring pollutants generated in the Tennessee and Ohio River Valleys to our area and also have an effect. We can influence local sources of air pollution but the regional sources are controlled by federal and state regulations. Also, air pollutants generated in Brevard travel downwind and can affect other communities.

Without any action on the part of the citizens of Brevard and Transylvania County, our air quality will deteriorate. Population growth, increased tourism, and commercial and industrial development will cause (1) more vehicular traffic, (2) increased use of fossil fuel generated electricity, and (3) the release of more air pollutants from stationary sources such as wood-burning stoves and outdoor burning of debris. This decline may be slowed as the enforcement of federal and state regulations improves, but the overall trend will be downward.

The first step in improving Brevard's air quality is to measure it. Sound ambient air quality data are our best planning guide and most persuasive argument in a quest for improvement. Monitoring stations in Asheville, Buncombe County, Mt. Mitchell, or Pisgah National Forest cannot adequately describe the air quality in our community. We need to establish a monitoring network in Brevard and Transylvania County. Armed with local data, we can develop an effective plan to maintain those parameters that are good and improve those that are bad. If we do not

develop such a network, we will be lumped together with larger communities with more and different air quality problems and be required to implement solutions that may not address our local issues and will certainly be expensive.

We also need to determine the emissions from motor vehicles and their impact on air quality. This can be done using traffic models coupled with emission models. Data on current Brevard traffic and the mix of vehicle types are needed to develop baseline emissions. Traffic projections can also be modeled to predict what changes in emissions and air quality are likely to result in the future.

Local air monitoring will identify how the actions of Brevard and Transylvania County residents and businesses affect air quality. The County is not heavily industrialized and has only two facilities with significant air emissions. These facilities are regulated and operate under EPA-approved air permits. Reductions in air emissions from these facilities could result in some improvement in County air quality. Sterling/Agfa has shown a significant reduction in air emissions since the early 1990s.

This leaves the reduction of emissions from local mobile and stationary sources as a major means of improving air quality. A combination of regulations, zoning, and education can prove effective in successfully addressing these sources.

Affecting regional and national air quality is much more difficult. Many of the air pollutants of concern in Brevard originate from fossil fuel burning power plants and other large industries in states in the Tennessee, Ohio, and even Mississippi River Valleys.



Controlling the use of fossil fuel-generated electricity in all the areas contributing to our air shed, including Brevard and the County, and reducing emissions from large manufacturing facilities can significantly reduce emissions in the region. To do this, Brevard will have to develop a voice and presence in regional and multi-state forums where our views and needs can be represented. We should form coalitions with other groups sharing our objectives and be aggressive in pursuing those objectives in the various forums.

### WATER QUALITY

The Environmental Quality Focus Group agrees that Brevard has substantial surface waters including lakes, seasonal streams, and permanent streams of the French Broad River and its tributaries. Water quality, generally, is high although Brevard is in a geographic region receiving some of the highest acidic deposition in the United States. Transylvania County in addition to receiving, using, and discharging its surface waters is, as well, the headwaters for Buncombe County with its growing suburban and Asheville population, some 400,000 people. In addition to our own needs, we have a moral responsibility to maintain and improve water quality for those who share it with us. To this end, we must consider the existent threats to our water supply and implement correctional goals.

1. Our streams are now subject to excessive rates of siltation and sedimentation. This results from increased runoff reaching our streams from impermeable surfaces such as roads, roofs, and parking lots.
2. Our streams are subject to unacceptable levels of heavy metal contamination as a by-product of industry.
3. Our streams are subject to unacceptable levels of nutrient contamination from faulty septic systems upstream, discharge of raw sewage from our sewage treatment plant during periods of excessive rain due to an inadequate sewer system, and runoff from agricultural lands during heavy rain and floods due to poor agricultural practices.

4. Our streams are subject to unacceptable point discharge of toxic materials and physical waste by citizens who have come to regard their rivers as readily available avenues for the removal of refuse, with little or no regard for those who live downstream, or those who rely on these waters for their sustenance.

## FLOODING AND DRAINAGE

This issue reflects the community understanding that Brevard already suffers noticeable impacts from flooding. Flooding impacts are affected by the recent history of rainfall, its intensity, the amount, and the duration. One important question is whether flooding has in fact increased. The collective memory from lifelong residents suggests that the frequency is increasing and the amount of rainfall required to cause flooding is decreasing. These observations are reasonable since the major cause of increased flooding is construction of hard, impervious surfaces (roads, houses, businesses) within a watershed. Records over the last 20 years show that population and development continually increased in Brevard and Transylvania County. Increasing impervious surface area causes greater and faster runoff and increases downstream flooding and sedimentation.



### Assessment

Before attempting to control flooding through specific actions it is necessary to assess the flooding problem and an Assessment Study by Watersheds should be conducted in Transylvania County. It should address economic costs, flooding history to the present, water quality, the amount of impermeable surface area, and the development of a unified system to record flood information. The economic cost of flooding will include damage to structures, loss of business productivity, cost of police and emergency personnel, and loss of

personal income and of buildable land. The history of flooding in Brevard and Transylvania County should include at least a 20 year retrospective using anecdotal information and public records and the present state should include the recent FEMA re-mapping of floodplains and floodways. The major water quality issue is sediment which results from excess runoff, development, agricultural activities, and stream bank erosion. Since flooding increases sediment load in streams, control can significantly improve local water quality. Since impermeable surface area is the primary cause of flooding, the area should be measured and summarized by watershed. That can be accomplished using aerial photographs shot during the winter months.

Flood control is expensive, potentially invasive of private property, and not restricted to political boundaries. Project sharing between the City and the County would pave the way for shared flood control decision-making.

A unified system (City/County) of collecting flood data should be developed. Information in the database should include the event date and the magnitude of the flooding event. This will require defining "flood event" and a quantitative measure of flood magnitude. The location and amount of new impermeable surface area should be recorded. Such information will provide the basis for sound governmental decision-making.

#### Flood Control Alternatives

A variety of flood control measures can be invoked. Some of these are appropriate at the scale of individual residences. Roof runoff can be controlled so the water is slowly released to the soil. Small wetland detention ponds are suitable for some homes. Large scale solutions to flooding include dams and retention ponds with larger dams possibly providing public recreation. Such dams come at a high cost requiring not only construction and maintenance, but the purchase of private land, conversion from existing land use, and other costs if recreation is included.

Strong public support of large dams in Transylvania County is highly questionable. Surface retention ponds can be effective and avoid some of the problems inherent with dams. They allow silt to settle out of the water and can be developed as wetlands which is a value for species diversity and conservation. However, retention ponds do require use of private land and remove that land from agriculture and other uses. Also, there is a potential need to enlarge the pond as development continues.

Underground retention of flood water is a more expensive alternative to surface retention ponds. These pools collect water and release it at a slower rate. Construction is required but little maintenance is necessary since outflow is controlled by gravity and pipe diameter and inflow is directed by surface drainage. If properly engineered, the surface land disturbed during construction can be returned to other uses. It is likely that cost-effective flood control will involve a variety of measures beginning with built structures and extending through retention strategies and possibly dams.

### Benefits

Whatever the outcome of the economic assessment, controlling flooding will benefit both Brevard and Transylvania County in several important ways. Economic losses will be reduced, water quality will be increased, buildable land can be increased, and real estate within the County will remain attractive because flooding will not be a potential problem for the landowner. A major benefit of shared data collection and decision-making is equitable distribution of the cost of flood control. For example, high-elevation residential development in the County may increase downstream flooding, causing other County or City residents to incur costs. Finding equitable solutions will require County-City cooperation.

### NOISE

Brevard enjoys a quiet environment although noise levels have increased with population growth and business development.

Growth in areas outside of Brevard and Transylvania County also contribute to increased noise levels with increased traffic on highways and increased air traffic overhead.

The existing City ordinance controlling noise was deemed adequate to maintain and preserve the quiet and peaceful noise levels in Brevard. In that sense it remains the responsibility of the mayor, the members of City Council, the police, and the citizens to continue vigorous enforcement of the current Noise Ordinance of the City of Brevard.

## DEVELOPMENT AND REDEVELOPMENT

The supply of buildable land in our community is severely limited, yet the demand for development is increasing. Buildings and parking lots sit idle and unoccupied while new ones are being constructed throughout the City and surrounding areas. The use of our lands must be planned with care and deliberation to meet the needs of the growing population and the services they will require.

### Background

Brevard and most of Transylvania County sit in a bowl surrounded by mountains to the north and west. Rain and snowmelt off these mountains run into numerous streams and eventually into the French Broad River. Often these waterways overflow and create floodplains to the east. These physical characteristics limit the land available for residential and commercial development.

Approximately one-third of Brevard's land surface is either covered by floodway and floodplain or has a slope exceeding 30%. Lands in the floodway and floodplain are unsuited for permanent structures such as stores or houses. They can, however, serve as open space and possibly public parks.

More than one-half of Transylvania County land is County-owned or private timberland while 38% is owned by the National Forest Service. Farmland accounts for another 5% with the remaining 5% in other categories. Recent trends also show that farmland was reduced by 30% between 1982 and 1992, a loss of 5,342 acres.

What remains is land primarily along the major traffic arteries - US 64, US 276, and NC 280 - and elevated land such as downtown Brevard and many of the surrounding slopes.

The population of Transylvania County grew by an average rate of 1.3% per year between 1990 to 1998. At an estimated current population of 28,200 this translates into approximately 367 more people each year. Some of this increase will happen within the City of Brevard, some within the surrounding area in Brevard's Extra Territorial Jurisdiction. As long as this growth continues there will be a corresponding increase in the demand for housing, water, sewer, shopping, jobs, and school space. Increasing automobile traffic will add to the burden of streets and roads and it will degrade the quality of the air we breathe. Careful planning will be required to meet these future needs in a way that will not degrade the quality of living that is valued in our community.

The City of Brevard has expanded in area from 2,252 acres in 1991 to 3,346 acres in 1999, mostly through two major annexations in 1993 and 1998. Brevard and its Extra Territorial Jurisdiction today cover 8,835 acres (13.8 square miles). Roughly one-fifth to one-quarter of this land is currently undeveloped but much is in the floodplain. The number of houses in Brevard Township increased by almost 39 percent between 1970 and 1990 (from 3,268 to 4,535). The total number of building permits issued in Brevard in 1995 was more than three times the number issued in 1990. As the more level areas are developed, the demand for building on steeper slopes and even on ridge tops will accelerate.

#### Environmentally Sensitive Urban Development

Any application for developing commercial property is approved if it meets all applicable zoning requirements and building codes. Whether there is an existing idle property that could serve the same purpose is not considered.

The Focus Group recommendations encourage reuse of property that has already been developed. Those wishing to build a new facility may

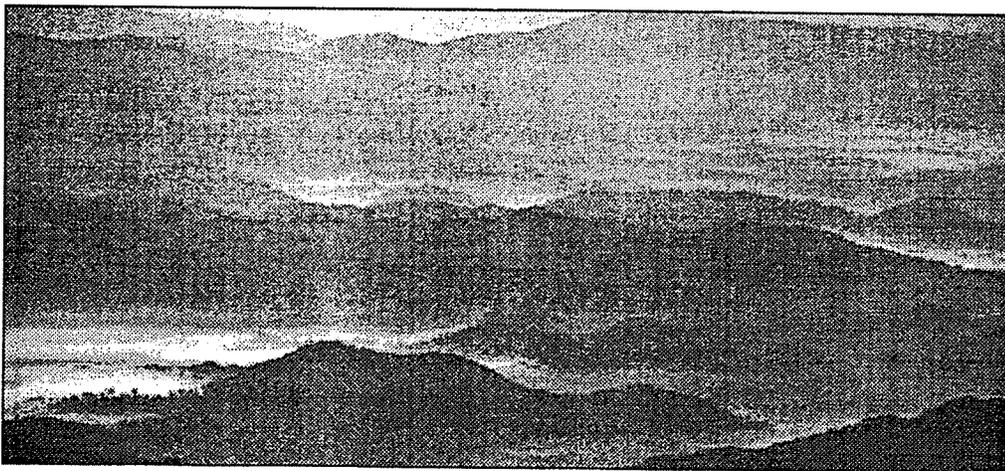
reconsider their options - a business or commercial enterprise that wishes to relocate within Brevard would need to find either a tenant or a buyer for the property they wish to vacate before being permitted to build a new facility. The value of existing commercial property may rise as a consequence. A possible barrier to the success of such an approach could be the reluctance of a lending institution to provide funds for redevelopment of a commercial site due to fears of environmental liability.

Another area of concern is the reuse of currently idle space in downtown buildings, especially upper stories. Many of these buildings are several decades old. As such, they often do not meet today's occupancy codes but have historical, and sometimes, aesthetic value. Developable land is scarce and there continues to be a demand for more housing.

#### Environmentally Sensitive Development On Mountain Slopes and Ridges

Developable land is generally perceived to be limited by the steep slopes of the surrounding mountains. This "limit" is really a function of economics and is not absolute. For example, it was considered too difficult to provide municipal water and sewer services to land with a slope exceeding 30% as recently as 1994. Since then, service has been extended to the Deerlake community with slopes as steep as 62%.

In Transylvania County roads may not be built with a slope exceeding 20%. Steeper slopes can still be made accessible by the use of properly



designed switchbacks, as long as the slope of the road does not exceed the limit. Whether or not a given slope is developable; therefore, depends on how much the buyer is willing to spend and on the techniques used in developing the slope.

Building houses on steep slopes can lead to rapid erosion as a result of removing vegetation and exposing raw earth. This, in turn, will degrade downhill streams and lakes making them less habitable for living organisms. It will also exacerbate the flooding.

Consider that one inch of rainfall on one acre of paved land has a volume of 3,630 cubic feet. Using an average annual rainfall of 60 inches, in one year 1.63 million gallons of water needs to seek ground to soak into. One mile of a two-lane road (two 12 foot lanes) generates 4.74 million gallons of water each year that must find some place to go. These numbers quantify some environmental consequences of building and developing in our mountainous terrain — consequences that must be taken into account in decisions regarding how much development and where. They also illustrate that the traditional requirement for so-called catch basins may not be adequate.

Even so, any such development requires the building of roads and possibly long driveways that are steep in places, thus creating more water runoff during heavy and sustained rainfall. Severe erosion is one consequence whenever steep land is cut for construction of roads or houses. Erosion from slope development will increase flooding in lower areas, *further reducing the total amount of land available for development.*

In addition to environmental stress caused by building on steep slopes, there are visual impacts to consider. One of the most valuable assets, that is appreciated by both newcomer and long-time resident, is the view of forested mountainsides. Undeveloped vistas have aesthetic as well as economic value.

Citizens have expressed the wish to “*preserve Transylvania County’s distinctive rural character and mountain heritage*” and to “*conserve the County’s valuable land...resources for present and future generations.*”

Taking strong actions for the careful utilization of available developable land and for keeping our visible slopes and ridges free of buildings and roads, would serve the expressed wishes of the people who live here.

#### PRESERVING BREVARD'S OPEN SPACE & FOREST LAND COVER

This issue of concern to Brevard's citizens is closely related to development/redevelopment and water quality issues, as well as economics, recreation for all ages, and transportation. It goes beyond aesthetics to what many consider the reasons they live and visit here. It is also a City issue inseparable from the same issue for Transylvania County.

The City of Brevard has a feeling that is established even as one approaches from any major road in the County. The forested mountain view to the west enhances the attractive City center and gives the eye a pleasing place to rest. This feeling is valuable to the quality of life of residents and contributes to its popularity to tourists.

The Pisgah National Forest borders City land to the north and northwest and provides the longest range scenic backdrop from several vantage points.

The current City of Brevard Land Use Plan, adopted in 1991, states that agricultural and forest lands represent most of the open space uses, mainly located to the northwest, west, and southeast of the City. Most vacant land within the City consists of unsold subdivision lots and parcels. It also states that very steep slopes should be protected and remain in forest and expresses the value of green spaces to create breaks between commercial activities along the three major highways into the downtown area as adding to Brevard's charm.

Scenic mountain views bring many tourists to our City and offer economic benefits for all residents. They also contribute greatly to the quality of life in Brevard. Obstructions to these views are commercial billboards, commercial development, and residential development.

Preserving open space and forest cover is an issue that communities across western North Carolina are facing. Urban and suburban sprawl threaten the natural resources and scenic views that people enjoy here. Increased commercial development contributes to light pollution that disrupts nighttime views of mountain profiles and skies. Brevard's location between steep slopes and the French Broad River valley will physically protect some views and open spaces. But growth is inevitable, and without clear guidelines in a new City plan, Brevard's unique character will be quite different in the year 2020.

The key to protecting open space and forest cover in and around Brevard is to direct growth away from these areas. Possible "tools" in this process include:

1. **Zoning:** Zoning can protect private property owners, community values, and natural areas and can help control future growth and avoid sprawl.
2. **Clustering:** In cluster development developers can boost property values and achieve equal or even greater densities while protecting viewsheds, watersheds, forests, and wildlife habitats.
3. **Conservation Easements:** Owners can agree to protect property from development with a conservation easement for a period of time or in perpetuity. Landowners can gain tax relief and peace of mind by donating the rights to develop their property to a land trust.
4. **Public Land Acquisition:** The public can buy conservation easements and land with local, state, or federal funds. Thus, sensitive lands can be bought and kept in the public trust.
5. **Government Incentives:** Localities can offer private landowners tax benefits for preserving forest cover, or tax credits for converting land, abandoned industrial areas (brownfields) into productive land again.

6. **Rezoning:** Developers can offer for acceptance open space or other protection for natural areas in order to obtain advantageous rezoning.
7. **Land Swaps:** Land with higher development potential in non-sensitive areas can be traded for acreage in sensitive natural areas.
8. **Tax Impact Statements:** Statements can be drawn up by local government agencies to analyze the true costs to taxpayers of new development: schools, social services, roads, water, sewer, and other demands on municipal infrastructure. This procedure shows if the cost of providing these services surpass the tax revenues that the project will produce. This will show taxpayers if they will be footing the bill while an out-of-town developer makes off with his profit.
9. **Smart Growth Legislation:** Such legislation encourages new development in areas that can already provide infrastructure economically. It restricts growth in agricultural and natural areas, to protect them and to save the tax dollars that sprawl consumes.

We want to use the tools most appropriate for our community to protect the integrity of Brevard's character and whatever open space and forest cover we can preserve. We want to control growth without completely locking the gate into our community and without sacrificing the quality of our natural resources and the beauty of our surroundings. We want housing hope for those of modest incomes. We want a community young people can be proud of as well as those that move in as adults. In-town green spaces, walkways and bikeways to services and recreation are of value.

We want to be able to take pride in a community that can grow without sacrificing the quality of our natural resources and the beauty of our surroundings. Environmental realities would be put in first place in urban/suburban planning rather than the standard planning based on demographics and transportation systems.

A first step in preserving our open space, scenic mountain views, and forest cover is to identify and map where these are and what the ownership type is. Identifying brownfields and waste places will also be important. Understanding what we have in remaining open areas will be useful in prioritizing what areas should be protected and which ones can be altered and to what degree. This will also help us choose which tools are desirable and appropriate to use where.

Nurturing an informed citizenry will be a key to the open space objective - educating people on protection and development alternatives, building techniques, above ground and underground water pathways, and other aspects of our community's place in these beautiful mountains.

## SOLID WASTE, LITTER & JUNKY AND OVERGROWN PROPERTIES

### Solid Waste Management

#### General Background

**Solid waste** - material that is discarded because it has served its purpose or is no longer considered useful. It is generated by households, institutions, and industry and can be hazardous or non-hazardous.

**Refuse** - non-hazardous solid waste which consists of garbage (organic material), rubbish (dry and lighter weight), and trash (bulky) items.

**MSW** (Municipal solid waste) - primarily concerned with refuse. This report is limited to MSW.

Historically, waste has been disposed of by literally tossing it out the window or in a river or lake, dumping it in a pile, or burning it. This has resulted in environmental pollution and the spread of disease. This century, much progress has been made in properly disposing of waste, the most commonly used method being the sanitary landfill.

It is sited away from ground water, has a bottom lining to prevent leakage, and has cells in which refuse is covered daily to prevent infiltration by surface water. Methane, a byproduct of decomposition, is vented and leachate, water contaminated by decomposing materials, is controlled. Through incineration material is burned, greatly reducing its volume and weight, and thereby prolonging the life of landfills. Modern technology has been developed to address the problem of toxic byproducts and some incinerators convert the heat of combustion into electricity, recovering stored energy. More recently, recycling has become increasingly popular. It prolongs the life of the landfill and returns some waste back to productive use.

Nationally, in 1994, 61% of municipal solid waste was landfilled, 15% incinerated, and 24% recycled or composted. The North Carolina state-wide target for recycling and composting for the year 2000 is 40% of total waste, but that figure will probably not be met. Of the 209 million tons of MSW collected (4.3 pounds per person per day), 38.9% was paper products, 14.6% was yard trimmings, 9.5% was plastics, 7.6% was metals, 7.0% was wood, 6.7% was food, 6.3% was glass, and 9.4% was other materials. The total volume of MSW is expected to rise to 223 million tons by the year 2000.

### Local Background

Collection and Disposal: The City collects solid waste twice a week from residents for a monthly fee of \$6.50 plus \$4.50 for disposal. Solid waste is taken to the landfill. Most businesses are required to use a commercial waste hauler that may or may not use the landfill. Leaves, brush, and bulky goods are collected monthly in the autumn or on request. The City has a facility on Cashiers Valley Road for producing mulch and does not pick up construction debris.

The County has a large state-of-the-art sanitary landfill. The currently developed section of the waste disposal area is expected to last until 2003, and there is space for additional cells to last 50-60 more years. There is also an area for brush and leaves and a LCID landfill. The poor condition of the road has increased vehicle maintenance costs and the County is taking bids to pave the worst section.

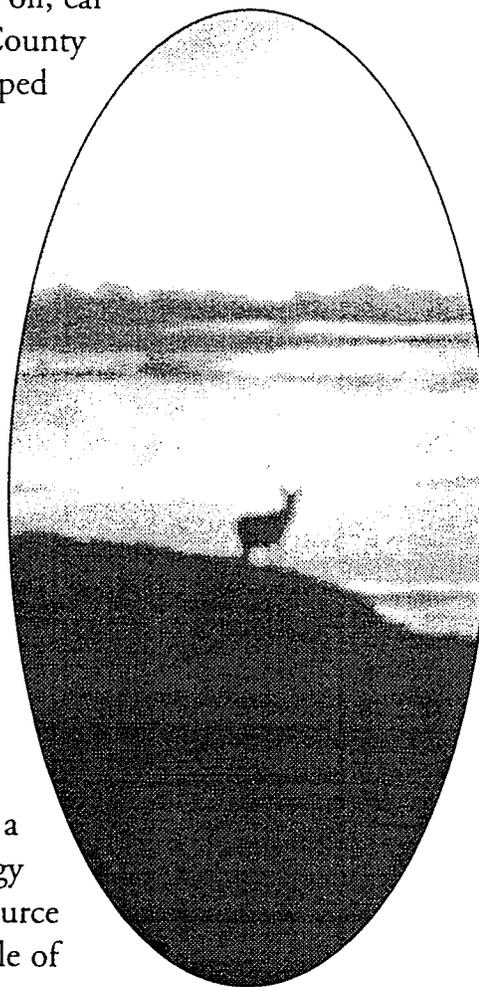
There is no facility in Transylvania County that is permitted to accept hazardous waste, but information on pesticide source reduction and on household hazardous waste is distributed in cooperation with the NC Cooperative Extension Service.

Recycling: The City collects glass, newspaper, mixed paper, aluminum and steel cans, and #1 and #2 plastic containers weekly and corrugated cardboard from businesses daily (residents need to call for that service). Currently, 30%-40% of City residents participate and this level of collection puts the City's current staff and vehicle resources close to their limits. The program now costs the City \$30,000 more than if it landfilled the material. Some of this loss is made up in sales of recyclables, but revenues vary greatly depending on market rates. Occasionally, the market for a particular material is so low that the City must use the landfill.

Additional materials, including motor oil, car batteries, and tires must be taken to County facilities to be recycled. Tires are shipped to a processing facility and other materials are marketed.

### Problems

The total amount of solid waste processed is substantial and therefore, costly. The goal has primarily been diversion, which does a good job of cleaning up the mess, but does little to prevent it in the first place. This only delays the eventual capacity problems of landfills. It will be increasingly difficult to find suitable sites and the cost of running proper facilities will only increase. The material landfilled also represents a substantial investment in limited energy and resources and now becomes a resource lost to productive use. Recycling, while of



utmost importance in returning resources to productive use and reducing the amount stored in landfills, can only accomplish so much in face of the overwhelming volume of solid waste generated. In short, the remaining problems with solid waste are we generate too much and we waste it. The challenge of waste management is to address these issues.

### New Directions

The policy to prevent the creation of waste and not to waste will reduce the amount of pollution generated by the creation, use, and disposal of materials, the depletion of material and energy resources, and the burden placed on waste management. The less waste generated, the less waste to be transported and landfilled. Our priorities should be to reduce the waste generated, reuse products as much as possible, and recycle products for new uses.

### Litter

Litter is solid waste out of place. Items may be deposited deliberately or accidentally. **The ultimate solution is to reduce the amount being deposited.** Programs aimed at increasing the amount of litter being picked up address the symptom but not the fundamental problem. Fines and punishment intended to change the behavior of potential litterers have limited effects, due to the relatively small number of people actually seen littering and ticketed for the offense. Traditional educational efforts and anti-litter slogans based on “goodness” and community pride undoubtedly have some impact, but it appears to be insufficient in stemming the perceived increase in roadside litter.

Our main objective is to reduce litter by increased pick-up or decreased disposal. A very useful starting point would be a roadside and streamside litter analysis to obtain a litter count.

In other states the best anti-litter programs are advertisement-based aimed at those most likely to litter. Because this is a very local planning process, that will not meet the chief objective of Brevard's Focus 2020 planning. The cost of such a program can be quite high when implementing in a small town like Brevard. Recognizing that,

the Environmental Quality Focus Group recommends an expansion of the City's current litter reduction and removal efforts and that concurrent efforts be made to work with Transylvania County and regionally to develop a larger, anti-litter effort. Promoting the development of a state-wide well-targeted advertising-based program could be administered through the North Carolina Department of Transportation Beautification Office.

### Background

Within Brevard there are currently a number of programs to reduce or prevent litter involving City and County staff, law enforcement and volunteers working with a variety of state and local programs. They include:

- provision and maintenance of street-side trash receptacles,
- community service workers to pickup roadside litter,
- special clean-up days, i.e. 1999 Litter Sweep, citizen-organized volunteer clean-up and litter reduction efforts such as the semi-annual River Keeper event,
- enforcement of State litter laws with current fine being \$100 (October 1, 1994 to April 28, 1999, 24 citations for littering have been issued by the Brevard Police Department),
- enforcement of State tarp regulation (NCDOT Beautification Office attributes more than 50% of litter along State-maintained roads to uncovered trucks).

State programs, coordinated by the NCDOT Beautification Office, are also active in the area.

- Adopt-A-Highway - The typical site covers about 2 miles and is cleaned at least 4 times a year. DOT provides safety training, vests and trash bags.
- Anti-litter Public Service Announcements (PSAs)

- “Keep NC Clean and Green” signs
- Litter bags - Bags are distributed by both the NCDOT Beautification Office and the NC Cooperative Extension Service.

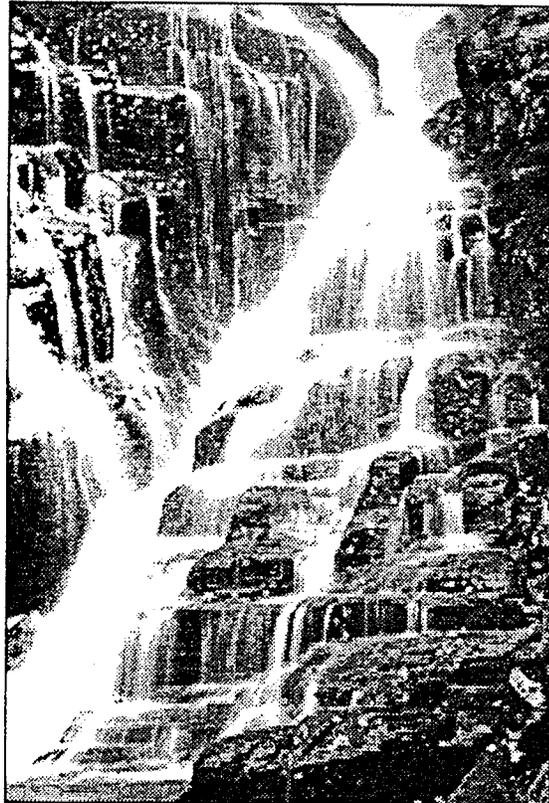
### Junky and Overgrown Properties

Existing City ordinances are sufficient to control the issues of junky and overgrown properties. The issue then is one of enforcement. Brevard should give serious consideration to more vigorous control efforts.

### COMMENTS

The City of Brevard has policies, programs, and ordinances in place that address the issues of solid waste management, litter control, and the control of unsightly properties. However, the City is not wholly responsible for these areas of concern. The citizenry must also play a role in solving these problems.

To promote that effort, the Environmental Quality Focus Group recommends an Advisory Council be established. The Advisory Council will provide information and recommendations for City and local actions in the areas of solid waste management, especially “reduce, reuse, and recycle,” litter control, and the control of unsightly properties. The City should consider making the council a joint effort with the County, since they are both in the same market area.



# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
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<p>I. Maintain and preserve local air quality</p>	<p>Improve air quality through local and regional actions</p>	<p><b>AIR QUALITY</b></p>		
		<ul style="list-style-type: none"> <li>❖/● Continued compliance; <u>establish</u> air quality monitoring network in County</li> <li>● Control emissions from local mobile sources based on local monitoring data—                             <ul style="list-style-type: none"> <li>a) Improve traffic flow using existing roads</li> <li>b) Engage in awareness education to promote less driving</li> </ul> </li> <li>● Control emissions from local stationary sources based on local monitoring data—                             <ul style="list-style-type: none"> <li>a) Control open burning</li> <li>b) Encourage voluntary improvements in air emissions from County's major industrial sources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Continued compliance; <u>operate</u> air quality monitoring network in County</li> <li>● Improve traffic flow using new and modified roads</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>c) Provide awareness education to promote less electricity use and maintenance of wood and fossil-fueled heaters and stoves</li> <li>● Control regional air quality ---</li> </ul>	<ul style="list-style-type: none"> <li>a) Participate in regional, state, and multi-state forums for regional air quality improvement</li> <li>b) Support stronger regulations where appropriate</li> <li>c) Support improved enforcement</li> <li>d) Encourage voluntary emission reductions by the power industry</li> <li>e) Support regional campaigns for reduced electricity consumption</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>II. Maintain and improve natural water resources in Brevard and Transylvania County</p>	<p>Establish baseline physical, chemical, biologic and bacteriologic character of water quality for future reference. <i>Coordinate these efforts</i></p> <p>Institute measures to reduce known sources of contamination of our water sources:</p>	<p>f) Identify new air quality issues based on local, regional, and national data and develop and implement</p> <p>g) Recruit "clean", "green", low pollution industries and businesses</p> <p><b>WATER QUALITY</b></p> <p>❖/● Continue baseline analyses for at least 5-7 years. Add bacteriologic and biologic surveys to the system. Coordinate the various efforts now existent. Use this reference material for all future County planning and development as it affects water quality.</p>	<p>● Suggest incorporating the Environmental Studies program at Brevard College in the organization of the biologic analysis.</p>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>a) End discharge of heavy metal ions by industry</p> <p>b) Reduce discharge of harmful nutrients into water sources</p> <p>-- Faulty septic systems on the upstream tributaries</p> <p>-- Discharge of raw sewage into the French Broad River from Brevard Sewage Treatment Plant during stress of heavy rains</p> <p>-- Agricultural runoff and poor farm practices</p>	<ul style="list-style-type: none"> <li>● Insist on enforcement of existing laws regarding discharges by State and Federal agencies using the above reference studies for rationale</li> <li>● Budget for enforcement of existing regulations. Stop septic system permits in flood plain</li> <li>❖ Develop and institute a corrective plan for the sewer system. Use of NC Clean Water Trust Fund for possible financing (City)</li> <li>● Continue efforts of Soil and Water Dept. through education and financial assistance to improve agricultural practices causing runoff</li> </ul>	<p><i>This should be accomplished at the latest by mid-term</i></p>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>-- Discharge of nutrients from fish farming</p> <p>c) Reduce point discharge of toxic materials and physical waste by small businesses and citizenry used to using the river for disposal</p> <p>Reduce siltation and sedimentation of our streams</p> <p>-- Better stream hydrodynamics</p> <p>-- Effective long-term flood control program</p> <p>-- Better control of soil erosion incident to development</p>	<ul style="list-style-type: none"> <li>● Regulate fish farm discharges (State controlling agencies)</li> <li>● Institute educational program in all public schools relative to the damage by this practice. Enforce local regulations on point discharges</li> <li>● Encourage a professional study of flood control with the cooperation of farmers, politicians and engineers to correct the problem still in existence</li> <li>● Consider more stringent regulation of development contributing to soil erosion with better enforcement, possible use of environmental damage fee for developers and/or fines</li> </ul>		

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
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### FLOODING AND DRAINAGE

<p>III. Understand the nature of flooding problems in Brevard</p>	<p>Assess the extent of flooding in Brevard and low-lying areas</p> <p>Define causes of flooding by watersheds within Transylvania County and Brevard</p>	<p>❖ Initiate watershed –based study of impervious surfaces</p> <p>❖ Complete report of flooding causes</p> <p>● Organize rainfall database to show amounts, intensity, dates and length of rainfall events</p> <p>● Define “flooding” by easily measured variables. Begin recording flood events at defined locations. Record magnitude, date, location, and duration of each flood event</p> <p>❖ Complete report</p>	<p>● Update and correct FEMA Maps adopted by Brevard and Transylvania County in 1998</p> <p>● Continue data collection and maintain database</p> <p>● Prepare bi-annual reports</p>	
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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>IV. Develop a watershed-based plan of flood reduction and flood control</p>	<p>Predict flooding changes for Brevard by expected population and industrial growth within major watersheds</p> <p>Identify alternative, watershed-specific actions that reduce or control flooding</p> <p>Estimate implementation costs of alternative actions</p> <p>Define watershed-specific action programs</p> <p>Prioritize need</p> <p>Identify revenue resources</p> <p>Implement systematically</p>	<ul style="list-style-type: none"> <li>❖ Develop growth scenarios and predicted flooding by watershed</li> <li>❖ Determine suitable flood control measures by watershed</li> <li>❖ Calculate local costs to implement flood control measures</li> <li>❖ Write a specific action plan to control flooding</li> <li>❖ Prioritize flood control implementation by need</li> <li>● Determine appropriate revenue resources to fund program</li> <li>❖ Create a time-line for flood control implementation</li> </ul>	<ul style="list-style-type: none"> <li>● Review and update growth scenarios to current conditions as necessary</li> <li>● Reevaluate suitable flood control measures by watershed as necessary</li> <li>● Recalculate costs as necessary</li> <li>● Revise as necessary</li> <li>● Review and re-prioritize flood control implementation by need</li> <li>● Reevaluate and revise time-line for implementation</li> </ul>	
<p>V. Approval of flood control plan</p>				

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>VI. Implement flood control</p>	<p>Approve  Implement flood control</p>	<p>❖ Prepare proposal and present to appropriate City and County representatives</p>	<p>● Update proposal and present to appropriate City and County representatives</p>	<p>● Implement approved flood control program</p>
<b>NOISE</b>				
<p>VII. Maintain and preserve quiet and peaceful noise levels in Brevard</p>	<p>Be responsible for maintaining and preserving a quiet and peaceful environment in Brevard</p>	<p>● Continue vigorous enforcement of the current City noise ordinance (Mayor/City Council/Police)</p>		
<b>DEVELOPMENT AND REDEVELOPMENT</b>				
<p>VIII. Ensure efficient and appropriate use of available land</p>	<p>Encourage environmentally sensitive urban development  --Use available land efficiently  --Avoid additional flooding and additional soil erosion</p>	<p>❖ Identify areas where higher density and multi-use development should be encouraged</p> <p>❖ Develop ordinances that limit how much additional runoff to allow from any development</p>	<p>● Revise Brevard's zoning plan to specify areas of higher density</p>	<p>❖ Require all development to limit potential runoff according to new ordinances</p>

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

Page 90

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>IX. Control environmentally sensitive development on mountain slopes and ridges</p>	<p>Use existing developed property</p> <p>Avoid additional flooding and additional soil erosion</p> <p>Preserve aesthetically and economically valuable views and green spaces</p>	<ul style="list-style-type: none"> <li>❖ Develop guidelines for Planning Board to make recommendations for requests for commercial development within Brevard</li> <li>❖ Estimate financial aspects of limited tax incentives for restoring/reusing downtown properties</li> <li>● Review codes to help ease task of restoration for occupancy</li> <li>❖ Develop ordinances that limit how much additional runoff to allow from <u>any</u> development</li> <li>● Assist and encourage owners of steep lands to put these lands into conservation easements</li> </ul>	<ul style="list-style-type: none"> <li>● Review requests for commercial development within Brevard (Planning Board and public comment)</li> <li>● Offer limited tax incentives to encourage restoring/reusing downtown properties</li> <li>● Require all development to limit potential runoff according to new ordinances</li> <li>● Seek County's cooperation in developing an implementing common objectives</li> </ul>	<ul style="list-style-type: none"> <li>● Initiated within designated time period and is ongoing</li> <li>❖ Initiated and completed within designated time period</li> </ul>

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>X. Protect open space and forest cover in and around Brevard</p>	<p>Direct growth away from areas to be protected</p>	<p><b>OPEN SPACE AND FOREST LAND COVER</b></p>		
		<ul style="list-style-type: none"> <li>❖ Identify and map existing open space, scenic mountain views, and forest cover and what the ownership type is</li> <li>❖ Identify brownfields* and "waste places"*</li> <li>❖ Overlay with information on soil type, hydrology, plants, and animals</li> <li>● Prioritize which areas should be protected and which ones can be altered and to what degree</li> <li>● Use appropriate "tools" to protect the integrity of Brevard's character and whatever open space and forest cover we can preserve <i>(See Zoning, Clustering, Conservation Easements, Government Incentives, etc.)</i></li> </ul>		
		<ul style="list-style-type: none"> <li>● Initiated within designated time period and is ongoing</li> <li>❖ Initiated and completed within designated time period</li> </ul>		

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Replace large commercial billboards with smaller signs</p> <p>Nurture an informed citizenry</p>	<ul style="list-style-type: none"> <li>● Allow only uniform, unobtrusive signs for local businesses</li> <li>● Help businesses advertise through web pages and routine mailing requests</li> <li>● Educate people on protection and development alternatives, building techniques, above ground and underground water pathways, and other aspects of our "place" in these beautiful mountains</li> </ul>		

\* "brownfield" – property that has been contaminated by prior owner(s) and has been designated as a brownfield, thus reducing liability for clean-up

\* "waste places" – vacant spaces where natural food chains can be intact and observed

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

Page 93

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>XI. Improve and extend effectiveness of solid waste management</p>	<p><b>SOLID WASTE, LITTER, &amp; JUNKY AND OVERGROWN PROPERTIES</b></p> <p>Reduce waste generated, reuse products as much as possible, and recycle products for new uses</p>	<p>● Develop a Waste Minimization Plan</p> <p>a) Determine amount, composition, and source of local solid waste</p> <p>b) Provide education materials to households, businesses, and institutions</p> <p>c) Encourage schools to use the "Waste in Place" and "Waste: A Hidden Resource" curriculums</p> <p>d) Participate in the Build America Beautiful program sponsored by Keep America Beautiful</p> <p>e) Participate in the EPA program "Close the Loop, Buy Recycled"</p> <p>f) Encourage the City to set an example by establishing a procurement policy of purchasing recycled or recyclable products</p>		

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>g) Consider changing the billing for City collections to a Pay-As-You-Throw or Bag it/Tag it system</li> <li>h) Support such reuse methods as garage sales and thrift stores</li> <li>i) Advertise the fact that leaves are mulched if left at the curb to discourage bagging</li> <li>j) Encourage the purchase of double-sided copy machines—start by implementing policy in City offices</li> <li>k) Establish a local awards program for waste reduction</li> </ul>		

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>XII. Reduce the amount of litter deposited by deliberate and accidental acts of littering</p>	<p>Reduce litter by increased pickup or decreased throwing down of litter</p>	<p>1) Re-examine the City's recyclables marketing strategy, looking at the issue of plastics sorting, delivery no matter what the rates, and whether the City should work with the County on more materials</p> <p>Establish a baseline of the amount and types of litter by conducting a roadside litter survey</p> <ul style="list-style-type: none"> <li>● Provide school with materials, resource people to foster the development of anti-litter programs in grades 8 through 12</li> <li>❖ Increase number of trash bins in town, especially in heavily littered areas</li> </ul>	<ul style="list-style-type: none"> <li>● Work with fast food &amp; convenience stores to promote anti-litter messages</li> <li>● Develop a program of volunteer block cleanups, like Adopt-a-Highways, within Brevard</li> </ul>	<ul style="list-style-type: none"> <li>● Develop a well-targeted anti-litter program with all participants. Share it with NC-DOT Beautification Office for a stronger statewide program.</li> </ul>

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>● Continue special clean-ups (i.e. "Litter Sweep") (City/County)</li> <li>● Support citizen-volunteer efforts like "River Keeper"</li> <li>● Work with College students to encourage cleanups &amp; programs like the mug reuse program</li> <li>● Participate in NCDOT Swat-a-Litterbug program to control littering</li> <li>● Enforce State Litter Laws locally</li> <li>● Enforce State Tarp Regulation (mainly at landfill)</li> <li>● Continue participation in the NCDOT Adopt-a-Highway collection program</li> </ul>		

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Environmental Quality

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>● Continue Anti-litter Public Service Announcements (PSA) put out by NCDOT</li> </ul>		

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**THE RESPONSE FROM THE GATEWAYS, CORRIDORS & DOWNTOWN FOCUS GROUP:**



**INTRODUCTION**

This report of the Gateways, Corridors & Downtown Focus Group presents observations we believe are true and recommendations we believe are constructive. To preserve what is important and enjoyable in our central city and along our travel corridors, we must understand what we have, respect what is necessary, study what is possible, and work for what together we desire.

Roadway entrances into a City define a community's image and quality. Downtown reflects the community's unique heritage and its economic health and is symbolic of its quality of life. The goals of the Gateways, Corridors & Downtown Focus Group are to preserve the traditional, rural, small-town character of Brevard, while at the same time accommodating growth, and to maintain and enhance a strong economic center in an attractive, safe and efficient downtown.

**CORRIDOR STUDY**

**GOALS**

- Maintain existing and future thoroughfares that are safe, efficient, and attractive
- Protect small town atmosphere

**GATEWAYS, CORRIDORS  
& DOWNTOWN  
MEMBERS**

**Al Platt, Chair**

**Camy Brown**

**Sara Champion**

**Mary Childers**

**Ann DerGara-Cabe**

**Lloyd Fisher**

**Tad Fogel**

**Karen Henegar**

**Lynn Goldsmith**

**Sue Lerner**

**Sandra Olsen**

**Dee Dee Perkins**

**Reid Plemmons**

**Helen Rout**

**Roger Shiley**

**Susan Threlkel**

**Madrid Zimmerman**

- Preserve traditional, rural character along corridors
- Accommodate future and office/institutional facilities required by the growth of the community
- Enable owners of corridor properties to realize benefits they have come to expect from the sale or other transfer of their property

This study is designed to present a sequence of tasks and takes a holistic approach to land use and transportation planning by addressing elements of both in each task. This will help ensure that future land use and transportation plans are developed in conjunction with each other to create a Comprehensive Plan for the City.

RECOMMENDATION I - Revise the current Subdivision Control Ordinance, including Article IX which contains Unified Development regulations. Other current land use ordinances, including the Zoning Ordinance, may also need revisions.

Include new language in the existing ordinances which will allow for additional flexibility and incorporation of the concepts presented in this report in the short term, while a new Land Use Plan is being developed. Incorporate a voluntary Community Appearance Commission into the design review process. Involving such a commission in future proposals at an early stage of development and allowing them to work with developers to create plans that incorporate these strategies will enable owners to enhance their properties and realize benefits. The Appearance Commission can then recommend appropriate changes to the Brevard Planning & Zoning Board.

RECOMMENDATION II - Review and Revise Land Use Plan

The purpose of this plan is to create a "vision" for

future land use in the Brevard area and should serve as a basis for decision making in regard to land use planning. In developing a new plan, the current one should first be assessed on how well it has met its goals and objectives. Any shortcomings should be reviewed and addressed and revisions should incorporate the development objectives set forth in the Focus 2020 program.

Typically, a land use plan will define smaller scale plans such as:

- A **Parks & Greenways Plan** which would serve as an overlay for future transportation, zoning, and land use maps with identified open spaces, parks, recreation facilities, and environmentally sensitive areas. It would also make recommendations regarding the desirable parcels to acquire for completion of this plan.
- A **Pedestrian & Bikeways Plan** which should address access issues for walkers and bicyclists in the Brevard area.
- A **Downtown Master Plan** which ensures that Brevard remains a vital and inviting part of the community. It would address and provide guidelines for all future development and devise a method for retrofitting existing design elements to meet requirements of a new master plan.
- A **Gateways Master Plan** which would specifically address “points of entry” into Brevard’s ETJ (one mile planning jurisdiction beyond the corporate limits of Brevard) and downtown areas.

### LAND USE STRATEGIES (The “Tool Box”)

*The following options could be used to implement provisions of a revised land use plan and the zoning and subdivision ordinances:*

- **Open Space/Cluster Zoning** - based on the need to preserve open space. The concept of clustering development to retain open space reduces sprawl.
- **Density Bonuses for Sensitive Design** - relates to the cluster zoning idea in that development is concentrated into smaller areas and open space is retained.

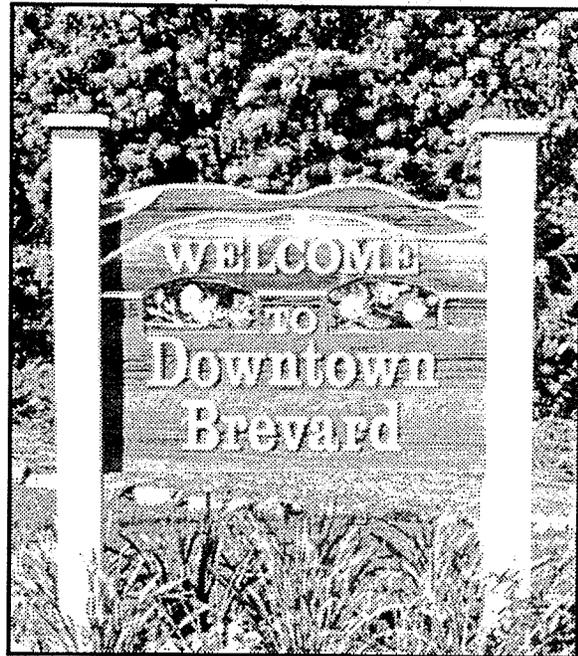
- **Performance Zoning** - is a way to control development through the implementation of performance standards for viewsheds, water quality, air quality, noise, open space, or other valued community features.
- **Physical Design Criteria** - addresses the physical design of the built environment by developing criteria such as:
  - maximum setbacks,
  - minimum requirements for the style and size of general signs,
  - maximum and minimum building heights,
  - uniform styles and heights of pedestrian and vehicular lighting,
  - pedestrian/bicycle amenities,
  - visual sequencing that creates a progression of “visual destinations” and adds character through the conscious placement of physical elements,
  - off street parking and loading regulations which will encourage or require parking to be placed to the side or rear of buildings, and
  - landscape regulations that incorporate a landscape element into all future comprehensive planning to help define the character and scale for the City.
- **Urban Growth Boundary** is designed to encourage development at higher densities within the boundary area while protecting rural or undeveloped land outside.
- **Land Trusts** allow an owner to donate a portion of his/her land to a land management or conservation organization that will place an easement on the property, prohibiting development.
- **Transfer of Development Rights** allows the development rights to be separated from the ownership of a piece of land and bought or sold. This would be an ideal way to preserve undeveloped lands around Brevard and direct development into the downtown area or other areas defined as suitable for development.

- **Community Facilities and Recreation** - A review of the Capital Improvements Plan should be conducted to assure that it addresses the Focus 2020 goals. For example, the program could be expanded to include the purchase of property or development rights to parcels that could prove to be an asset when the City wants to preserve open space, build new facilities, etc. Any current or proposed recreation facilities should be included in the development of a Parks and Greenways Plan.

### RECOMMENDATION III - Revise Transportation Plan

Currently the Thoroughfare Plan for the City of Brevard acts as its transportation plan. Its purpose is to analyze, evaluate, and make recommendations for ways to deal with current and future traffic issues in the Brevard area. The current plan provides the following list of objectives:

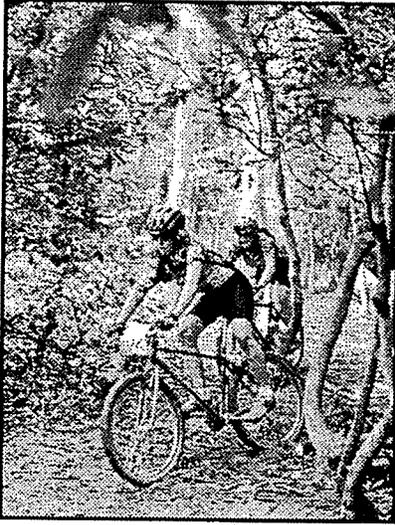
- to assure the development of the most appropriate street system that will meet existing and future travel desires within an urban area;
- to provide for the orderly development of an adequate major street system as land development occurs;
- to reduce travel and transportation costs;
- to reduce the cost to the public of major street improvements through the coordination of the street system with private action;
- to enable private interests to plan their actions, improvements, and development with full knowledge of public intent;
- to minimize disruption and displacement of people and businesses through long-range advance planning for major street improvements;



- to reduce environmental impacts, such as air pollution resulting from transportation; and
- to increase travel safety.

In addition to maintaining these objectives, the following recommendations are being made for the revision of the Transportation Plan:

- All information should be revised to reflect the Focus 2020 goals.
- Revision of the current Thoroughfare Plan should be done in conjunction with the development of a new Land Use Plan.
- An Access Management Plan should be developed to create a situation along roadways, especially main thoroughfares, that limits or manages access to adjacent land in order to maintain traffic flow. Development of access management regulations in conjunction with land use regulations can ensure that thoroughfares remain safe and attractive as an area reaches its full build-out potential. Special attention should be paid to access in and around school areas.
- The City should seek assistance from the NCDOT in creating a Maximum Traffic Plan in which the traffic would be broken into zones and analyzed to determine the maximum amount of traffic allowed by each zone under current conditions.
- Major and Minor Thoroughfares addressed in the current plan should be reviewed and revised according to the Focus 2020 goals.
- The current Thoroughfare Plan recommends changing Caldwell and Broad into a one-way pair configuration. A three-lane pair option should be included in a revised Transportation Plan allowing wider travel lanes while still providing three eastbound and three westbound lanes through the City.
- In addition to lane configuration changes on Broad and Caldwell Streets, the current grid pattern of streets in the downtown area should be expanded and improved. This will provide alternative routes to destinations thus reducing traffic on Caldwell and Broad.

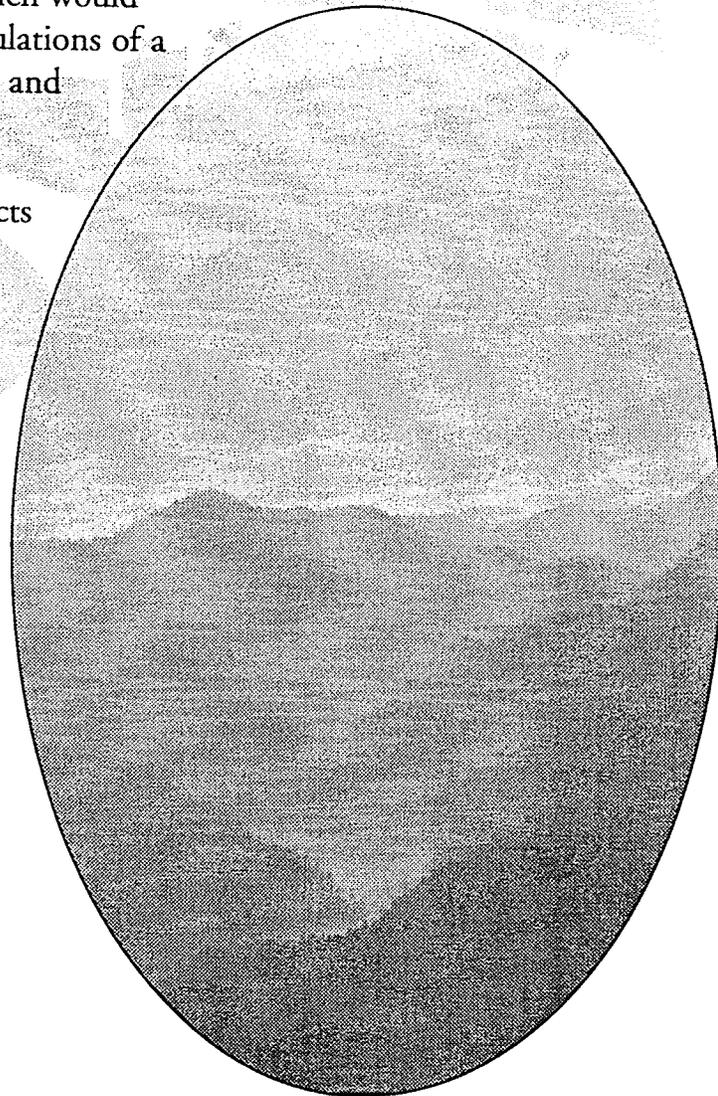


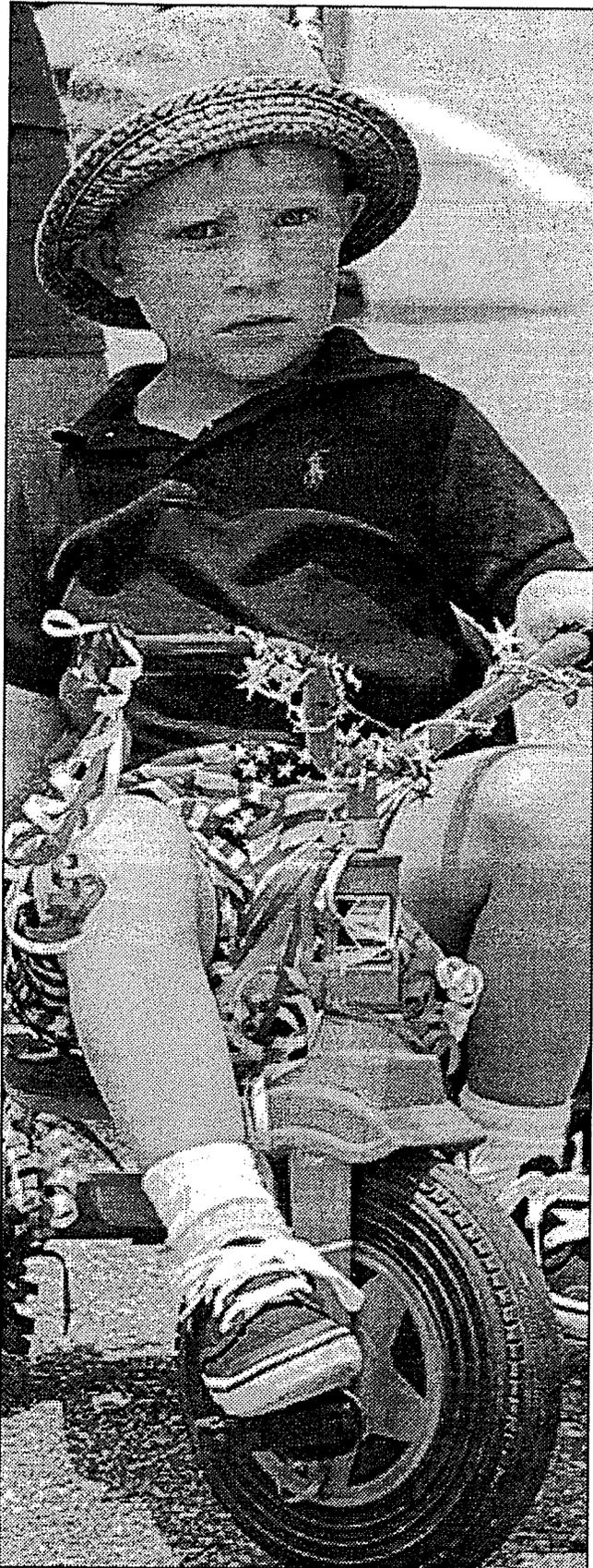
- It will be very important to address service delivery throughout the downtown and corridor areas during the revision of a transportation plan. Placement and design of these areas can have a major impact on traffic patterns and pedestrian access.
- In most urban environments street systems include radial streets and loop roads. Radial streets, such as Broad and Main, run from downtown to outlying areas, while loop roads provide access to services around town without requiring travel through the central area to get there. Currently, no streets are designated as loop roads perpetuating the traffic problem in the central business district. Efforts should be made to identify such roads and to develop plans for their improvement.
- It would be beneficial to the community if an alignment of least impact for the recommended bypass was determined and a right-of-way established and adopted. This would serve as an insurance policy in case future traffic concerns demand the construction of this bypass.
- It is recommended that general public transportation be incorporated into the Thoroughfare Plan through the development of a Public Transit Plan.
- Efforts should be made to preserve or reestablish rail access to Brevard/Transylvania County.
- The bicycle section of the current Thoroughfare Plan provides a strong foundation upon which to construct a more comprehensive plan. Efforts should be made to create a system that will unify elements of the Land Use Plan and any future Parks and Greenways Plan. By connecting the bicycle/pedestrian element of the transportation plan to other plans, we can ensure access via a safe and convenient system.
- The concerns and apprehensions of the community need to be addressed throughout the revision process for all plans developed by the City of Brevard.

#### RECOMMENDATION IV - Initiate Pilot Projects

A good way to determine local consensus about proposed changes to current land use and transportation plans is to incorporate the use of pilot projects. Regardless of how the land for these projects is obtained, current regulations are waived in order to allow for the use of proposed ideas, but only on these parcels. By evaluating completed projects, city planners can get a better idea of what works and what doesn't, allowing proposals to be modified before they are incorporated into revised plans. Project types could include:

- access management projects, either new or retrofit.
- land use projects which would demonstrate site regulations of a revised land use plan and zoning ordinance.
- parking design projects that would employ possible regulations included in revised landscape and parking regulation sections of the Zoning Ordinance.
- three lane pairs project for Caldwell and Broad which would be used to determine whether this is an option for the downtown area.





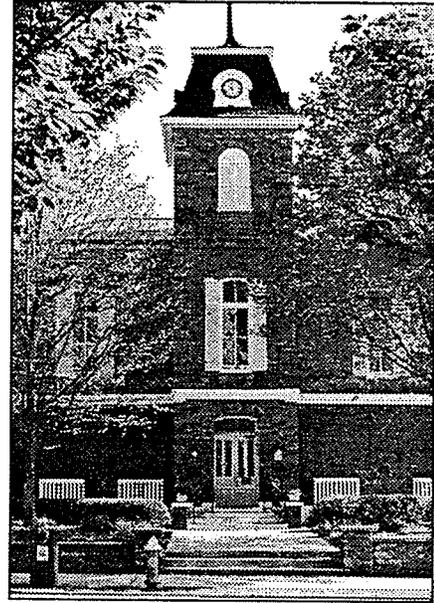
**RECOMMENDATION V - Revise Zoning Ordinance and Overlays**

The Zoning Ordinance and the area of “Extra Territorial Jurisdiction” (ETJ) should be addressed based on the Land Use and Transportation Plans and amended to reflect the views of Focus 2020. In some sections this may require a revision of the current ordinance to allow for more flexibility, while in others it may necessitate rewriting to incorporate new requirements.

Current zoning and development practices devised in the post World War II era have changed the face of our cities. Outdated zoning ordinances have separated residential, commercial, office, and industrial areas from each other and the people who use them, creating a situation where development fails to respond to existing historical, cultural, and natural elements. This separation and the emphasis placed upon vehicular transportation today have spawned the phenomenon that we know as “sprawl”. The information in this study can be used by the City to create a Comprehensive Plan whose result will not be “everywhere” America but rather the unique place that we all know as Brevard.

## DOWNTOWN STUDY

The area described as “downtown” is bordered by the “Welcome to Downtown Brevard” signs at the intersections of Caldwell and Broad Streets; Park View Drive, Elm Bend Road, and US 276; Broad and Varsity Streets (South Broad Park) and 1/2 block east of the intersection of Main Street, Mills Avenue, and Galloway Street.



## PURPOSE OF DOWNTOWN

The public streets of downtown are one of our City's primary mechanisms of exchange. By offering a means for vehicular and pedestrian movement, streets provide an essential element supporting local commerce in the exchange of services and merchandise and also serve to support the sharing of friendship, knowledge, ideas, and culture. Without highly interactive public spaces, particularly streets, there are fewer possibilities for spontaneous or planned exchange.

## GOALS

**A safe and accessible downtown** with improved pedestrian/vehicular circulation and an effective graphics system

**A comfortable and inviting downtown** that establishes a community gathering place full of life and energy

**A strong economic center** with a cultural and educational emphasis that includes a wide range of commercial and professional businesses, government offices, and residences - supported by incentive-based development

**A physically appealing location** with a distinctive community character and a respect for its heritage

### COMMUNITY CHARACTER

Many residents have expressed a desire that Brevard's traditional, rural, mountain character and small town atmosphere be retained. The downtown represents, in large part, the last vestiges of Brevard's original unique character.

- **Downtown** should be a community resource providing a rich mixture of uses - business, retail, commercial, residential, civic, cultural, recreational, and institutional - all linked and orchestrated by a renewed focus on the street and pedestrian experience.
  - Cultural development is a significant element in establishing **Downtown's** unique character and increases the use and enjoyment of the area.
  - Historically, **Downtowns** have not been developed with definite boundaries or pre-determined limits. As a result, they have simply spilled out farther and farther into the countryside. It is important to establish a sense of entry and to create a "downtown character" that indicates arrival in a special place.
  - The concepts of attracting businesses, residents, and visitors to the **Downtown** is closely linked to creating an aesthetically pleasing area from an architectural, streetscape, and beautification standpoint.
  - Public and private development decisions in the **Downtown** area should maintain the pedestrian-oriented character of the district and preserve those spaces and structures of historic significance and/or cultural merit.
  - **Downtown** should provide a festive and comfortable setting for public gatherings.
  - **Downtown** should continue to be revitalized through a variety of policies and urban design guidelines. Good design and planning should be blended with a strong amenity package.
- All interests and areas share in the benefits of a healthy and vibrant **Downtown**.



## PHYSICAL APPEARANCE

The City's physical appearance impacts the quality of life of its residents and attracts businesses and visitors to the area. Elements which aid in transforming a city from an ordinary workplace to a work of art are: shops, restaurants, cafes, flowers, fountains, sidewalks, benches, trees, hedges, lamp posts, curbs, awnings, and signs, all blending harmoniously to create a year-round, coherent and pleasing atmosphere reflective of the character of Brevard.

The Heart of Brevard and the previous Brevard Redevelopment Association have made positive efforts in recent years to improve the overall appearance of the downtown. In the early 1980's, the original trees were planted and the sidewalks bricked to create a more pleasant and "user-friendly" environment. Building Facade Grants and Volunteer Design Guidelines were adopted, an annual flower planting program was initiated, the traffic signal and streetlight posts were painted, and a gazebo was constructed on the Courthouse lawn. Individual business owners have invested in the physical improvement of many local buildings. Public attitudes express support for maintaining and enhancing the physical appearance of the downtown area and also for creating a sense of entry and a form of identity as one arrives at the City limits of Brevard.

## DESIGN

In every community there are significant locations that have a high degree of visibility or strategic importance. These may include major intersections, buildings of historic significance, public open/green spaces, important views and vistas and the traditional downtown area. Because such locations affect the overall economic and aesthetic value of Brevard, special development standards should apply. The "design character" of the downtown area, drawing on the locality's rural, small mountain town features, should be reinforced and supported to put forth a quality image and a sense of place.

General design guidelines can ensure overall compatibility without exercising close control over the specific features of a project. A design



review of proposed improvements or new development can enhance the design integrity of downtown buildings.

We are seeking to control design through an incentive approach. A program, including such things as tax benefits and tax credits, should be developed to encourage developers working in the downtown area to adopt the **Building Design Guidelines** and to work with a **Community Appearance**

**Commission**. The Commission would assist property owners in interpreting and meeting codes and regulations and in ensuring that projects are compatible with existing properties and support/enhance the character of the area. An applicant must get project approval from the **Community Appearance Commission** to qualify for incentives and prior to the issuance of the building permit. All design elements must be completed as approved.

Community recognition for compatible and appropriate renovation/development is also an important incentive that serves to raise the collective consciousness of a community regarding good design. An awards program enhances its visibility and importance and results in better quality within the building environment.

### LANDSCAPING

The importance of the urban landscape is difficult to quantify and cannot be overestimated. It is one of the few aspects of our City shared by resident and visitor alike and the setting for our public and communal life. The urban landscape shapes our experience of every journey to work, to shop, to church, to play and home again. Exterior spaces, whether public or private, form the first, deepest, and most lasting impression of the character and health of our City.

Almost nothing in our environment can contribute to a sense of place as immediately as plants. Part of the appeal of these environments is that natural materials keep us in touch with the cycles of nature, giving us pleasure in their visual and sensual properties of color, light, texture, form, and smell and in the reassurance of both their continuity and change.

## STREET FURNITURE

Street furniture, for our purposes, is considered to be but not limited to benches, planters, street lights, trash receptacles, drinking fountains, fire hydrants, mailboxes, and certain types of signs. It can also include such things as recycling containers, bicycle racks, phone booths, and artwork.

### Purposes:

1. Comfort and convenience of customers and visitors
2. Enhancement of downtown's appearance for aesthetic and business reasons

Effective spaces for walking also require places for sitting, resting, visiting, and observing. These are the leisure points where friendships, ideas, and knowledge are traded. Walking is a pedestrian experience that is ever changing and evolving. As a result, a walkable community must provide interest, variety, convenience, comfort, safety, and attractiveness. It also demands the amenities that support such a system: benches, water fountains, trash receptacles, good lighting, and other such features.

A block by block survey of downtown Brevard shows a streetscape that has benefited tremendously from improvements that have been made in the past, but also shows clutter, inconsistency, little planning, and limited maintenance. In addition, there is very little discernible order in the placement of beautification elements.

## PEDESTRIAN/VEHICULAR CIRCULATION

Traffic congestion is a major concern in the downtown area. With the revitalization of the central business district and the continued recognition of Brevard as an ideal place to retire comes increased street usage throughout the year as well as seasonally. Success brings with it more cars, more service delivery trucks, and more pedestrians. The goal is to develop an efficient, effective, and safe pedestrian/vehicular circulation system.



It is important that any roadway improvements:

- provide adequate access to and through downtown,
- increase efficiency,
- have minimal negative impact on the character of the downtown,
- create a safe environment for pedestrians.

Certain specific conditions exist within the identified area: two state roads flow through the downtown, the existing footage from curb to curb, the number of available parking spaces, and the minimum length required to park. Currently we are functioning with lanes that are 8' to 9' wide and parking spaces that are 7 1/2' wide. The minimum standard for a traffic lane is 10'. Because the lanes are so tight, traffic actually slows when the volume is high and four lanes often function as two. If one lane were removed and three

adequate lanes provided, they would continue to function as three lanes even during rush hours.

In order to create and maintain a safe and comfortable shopping district, let commercial streets flow two-ways; drivers slow down when approaching opposing lanes of traffic. One-way streets may ease traffic flow by facilitating increased speed, but as a result, pedestrian movement and safety is hindered and shopping is discouraged.

Pedestrian crossings designated with a contrasting texture and color make the person on foot more visible to the driver. Since future trends indicate that Brevard's traffic will increase as will its population of pedestrians, it is imperative that safety measures be provided that will maintain the quality of life and economic vitality in the shopping district.

Accommodate the bike rider to allow him/her to move efficiently through downtown or from a biking experience to a pedestrian experience. As growth continues, enhance the current downtown design to support alternative modes of transportation.

## LINKAGES

Downtown should invite exploration, be accessible and easy to navigate, and be integrated and connected. The creation of linkages between sites and uses makes the area function as a whole and supports and attracts residents, shoppers, and visitors. If nothing is connected, nothing moves — without linkages walkers are discouraged and impeded and occasionally forced into the same system with automobiles.

## PARKING

The Brevard central business district is serviced by both curb and off-street parking facilities, providing enough available spaces to currently meet the total parking needs in the area. Most of the existing off-street spaces are within 2-3 blocks of the Courthouse. However, there is a “usage” problem.

- Some “convenient” parking has been developed to meet the specific needs of property/business owners and is not available to shoppers.
- Curb parking, particularly seasonally, is overcrowded while some off-street parking is virtually empty.
- Employees often use curb parking rather than staying in the outlying spaces.

There will never be enough “free” street parking to support the number of businesses in downtown. The long-run economic future of downtown business depends on residents, workers, customers, and visitors coming to downtown as a destination. To assure this, there must be adequate pedestrian linkages and an urban design that makes walking a desirable feature and, as a result, parking off-street a viable option.

Expanses of asphalt are void, lifeless places and welcome no one. Trees/ landscaping break down the perceived size of large spaces and transform barren wastes into something quite comfortable.

Street parking should continue to be reserved for short-term business or shopper parking. It also acts as a buffer between the pedestrian on the walkway and the car traveling in the adjoining lane. Long-term

employee parking should be limited to off-site locations. Public and private cooperation should be encouraged to share parking and to make the most efficient use of available parking. Existing parking lots should be well-developed and maintained.

The feasibility of a parking garage, located partially underground and serving another function on at least one of the upper floors, should be investigated in the future in lieu of adding more asphalt lots. The location is of utmost importance as this garage would probably only benefit businesses within 200 feet.

The demolition of buildings in the central business district should be avoided at all costs, and if such demolition becomes necessary, any space should be left green and open or replaced with another building, rather than parking.

### COMMUNITY GRAPHICS

Public information and private business signs have a significant impact on the downtown's visual image. They speak simultaneously for their creators and for the community. Like all other design elements, signs should reinforce the area's character in terms of size, scale, color, materials, and placement and should be harmonious with the building and/or site to which they principally relate.

One of the most powerful steps toward the creation of a destination, whether it is a downtown or a series of sites, is the development and implementation of a **Graphics Master Plan**. This addresses ways in which to guide all those who live in, work in, or visit the area from place to place by creating an awareness of locations and promoting them through color, graphics, and other tools that facilitate usage. At the heart of this plan is the desire to reinforce the community's character and sense of place. It identifies and informs as well as delights.

Graphic elements such as banners and flags serve as complementary imagery and support and enhance a district. The **Graphics Master Plan** should serve as a guide for ongoing opportunities such as seasonal banners and special event graphics. All of these serve to rejuvenate an

area, to enliven it for those who walk there regularly, and to make a visit to the City memorable.

A well-designed, flexible graphics program defines the physical boundaries of the area. Visitors have a clear sense of arriving at, being in, and leaving a distinct, special place. They learn about points of interest in the area through a readily understood format. A complementary sign system directs vehicular and pedestrian traffic to major destinations and amenities such as shops and restaurants.

Sign ordinances exist for the following reasons:

- to allow freedom to express individual creativity and commercial purposes within a framework of official guidelines,
- to limit size and profusion of information in the environment, and
- to provide a means for a community to look at itself and to find ways to use street graphics to express its particular character and to enhance the special features of different parts of town.

The criteria are not intended to restrict imagination but to assist in focusing on basic design principles and creative solutions that result in a pleasing visual experience. A graphics system demands conceptual design to achieve succinct, effective communication.

The traditional method of communication is no longer sufficient to serve a society as we continue our transformation into the information age. Interactive technology will ultimately be the cornerstone of communication, and the use of such things as community electronic bulletin boards and other technical innovations will continue. It is important that this community embrace new ways of doing things and at the same time maintain the charm and character that makes it unique. As the methods of communication change, so too might some of the concepts for signage. Sign ordinances need to be reviewed regularly to allow for adaptation and flexibility and to complement the vision established by a Graphics Master Plan.

The primary function of signage is to index the environment and to promote safety; secondarily, to promote sales. The types of signage are:

- Directional - guides users to destinations

- Identification - confirms destinations, creates landmarks, helps establish recognition, i.e. street numbering, main entrance signs
- Information - communicates knowledge concerning designations, fact circumstances, i.e. kiosks, symbols
- Interpretation - provides verbal and visual explanations of a particular topic, i.e. exhibits
- Orientation - gives users a frame of reference within a particular environment, i.e. maps
- Regulatory - displays rules of conduct, i.e. "Stop," "No Parking"
- Ornamentation - enhances or beautifies the environment, i.e. banners, gateways

Our choices within the considerations of style, size, material, color, placement, consistency, and durability customize our signage. Signage can be colorful and decorative, a delight to the eye. But signs are often too big, too tall, and altogether too numerous. Uncontrolled signs and billboards contribute to the destruction of a town's distinctive character.

### INFRASTRUCTURE

The term "infrastructure" is commonly used to describe those basic services provided by the government to the public. For this report those will include water and sewer, electricity, storm drainage, and public facilities (restrooms). It is essential that the City provide or contract for all of the infrastructure improvements necessary for future downtown development and to support downtown functions.

### PUBLIC FACILITIES (Restrooms)

No public facilities exist within Brevard that are accessible to the public at any time of day during the week. The Chamber of Commerce, the Transylvania County Courthouse, Silvermont, local restaurants, and some businesses offer residents and visitors limited access. The City has installed port-a-johns in the parking lots across from City Hall and behind the Transylvania County Administrative Building to serve as a temporary measure. Additional portables are placed in these and other locations during downtown festivals and events throughout the year. The City Council has voted to include public restrooms in

the renovation plans for Old City Hall. However, the spaces allocated will not be adequate to meet current or future needs nor will they be readily accessible from all downtown locations.

### DOWNTOWN "MIX"

A healthy, viable downtown is crucial to the heritage, economic prosperity, and civic pride of the entire community and is symbolic of its quality of life.

Downtown areas can be put to many economic uses but a major retail component is fundamental to maintaining a strong mixed use character. The existing retail businesses downtown serve a population of customers (resident and visitor) who have demonstrated strong support for a range of products and services. However, attracting additional compatible tenants and anchors would broaden the range and increase the community's options for goods and services.

Typically, downtowns also house professional offices, financial institutions, service businesses, restaurants, entertainment, and local government. Some include housing and light industry. For retailers, the presence of these other businesses downtown is advantageous because of the core of captive customers they provide and the access they give retailers to professional services. Losing your "mix" is losing the built-in customer.

Citizens desire to keep Brevard's commercial areas compelling places for local shoppers, investors, and visitors alike. This is achieved by balancing the retail mix to not only meet the basic needs of residents, but also to continue to offer a variety of good restaurants and a unique selection of shops and stores, to convert unused upper floors into housing and offices, and to promote mixed usage of spaces within a given area. Mixed usage of spaces results in mixed usage of downtown - truly creating a community gathering place that diverse people frequent for a variety of reasons.

Cultural development has been a significant element in establishing Brevard's unique community character and increases the use and enjoyment of the area. Special events and celebrations bring the

community together and showcase the downtown as well as our local talent.

Housing in downtown's upper floor spaces would strengthen the market for convenience-oriented businesses, contribute to the preservation of older buildings, bring additional life to the area, and diminish petty crimes. It would appeal to a range of new residents and provide existing residents with new housing opportunities.

The Transylvania County Library is presently located on South Broad Street in the central business district but is in need of larger accommodations and increased parking. Strong consideration should be given to keeping the library in the downtown area in order to maintain the mixed usage of spaces and to reinforce the downtown as the cultural center.

Transylvania County has begun the implementation of Phase 1 of the Facilities Improvement Plan, the expansion of the Community Services Building to house the Department of Social Services. Phases 2 & 3, including the remodeling of the Social Services Building to become the Sheriff's Department, and the renovation and expansion of the jail, have also been approved. The library and the court/administrative facilities will be addressed in the future. The Brevard City Council has approved the renovation of Old City Hall to provide space for office expansion and to house public restrooms. From time to time the US Post Office has expressed an interest in relocating to a larger space.

The objective is to sustain a vital and active downtown that is based on a healthy economy and supported by its aesthetic elements, historic preservation, special activities and events, and physical appearance.

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## Gateways, Corridors & Downtown - Corridor Study

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>I. Preserve traditional, rural character along corridors</p>	<p>Maintain existing agricultural and forest land adjoining thoroughfares <i>Not all corridor property must remain "natural" for a rural feel to be maintained, but there is a minimum, and some sites are more valuable than others in this regard</i></p> <p>Keep new and existing commercial areas compact and separated by open spaces</p> <p>Landscape open spaces as "countryside"</p> <p>Create building designs which support the landscape "feel"</p> <p><i>Encourage design approaches which are rural rather than urban - - materials, shapes, colors, etc.</i></p>	<ul style="list-style-type: none"> <li>❖ Develop database for planning with outside professional assistance</li> <li>❖ Revise the Land Use Plan with professional assistance</li> <li>● Identify important lands to preserve</li> <li>● Create incentives for open space preservation</li> <li>❖ Develop landscaping, site development, and building design standards; some as requirements, some as guidelines</li> <li>❖ Develop a complete sign system for all public uses with professional assistance</li> <li>● Enforce existing regulations for private signs</li> </ul>	<ul style="list-style-type: none"> <li>● Purchase important sites</li> <li>● Purchase development rights at important sites</li> <li>● Transfer development rights</li> <li>● Encourage limited development strategies</li> <li>● Establish private and public/private partnerships for conservation of open space</li> <li>● Create development incentives for open space preservation</li> <li>● Establish property tax policies which encourage open space preservation</li> </ul>	<p>Establish on-going identification, acquisition, and redevelopment of important sites</p>

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown - Corridor Study

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Goals	Objectives (Measurable)	Short Term 2000-2005	Mid Term 2005-2010	Long Term 2010-2020
<p>II. Protect small town atmosphere</p>	<p>Redesign and enhance parking</p> <p>Remove unnecessary public signs and reduce sign clutter</p> <p>Establish a development/ redevelopment pattern of clustered sites with definite boundaries, beginning with the downtown area</p> <p><i>Each separate area could be thought of as a small town in and of itself and organized that way</i></p> <p>Protect existing businesses and encourage commercial growth which is local, friendly, personal, unique, and which responds to the needs and desires of the community</p>	<ul style="list-style-type: none"> <li>❖ Develop database for planning with professional assistance</li> <li>❖ Revise Land Use Plan with professional assistance</li> <li>● Identify and reinforce the traditional "places" and the evolving new "places" within the community</li> <li>● Develop design guidelines for site development and building design which encourage the interaction of people</li> <li>❖ Perform access management study for all thoroughfares with professional assistance</li> </ul>	<ul style="list-style-type: none"> <li>● Develop and redevelop public infrastructure to increase people/pedestrian character of public and private places</li> </ul>	<p>Develop alternative forms of transportation</p>
<p>III. Maintain existing and future thoroughfares that are efficient, attractive, and safe</p>	<p>Maintain traffic flows at less than maximum roadway capacities</p>			

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown - Corridor Study

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Maintain accident rates below normal rates for other, same-service roads</p> <p>Establish and maintain a system of public signs to serve the needs of thoroughfare users</p> <p>Control the type, density, and character of adjoining land uses</p>	<ul style="list-style-type: none"> <li>❖ Perform traffic planning study for all thoroughfares with professional assistance</li> <li>❖ Evaluate D.O.T. Thoroughfare Plan and revise as necessary</li> <li>● Develop community understanding and consensus around present and future thoroughfare management and development</li> <li>❖ Develop a comprehensive, public, directional and information sign system</li> <li>❖ Coordinate land use plan and zoning ordinance with thoroughfare access and traffic conditions</li> <li>❖ Identify and protect future corridor(s)</li> </ul>	<ul style="list-style-type: none"> <li>● Coordinate public and private development efforts with community needs and traffic tolerance</li> </ul>	

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>IV. Accommodate future commercial and office/institutional facilities required by the growth of the community</p>	<p>Plan and establish a diversity of potential development areas along all thoroughfares <i>Coordinate with economic development goals and recommendations</i></p> <p>Plan and develop necessary infrastructure to serve potential development areas</p>	<ul style="list-style-type: none"> <li>● Incorporate pedestrian and bicycle pathways in existing and proposed new corridors</li> <li>❖ Develop database for planning with professional assistance</li> <li>❖ Revise Land Use Plan with Professional Assistance</li> <li>❖ Review and revise zoning ordinance to conform to new Land Use Plan</li> </ul>	<ul style="list-style-type: none"> <li>● Coordinate future growth expectations/desires with development practices</li> <li>● Encourage redevelopment of existing sites</li> <li>● Encourage in-fill development</li> </ul>	<p>Promote levels of development consistent with community attitudes and other social and environmental considerations</p>
<p>V. Enable owners of corridor properties to realize benefits they have come to expect from the sale of their properties</p>	<p>Establish long-term land use and zoning classification for all properties along or near thoroughfares</p> <p>Adjust and transfer property value, where appropriate and with community input, as required by the land use decisions</p>	<ul style="list-style-type: none"> <li>❖ Develop data base for planning with professional assistance</li> <li>❖ Revise the Land Use Plan with professional assistance</li> </ul>	<ul style="list-style-type: none"> <li>● Coordinate on-going landowner participation in all open space preservation programs limitations incentives, transfers, purchases</li> </ul>	

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

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## Gateways, Corridors & Downtown - Corridor Study

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>❖ Communicate with corridor landowners to identify needs and desires, timing, etc.</li> <li>● Identify properties with development potential, near-term, and long-term</li> <li>❖ Establish access plans for all thoroughfares in consultation with landowners</li> <li>● Review and revise zoning districts and zoning map as necessary</li> </ul>		

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown - Downtown Study

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p><b>I. A safe and accessible downtown with improved pedestrian/vehicular circulation and an effective graphics system</b></p>	<p>Increase safety</p> <p>Improve traffic flow</p>	<ul style="list-style-type: none"> <li>❖ Restripe Main Street into 3 lanes</li> <li>❖ Improve Main/Broad intersection as a pedestrian zone</li> <li>● Increase police presence &amp; visibility</li> <li>❖ Consider 3 lane pairs on Caldwell and Broad Streets (2 westbound/1 eastbound on Caldwell; 2 eastbound/1 westbound on Broad [westbound = southbound through town, eastbound = northbound through town])</li> <li>❖ Expand/improve downtown grid street network</li> <li>❖ Upgrade traffic signals to include additional turn arrows</li> </ul>	<ul style="list-style-type: none"> <li>❖ Move utility pole at the NE corner of the Main/Broad intersection</li> <li>❖ Make downtown Americans with Disabilities Act (ADA) compliant</li> </ul>	

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- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown - Downtown Study

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	Prevent congestion due to service delivery  Create safe and easily accessible parking spaces that provide for a variety of needs and modes of transportation	<ul style="list-style-type: none"> <li>❖ Develop a service delivery plan</li> <li>● Create service delivery unloading areas</li> <li>❖ Add diagonal parking on West Main Street between Oaklawn and street taper</li> <li>❖ Add parallel parking spaces in front of Water Oak Suites</li> <li>❖ Widen parallel parking on Main and Broad Streets</li> <li>❖ Redesign streetscape (i.e., benches, trees, signs, etc.)</li> <li>❖ Redesign parallel parking spaces</li> <li>❖ Provide and require employee off-site parking</li> </ul>	<ul style="list-style-type: none"> <li>❖ Locate bike racks on perimeters</li> <li>❖ Create motorcycle parking</li> <li>● Assess parking demand every 3-5 years; identify and acquire appropriate property</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown - Downtown Study

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	Create a well-designed graphics system	<ul style="list-style-type: none"> <li>❖ Encourage sharing private parking lots between public and private sectors</li> <li>❖ Make handicapped parking spaces ADA compliant</li> <li>❖ Remove old parallel-spaced delivery zones and create parallel parking spaces</li> <li>● Enforce parking regulations</li> <li>❖ Hire professional graphics designer</li> <li>❖ Develop uniform directional/informational signage system</li> <li>❖ Create layman's summary to accompany sign ordinance information</li> </ul>	<ul style="list-style-type: none"> <li>❖ Add building address numbers</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown - Downtown Study

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p><b>II. A comfortable and inviting downtown</b> that establishes a community gathering place full of life and energy</p>	<p>Improve the appearance and function of downtown</p>	<ul style="list-style-type: none"> <li>● Enforce sign ordinances</li> <li>❖ Obtain unified look for sidewalk benches to support community character</li> <li>● Meet water/electrical needs</li> <li>❖ Develop stormwater drainage plans</li> </ul>	<ul style="list-style-type: none"> <li>● Add cigarette butt receptacles</li> <li>● Introduce historic street lights at entryways &amp; in downtown</li> <li>● Add landscaping to parking lots</li> <li>❖ Identify additional restroom locations &amp; design to include green space, etc.</li> <li>● Collaborate with property owners to improve alleyways &amp; interior block properties</li> <li>● Establish guidelines/schedules for upkeep &amp; preventive maintenance of beautification elements</li> </ul>	<ul style="list-style-type: none"> <li>❖ Establish linkages to parking areas, downtown. &amp; different geographic sections to create grid; use green spaces to link</li> </ul>
	<p>Improve upkeep and maintenance of the downtown</p>	<ul style="list-style-type: none"> <li>● Expand trash/garbage collection schedule &amp; upgrade street/sidewalk maintenance</li> </ul>		

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown - Downtown Study

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p><b>III. A strong economic center</b> with a cultural and educational emphasis that includes a wide range of commercial and professional businesses, government offices, and residences -- supported by incentive-based development</p>	<p>Maintain a strong mixed use character with a wide range of products and services</p>	<ul style="list-style-type: none"> <li>● Create incentives program to encourage downtown development</li> <li>● Promote cultural activities</li> <li>● Support location of cultural sites in downtown</li> <li>● Work to keep US Post Office, library, &amp; public buildings in downtown</li> <li>● Encourage mixed retail, professional, residential, &amp; public usage</li> <li>● Preserve historic/ architecturally significant buildings</li> <li>● Attract compatible tenants &amp; anchors</li> <li>● Promote retail on street level</li> </ul>		

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown - Downtown Study

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p><b>IV. A physically appealing location with a distinctive community character and a respect for its heritage</b></p>	<p>Improve overall appearance of the existing environment:</p> <ol style="list-style-type: none"> <li>1. enhance the attractiveness of downtown</li> <li>2. initiate improvements that are compatible</li> <li>3. build on the unique characteristics of the downtown</li> </ol>	<ul style="list-style-type: none"> <li>❖ Adopt Building Design Guidelines and develop visual design guides</li> <li>❖ Create Community Appearance Commission (CAC)</li> <li>● Develop incentives package to encourage private developers to work with CAC &amp; adhere to Building Design Guidelines</li> <li>❖ Create identity/entry into downtown</li> <li>❖ Establish a future “vision” for the entire downtown</li> <li>❖ Review local building codes/ ordinances to facilitate building renovation</li> <li>❖ Add water feature (fountain, waterfall)</li> </ul>	<ul style="list-style-type: none"> <li>❖ Develop Minimum Standards Strategic Plan to address conditions and safety of properties</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown & Downtown Study

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>❖ Incorporate stacked rock at downtown focal points</li> <li>● Establish schedules for upkeep/maintenance</li> <li>● Obtain/maintain/enhance green &amp; open spaces</li> <li>● Encourage property owners to include green/open space</li> <li>● Properly maintain landscaping, parking lots, etc.</li> <li>● Do streetscape projects block by block</li> <li>❖ Hire professional arborist</li> <li>❖ Review/revise current landscape regulations</li> <li>❖ Create <i>Landscape &amp; Design Guidelines</i> manual</li> </ul>	<ul style="list-style-type: none"> <li>❖ Add trees to parking lots, streets, etc.</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Gateways, Corridors & Downtown - Downtown Study

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>● Use drought resistant landscaping materials</li> <li>● Work with owners to encourage development/ improvement of private properties</li> <li>● Use street furniture to express community character</li> <li>● Use graphics to enhance overall appearance &amp; support downtown image</li> <li>● Preserve historic/ architecturally significant buildings</li> </ul>	<ul style="list-style-type: none"> <li>● Update sign ordinances, periodically, to maintain quality image</li> </ul>	

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**BREVARD URBAN DEVELOPMENT RECOMMENDATIONS**

*Strategies for Brevard's gateways, corridors, and downtown*

1. Develop a phased urban design plan to visually and functionally support the downtown's existing buildings and public spaces and to use and beautify corridors and gateways; incorporate a defined implementation strategy.
2. Enhance the community's overall appearance and preserve its historic character by creating a public landscape that is functional, visually attractive and durable. The enhancement should include:
  - selecting trees/landscaping materials that are appropriate for each area, placed so that they will help channel pedestrian traffic, provide shade and shelter, act as a buffer between the sidewalk and street, designate gathering places, and enhance commercial buildings by drawing attention to entrances and away from service areas,
  - creating a unique character by establishing standards for street lights, benches, trash receptacles, sidewalk patterns, and landscape materials.
3. Preserve the community's traditional rural mountain character by:
  - establishing an identity and sense of entry to the City and to the downtown area,
  - identifying significant open spaces and other important natural areas within the City and creating incentives for their preservation,
  - studying and revising the City's Land Use Plan with input from citizens, City boards and staff, and professional consultants,
  - adopting building design guidelines to encourage renovation



and new development to occur in a manner which is consistent with the neighborhood(s) and the architectural context of the immediate area(s),

- creating a Community Appearance Commission to make recommendations concerning the visual improvements of projects on the major roadway entrances to Brevard and within the downtown area,
  - evaluating City ordinances that cover landscaping, site development, and building design and developing new citizen-supported standards,
  - working in partnership with property owners to define and create positive, meaningful, visually exciting and usable urban spaces.
  - developing planning standards, constructing new and improved public infrastructure, and protecting places that encourage social interaction
4. Create a unified community directional and informational signage system that will be appropriate for use within Brevard's jurisdiction.
  5. Develop a vehicular and pedestrian circulation pattern that:
    - encourages safe and handicapped accessible movement into and throughout the downtown area,
    - provides safe and efficient roadways,
    - provides safe and attractive walkways and linkages that enhance the pedestrian experience, join the different parts of downtown, and connect parking lots to commercial areas,

- provides for safe and convenient service delivery,
  - provides safe bicycle passage throughout the City and around the downtown area.
6. Establish a broad scope and detailed access management plan for existing and proposed roadways.
  7. Request a DOT environmental impact study of the recommended Brevard Bypass and protect an approved corridor for when conditions might require construction.
  8. Consider:
    - changing Broad and Caldwell Streets into three lane pairs - 2 eastbound and one westbound on Broad; 2 westbound and one eastbound on Caldwell,
    - restriping Main Street as a three lane street with a designated turn lane at the end of each block and/or where appropriate,
    - expanding and improving the grid street network in the downtown area.
  9. Improve the availability and convenience of parking by:
    - using directional and identifying signs that are clear, attractive and appropriately sized,
    - lighting and landscaping parking areas to make them safer and more inviting to shoppers, businesses and workers,
    - providing safe, accessible parking for service delivery vehicles, bicycles and motorcycles.
  10. Encourage mixed retail, commercial, residential, and public uses throughout the area.

11. Encourage redevelopment and infill at existing commercial areas to discourage sprawl.
12. Work to preserve historic and/or architecturally significant buildings.
13. Improve the functional and visual characteristics of public/private open spaces. (Examples: Clemson property, alleys, block interiors)
14. Provide essential utility systems, including water, sewer and electricity, which will accommodate current and future community usage. (Examples: festivals and events, public restrooms, holiday lights and decorations)
15. Develop a plan and budget for the maintenance of public improvements.
16. Develop and maintain a state-of-the-art data base of the City's physical information for use by property owners, developers, and the City in making and evaluating existing and future development plans.
17. Develop an implementation strategy that includes the following:
  - phased urban design plan,
  - budget,
  - timetable,
  - division of responsibility,
  - action plans,
  - maintenance plan,

- necessary guidelines, policies and ordinances for protecting improvements and upgrading them beyond what is detailed in the phased urban design plan.
18. Contract for the services of a land use planning consultant to review and revise the existing City Land Use Plan.
  19. Contract for the services of a traffic engineering consultant to prepare a comprehensive Transportation Plan.
  20. Contract for the services of an urban design consultant to develop a Master Plan for public improvements in Downtown and to:
    - coordinate the work of an environmental graphic designer, an arborist, and other professionals as needed,
    - prepare schematics to interpret committee recommendations,
    - develop an implementation strategy.
  21. Encourage government-citizen communication and participation in planning, regulatory, conservation, and development actions.
  22. Develop citizen-supported strategies for public and private purchase and/or transfer of significant sites and the development rights to significant sites and establish incentives and tax policies to support these programs.
  23. The Gateways, Corridors and Downtown Focus Group, the Brevard Planning and Zoning Board, and the City of Brevard should seek non-local funding or grants for downtown improvements whenever and wherever possible.

## THE RESPONSE FROM THE CULTURAL, EDUCATIONAL & RECREATIONAL ENRICHMENT FOCUS GROUP:



### OVERVIEW

Brevard is located in a region rich with history and culture. Many people are drawn to the area because of the beauty of the landscape, cultural opportunities, and inspirational surroundings. The majority of Focus 2020 survey respondents believe that Brevard residents and visitors enjoy an exceptional quality of

life that is sustained by a sense of community existing within its small town atmosphere, its natural setting, cultural offerings and quality education system. As positive as this is, they feel strongly that we need to enhance and/or protect the available enrichment opportunities and chances for social interaction.

### RESPONSE

Several issues posed by the Focus 2020 Task Force pertain to areas of typical County domain. For example, education is a field in which the City has little significant direct involvement. While County issues are sometimes addressed in this report, at no time is there any suggestion that duplicative services is encouraged. On occasion, opportunities for City assistance with County issues are proposed.

This report is divided into three primary areas:

- Cultural Enrichment
- Educational Enrichment
- Recreational Enrichment

## **CULTURAL, EDUCATIONAL, & RECREATIONAL ENRICHMENT MEMBERS**

**Bill Boggs Jr., Chair**

**Susan Collins**

**Helen Crais**

**Claire Fenner**

**Heather Gordon**

**Michael Gryson**

**Deborah Hall**

**Erwin Hittel**

**Terry Holiday**

**Audrey Hutchinson**

**Jack Jaisler**

**Ann Martin**

**Lynne Penn**

**Cindy Platt**

**Jinks Ramsey**

**Tissie Stroup**

**Lynne Warner**

**David Warinner,  
Facilitator**

**Esther Wesley**

**Terrell West**

**Agnes Wilson**

Questions posed by the Task Force have been restated as goals with action strategies in response to those goals. Each strategy is proposed individually and all actions were guided by the Cultural, Educational & Recreational Enrichment Vision Statement. At times, a proposed strategy or program has significant relevance to all three areas. In that case, it is proposed only once, but with citation to other areas.

Brevard's most valuable asset is its people. It is envisioned that the proposed strategies will bring together various facets of the community by involving existing organizations, local boards, and interested individuals. Involvement of the entire community will certainly lead to a more unified community, one of which all citizens can be proud.

## **CULTURAL ENRICHMENT**

### **GOAL 1:**

Provide accessible cultural programs to a wide range of personalities and ages, including older youth/young adults.

- Establish a Cultural Resource Commission

Two possible solutions exist in order to provide a conduit for the development of the Cultural, Educational & Recreational recommendations relating to cultural issues.

A. Establish a City of Brevard Cultural Resource Commission

B. Formalize a relationship with the Transylvania County Arts Council to coordinate the activities of a commission.

- Appoint a Mountain Heritage Council with membership representing all organizations currently working to promote and preserve our mountain heritage.

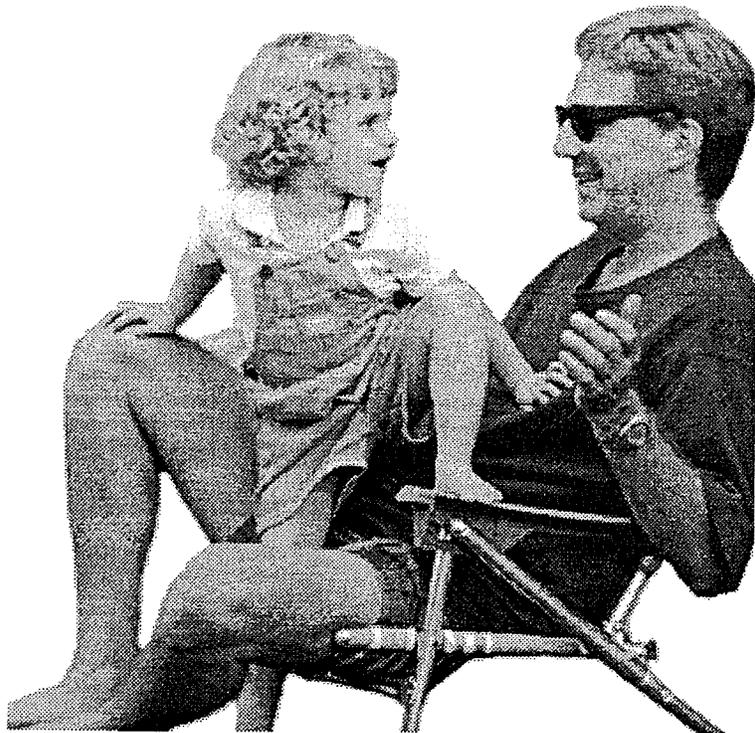
This organization would work collaboratively to maintain and enhance current mountain heritage activities and plan, produce, and fund new events and attractions such as an Appalachian Spring Festival. It would also determine its administrative structure and eventually undertake the development of a Mountain Heritage Center to serve as the focal point for activities and events and draw both local and regional visitors.

- Establish an annual Appalachian Spring Festival to celebrate the mountain heritage of Brevard and Transylvania County.

The Festival of the Arts, July 4th Celebration, Halloweenfest and Twilight Tour are established festivals with a successful track record. JazzBrevard, held at the Brevard Music Center in August, caps the summer tourist season and brings a new audience into Brevard. Forest Festival Day, at the Cradle of Forestry, and Pioneer Day, at the Allison-Deaver House in early October, provide additional opportunities.

These festivals serve as an arm of economic development while enriching the lives of local citizens.

There are no festival events produced in the County in the spring and none that focus on the unique heritage existing in Brevard



and Transylvania County. Beginning in the late 1980's and continuing for three years, the Headwaters Heritage Fall Festival was produced at Rosman High School by TCarts and the Historical Society. Then in 1996, TCarts, funded by the Tourism Development Authority, produced an Appalachian Spring Festival which coordinated the events already existing in the County during April. Because of the lack of advertising money, it was not highly attended by outside visitors. Nevertheless, it was still considered a success and several of the events included are still in existence.

Over time, various groups with the goal of increasing awareness of our mountain heritage have grown in prominence and influence and could be significant participants in a Mountain Heritage Council.

- Develop places and programs which provide the opportunity for the entire community, especially youth, to learn and engage in dance.

At present there is one dance studio in Brevard and no dance program exists in the schools. Line dancing, as well as other social dance styles, is taught at Two-Step Junction; a ballroom dance club, consisting primarily of retirees, meets at Silvermont monthly on Wednesday evenings; Scottish Country Dancing is held Thursday evenings at the Brevard-Davidson River Presbyterian Church; and through the Parks and Recreation Department, a Hendersonville dance school offers beginning tap, jazz, and ballet to very young children. In July



1999, Saturday evening Street Dances were revived on Main Street. Although clogging has been very popular in the County, there are no formal clogging groups presently operating. Brevard College offers classes periodically through their Continuing Education Program. Many families commute to Hendersonville and Asheville to pursue dance classes in tap, ballet, modern, and jazz.

Local youth have expressed a desire to have opportunities to learn a variety of dance forms. Pursuing this program is important for the following reasons:

- dance is an important part of our cultural heritage,
  - dance provides an outlet for both the social and artistic expression of the individual and the community,
  - dance teaches valuable physical skills and provides healthy opportunities to improve personal self-image as well as gain respect for others,
  - dance can also be used as an educational tool for experiencing other cultures and to broaden community interaction.
- Develop quality drama programs for and by children and teens.

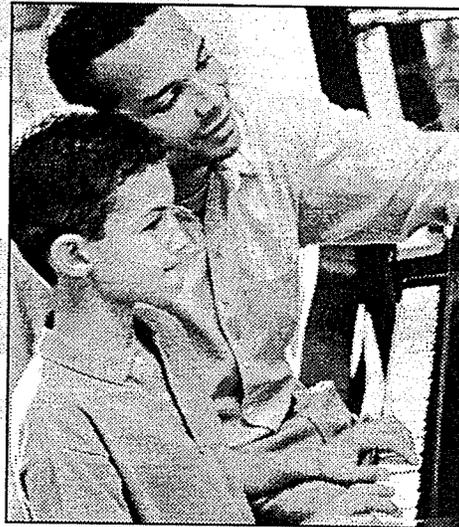
It is proposed that artists-in-residence and drama teachers, as well as parents and other community volunteers, be involved in the planning and coordination of drama programs that will serve our children and teens.

Brevard is interested in becoming a cultural center. While Brevard Little Theatre exists for the community, children and teens have little opportunity to participate in theatre arts. There are performances at Brevard College, the Chameleons deal with teen social issues through drama, theatrical productions are put on at both high schools, and many actors in Brevard perform occasionally for the general public. Our children and teens have limited exposure to culture and learning in this area. There is no ongoing, organized, and established theatre program after school or otherwise.

A theatre program would provide:

- entertainment for and by children and teens,
- cultural activities and education as well as artistic experience and enjoyment,
- social and group interaction while being productive,
- venues for children to express themselves and gain communication skills,
- experiences with presentation and performance in front of an audience,
- self-discipline, time management, problem-solving, personal responsibility, completion of tasks, and commitment as integral aspects of the process of theatre and life in general,
- supplemental education to school curricula,
- a broad range of avenues for self-expression,
- potential for service to a diverse group of participants, especially disadvantaged or under-served students.

- Establish a strings program for all children in Transylvania County.



Music has been established as a beacon of the cultural identity of Brevard. The Brevard Music Center and Brevard College have reputations of excellence in music education and musical performance. A wide variety of musical offerings and venues already exist, but few programs are focused on community youth involvement. The proposed strings program, to be based in Transylvania County schools, would complement the existing band and choral programs and would provide opportunities for students at all schools as well as those who are home schooled.

The proposed artist-in-residence program that provides the artistic leadership for the strings program would enhance the current efforts of

TCarts to provide opportunities for students. Both of these proposed projects would reinforce the excellent reputation of our schools and community and would further promote Brevard as a desirable place to live and raise a family. In addition to exposing youth to string music, it is anticipated that these programs would break down barriers among social classes and ages by involving all segments of the community in education and performance. It has also been determined that learning to play a stringed instrument contributes to the development of mental/physical attributes, i.e. hand-eye coordination. Children learn to discipline themselves through practice and in working together as a group. Performing for an audience increases self-esteem and self-confidence. All of these factors contribute to children growing into productive, healthy adults.

The primary focus of the program would be on classical music for orchestra, but with opportunities to explore traditional mountain music and jazz.

**GOAL 2:**

Provide a good movie theatre for our local citizens

At the beginning of the Focus 2020 process there was an operating movie theatre in downtown Brevard in a building owned by the City. The theatre was not in good condition and thus was not serving the larger community.

During 1999, a new tenant was found, who was willing to make a significant investment in capital improvements. Structural and cosmetic work has been completed and the business is open to the public once again, diminishing the need for the Focus 2020 concern. Cinema, a media providing an outlet for art, culture, education, and entertainment is important to the citizenry of Brevard and Transylvania County.



### EDUCATIONAL ENRICHMENT

#### GOAL 1:

Provide facilities for the future needs of the Transylvania County Library

- Proactively cooperate toward the site procurement and construction of the proposed new Transylvania County Library

A new County Library has long been a goal and important need for our community. The library is a major destination for downtown Brevard and its location is an important factor in the effort to keep downtown Brevard viable. The present facilities are only half the physical size needed for a community of our size, considering the unusually high usage it receives. Heroic action by the library staff has maintained a high level of service in spite of the lack of space, insufficient number of stacks, and relatively small number of volumes compared with the circulation rate. Nearly 3,000 titles are not directly accessible to the public, and a like number are disposed of annually because of insufficient space. Two thorough studies, one by a qualified library consultant, have provided design criteria for a library adequate to the year 2020. The Library Foundation has established a building fund and has collected \$350,000.00

The County Board of Commissioners has agreed with the need. During this time, other capital needs in the County, several of which are State mandated, required attention. A three-phase construction program was begun to address these needs. The strategy included timing to fit construction costs into the anticipated County tax cash flow so that a bond issue can be avoided. Phase I of the plan is now underway. The library is included in Phase 2.

It is rapidly becoming obvious that obtaining a suitable site is a major challenge. A large number of sites have been considered by the study team and, more recently, by the Library Board. One site that meets the size and downtown location criteria is the north end of South Broad Park. At present, this site is not available. The County is attempting to get the restrictions placed on the property modified so that building could possibly take place. Significant local opposition

## CULTURAL, EDUCATIONAL & RECREATIONAL ENRICHMENT 145

exists, as people believe that open space in the downtown area is of greater benefit than its use as a County building site.

A concerted effort is needed with active involvement from the City, County, Library Board, Library Foundation, Friends of the Library, Heart of Brevard, and others if an optimum library site is to be obtained. Criteria include:

- location - within or close proximity to the center of downtown Brevard;
- size - adequate space for the necessary building size, sufficient parking, and landscaping consistent with the developing vision for downtown Brevard (3-5 acres);
- timing - site available for construction following the completion of the County's three-phase construction program.

The new library project is unlike other County facilities, in that, properly implemented, it is a major opportunity for the City to enhance downtown Brevard. Location, architectural style, and properly planned and controlled landscaping can have a synergistic effect on the entire area. It is too important to ignore. Clearly, a totally successful library project will require the best efforts of the entire community.

### GOAL 2:

Ensure a quality learning experience for each student, and relevant, effective job training based on local industry/educator partnerships.

Provide the educational opportunities necessary for every child to realize his/her full potential to become a productive citizen in a global economy.

Representatives of the educational institutions (Transylvania County Schools, Transylvania County JobReady Partnership, Schenck Civilian Conservation Center, Blue Ridge Community College, and Brevard College) met with the Focus Group to share their missions and strategic plans. Collaboration with each other, as well as the larger community, is key to the survival and growth of each institution.

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The educational institutions will collaborate to develop and implement:

- an International Baccalaureate Program or similar experience,
- programs to encourage more students to attend post-secondary institutions,
- alternative education programs that meet the behavioral and academic needs of students,
- a seamless continuation of educational opportunities to prepare students for the global marketplace,
- adequate facilities and technology to enable each student to realize his/ her full potential to become a productive citizen in a global economy.

To achieve these common objectives, the various educational institutions have developed strategies and action plans.

### GOAL 3:

Provide and make available early childhood development services to meet the needs of our children.

- Promote the value of our children.
- Provide developmentally appropriate activities, services, and facilities along with age-appropriate education.
- Meet the needs of all families.
- Advocate and encourage “family friendly” policies between employers and employees for the future.

This committee believes that responding to the needs of children (0-5) in Transylvania County will not only help the parents and children who need child care/services but will also benefit the community economically. We want to develop a child-centered environment serving all communities in Transylvania and providing high quality space and programs for our children’s care. An awareness of their safety, welfare, and development is a priority. By responding to this charge, we hope to promote the value of our children and ready them for lifelong learning and a sense of personal success and wellbeing. Parents who are concerned about their children and at ease about their

care when they are absent from them, will be more productive, reliable and responsible workers.

The collaboration and participation of various agencies, organizations, local governments and child care providers, families, and individuals in the County are necessary to achieve committee goals.

### IDENTIFIED NEEDS

Our main concerns in this County focus on infant/toddler child care, sick care, special needs, and non-traditional hours child care. Families in crisis and single parent families also need support services.

High quality child care centers, affordability, availability, and accessibility are the most critical issues for developing a stable child care system. Child care subsidies assist low-income parents at family child care homes, child care centers, and Head Start Programs.

There is information available that high-quality child development programming can have long term impact on children from low-income families. The percentage of Transylvania County's population living below the poverty level in 1990 was 13.5% and 33.7% lived below 200% of the poverty level. There were 566 families with children under 18 living in poverty. The percentage of children in 1996 (0-18) living in poverty was approximately 23-24%. The total population of children (0-18) was 6,077 and children living in poverty totaled 1,317. The most recent census data also indicated there are more than 800 working mothers with children under 6 in the County but only 450 child care slots available to preschoolers.

According to the accreditation standards of the National Association for the Education of Young Children (NAEYC), high-quality child care is related to specific variables like better staff:child ratios, more staff education, and the education level and prior experience of administrators. Measures linked with poor quality child care include low teacher wages and lower levels of staff education and training.

Projected population figures for Transylvania County in the next 10

years are, according to percentage ranges, a minimum 6% population growth to 29,756 people by 2010, a maximum of 12% population growth to 32,283, as opposed to the approximate figure of 27,800 people in the County today. It is expected that our senior and child populations will be fairly equal.

As we strive to improve the conditions and availability of quality child care for children, we will automatically improve outcomes for our families and community. We believe it is also important to include parents, interested citizens, child care providers, businesses, and community leaders in planning and implementation to assure that the needs of our children and families in Transylvania County are being adequately addressed. This would also increase the probability that the greater community as a whole has a vested interest in our children's success.

Public awareness efforts to mobilize for growth and change must take place in order to engage the public in the on-going process of problem-solving to develop visions, goals, and strategies for implementation.

Definition of terms:

**NAEYC** (National Association for the Education Young Children) - accreditation is the highest voluntary standard in the nation.

**5-Star Rating** is a new State graduated licensing system (1 is basic, 5 is indicative of the highest State standards). One child care center in Transylvania County has just recently received a 4-Star rating. This is the first center in the County to achieve this.

**Family Child Care Homes** can serve up to 5 pre-school children and 3 additional school-age children in the caregiver's home.

**Head Start Centers** can be operated as either A, AA, NAEYC, or by means of the new graduated licensing system. Children must meet specific income eligibility guidelines.

“Family-friendly policies” are business policies designed to help workers balance job demands and the demands of being a family member. Flexible hours, assistance in locating child care, flexible spending accounts used to purchase child care with pre-tax earnings, and paid family leave are a few examples of policies that are considered family-friendly.

**Emergency/Respite Care** is child care providing temporary relief for families in crisis situations (unusual emergencies, respite from stress, etc.) Smart Start funds are available through Transylvania County Child Development to families without regard to income if their situation is determined to meet established guidelines.

Some of the committee’s recommendations are already being planned and implemented. Also, some of the plans and programs pertinent for now will probably fall away and be replaced by others. The child care situation in Transylvania County requires serious consideration and constant thoughtful vigilance. Smart Start funds for next year are approximately \$270,000, and while this is an increase from last year, there is a need to find other sources of funding. It seems imperative that community leaders and the populace be apprised periodically and frequently of the existing child care needs. One of the highest values we espouse is the value of our children. In the past our community has been very responsive and supportive, and it is imperative that we continue to prepare to meet the needs of children and families in the future.

### RECREATIONAL ENRICHMENT

#### GOAL 1:

Acquire additional recreational green spaces, preserve and upgrade our current spaces, and provide a variety of activities and programs to meet the needs of a diverse population (race, age, gender) and especially our youth.

- Develop an in-line skating park.

### BACKGROUND

Brevard is already blessed with a wide range of recreational programs and facilities. The Transylvania County Parks and Recreation Department has done an outstanding job of managing a huge array of activities, spanning preschool to seniors, at their local facilities. These efforts are supplemented by programs that are the responsibility of the City of Brevard.

The City also has a committee of citizen volunteers engaged in planning a bike and pedestrian path to link the downtown area with the Brevard Sports Complex and the Transylvania Activity Center. This path will provide access via foot, bicycle, or skates to these recreation facilities. Funding is in place (from private grants and the State) and plans are reaching the final stages. Construction should begin sometime in 2000.

The newest recreational opportunity for youth is the Boys and Girls Club of Transylvania County, a national, private, non-profit organization for young people aged 8-15. It provides a supervised place for doing homework and participating in games after school hours. The club is presently meeting in the Mary C. Jenkins Community Center near downtown. Future plans include acquiring a permanent meeting place.

There are several compelling reasons to move forward with an in-line skating park.

- It is the top ranked need expressed by youth. Furthermore, interest and participation in these sports is growing, not waning - here, and in cities large and small. These sports are here to stay - they are not fads.

- It helps to meet our Focus 2020 goal of providing more diverse activities and appropriate gathering places for youth.

- Businesses, police, and local citizens would be delighted for youth to have their own dedicated facility. It would get them off of the streets and sidewalks of downtown Brevard.

- Finally, the costs are modest and space demands are minimal. A park could be built on currently owned City or County property. It would cost about \$120,000, require only 12,000 square feet (roughly 2 tennis courts), and accommodate 20-25 users at one time and well over 250 spectators on a bermed lawn area. A slightly smaller park would cost about \$90,000.

In addition, resources to plan/develop such a park are becoming more numerous.



- Support the implementation of the proposed Bike/Hike Path (see BACKGROUND).
- Create a Parks and Greenways Plan as part of the revision of the City's Land Use Plan.

Such a plan would:

- identify current open spaces, parks, and recreational facilities,
- make recommendations for future land acquisitions/facilities,
- make recommendations for upgrades of existing parks/facilities,
- be coordinated with the designated Bike/Hike Path corridors.

### GOAL 2:

Provide safe places and opportunities for social interaction, as well as appropriate gathering places for youth.

- Establish a YMCA in Brevard.

### BACKGROUND

The Transylvania County Parks and Recreation Department (and others) expressed strong needs for an indoor swimming pool, more gymnasium space for basketball and volleyball, exercise rooms, and

## 152 CULTURAL, EDUCATIONAL & RECREATIONAL ENRICHMENT

meeting places for all ages - especially youth. A fully developed YMCA could provide all of this and more (i.e. Hendersonville's 32,000 sq. ft. facility on 12 acres), but many communities start with a small "store-front" operation focused on near-term community needs. The organization is then grown from its base to become as large a complex as is needed and can be supported by the community.

YMCA's are locally owned and funded primarily by individual and family memberships and fees charged to non-members for use of the facilities. Most Y's get some support from United Way. Despite the "M," Y's have been co-ed for many years. They are nondenominational Christian organizations focused on instilling the ideals of Caring, Honesty, Respect, and Responsibility and are governed by a 20-30 local member board. Brief devotions are held at the start of their activities.

YMCA's are the largest supplier of child care programs in the United States. Their preschool, after school, and summer programs are reputedly outstanding. This is important since Brevard has a dire, current need to expand these programs.

We strongly believe that a Brevard Y would address the following Focus 2020 goals.

- Provide a variety of activities and programs to meet the needs of a diverse population (race, age, gender) and especially our youth.
- Provide safe places and opportunities for social interaction, as well as appropriate gathering places for youth.
- Provide/make available early childhood development services to meet the needs of our children.

A Y's diverse mix of facilities and supervised programs, coupled with their fostering of Caring, Honesty, Respect, and Responsibility would also help address our goal to "break down barriers, resolve differences, and work to make all citizens feel a part of a bigger community."

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>I. Provide accessible cultural programs appealing to a wide range of personalities and ages, including older youth &amp; young adults</p>	<p>Provide a conduit for the development of Task Force recommendations related to cultural issues</p> <p>Work to promote and preserve our mountain heritage</p>	<p style="text-align: center;"><b>CULTURAL</b></p> <ul style="list-style-type: none"> <li>❖ Establish a Cultural Resource Commission or formalize a relationship with the Transylvania County Arts Council to provide commission services</li> <li>❖ Appoint Mountain Heritage Commission (Cultural Resource Commission) to:               <ul style="list-style-type: none"> <li>a) ● Coordinate/plan improved heritage events/activities</li> <li>b) ● Produce Appalachian Spring Festival as first activity</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>❖ Begin planning Mountain Heritage Center (Mountain Heritage Council)</li> <li>❖ Detail a vision, a design, a funding plan, and identify appropriate sites</li> <li>❖ Acquire appropriate site and begin site prep/construction</li> <li>❖ Complete Phase I and open to visitors</li> </ul>	<ul style="list-style-type: none"> <li>❖ Complete Phases II &amp; III making Center fully operational</li> <li>● Establish the Mountain Heritage Center as a thriving, highly popular local and regional attraction</li> </ul>

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>Involvement of TC Rec. and other groups in working to develop places and programs to learn and engage in dance</p> <p>Develop quality drama programs for and by children and teens of Brevard</p> <p>Establish a strings program for all children in Transylvania County</p>	<p>❖ Form a dance Forum (TCarts)</p> <p>❖ Establish a dance residency in schools and then in the community</p> <ul style="list-style-type: none"> <li>● Offer dance instruction at teen dances (TC Rec. Dept)</li> </ul> <p>❖ Identify spaces for teaching dance and social dancing</p>	<p>❖ Form a dance Forum (TCarts)</p> <p>❖ Establish a dance residency in schools and then in the community</p> <ul style="list-style-type: none"> <li>● Offer dance instruction at teen dances (TC Rec. Dept)</li> </ul> <p>❖ Identify spaces for teaching dance and social dancing</p>	<p>❖ Form a dance Forum (TCarts)</p> <p>❖ Establish a dance residency in schools and then in the community</p> <ul style="list-style-type: none"> <li>● Offer dance instruction at teen dances (TC Rec. Dept)</li> </ul> <p>❖ Identify spaces for teaching dance and social dancing</p>	<p>❖ Form a dance Forum (TCarts)</p> <p>❖ Establish a dance residency in schools and then in the community</p> <ul style="list-style-type: none"> <li>● Offer dance instruction at teen dances (TC Rec. Dept)</li> </ul> <p>❖ Identify spaces for teaching dance and social dancing</p>
<p>Establish a strings program for all children in Transylvania County</p>	<p>Establish organization for children's drama</p> <ol style="list-style-type: none"> <li>a) Invite interested parties for discussion (TCarts)</li> <li>b) Involve other organizations</li> </ol> <p>❖ Survey 3rd grade students &amp; parents for interest</p>	<p>Establish organization for children's drama</p> <ol style="list-style-type: none"> <li>a) Invite interested parties for discussion (TCarts)</li> <li>b) Involve other organizations</li> </ol> <p>❖ Survey 3rd grade students &amp; parents for interest</p>	<p>Establish organization for children's drama</p> <ol style="list-style-type: none"> <li>a) Invite interested parties for discussion (TCarts)</li> <li>b) Involve other organizations</li> </ol> <p>❖ Survey 3rd grade students &amp; parents for interest</p>	<p>Establish organization for children's drama</p> <ol style="list-style-type: none"> <li>a) Invite interested parties for discussion (TCarts)</li> <li>b) Involve other organizations</li> </ol> <p>❖ Survey 3rd grade students &amp; parents for interest</p>

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>● Create partnerships between Transylvania Co. Schools, Brevard Academy, Brevard College, Brevard Music Center, Brevard Chamber Orchestra, TCarts for funding &amp; other support</li> <li>❖ Apply for grant from Chamber Music America for Residencies Program to bring quartet-in-residence to the community</li> <li>❖ Create and continue community partnerships for support of quartet-in-residence</li> <li>❖ Organize pool of loaner instruments</li> </ul>	<ul style="list-style-type: none"> <li>● Improve/enlarge pool of instruments</li> </ul>	

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- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>❖ Establish and implement program</li> <li>a) Begin 3rd grade string instruction</li> <li>b) Add a grade per year by continuing 3rd grade into 4th grade</li> <li>c) Continue 4th grade into 5th grade</li> </ul>	<ul style="list-style-type: none"> <li>a) Continue 5th grade into 6th grade; Create 4th-5th-6th grade String Orchestra</li> <li>b) Continue annual growth of program into high school</li> </ul>	<ul style="list-style-type: none"> <li>● Create County-wide full Orchestra</li> </ul>

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>II. Provide essential library facilities and services for City and County residents</p>	<p>Cooperate proactively toward the site procurement and construction of the proposed new Transylvania County Library in downtown Brevard</p>	<p style="text-align: center;"><b>EDUCATIONAL</b></p> <ul style="list-style-type: none"> <li>❖ Go on record (City Council):               <ul style="list-style-type: none"> <li>a) Full support and active cooperation for new library</li> <li>b) Strong support for downtown, central location</li> </ul> </li> <li>❖ Proactively cooperate with County Commission, Library Board and Library Foundation (City Council)</li> </ul>	<ul style="list-style-type: none"> <li>❖ Work with the County to assure that proposed architecture &amp; landscaping conform to downtown character and existing Design Guidelines</li> <li>❖ Assist financially in certain aspects of planning i.e.: legal action, architectural, landscape, etc (City)</li> </ul>	<ul style="list-style-type: none"> <li>❖ Build library</li> </ul>

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>III. Provide a quality learning experience for each student in Brevard and Transylvania County</p>	<p>Collaborate to develop and implement an International Baccalaureate (IB) or similar program with educational institutions</p> <p>Collaborate to develop and implement programs that encourage 80% of public school seniors to attend post-secondary institutions</p>	<ul style="list-style-type: none"> <li>❖ Develop capacity to deliver instruction between institutions via web-based and distance learning methods</li> <li>❖ Appoint a committee comprised of representation from educational institutions to develop specific strategies for implementation of an IB program</li> <li>❖ Develop and implement a New Century Scholars program</li> <li>● Improve the career guidance component through improved collaboration between the educational institutions</li> </ul>	<ul style="list-style-type: none"> <li>❖ Implement electronic means of instructional delivery</li> <li>● Provide appropriate staff development opportunities to implement instructional strategies developed</li> <li>● Collaborate with educational institutions to help find funds necessary to implement an IB program</li> <li>● Monitor students enrolled in the New Century Scholars program</li> <li>● Increase the number and percentage of students who participate in internships and apprenticeships that require post-secondary training</li> </ul>	<ul style="list-style-type: none"> <li>● Monitor and evaluate instructional delivery</li> <li>● Monitor and evaluate student performance</li> <li>● Evaluate student performance of New Century Scholars as they enter post-secondary programs</li> </ul>

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- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Collaborate to develop and implement alternative education programs that meet the behavioral and academic needs of students reducing the drop out rate in Transylvania County by 50% (educational institutions)</p>	<ul style="list-style-type: none"> <li>● Collaborate to provide a continuum of services and programs for at-risk youth (Blue Ridge Community College, Schenck Job Corps, Davidson River School, and Communities in Schools)</li> <li>● Collaborate to provide comprehensive career guidance programs for all students in Brevard and Transylvania County</li> <li>● Increase the number of apprenticeships and internships</li> </ul>		
	<p>Collaborate to develop and implement a seamless continuum of educational opportunities to prepare students for the global marketplace, the goal being 95% of seniors graduating from TCS will be in productive roles within 12 months of graduation (educational institutions)</p>			

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>V. Provide and make available childhood development services to meet the needs of our children</p>	<p>Promote the value of our children</p>	<ul style="list-style-type: none"> <li>❖ Increase Family Center outreach programs</li> <li>❖ Support strategic planning and implementation of Smart Start programs</li> <li>❖ Identify additional Smart Start funding sources and research additional programs</li> </ul>		
<p>IV. Create partnerships between local industries and educators to ensure the most relevant and effective training</p>	<p>Collaborate to develop and implement adequate facilities and technology to enable students to meet the goals of this plan; the success of this goal will be measured by the degree to which each institution meets its long range plan (educational institutions)</p>	<ul style="list-style-type: none"> <li>❖ Develop a marketing plan to inform employers, educators, students and parents about school-to-career opportunities</li> </ul>		

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- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREWARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>● Continue to survey Transylvania County child care needs</li> <li>❖ Create incentives to work toward 5-star ratings at local child care centers</li> <li>● Employ Volunteer Coordinator for recruitment, training, placement, and scheduling in child care centers</li> <li>● Expand volunteer participation by senior citizens in child care centers</li> <li>● Promote home cooperative playgroups</li> <li>❖ Investigate YMCA affiliation</li> </ul>	<ul style="list-style-type: none"> <li>● Expand volunteer participation</li> </ul>	<ul style="list-style-type: none"> <li>❖ Establish YMCA storefront operation</li> <li>❖ Construct YMCA facility</li> </ul>

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	Provide developmentally appropriate activities, services, facilities and age-appropriate education to meet the needs of all families	<ul style="list-style-type: none"> <li>❖ Establish Child Development Commission</li> <li>● Publicize Child Development Commission and TC Child Development Program as resources for child care facilities and services</li> <li>● Encourage new child care centers through grants, incentives and supportive zoning regulations</li> <li>● Stay current with State child care regulations (City &amp; County)</li> <li>● Institute additional Parents' Day Out programs (churches)</li> <li>● Create Children's Night Out program</li> <li>❖ Promote Family Childcare Homes</li> </ul>	<ul style="list-style-type: none"> <li>❖ Computerize child-related resource database</li> <li>● Support child care center in City's public housing</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

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Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Meet the child care needs of all families</p> <p>Advocate and encourage "family friendly" policies between employers and employees</p>	<ul style="list-style-type: none"> <li>❖ Explore senior daycare/child care combination</li> <li>❖ Plan integrated complex for child care services</li> <li>❖ Investigate downtown drop-in child care</li> <li>❖ Study/implement Smart Start transportation service plan</li> <li>● Expand respite care capacity</li> <li>❖ Establish/staff sick child care facility</li> <li>❖ Adopt "family friendly" policies (City)</li> <li>● Promote "family friendly" policies (City/County)</li> </ul>	<ul style="list-style-type: none"> <li>❖ Establish senior daycare/child care center</li> <li>❖ Build integrated child care complex</li> <li>❖ Establish downtown drop-in child care</li> <li>❖ Expand transportation system</li> <li>❖ Establish children's therapeutic programs</li> <li>❖ Explore non-traditional hours child care</li> </ul>	<ul style="list-style-type: none"> <li>❖ Establish non-traditional hours child care</li> </ul>

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>VI. Provide a variety of recreational activities and programs to meet the needs of a diverse population (race, age, gender) and especially our youth</p>	<p>Develop a full-scale YMCA for Brevard</p>	<p>● Adopt "family friendly" policies (businesses)</p> <p style="text-align: center;"><b>RECREATIONAL</b></p> <ul style="list-style-type: none"> <li>❖ Host informational meeting of YMCA representatives and key interested citizens and officials (City's Recreation Advisory Committee - RAC)</li> <li>❖ Recruit and form Organizing Committee (OC, RAC)</li> <li>❖ Conduct feasibility/needs assessment, hold public meetings</li> <li>❖ Develop plan to raise \$250-300,000 startup costs (OC)</li> </ul>	<ul style="list-style-type: none"> <li>❖ Conduct Funding Drive (OC)</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>VII. Provide safe places &amp; opportunities for social interaction, as well as appropriate gathering places for youth</p>	<p>Create in-line skating park</p>	<ul style="list-style-type: none"> <li>❖ Develop a strategy for an in-line skating park                             <ul style="list-style-type: none"> <li>a) Determine community interest and gain support</li> <li>b) Create plan</li> <li>c) Research alternative funding</li> <li>d) Locate and acquire appropriate site</li> <li>e) Construct park</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>❖ Establish Board, hire Exec Dir, prioritize program, develop office &amp; building plans</li> <li>❖ Conduct charter membership drive</li> <li>❖ Acquire permanent site</li> <li>❖ Begin Phase I construction</li> </ul>	<ul style="list-style-type: none"> <li>❖ Complete Phase II construction</li> <li>● Operate full facility &amp; programs</li> </ul>

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Cultural, Educational and Recreational Enrichment

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Create a Bike/Hike Path in Brevard</p> <p>Create a network of greenways and parks throughout the community</p>	<p>❖ Support the implementation of the proposed Bike/Hike Path</p> <p>Develop a Parks and Greenways Plan</p> <p>a) Identify current open space, parks, and recreational facilities</p> <p>b) Make recommendations for future land acquisitions/facilities</p> <p>c) Make recommendations for upgrades of existing parks/facilities</p> <p>d) Coordinate with the designated Bike/Hike Path corridors</p>		

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- ❖ Initiated and completed within designated time period

## THE RESPONSE FROM THE TRANSPORTATION FOCUS GROUP:



*Members of the Transportation Focus Group attended the transportation and land planning workshops conducted by S. Melrose & Associates with participation by Slade McCalip from the Parsons Brinckerhoff Traffic Engineering Firm. These meetings were coordinated by the Gateways, Corridors & Downtown Focus Group and the*

*technical memorandum can be found at the end of that complete report. The Transportation Focus Group is supportive of the concepts presented in the Gateways, Corridors & Downtown Report.*

## INTRODUCTION

Due to the natural constraints of the Pisgah mountain ridges and the French Broad River, Brevard has not developed a thorough radial system of roadways. Our goal is to enhance the community's transportation system with improvements to traffic flow and safety, street system infrastructure, and additional accessible parking. A Sidewalks and Greenways Plan would benefit pedestrians and bicyclists and also complement the improved street system. These pathways would encourage citizens to walk or ride bikes rather than drive cars to various local destinations. A public transportation system would provide another alternative to individual automobile trips, which in turn should lessen user demand on our community streets.

### TRANSPORTATION MEMBERS

**Fred Davidson, Chair**

**Patrick Bohan,  
Facilitator**

**Bob Bryant**

**David Carter**

**Mike Domonkos**

**Dorothy Fairclough**

**John Folger**

**Margaret Garren**

**Ken Hanan**

**Dana Hawkins**

**Karl Hilgendorf**

**Russ Knights**

**Keith McCoy**

**Guis Siniard**

### THOROUGHFARE PLAN

Early in 1998, the NCDOT submitted a Thoroughfare Plan for the City of Brevard. The plan was adopted by the City on April 6, 1998 and by the North Carolina Department of Transportation on June 5, 1998 and contains detailed studies and analysis of all factors affecting transportation infrastructure in Brevard now and in the future. A significant finding of the study indicates that our entire major street system is near or over capacity in terms of average daily traffic. The report states that if the Thoroughfare Plan, or elements of it, are not implemented and only routine maintenance is done during the plan period, "the increase in traffic volumes and normal growth will result in a dramatic reduction in transportation quality. The absence of improvements will negatively impact growth and business in the Brevard area."

We believe that it is crucial that the City, the County, and NCDOT continue to work together to promote alternatives to accommodate growing traffic in our community. Implementation of the elements of the Thoroughfare Plan, continually updated in the light of new growth and development and with full community involvement, is the essential next step. The process and organization for accomplishing this are in place and should be encouraged and enabled to proceed in an expedited manner.

*\* For an explanation of the objectives of a thoroughfare plan and recommendations for revising the current plan, refer to the Corridor Study section of the Gateways, Corridors & Downtown Focus Group Report.*

### PEDESTRIAN SAFETY



It is important to have adequate means of movement for pedestrians throughout the community, but especially in certain places. These include, but are not limited to, the central business district, parks, schools, libraries, public buildings, stores, and other destinations in highly concentrated areas. Of

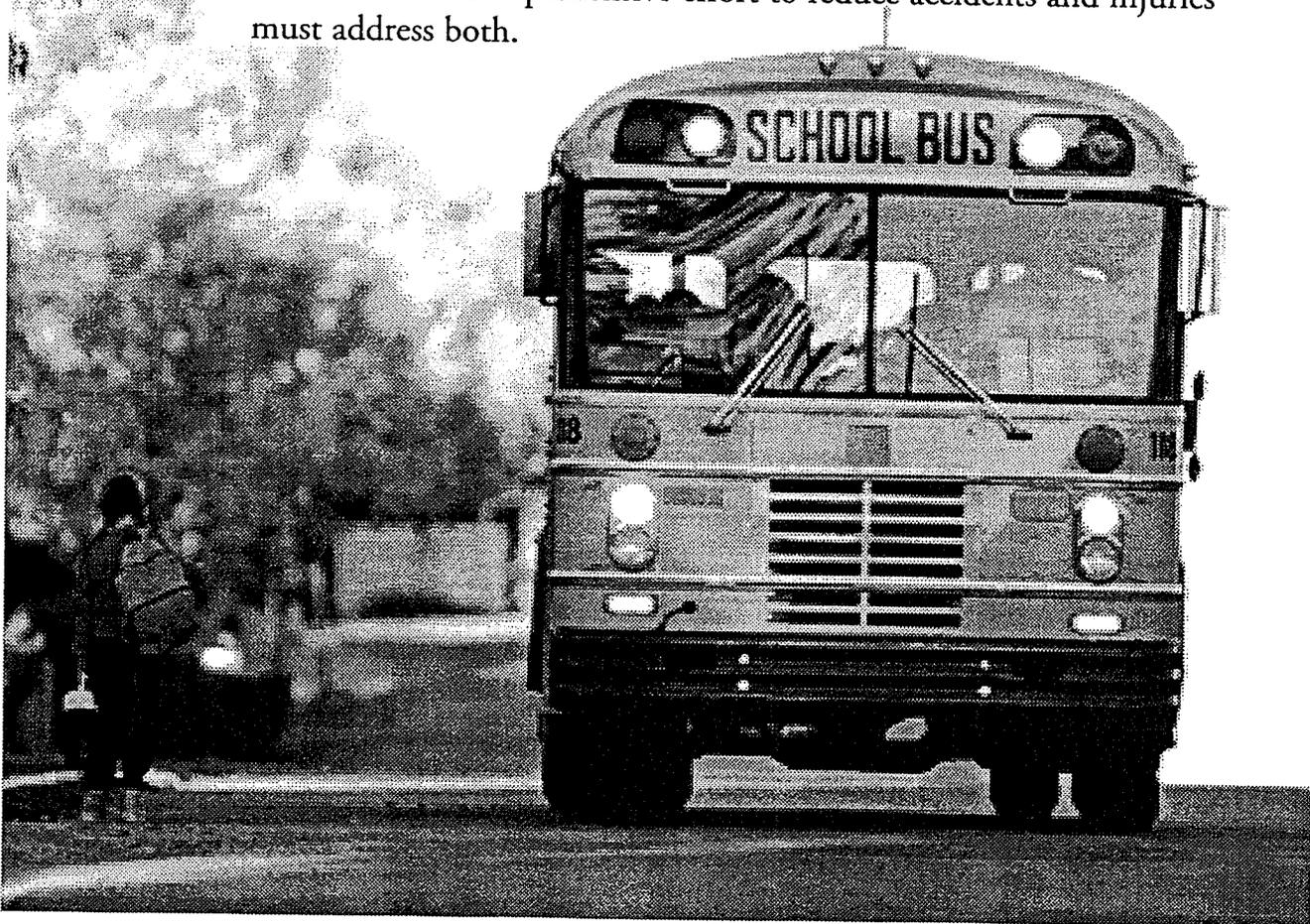
foremost concern is safety, including such things as well lit streets, visible and strategically placed crosswalks, adequate separation between vehicular movement and people, crossing guards at busy points before and after school, and traffic control devices. Skateboarders, in-line skaters and bicyclists need space that does not conflict with walkers or strollers and automobiles. From 1996 through 1998, the Brevard Police Department reported 16 accidents involving pedestrians. Crossings in downtown Brevard have become increasingly hazardous as the volume of traffic, both vehicular and pedestrian, has increased in recent years.

A circulation system that is truly safe and flexible and meets the needs of all elements of the community will exist when the other elements of the community vision for transportation are in place and in use. Improvements and new construction specified in the Thoroughfare Plan will make for smoother, more efficient and safer movement of vehicular traffic. Completion of sidewalk projects and elements of the Bike and Pedestrian Pathways project will enable pedestrians, bikers, and skaters to move about the community safely and without interfering with vehicular traffic. Consistent attention to traffic safety, with appropriate enforcement of traffic ordinances will raise the level of community consciousness about safety. The availability of public transportation will provide citizens with options for easy, safe access to all parts of the community.

## TRAFFIC ACCIDENTS

With the growing volume of traffic in Brevard, there is an attendant growth in the number and severity of traffic related accidents and injuries. Traffic accidents caused more dollar and property damage in Brevard than did all categories of criminal activity within the same time period. While the causes of traffic accidents are varied, most appear to be the result of operator errors. Accidents are often used as an indicator for locating congestion problems, location deficiencies such as poor design, inadequate signage, ineffective parking or poor sight distance. Reduction in the number of accidents in Brevard will require concerted and coordinated efforts to improve traffic management, roadway and crossing improvements as well as driver and pedestrian education.

Prevention must be given high priority, both in public policy and in public attitudes. Too often, getting there in a hurry seems to take precedence over concern for safety and accident prevention. Accidents and injuries occur as the result of unsafe practices and/or unsafe conditions. A comprehensive effort to reduce accidents and injuries must address both.



## TRAFFIC - SPEEDING

The City currently has a traffic speed indicator and a traffic officer. NCDOT regulates the maintenance of State roads and the City maintains local streets. The City-wide speed limit, unless otherwise posted, is 35 mph. The City Code includes regulations covering traffic control devices and the operation of vehicles, which includes movements, speed limits, and parking.

Limiting the speed at which vehicles travel on City streets, while at the same time maintaining efficient flow of traffic can pose significant problems for planners. Care must be taken to avoid a strategy which focuses on moving vehicles through City streets more quickly, even at the expense of safety. There is a tendency for vehicle operators to pay little attention to posted speed limits and to drive at whatever speed they perceive conditions permit. Everyone seems to be in a hurry and impediments which slow us down, annoy us. Most modern cars are designed to operate at faster, rather than slower speeds, and it usually requires a conscious effort to drive within posted speed limits.

In order to reach a goal to reduce or eliminate speeding on City streets, it is necessary to implement a multi-faceted program that includes community commitment to the enforcement of speed limits, increased police presence, and use of "traffic calming" strategies and techniques.

## DOWNTOWN PARKING

Residents and visitors to downtown Brevard often do not realize that there are more than 1000 parking spaces available in either City-owned or leased parking lots, shared private lots, or along the main streets. Although on-site parking is limited, the majority of parking spaces are located within two or three blocks of the Courthouse. On a day-to-day basis, many spaces go unused.

While motorists may sometimes complain that they are unable to find parking spaces as close to their destination as they would like, there appears to be no real shortage at this time. An aggravating factor for downtown traffic movement and parking space utilization is the lack

of properly located unloading zones for truck deliveries. Alleyways to back-of-building parking are non-existent or too narrow and hard to enter.

*For additional information on "Downtown Parking" refer to the Downtown Study section of the Gateways, Corridors & Downtown Focus Group Report.*

### TRAFFIC SIGNALS

Between the Pisgah Forest intersection of US 64/US 276 and Main Street, including both intersections, there are eleven traffic signals. At least one more will be installed in the near future. From the intersection of Main Street to the intersection of South Caldwell Street, there are three traffic signals, not including Main Street. There are presently five traffic signals on Caldwell Street. Often citizens complain that the synchronization of these signals should be better timed to facilitate vehicular movement.

Upgrading of traffic signals on both Broad and Caldwell Streets is one of the highlights of the 1998 Brevard Thoroughfare Plan. This will increase capacity while allowing a progressive flow of traffic through the downtown area. We feel that the project should also include the traffic signals on US 64 from Pisgah Forest through downtown. This project is number two on the priority list and will be implemented by the NCDOT in consultation with local authorities.

### BIKE AND PEDESTRIAN PATHWAYS

Many residents have expressed the need for safer and more accessible bike and pedestrian pathways around Brevard. Several residential streets have sidewalks that connect to Main Street and to South and North Broad Streets. Many existing sidewalks are being refurbished by placing new curb cuts at road intersections and leveling rough areas where the concrete has cracked or settled.

In August 1996, the City formed a Bike and Pedestrian Study Committee charged with developing a plan to provide "an adequate

network of pedestrian/bike pathways that will allow for safer, accessible, non-motorized transportation which links parks, schools, recreation centers, public facilities, commercial areas, and neighborhoods.”

The concept of the pathway trails project has received the endorsement of both the Brevard City Council and Transylvania Board of Commissioners. This Focus Group endorses the project as a key element in a comprehensive effort to improve alternative transportation in the community and recommends that it be given high priority for completion early in the overall Plan period. The Pedestrian/Bike Path subcommittee has moved the project ahead in energetic and creative ways and should continue to be the primary group providing active leadership for the project.

#### PUBLIC TRANSPORTATION

Public transportation opportunities are limited in Brevard. Transylvania County provides some transportation assistance for the elderly needing rides to congregate meal sites, for mentally and physically challenged individuals to TVS, for individuals needing some medical treatments outside the County, and for preschool-age children to daycare facilities (DSS). Periodic midday shopping or recreational trips are provided for people living in group homes or who are enrolled in TVS and need transportation to community work places. Transportation services for people with special needs are also provided by a privately owned company. There is also one taxi cab company licensed to operate in the City.

Current usage of the present system and continuing growth in population underscore the need for placing high priority on the development of an expanded public transportation system as an integral part of a comprehensive alternative transportation plan for the City and County. In addition to serving the needs of the elderly and others who need transportation, the improved and expanded public transportation system would contribute to other important community goals. We recommend that a joint City-County commission be established, charged with the responsibility to develop



a plan for public transportation appropriate to the needs of the people of Brevard and Transylvania County.

## YOUTH

The transportation of young people to work, school, recreation, child care, and daily living activities is currently the responsibility of parents. There is a Transylvania County Transport System which helps meet some of the needs for a very limited number of individuals. As the population grows, there is a greater need for alternative transportation. The Work First study indicates that transportation for child care and getting to and from work is already a problem.

We chose to deal with this issue, not as a separate concern, but in conjunction with other issues, especially those dealing with

public transportation and with bicycle and pedestrian pathways. In each case young people and their parents would be key beneficiaries. We would add only that young people be appropriately represented during the planning stages for projects and activities which will affect them.



# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Transportation

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>I. Provide a traffic circulation system for Brevard and surrounding environs that is safe and flexible and meets the needs of drivers, pedestrians, bikers, and skaters</p>	<p>Complete current highway and sidewalk projects on schedule and on budget</p>	<ul style="list-style-type: none"> <li>● Review, revise, and implement the elements of the Thoroughfare Plan</li> <li>❖ Extend 3 lanes on US 276 from Gallimore Road to south of Brevard Elementary</li> <li>❖ Complete scheduled sidewalk construction projects</li> <li>❖ Plan and execute pedestrian crossing improvements in the downtown area</li> <li>❖ Complete phase I and phase II recommendations of the Bicycle/Pedestrian Path Committee</li> <li>● Include planning for bike, skating, and pedestrian traffic in any new sidewalk and pathway construction</li> </ul>	<ul style="list-style-type: none"> <li>● Prepare to deal with future growth in ways that will preserve the achievements of Focus 2020 projects and perpetuate the vision</li> </ul>	<ul style="list-style-type: none"> <li>● Initiated within designated time period and is ongoing</li> <li>❖ To be initiated and completed within designated time period</li> </ul>

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD Transportation

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>II. Work with County and NCDOT in constructive, effective ways to provide transportation infrastructure that serves the changing needs of our growing community</p>	<p>A. Complete elements of the Thoroughfare Plan on schedule and on budget</p>	<ul style="list-style-type: none"> <li>● Maximize use of current parking spaces and plan for future needs</li> <li>❖ Locate unloading zones for downtown service delivery</li> <li>● Form a Transportation Commission to manage long-term transportation needs</li> </ul>	<ul style="list-style-type: none"> <li>❖ Determine alignment of least impact and establish/adopt right-of-way, complete in-depth assessment, conduct environmental impact study for Brevard Bypass</li> <li>● Make recommended road improvements in concurrence with the Thoroughfare Plan</li> </ul>	<ul style="list-style-type: none"> <li>● Initiated within designated time period and is ongoing</li> <li>❖ To be initiated and completed within designated time period</li> </ul>

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Transportation

Page 177

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>B. Improve existing roadway system</p>	<ul style="list-style-type: none"> <li>● Keep community informed on all aspects of the Thoroughfare Plan</li> <li>● Consider making significant improvements to Wilson Road</li> <li>❖ Consider 3 lane pairs on Caldwell and Broad Streets (2 westbound/1 eastbound on Caldwell; 2 eastbound/1 westbound on Broad [westbound = southbound through town, eastbound = northbound through town] )</li> <li>❖ Develop access management plan for all major roadways (i.e. driveways, curb cuts)</li> </ul>		

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Transportation

Page 178

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>III. Adhere to speed limit and other traffic signs posted on City's roadways and in neighborhoods</p>	<p>Significantly reduce accidents caused by speeding on Brevard streets</p>	<ul style="list-style-type: none"> <li>❖ Consider 3 lane pairs on Caldwell and Broad Streets (2 westbound/1 eastbound on Caldwell; 2 eastbound/1 westbound on Broad</li> <li><i>[westbound = southbound through town, eastbound = northbound through town]</i>)</li> <li>❖ Develop access management plan for all major roadways (i.e. driveways, curb cuts)</li> <li>● Make traffic safety a major priority, with a strong commitment to creating a safe environment for drivers and pedestrians</li> <li>● Increase police presence and visibility, especially in the downtown area, and during heavy traffic hours</li> <li>● Implement a public safety education program</li> </ul>	<ul style="list-style-type: none"> <li>❖ Incorporate traffic calming strategies and techniques when upgrading existing streets or planning new construction</li> </ul>	<ul style="list-style-type: none"> <li>● Initiated within designated time period and is ongoing</li> <li>❖ To be initiated and completed within designated time period</li> </ul>

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Transportation

Page 179

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>IV. Minimize traffic accidents by improving traffic control and flow and through continuing safety awareness/accident prevention education</p>	<p>Implement a comprehensive, on-going traffic safety and accident prevention program</p>	<ul style="list-style-type: none"> <li>● Implement a public awareness campaign to help enforce laws related to traffic safety</li> <li>● Issue tickets regularly for speeding violations, u-turns, double-parking, parking on sidewalks and in no parking zones, etc.</li> <li>● Place a high priority on traffic safety</li> </ul>		

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Transportation

Page 180

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>● Work with the Brevard Police Department to:               <ul style="list-style-type: none"> <li>- raise public awareness of accident locations and causes</li> <li>- evaluate reports and make/implement recommendations to reduce or eliminate causes of accidents</li> <li>- develop, publicize and implement driver/pedestrian safety programs</li> </ul> </li> <li>❖ Inspect and upgrade public signage and traffic lights</li> <li>❖ Plan and execute pedestrian crossing improvements in the downtown</li> </ul>	<ul style="list-style-type: none"> <li>● Organize a Brevard Volunteer Safety Patrol</li> <li>● Place a high priority on safety/accident prevention in all transportation planning</li> <li>● Include traffic calming strategies and techniques in all transportation planning</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Transportation

Page 181

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>● Enforce compliance with laws related to traffic safety</li> <li>● Increase police presence and visibility in high traffic areas and at peak traffic times</li> <li>❖ Plan and execute pedestrian crossing improvements in the downtown</li> <li>● Enforce compliance with laws related to traffic safety</li> <li>● Increase police presence and visibility in high traffic areas and at peak traffic times</li> </ul>		

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Transportation

Page 182

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>V. Provide a network of paths and sidewalks that will enable safe pedestrian and bicycle access to downtown, schools, parks, shopping areas, recreational and cultural centers, and residential neighborhoods</p>	<p>Complete a network of bicycle and pedestrian pathways linking downtown and neighborhoods to schools, parks, and recreational and cultural centers</p>	<ul style="list-style-type: none"> <li>❖ Complete a “sample section” of the Bike/Hike Path to demonstrate feasibility and evoke public support</li> <li>❖ Complete phase I and phase II recommendations of the Bicycle/Pedestrian Path Committee</li> </ul>	<ul style="list-style-type: none"> <li>● Create a land trust to facilitate acquisition of easements and property for bike and pedestrian pathways</li> <li>● Create a County-wide interlocal agreement to promote, locate, and build a greenway system connecting communities and parks for conservation, transportation, and recreation purposes</li> </ul>	<ul style="list-style-type: none"> <li>❖ Work with Board of County Commissioners and NCDOT to ensure that future development includes bike and pedestrian pathways (i.e. combine water and sewer easements with pathway uses; minimize curb cuts and include separate multi-use pathways)</li> <li>❖ Support the development of the French Broad floodways as greenways</li> </ul>
		<ul style="list-style-type: none"> <li>● Inventory existing sidewalks and establish a priority for repair and improvement</li> <li>● Develop a sidewalk plan for future construction</li> </ul>		<ul style="list-style-type: none"> <li>● Initiated within designated time period and is ongoing</li> <li>❖ To be initiated and completed within designated time period</li> </ul>

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD Transportation

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>VI. Provide a safe, cost efficient public transportation system that will serve special needs groups, including young people, and will provide an attractive alternative means of transportation for all residents and visitors</p>	<p>Develop and implement a plan to provide public transportation appropriate to the needs of local residents</p>	<ul style="list-style-type: none"> <li>● Establish an Alternative Transportation Committee to develop a comprehensive alternative transportation plan</li> <li>● Require any significant development to dedicate land in order to establish trails and pathways</li> <li>● Include provisions for bike and pedestrian pathways in future plans to widen highways/streets and for new construction</li> <li>● Create an Alternative Transportation Committee under a Transportation Commission to develop a comprehensive plan for public transportation and to promote other means of alternative transportation</li> </ul>	<ul style="list-style-type: none"> <li>● Implement approved Public Transportation Plan</li> <li>● Make alternative transportation an integral part of community planning</li> </ul>	<ul style="list-style-type: none"> <li>❖ Evaluate Public Transportation Plan regularly, assessing current needs, and revising when appropriate</li> </ul>

- Initiated within designated time period and is ongoing
- ❖ To be initiated and completed within designated time period

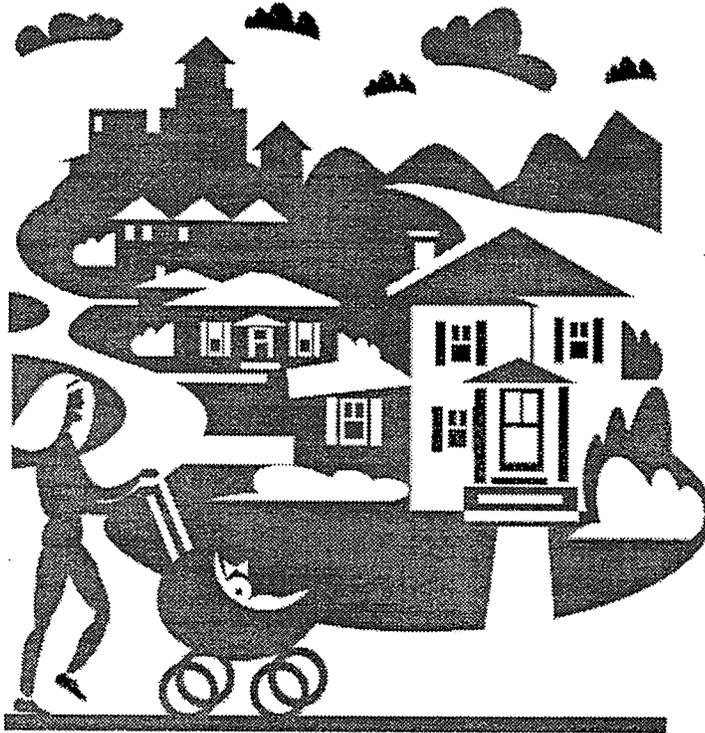
# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD Transportation

Page 184

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
		<ul style="list-style-type: none"> <li>● Publicize the work and findings of the Alternative Transportation Committee on a regular basis</li> <li>❖ Conduct a survey to assess community needs and awareness of public transportation possibilities</li> <li>❖ Inventory and evaluate existing public transportation</li> <li>❖ Visit similar communities with successful public transportation systems</li> <li>❖ Explore funding sources for public transportation</li> <li>❖ Present a Public Transportation Plan to the community for their consideration</li> </ul>		

- Initiated within designated time period and is ongoing
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## THE RESPONSE FROM THE HOUSING & NEIGHBORHOODS FOCUS GROUP:



### INTRODUCTION

Brevard is an attractive, friendly community and has earned national attention as a highly desirable place to live. A reputation like ours invites growth. For Brevard to maintain its small town atmosphere and quality of life it must be a community with adequate

and affordable housing for residents of all income levels, as well as those with special needs. This Focus Group seeks to maintain the quality of the existing neighborhoods and to develop attractive new ones with a healthy mix of large and small houses, owner-occupied and rental units, and apartments, where people of different income levels can interact in safe and secure surroundings. Housing and neighborhoods are urgent concerns for Brevard's future and should be given a high priority.

### MISSION STATEMENT

“The mission of the Housing & Neighborhoods Focus Group is to use the given issues to evaluate the pertinent information; determine if there are any other relevant issues; gather any additional information as required; develop viable solutions to the issues; and create a plan for timely implementation.”

**HOUSING &  
NEIGHBORHOODS  
MEMBERS**

**Werner Haker, Chair**

**Sheryl Fortune,  
Vice-Chair**

**Steve Arnaudin**

**Cleveland Brown**

**Rick Byrd**

**Beth Glass**

**Frederick Gordon**

**Judy Griffin**

**Charles Huston**

**Marion Huston**

**Gordon Kiddoo**

**James Norman**

**Ken Racht**

**Sue Sasser**

**Jeremy Steins**

**Pat Thomson**

**Susan Wells**

**VISION - HOUSING & NEIGHBORHOODS**

Elements include:

- Every resident is entitled to decent, safe, sanitary, affordable housing.
- Neighborhoods should promote social interaction among neighbors; they should be easy to get around by walking; and they should provide a healthy mix of social and economic groups.

To implement this vision and the Focus 2020 objectives, there must be a broader base of understanding of these values within the community. Such values must be nurtured by citizens and public officials, alike.

**BACKGROUND**

1. The issues involved in housing and neighborhoods appear to have a low priority in the minds of the public. Those most in need of affordable housing have not voiced their opinions and/or have not been heard. Even the Focus 2020 Vision Statements did not address housing and neighborhoods. As noted earlier, committee members interviewed several citizens to attempt to get "grassroots" input on housing needs.
2. Brevard's 1991 Land Use Plan has a section on housing. Its conclusion mentions the need for higher densities of development (smaller lots) and revitalization of some areas. It does not; however, provide guidelines for meeting these needs.
3. There has been a substantial lack of data regarding housing available within the City of Brevard, as well as data on land use and availability.

4. Housing issues have a high degree of complexity because of three often interrelated factors: Cultural/Social, Economic and Construction/Production.

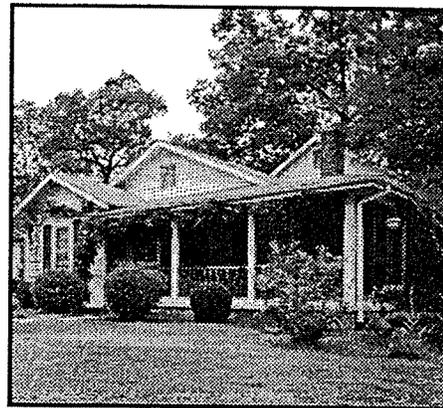
**Cultural/Social:** People have strong feelings of independence. Many prize their individuality. Most want their own homes, with open space around those homes. There is a tradition of a rural, pastoral setting as an ideal. Nevertheless, there is a growing concern that changes must be made for the common good.

**Economic:** There is a trend toward a services-based economy in Brevard and Transylvania County. Services generally offer lower pay than manufacturing. This generates a need for affordable housing for people whose earnings are at or below the median income level. At the same time, there are people moving into the area because modern technology allows them to live in and conduct their businesses from communities of their choice. This creates some tension in the housing market and helps to pressure housing costs upward.

**Construction/Production:** A scarcity of buildable land within the City contributes to high lot costs. High construction costs also are driven by many expensive housing developments that use up a large portion of the available construction labor force in the local and surrounding areas.

In consideration of these factors, the focus group identified the following goals and objectives:

- Housing
  - New Construction
  - Ownership
  - Rental
  - Rehabilitation and Preservation
  - Special Needs
- Neighborhoods
  - Residential - Existing
  - Residential - New



These focus issues formed the basis for the Housing & Neighborhoods

chart/report, outlining Brevard's needs and the committee's recommendations for meeting those needs.

#### GOALS - HOUSING

- To provide adequate and appropriate rental housing for the various socio-economic groups
- To provide safe, adequate, and affordable owner-occupied housing for families within the City limits
- To organize and allocate funds to promote the rehabilitation of substandard housing and to raise the quality of existing substandard housing
- To provide safe, adequate, and monitored care facilities/housing for the populations with special needs

#### GOAL - NEIGHBORHOODS

- With controlled, pro-active planning, preserve the existing quality of Brevard's neighborhoods and set qualitative standards for new development which provides individual freedom without sacrificing community cohesiveness and common good.

#### GLOSSARY

**CDBG-Community Development Block Grants** - grants allocated to State (non-entitlement) and local jurisdictions to engage in a variety of community development activities.

**HOME Program** - A Federal grant program provided to local governments for the development of affordable housing, usually leveraged with private funding sources.

**Median Income** - That income level at which an equal number of families/households have incomes above the level as below; the median income is based on the distribution of the incomes of all families/households including those with no income.

**TCHDC** - Transylvania County Housing Development Corporation

**WCCA** - Western Carolina Community Action

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Housing and Neighborhoods

- Page 189 -

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>I. Provide adequate and appropriate rental housing for the various socio-economic groups</p>	<p>Build 20 units every 5 years of low income rental housing</p> <p>Encourage and support construction of moderate income (50%-80% median) rental units</p>	<p style="text-align: center;"><b>New Construction Rental &amp; Apartments</b></p> <ul style="list-style-type: none"> <li>● Build 20 rental units</li> <li>● Assist/recruit nonprofit &amp; for-profit developers. City apply for grants with WCCA, TCHDC, &amp; other potential developers</li> <li>● Extend City water/sewer to mixed income developments</li> <li>● Enforce Housing Code</li> <li>● Keep Brevard Housing Authority's units in good repair</li> </ul>	<ul style="list-style-type: none"> <li>❖ Rezone to allow for additional multifamily development</li> </ul>	

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Housing and Neighborhoods

- Page 190 -

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>II. Provide safe, adequate, and affordable housing for families within the City limits</p>	<p>Provide assistance to low income home buyers/builders</p> <p>Build 10 units per year for low income households</p>	<p><b>New Construction</b></p> <p><b>Rental &amp; Apartments</b></p> <ul style="list-style-type: none"> <li>❖ Encourage establishment of a local 501(c)(3) to invest in affordable housing in Brevard, or arrange with an existing group to solicit &amp; “tag” funds for affordable housing in Brevard</li> <li>❖ Adapt zoning ordinance to accommodate secondary dwelling units (i.e. “mother-in-law flats,” second floor apartments) where appropriate</li> </ul>	<p><b>New Construction</b></p> <p><b>Home Ownership</b></p> <ul style="list-style-type: none"> <li>● Assist/recruit nonprofit and for-profit developers. Apply for grants with WCCA, TCHDC, and other potential developers</li> </ul>	<ul style="list-style-type: none"> <li>❖ Increase funding sources through Housing Bonds</li> </ul>

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Housing and Neighborhoods

- Page 191 -

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Build sufficient housing for people in median income range. <i>Estimate 25 new housing units per year will be required to accommodate City growth</i></p>	<ul style="list-style-type: none"> <li>● Extend water/sewer to mixed developments</li> <li>● Provide “carrot &amp; stick” incentives for developers to encourage low- and median-income development (i.e., waive fees)</li> <li>● Support Habitat for Humanity construction</li> <li>❖ Adapt zoning ordinance to accommodate secondary dwelling units (i.e. mother-in-law flats, second floor apartments) where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>❖ Set up a local 501(c)(3) to invest in affordable housing in Brevard, or arrange with an existing group to solicit and “tag” funds</li> </ul>	

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Housing and Neighborhoods

- Page 192 -

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>III. Organize and allocate funds to promote the rehabilitation of substandard housing and to raise the quality of existing substandard housing</p>	<p>Eliminate existing abandoned houses in Brevard</p> <p>Foster rehabilitation and maintenance of existing dwelling units</p>	<p>● Apply for CDBG &amp; HOME funds</p> <p>● Enforce Housing Code</p> <p>● Gather data on housing conditions (City Planning Department)</p>	<p>● Encourage ad hoc volunteer neighborhood improvement organizations</p>	
<b>Rehab &amp; Preservation</b>				
<p>IV. Provide safe, adequate and monitored care facilities/housing for the special populations</p>	<p>Determine adequacy of housing for people with special needs</p>	<p>● Gather data from Asheville Regional Housing Consortium data</p> <p>❖ Develop and implement plan to accommodate identified needs</p>	<p style="text-align: center;"><b>Special Needs</b></p>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Housing and Neighborhoods

- Page 193 -

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<b>Existing Residential</b>				
<p>V. Preserve, with controlled, proactive planning, the existing qualities of Brevard neighborhoods and set qualitative standards for new development which provides individual freedom without sacrificing community cohesiveness and common good</p>	<p>Allow higher density in existing residential areas zoned as R-1</p> <p>Encourage in-fill housing developments in existing neighborhoods</p>	<ul style="list-style-type: none"> <li>❖ Revise Zoning Ordinance (Brevard Planning Board)</li> <li>● Continue land inventory and analysis (City Planning Department)</li> </ul>	<ul style="list-style-type: none"> <li>● Improve &amp; continuously maintain parks, storm drainage, sidewalks &amp; public landscaping</li> <li>● Seek and apply for government grants(i.e., CDBG &amp; HOME)</li> <li>● Enforce Housing Code</li> </ul>	
	<p>Improve &amp; maintain parks, storm drainage, sidewalks &amp; public landscaping</p> <p>Demolish or renovate deteriorated or abandoned structures</p> <p>Improve existing private housing through rehabilitation/ preservation</p>			

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Housing and Neighborhoods

- Page 194 -

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Promote mixed uses in existing residential areas</p> <p>Re-use vacant downtown space for residential or professional purposes</p>	<ul style="list-style-type: none"> <li>❖ Review and clarify existing zoning ordinances</li> <li>● Market advantages to owners for historical renovation and restoration (i.e. tax breaks etc.)</li> <li>● Foster and support neighborhood self-help programs</li> </ul>		

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

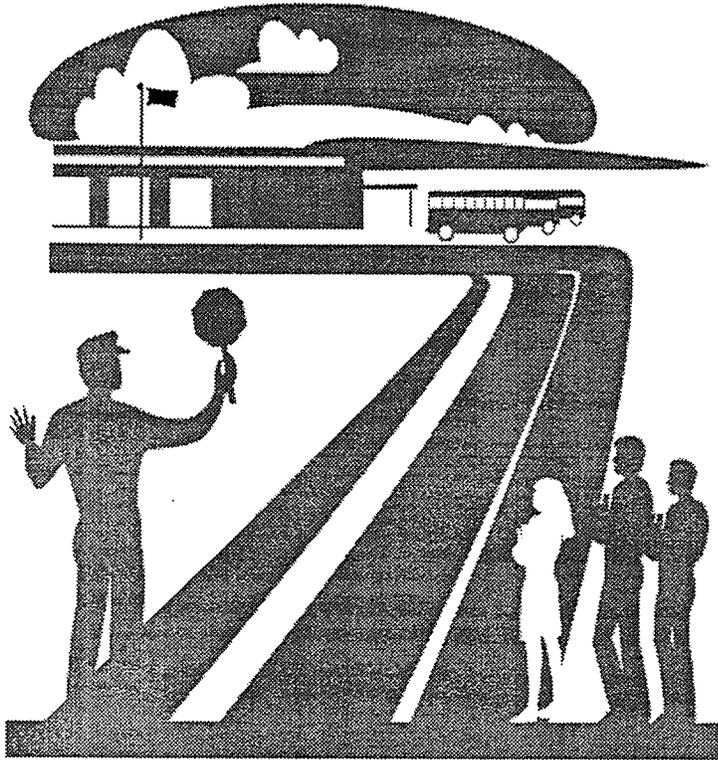
## Housing and Neighborhoods

- Page 195 -

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>V. Preserve, with controlled, proactive planning, the existing qualities of Brevard neighborhoods and set qualitative standards for new development which provides individual freedom without sacrificing community cohesiveness and common good</p>	<p>Encourage higher density developments, especially those clustered with open spaces</p> <p>Add infrastructure for new development – where and when we want to encourage growth</p> <p>Encourage mixed home sizes and types in new residential developments</p>	<p><b>New Residential</b></p> <ul style="list-style-type: none"> <li>❖ Adapt subdivision ordinance to encourage more sidewalks (DOT &amp; City Public Works)</li> <li>❖ Revise Land Use Plan (1991) to encourage good development (Planning Board &amp; City)</li> </ul>		

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

## THE RESPONSE FROM THE PUBLIC SAFETY & HEALTH FOCUS GROUP:



The Public Safety & Health report presents observations that the Focus Group believed to be accurate and recommendations they feel will positively impact the future of Brevard and surrounding areas. In an effort to continually move toward instilling a sense of security and overall wellness for our citizens, it is necessary for each individual to become aware of issues related to public safety and health. Then, we can all work together to ensure our protection from crime, substance abuse, teen/“at risk” pregnancies, and health difficulties.

It is understood that the recommendations contained in this report will require a long-term commitment on the part of each service agency, City leader, and citizen. We must make every effort to understand the struggles of others - quickly offering to intercede when the challenges become overwhelming. As with any process, there are several pathways to reach common goals; however, we present the following as a plan to help us achieve the ultimate level of overall success on these public safety and health issues.

### INTRODUCTION

The safety of the community, including downtown, and the availability of a wide range of health care services are contributing factors to the high quality of life available in Brevard. Law enforcement and health care providers work together to enhance the community level of safety and health. The Public Safety & Health Focus Group seeks to promote wellness and to ensure that adequate

**PUBLIC SAFETY  
& HEALTH**

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**Liz Cozart**

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**Kevin Myers**

**Terry Pierce**

**Chuck Spillman**

**Blair Willard**

**Kathie Williams**



and affordable health care is available to all citizens. This may be achieved as Brevard embraces programs related to education, prevention, and treatment options.

**GOAL 1:**

Promote wellness and health by ensuring that there are adequate and affordable health care services to meet the needs of the public and those requiring special care

Although many programs for health maintenance/enhancement already exist, often these services are unknown to the individuals who could benefit the most from them. We encourage alignment with the Land of Waterfalls Partnership for Health, "A Healthy Carolinians Task Force," to address and coordinate efforts regarding pertinent health care issues. Area agencies and health related initiatives that are seeking to address similar issues should join forces in their efforts to reach common goals.

Through a collaborative relationship, target populations can receive information regarding available health services and opportunities to enhance wellness and health. Communication with youth AND adults is of vital importance. Also, it is in the best interest of the community to focus on issues related to the health and welfare of our increasing senior population.

**GOAL 2:**

Minimize the impact of substance abuse in our community through enhanced awareness and identification

- Minimize the abuse of mood altering chemicals in our community members
- Ensure adequate treatment resources to address the substance abusing community member and their family members

## CONSIDERATIONS

- Currently, there is no all encompassing statistical data base available that indicates total substance abuse in Brevard;
- the question arises as to whether a decrease in substance abuse incidents is simply a reduction in the reporting of such incidents or a true decrease in use of mood altering substances;
- it is appropriate to monitor the rise/fall of substance abuse in Brevard through the collection of information related to violent crime, domestic violence, treatment admissions, emergency room admissions, and/or DWI arrests;
- realize that substance abuse issues extend beyond Brevard City limits into Transylvania County. Any plan must include provisions for identification and treatment of this population.

The issue of substance abuse is in no way a “simple, quick fix problem.” It dramatically effects the life of the abuser, not to mention the individuals/families involved, as well as the victim(s) of a crime committed by the abuser.

Through a partnership of local public and private education agencies, law enforcement agencies, the religious community, and health care/social service agencies we can begin to address, and ultimately positively impact, the issues related to substance abuse in Brevard/Transylvania County.



**GOAL 3:**

Reduce teen pregnancies, including repeat pregnancies, and “at risk” pregnancies

In order to effectively combat the issues related to teen/at risk pregnancies it is imperative to develop and maintain a comprehensive educational program that addresses all facets of pregnancy and child care. Brevard/Transylvania private and public agencies need to consistently communicate with the School Board Health Advisory Committee to assess the efficacy of ongoing educational programs and the need for future efforts within the school system. The programs presented should include the role both parents/partners must accept with relation to pregnancy/child birth/parenting. It is also agreed that these educational programs would be most effective presented at the middle school level. It is imperative that a professionally based community team address issues related to “at risk” pregnancies.

It is important to note that the most effective “education” is one that comes “first hand.” Often we think only of “professionals in the field” as being qualified to present valuable information about pregnancy/parenting. Our efforts should occasionally focus on the teen who learned through a personal experience the challenges of teen/“at risk” pregnancy and parenthood. An open forum led by this individual may prove beneficial in offering a “true to life” discussion.

**GOAL 4:**

Ensure the overall safety of residents of Brevard/Transylvania through a unified effort to provide a wide range of protective interventions

The safety of the community, including downtown, is a contributing factor to the high quality of life enjoyed by the citizens and guests of Brevard. Law enforcement and healthcare providers work in tandem to enhance the community level of safety and health.

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Public Safety & Health

Page 200

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>I. Promote wellness and health by ensuring that there are adequate and affordable health care services to meet the needs of the public and those requiring special care</p>	<p>Address and coordinate efforts regarding pertinent health care issues</p> <p>Ensure sufficient number of medical professionals in Brevard/Transylvania County</p>	<ul style="list-style-type: none"> <li>● Align with “Land of Waterfalls Partnership for Health,” a Healthy Carolinians Task Force</li> <li>❖ Employ coordinator to develop/maintain a comprehensive health care resource guide</li> <li>● Establish an Interagency Health Care Speakers Bureau to provide a wide range of health care educational presentations</li> <li>● Encourage active recruitment of physicians/specialists (Transylvania Community Hospital)</li> </ul>	<ul style="list-style-type: none"> <li>❖ Host, periodically, a “Physicians’ Educational Retreat” to spark interest in physician relocation to the Brevard/Transylvania area</li> </ul>	<ul style="list-style-type: none"> <li>● Encourage the creation of medical school scholarships with a service commitment component</li> </ul>

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Public Safety & Health

Page 201

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
	<p>Foster a culture of healthy lifestyle awareness for all citizens</p>	<ul style="list-style-type: none"> <li>● Distribute information/materials about Brevard/Transylvania to medical universities to assist in the recruitment of medical personnel</li> <li>● Encourage completion of a "Community Diagnosis" report on a regular basis (Transylvania County Health Department)</li> <li>● Make health care issue brochures more readily available in strategic locations</li> <li>● Create educational campaigns to be incorporated in local schools and in community "target" populations</li> </ul>	<ul style="list-style-type: none"> <li>● Sponsor additional affordable/ accessible prevention screenings and health care maintenance programs and create incentives to encourage attendance, i.e. "free raffle"</li> <li>● Support an annual fund raiser with proceeds used to provide a "Caregivers' Respite Retreat, i.e. funds raised for at least one debilitating disease annually</li> </ul>	

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Public Safety & Health

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>II. Minimize the impact of substance abuse in our community through enhanced awareness and identification</p> <p><i>Minimize abuse of mood altering chemicals</i></p> <p><i>Ensure adequate treatment resources</i></p>	<p>Identify and address ongoing substance abuse issues in Brevard and surrounding areas resulting in progressively declining incidences of:</p> <p>a. Crime (violent/petty)</p> <p>b. Domestic Violence</p> <p>c. Treatment admissions</p> <p>d. DWI arrests</p>	<ul style="list-style-type: none"> <li>● Encourage additional substance abuse awareness and identification activities in our public schools</li> </ul>	<ul style="list-style-type: none"> <li>● Support an ongoing multimedia campaign concentrating on particular health related issues, i.e. diabetes management</li> <li>● Establish a multi-agency community task force to consider coordinating the following:                             <ul style="list-style-type: none"> <li>a) Increased substance abuse education in middle and high schools</li> <li>b) Support groups within middle and high schools for students who abuse substances AND those who are exposed to substance usage within their family unit</li> <li>c) Increased education to health care and human services professionals</li> </ul> </li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Public Safety & Health

Page 203

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
			<ul style="list-style-type: none"> <li>d) Community meetings, periodically, to foster a community-wide effort in the prevention of substance abuse</li> <li>e) Assessment of the community's substance abuse treatment needs</li> <li>f) Ongoing dialogue among treatment providers to help ensure a full continuum of care and to minimize duplication of efforts</li> <li>g) Cooperation of the <u>entire</u> medical community, along with existing service agencies and churches, in the provision of adequate treatment</li> <li>h) Grant monies to enhance community-based treatment programs</li> </ul>	

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Public Safety & Health

Page 204

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>III. Reduce teen pregnancies, including repeat teen pregnancies, and “at risk” pregnancies</p>	<p>Enhance educational opportunities related to family issues</p>	<ul style="list-style-type: none"> <li>❖ Continue: Health Department “Baby - Think It Over” program, “Welcome Baby” program, and education for public school fifth graders at the Health Adventure, Pack Place in Asheville</li> <li>● Support local Health Department program through funding, disbursement of program information, and making expert resources available</li> <li>● Collaborate regarding pregnancy education/prevention programs for local teens (Health Advisory Committee of School Board and public and private agencies)</li> </ul>	<ul style="list-style-type: none"> <li>● Establish a consistent educational program in the middle and high schools</li> </ul>	<ul style="list-style-type: none"> <li>● Expand educational program to include all grade levels</li> </ul>

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# FOCUS 2020 - A PLAN FOR THE CITY OF BREVARD

## Public Safety & Health

Page 205

Goals	Objectives (Measurable)	Short-Term 2000-2002	Mid-Term 2003-2010	Long-Term 2011-2020
<p>IV. Ensure the overall safety of residents of Brevard/Transylvania through a united effort to provide a wide range of protective interventions</p>	<p>Improve citizen/officer relationships in all interactions</p>	<ul style="list-style-type: none"> <li>● Ensure that educational programs address both male AND female roles related to pregnancy/parenting</li> <li>● Encourage local police officers to create a positive image of law enforcement through individual efforts to “know” area citizens</li> <li>● Develop a “downtown walking patrol,” thus creating opportunities for citizens and law enforcement to develop a mutual trust</li> <li>● Establish/implement safety education programs, particularly for seniors and children, i.e. self defense, protection of property</li> </ul>	<ul style="list-style-type: none"> <li>● Increase funding for local law enforcement to provide better compensation/benefits to assist in recruiting top officers</li> <li>❖ Conduct routine evaluations/ surveys to assess overall community safety and the effectiveness of fire, rescue, and law enforcement agencies</li> </ul>	<ul style="list-style-type: none"> <li>❖ Continue to enhance the unified response plan for fire, rescue, law enforcement, and medical services to better prepare them for large-scale incidents</li> <li>● Create more interagency partnerships (fire, rescue, law enforcement) to enhance the effectiveness of existing and future public safety programs</li> </ul>

- Initiated within designated time period and is ongoing
- ❖ Initiated and completed within designated time period

**VISION STATEMENT  
DRAFTING COMMITTEE****Ed Becker****Susan Collins****Cathy Haker****Ann Holt****Ruth Kline****Sue Lerner****Fain Self****Betsy Smith****Susan Threlkel****John Walter****THE ROLE OF FOCUS 2020 VISION  
STATEMENT DRAFTING COMMITTEE**

Community interviews (Appreciative Inquiry) were formulated to give a broad section of citizens an opportunity to share personal experiences and answer specific questions on a "one-on-one" basis. Teams of two interviewers scheduled meetings with citizens to determine the best qualities, values, and characteristics of Brevard and to identify the hopes and dreams that people have for the community's future. The resulting information was transcribed into a database and used by the Drafting Committee to develop the Vision Statements.

The committee members divided into teams of 2-3 to develop Vision Statements on specific topics corresponding to the interview topics of Sense of Community/Small Town Atmosphere, Physical Setting, Downtown, and Cultural, Educational & Recreational Enrichment. The committee met regularly to review and edit the Appreciative Vision Statements which were used to guide the development of solutions to the issues and concerns identified in the Task Force Report. These statements were presented initially to the original interviewees, then to the Advisory Board and Brevard City Council, and were then published for the community-at-large to verify accuracy and to refine content.

## SENSE OF COMMUNITY/SMALL TOWN ATMOSPHERE

When we visit and travel through the beautiful environment that surrounds us, we are struck by the sense of balance and harmony in nature and in community. The rural character of the area, its intimate setting, the flourishing downtown, the cultural, educational, and recreational enrichment, and the friendliness of its citizens nurture the unique spirit of the ideal community that is ever evolving in Brevard.

Brevard is built on a tradition of self-sufficient and creative-thinking individuals who have worked together to prosper as a community, an interaction that comes from independence and mutual dependence. The quality of life in our community endures as we value cooperation and become part of the vibrant and vital whole. We set appropriate priorities, make use of our talents and abilities, and serve where we are needed. Newcomers are welcome to share personal interests and skills, enhancing what already exists. Each person belongs; each has a connection to and trust in a safe, healthy, and caring environment where integrity, truth, tolerance, and dignity are honored.

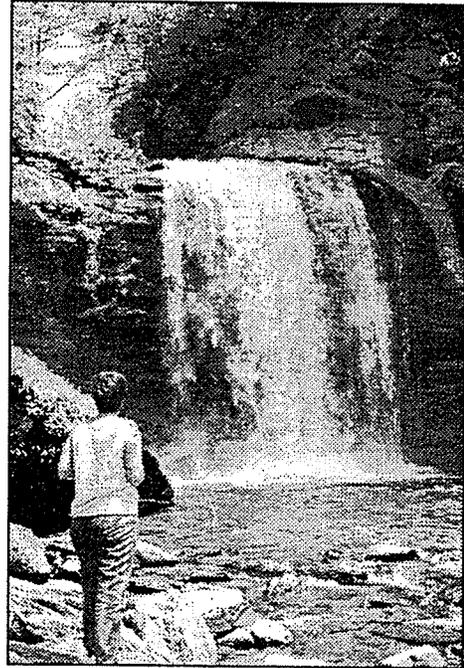
A sense of community is sustained by continued progress and success. It does not happen over night, but takes listening and communication among individuals who have a willingness to be involved. People work with one another to accomplish common goals.

Interconnectedness arises from shared values that extend from every individual through the neighborhoods, cultural organizations, religious communities, ethnic groups, and civic affiliations to create an extraordinary bond. Each person makes a difference and impacts the balance and harmony of our community. A new sense of coexistence thrives among diverse peoples and cultures, and because our opportunities and challenges are intertwined with everyone in the community, we work together with respect and mutual support.

Formed and nurtured by our residents, common and individual interests, tradition, heritage, values, and love of place, our sense of community is preserved by the continuing commitment of people who are involved and proud of Brevard.

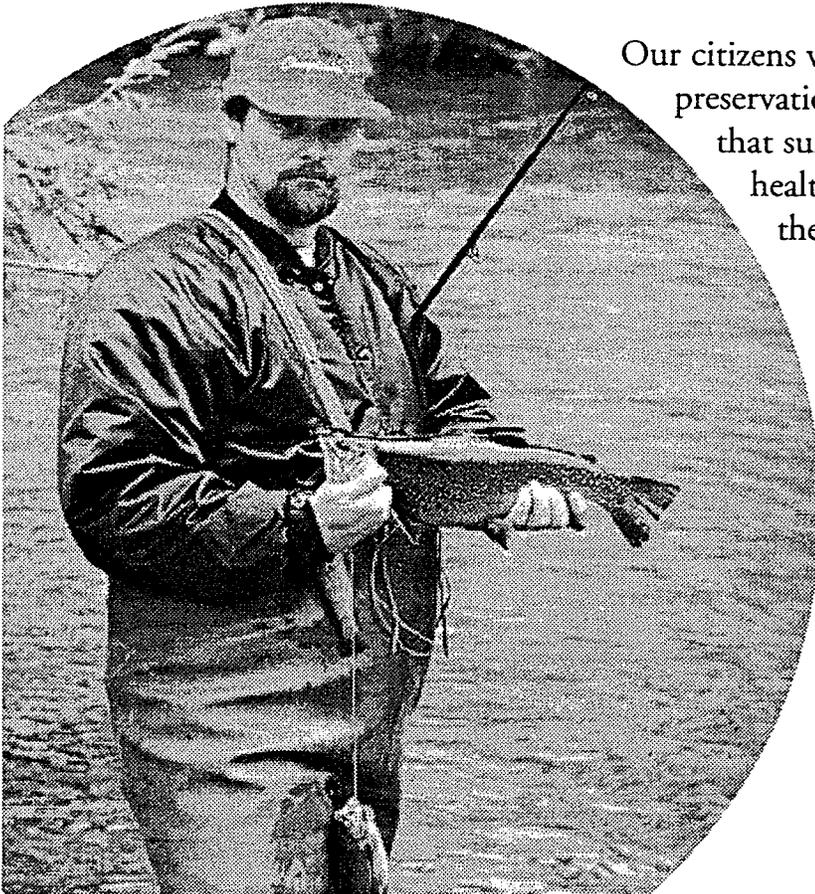
## PHYSICAL SETTING

We live in a perfect setting surrounded and sheltered by the gentle strength of the Blue Ridge mountains. Fresh air, softly flowing streams, rushing waterfalls and beautiful vistas grace our daily lives. The unspoiled natural beauty soothes the eyes and warms the soul. Four seasons mark the passage of time, a natural calendar inspired by the barrenness of winter, the fire of fall, the pink of spring, the green of summer.



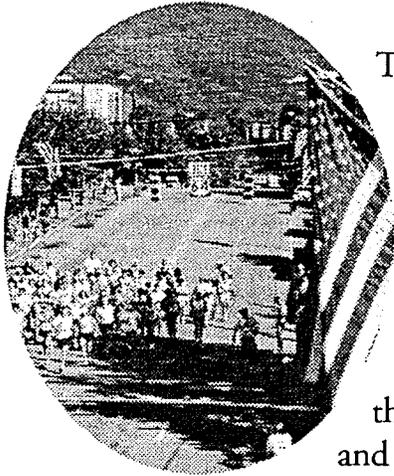
Brevard's easy access to larger cities and the amenities they provide, allows us to maintain our small town atmosphere. We move easily throughout the community on an inter-connected network of paths, trails and roadways.

Our citizens value the need to balance the preservation of the natural environment that surrounds us with the economic health of the community. We are the architects of our fate.



## DOWNTOWN

Downtown Brevard is a reflection of its people and identifies their sense of place. All the basic needs of local residents are provided in a comfortable, inviting, and convenient environment with clearly marked streets, convenient resting places, and well-lit sidewalks. Businesses care about their customers, offering friendly personal service. Pedestrians stroll down shaded, tree lined streets, by meticulously restored historic buildings, and into a diverse mix of shops, restaurants, government agencies, and service and professional offices. Fully utilized buildings respect the past while functioning for the future.



The sidewalks, benches, planters, and historic light fixtures help accentuate that special hometown feeling that makes Brevard so unique. We strive for prosperity in commerce, sustained by the community's appeal to both visitors and residents, and a rich social and cultural interaction.

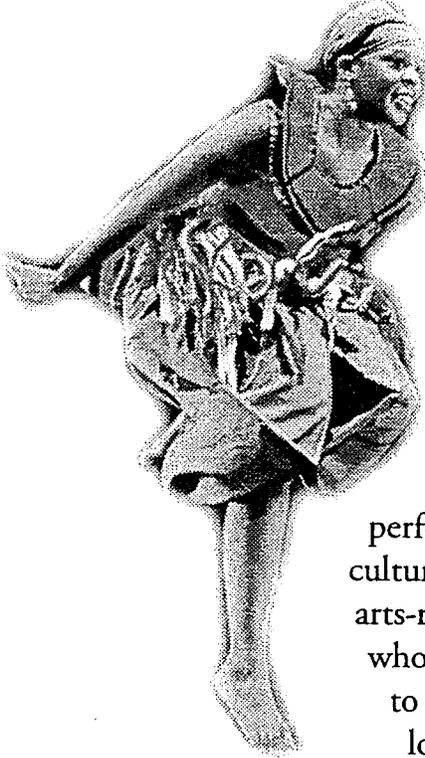
Festivals and major events offer opportunities for the community to gather and to celebrate together and contribute to the small town atmosphere of Brevard.

A well-designed, flexible pedestrian and vehicular wayfinding system gives people a clear sense of entering Brevard and moves them from point to point by creating an awareness of destinations. Traffic flows comfortably and efficiently, parking areas are accessible, safe, and well identified.

The corridors into downtown Brevard are free of visual clutter with dedicated greenspace, attractive landscaping, and aesthetic elements that enhance the overall ambience.

Individuals, businesses and organizations continue to revitalize, renovate, and reinvest in downtown and are committed to preserving the community character of Brevard.

## CULTURAL, EDUCATIONAL & RECREATIONAL ENRICHMENT



Brevard is an area rich in culture, history, and natural beauty. People are drawn to this community because of an outstanding quality of life that is enhanced by exceptional cultural offerings, an excellent education system, and a vast array of recreational activities. Ethnic diversity is celebrated and local history is preserved, serving as a foundation upon which to build the future.

An energetic mix of cultural activities abounds in Brevard. Significant arts institutions offer world-class performances and exhibits. A large number of community cultural events are created and sustained by the many arts-related organizations and the thousands of volunteers who support them. Artists the world over vie for a chance to be a part of these outstanding programs. Renowned local artisans have enhanced Brevard's reputation as a cultural center. The arts are considered integral to community development — socially, educationally, and economically.

The Transylvania County School System is recognized nationally for its excellence. The curriculum is relevant to present and future learning; state-of-the-art equipment allows students to access information and work independently; facilities are modern, functional, and flexible. Alternative forms of

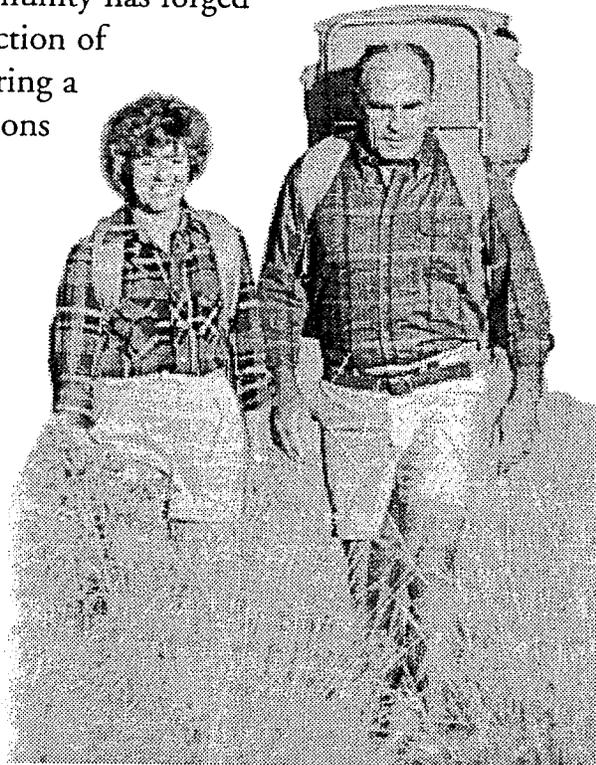




education are provided for citizens with special needs. Wellness education is supported by a fine health care system. Institutes of higher learning offer college-level, technical, and continuing programs preparing students to enter the job market both locally and globally. Educational centers reflect the importance of lifelong learning for the entire community.

For those who enjoy the outdoors, Brevard's natural physical setting provides a myriad of pursuits. Recreational spaces are enjoyed by all and preserved for future generations. Neighborhood parks, playgrounds, and recreational complexes offer safe, accessible environments for young children, youth, and families. This close-knit community has forged its bonds through the construction of local facilities for all ages, offering a variety of programs and occasions for social interaction.

Government, businesses, and individuals understand the intrinsic value of enriching the lives of the community mentally, physically, and spiritually and together they support the preservation and development of Brevard's cultural, educational, and recreational opportunities.



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## BREVARD PEDESTRIAN/BIKE PATHWAY

### INTRODUCTION



In August 1996, the Brevard City Council appointed a Pedestrian/Bicycle Study Committee to assess the City's needs for non-motorized pathways. The committee met under the leadership of Councilwoman Cindy Platt and the following Policy Statement was developed:

**Brevard/Transylvania County lacks an adequate network of pedestrian/bike pathways that will allow for safer, accessible, non-motorized transportation which links parks, schools, recreation centers, public facilities, commercial areas, and our neighborhoods.**

An Adopt-A-Trail grant was applied for and awarded in March 1998 in the amount of \$4,800 for a feasibility study of the proposed trail. The project was then turned

over to the Recreation Advisory Board of the City Council which appointed a Pedestrian/Bike Path subcommittee in June 1998 chaired by Elaine Boyer. The pathway, as initially defined, was then subdivided into three phases and will stretch approximately six miles.

Trail use would include pedestrians, in-line skaters, skateboarders, bicycle riders, and wheelchair bound of all ages. The City of Brevard will be the managing entity of this pathway responsible for all safety and maintenance issues. This project has been endorsed by the City Council and by the Transylvania County Board of Commissioners.

### PHASE I

Connects the following:

- Straus Park Development

- Transylvania Community Hospital
- Transylvania County Recreation Center and soccer fields
- City of Brevard Sports Complex
- Pisgah Forest Elementary School
- Davidson River Alternative School

### Justification

- TC Activity Center (30 acre complex) served 43,000 people in 1998. In addition, 1,500 youth used the fields for softball, t-ball, and soccer.
- City of Brevard Sports Complex (20 acre complex) reported 43 softball teams with over 1100 youth participating in 1998.
- While programs at the two facilities have grown, traffic on the roads leading to them has grown at a much faster pace. All accesses have high traffic counts and no pedestrian provisions.
- At this time there is no way a child in Transylvania County can access our County and City recreational facilities without motor vehicle transportation, as there is no safe way to walk or ride a bicycle. It is for this reason that the Brevard Pedestrian/Bike Committee has identified this section as "Phase I" of our proposed alternative transportation pathway.

*Phase I was submitted to NCDOT for funding consideration in September 1999. Full funding was granted in January 2000.*

### PHASE II

Potentially connects the following to the above:

- Davidson River Campground\*
- Pisgah National Forest Ranger Station\*
- The Mountains to Sea Trail\*
- Forest Gate Shopping Center
- Ecusta Division, P.H. Glatfelter

Justification

- This would enable a tourist at the Davidson River Campground to access City and County recreational facilities or a resident of Brevard to get to the Pisgah National Forest by bicycle or walking.
- Presently, the Brevard Middle School, Brevard High School, and Brevard College cross country teams use the many trails in the Pisgah National Forest for training. They must rely on buses or automobiles to shuttle athletes. Phase II would eliminate the need and expense of this transit.
- The U.S. Forest Service has identified the entrance to the Pisgah National Forest as a heavily congested area. Phase II would provide an alternative access point to the forest, thus decreasing traffic flow and enhancing safety. Over one million visitors pass through this entrance each year.

**PHASE III**

Connects I & II to Brevard College and potentially includes:

- Deerlake
- Sacred Heart Catholic Church
- Brevard Middle School
- Brevard Rescue Squad
- Brevard College

Justification

- Phase III would complete the 6.5 mile Brevard Pedestrian/Bike Pathway thus allowing a camper at the Davidson River Campground the ability to ride a bicycle to the City/County recreational facilities and continue to downtown Brevard on a safe and accessible route.



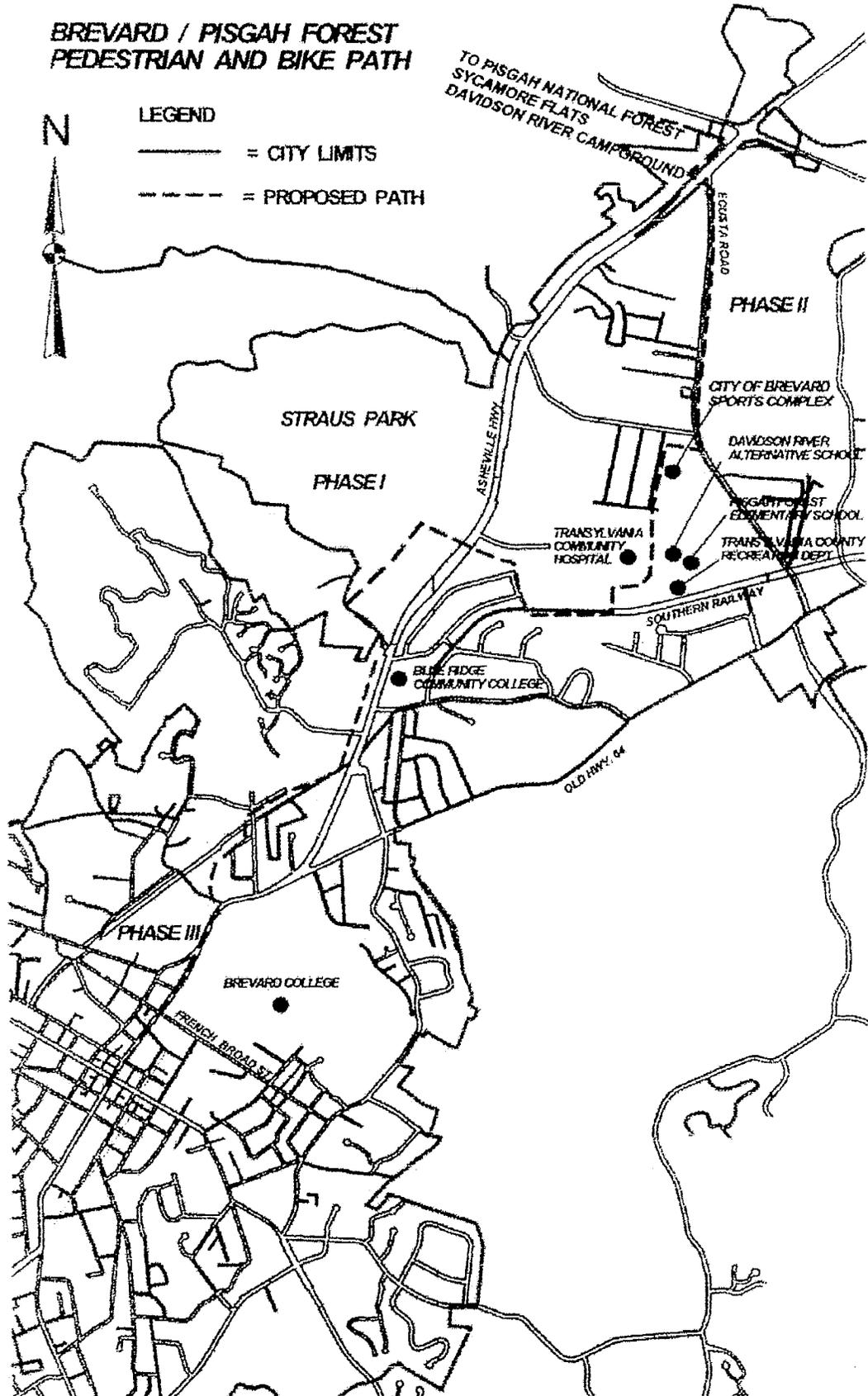
- The economic benefit to the City of Brevard would be significant. This “linking” pathway would be the route for many tourists to the commercial developments of Brevard.
- Phase III would also extend the pathway to many neighborhoods in the community. Minority neighborhoods, low income housing developments, and new private housing developments would all have access to the pathway.

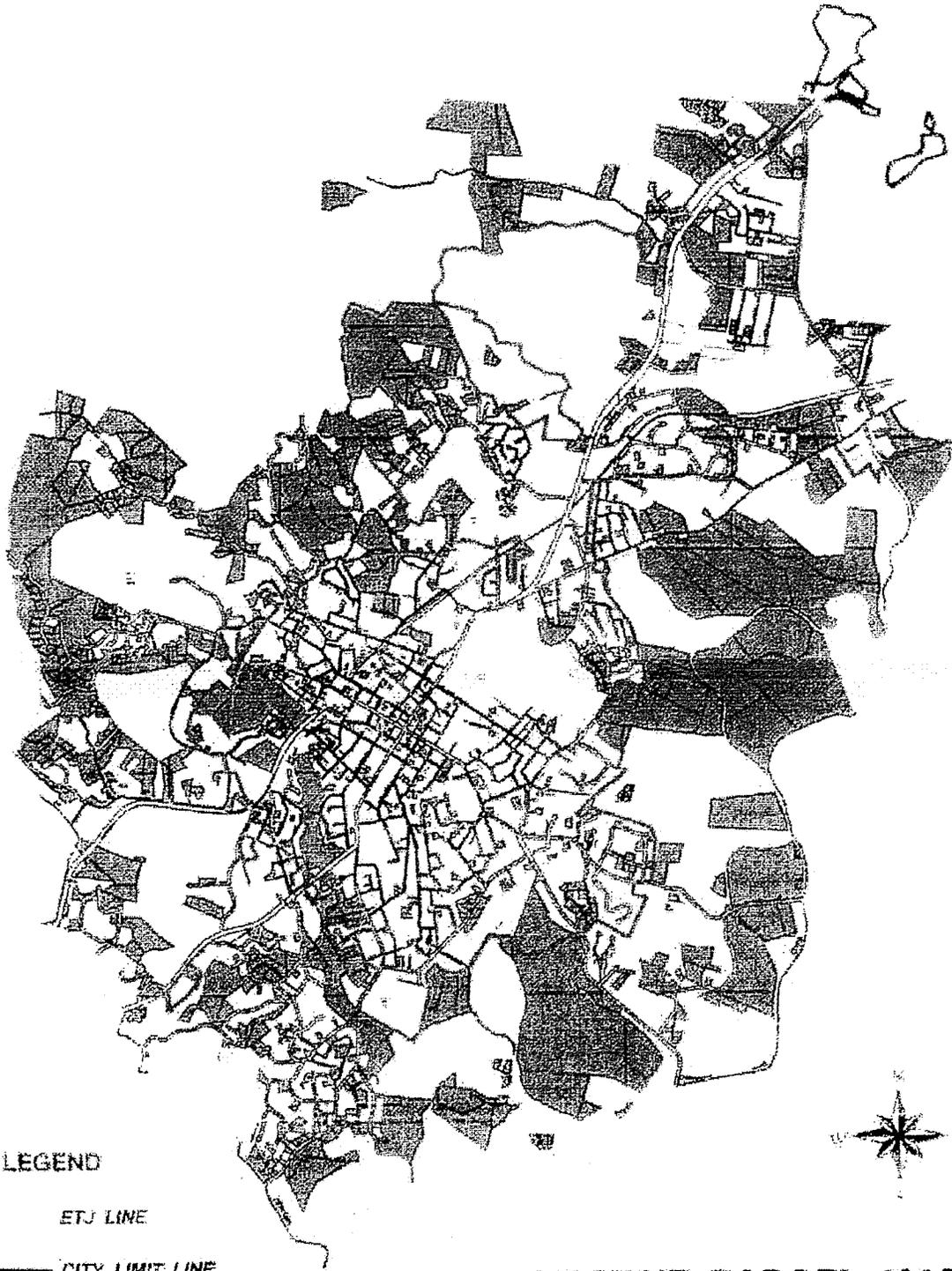
Access to these locations will be via potential pathways developed off of the main artery or the City sidewalk system:

- Blue Ridge Community College
- Brevard Elementary School
- Franklin Park/Swimming Pool

*Phases II & III will be submitted to NCDOT for funding consideration on June 15, 2000. \*Funds may not apply to areas within the Pisgah National Forest.*







LEGEND

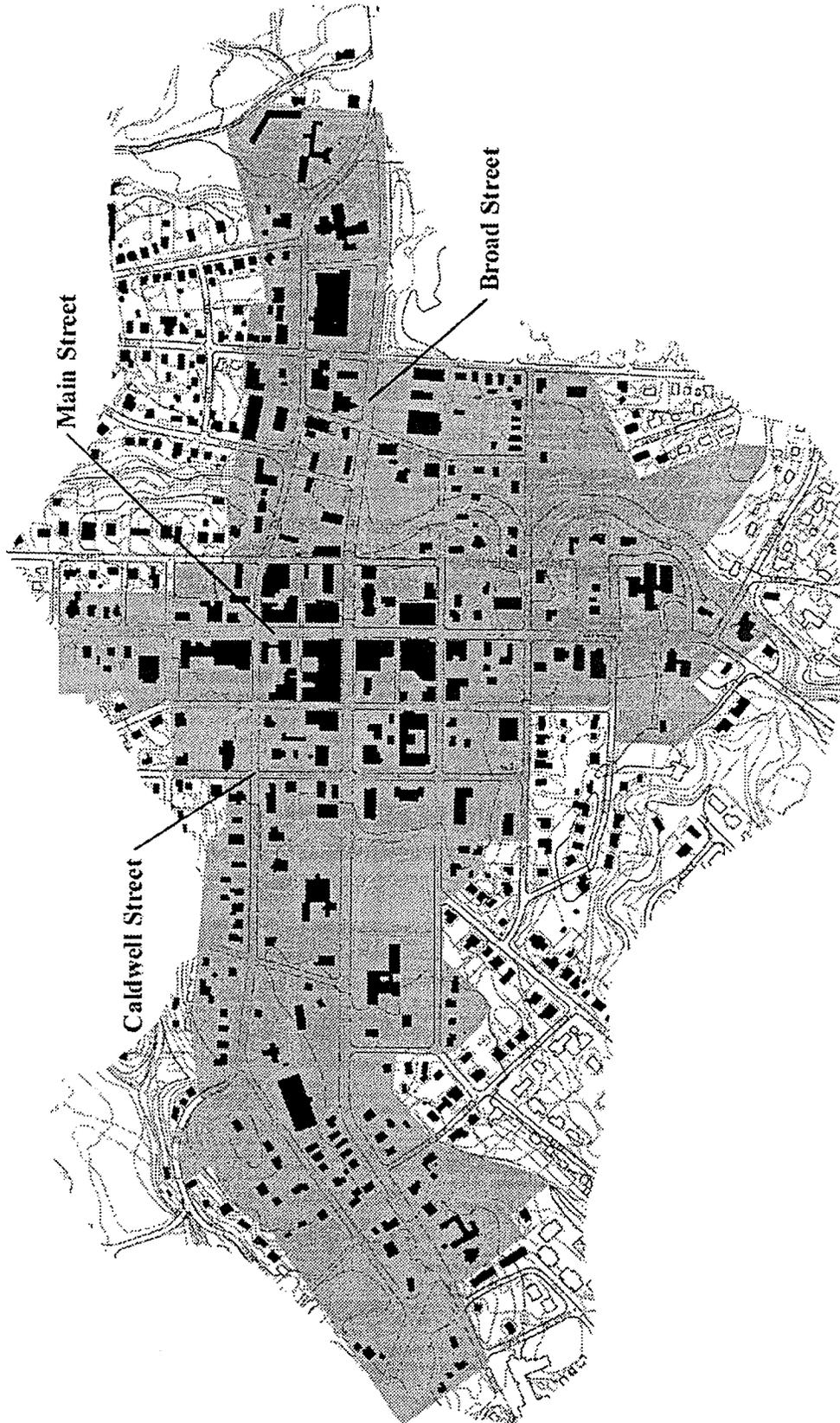
ETJ LINE

CITY LIMIT LINE

VACANT PARCELS

VACANT PARCEL MAP

DRAWN BY: P. STANSEL  
SCALE 1" = 2400'



## CITY OF BREVARD LAND USE PLAN

Prepared by: City of Brevard Planning and Zoning Board

Adopted: June 17, 1991

### INTRODUCTION

The Land Use Plan for the City of Brevard examines the physical development of the City and projects desirable growth patterns through the year 2000. It reviews the physical, social, and economic factors which influence development within the planning area. Based on past trends and assumptions regarding future conditions, it provides guidance in realizing the development objectives of the City and its extra-territorial area. In conjunction with the City's land use controls, such as zoning and subdivision regulations, building and housing codes, and capital budgeting, the Land Use Plan seeks to promote orderly and desirable development and redevelopment of land. It seeks to prevent abuse and misuse of the land so as to protect the health, safety, and general welfare of the entire community.

In order to guide and encourage appropriate land use within the planning area, a set of development objectives were established by the Planning and Zoning Board. These objectives are designed to promote the public interest in overall land use decision-making. By encouraging activities which promote the attainment of these broad objectives, the City can foster the types and location of development which will create positive benefits for the residents of Brevard. By discouraging activities which do not promote the plan, the City can also pursue its implementation.

### DEVELOPMENT OBJECTIVES

- Maintain the vitality of the downtown business district through continued redevelopment and encouraging appropriate mixed use development.
- Promote quality of life in the planning area by encouraging actions which lead to safe and convenient transportation in the planning area.

- Control strip development along major thoroughfares by promoting clustered development of commercial service and institutional uses, and the retention of open spaces along these thoroughfares.
- Retain the quality of existing residential neighborhoods by ensuring that future development will maintain the character of these neighborhoods.
- Stimulate economic development and job creation by promoting industrial and commercial growth which will complement the environment of the planning area.
- Protect and enhance the aesthetic appeal of the community by promoting environmentally sensitive development and by preserving open space and agricultural lands.
- Encourage the orderly rehabilitation and/or transition of declining areas by promoting appropriate redevelopment and the creation of viable mixed use neighborhoods.
- Provide diverse housing choices for all segments of the population by encouraging a variety of types and price ranges.
- Encourage compact urban development through careful planning and expansion of public utilities and services.
- Continue to provide an appropriate level of community services and facilities by implementing a capital facilities planning/budgeting program and greater reliance on user fees.
- Promote the quality of the environment by protecting air, land, and water resources.
- Base planning decisions on the best available information in order to carry out the objectives of this Plan.

#### IMPLEMENTING THE PLAN

In addition to continued administration of existing City land use

regulations, the following measures are proposed to help maintain Brevard as the vital and attractive community that it is today. These policies arose from numerous discussions between the Planning Board members, City Council, the public, and staff. All actions taken by the City over the next ten years should be compared to these policies to ensure consistency with the Land Use Plan.

#### Downtown Revitalization

1. Continue past efforts by the City on infrastructure improvements and landscaping.
2. Support all community-based organizations promoting the downtown with funding, staff assistance and cooperative downtown events.
3. Examine the possibility of creating new zoning districts that will support downtown revitalization efforts including a mixed use district to promote upper floor residential uses, a governmental office district to promote activity during the day, and a nearby office-institutional district to further support daytime activity.
4. Pursue financial incentives for investment in downtown rehabilitation. Possible approaches include tax discounts, tax increment financing, utility tap fee and service fee rebates, tax credits, revolving loans, and density bonuses.
5. Carefully consider commercial rezoning requests to maintain demand for commercial space in the downtown area.
6. Create easy access to downtown from surrounding residential communities by automobile, bicycle, and pedestrian travelers.
7. Support efforts by the Historic Resources Commission to identify and preserve historic properties in and around Brevard.

Transportation

1. Develop a local consensus on the eastern loop alignment and optional interchange locations.
2. Pursue funding and construction of an eastern loop from Asheville Highway to Rosman Highway via a limited access corridor.
3. Implement the one way pairs recommendation of the Thoroughfare Plan using Hendersonville, Sylva, and Canton as possible successful models.
4. Extend and improve the City sidewalk network keeping in mind that the City population is aging. Pedestrian access will serve both business and residential communities. Develop a pedestrian and bikeway "thoroughfare plan" to guide system improvements.
5. Limit heavy truck traffic on Neely Road to prevent further deterioration.

Growth and Annexation

1. Maintain Brevard's existing pattern of commercial areas separated by noncommercial uses and open space - particularly along gateway corridors.
2. Promote commercial activity first in the downtown area and then in existing commercial zones. Carefully consider any commercial rezoning request in order to maintain demand for downtown commercial space and to avoid strip commercial development along highways.
3. Encourage landscaping and tree planting throughout the City - particularly along thoroughfares.
4. Work with Transylvania County to plan for growth along the newly constructed connector to Interstate 26.

**CITY OF BREVARD THOROUGHFARE PLAN  
ADOPTED: APRIL 6, 1998**

OVERVIEW

Officials of the City of Brevard, prompted by a desire to adequately plan for the future transportation needs of Brevard, requested the North Carolina Department of Transportation's (NCDOT) assistance in conducting a thoroughfare plan study. The primary concern of the City Council and the Planning Board was the increased congestion on Broad and Caldwell Streets in the central business district and what could be done to alleviate this problem. The City Council was also concerned about the proposed Brevard Bypass that is scheduled as a future needs project in the current Transportation Improvement Program. Their concerns were about the need and the location of this proposed facility.

The objective of thoroughfare planning is to enable the transportation network to be progressively developed to adequately meet the transportation needs of a community or region as land develops and traffic volumes increase. By not planning now for our future transportation needs, unnecessary costs to the physical, social, and economic environment may well be incurred. Thoroughfare planning is a tool that can be used by local officials to plan for future transportation needs, while at the same time reducing the costs to our environment.

The primary purpose of this report is to present the findings and recommendations of the thoroughfare plan study conducted for the City of Brevard. The secondary purpose of this report is to document the basic thoroughfare planning principles and procedures used in developing these recommendations. This report can be divided into five parts. Chapter 1, covers the highlights of the study. Chapters 2 and 3 provide a detailed description of the Thoroughfare Plan study recommendations and address different methods by which these recommendations can be implemented. Chapter 4 covers study procedures and findings. Chapters 5 and 6 provide a detailed description of population, land use, and environmental concerns that were looked at while developing this plan. The final chapter, Chapter 7, covers traffic model development.

Information that will be especially useful to the practitioners is provided in the Appendix. The principles of thoroughfare planning are covered in Appendix A, a detailed tabulation of all routes on the Thoroughfare Plan and graphical representation of typical cross-sections can be found in Appendix B and C respectively. Information related to subdivision ordinances is covered in Appendix D.

## BACKGROUND

Brevard, located in western North Carolina, is a small urban community in the central portion of Transylvania County. Brevard is also approximately 30 miles southwest of Asheville. The City is mostly residential, with some commercial development along the major thoroughfares that include US 64-276, US 276, NC 280.

## HIGHLIGHTS

Major highlights of the 1998 Brevard Thoroughfare Plan are outlined below. Projects included in the 1996-2002 Transportation Improvement Program (TIP) are shown in parenthesis.

1. **US 64 Alternative Route (Brevard Bypass)** - Construction on new location of a two-lane facility from US 64 north of Morris Road (SR 1516) to US 276 south of Gallimore Road and then from there back to US 64 south of Glazener Road. This facility would be constructed on four-lane right-of-way for future widening. This facility would carry 9,780 vpd in 1996 and 15,280 in 2025. The alternative route would also reduce traffic on Broad and Caldwell Streets by moving local and through traffic out of the central business district.
2. **Caldwell Street (US 64 Bypass)** - Widening of a two-lane facility from North Broad Street to Rosman Highway (US 64). Intersection improvements should also be done at Probart Street, Main Street, Jordan Street, and Morgan Street to improve the turning radius so vehicles making right turns will not turn into oncoming traffic on Caldwell Street.

3. **Old Hendersonville Highway (SR 1533)** - Widen the pavement width from 18' to 24' from the northeast planning boundary to US 64 intersection. This improvement would

increase the capacity of Old Hendersonville Highway with minimal damage to the commercial development in Pisgah Forest.

4. **US 276** - Widen the existing two-lane facility to three-lane facility from Gallimore Road to south of the Brevard Elementary School. This improvement will help with the morning and afternoon traffic trying to access the elementary school and alleviate traffic congestion due to back-ups created by left turns into the school parking lot.

5. **US 64** - Widen the existing two-lane facility to a five-lane facility from the eastern planning boundary to the intersection of US 64 and NC 280. A five lane section is recommended because of the existing commercial development and streets that tie into US 64. This would provide access to these facilities without interruption due to turning vehicles.

6. **Upgraded Traffic Signal System** - Upgrade the traffic signals on both Broad and Caldwell Streets. This would help by creating a progressive flow of traffic through the downtown area.

7. **One-way Pair Facility** - In a future year it is recommended that Broad and Caldwell Streets be converted to a one-way pair facility. This would be done after the following improvements have been done:

- Widening of Caldwell Street to a three-lane facility
- Upgraded Traffic Signal System on Broad and Caldwell Streets
- Construction of the US 64 Alternative Route (Brevard Bypass)

This would then allow traffic in the central business district to flow better due to less conflicts, reduced accidents, and an

increase in lane capacity.

8. **Wilson Road (SR 1540)** - It is recommended that minor improvements be done to this facility to improve the sight distance and the geometric design where possible. These improvements would increase the safety of Wilson Road and make for a better designed facility.

The North Carolina Department of Transportation and the City of Brevard are jointly responsible for the proposed thoroughfare improvements. Cooperation between the State and the City is of primary concern if the recommendations outlined above are to be successfully implemented. The plan has been mutually adopted by all parties, and it is the responsibility of the City to implement the plan following guidelines set forth in Chapter 3. This plan was adopted by the City of Brevard on April 6, 1998 and by the North Carolina Department of Transportation on June 5, 1998.

It is important to note that the recommended plan is based on anticipated growth within the City as indicated by past trends and future projections. Prior to construction of any of these projects, a more detailed study will be required to revisit development trends and to determine specific locations and design requirements.

*From Planning to Action.....*

**FOCUS GROUP RESPONSES**

**Recommendations for Addressing Defined Community Issues**

Seven Focus Groups created compelling visions in the areas of Economic Development; Environmental Quality; Gateways, Corridors and Downtown; Cultural, Educational and Recreational Enrichment; Transportation; Housing and Neighborhoods; and Public Safety and Health and have offered recommendations for solving problems and acting to bring about change. During a year of study and deliberation they each had opportunities to build on their knowledge and create a group understanding of issues and concerns, to assess the strengths and weaknesses of the current situation(s), to be challenged to think about "community" in new and creative ways, and to collaboratively develop new approaches to shaping the future and managing growth. The resulting recommendations focus on the strengths that exist within the community itself and assure that implementation will be the result of a community-wide effort.

This section contains an introduction to each Focus topic that presents a general overview of that topic as well as defining information and conclusions. This introduction is followed by a "chart," designed to list all recommendations in a shortened version, under a short-, mid-, or long-term timetable for implementation. The Focus Group "goals" appear in the first column, and, in essence, spell out the "vision" and establish the framework for more specific objectives and recommendations (action steps). The second column contains the "objectives," specific tasks to be accomplished or a specific "target" to aim for. The third, fourth, and fifth columns of recommendations are strategies for accomplishing the objectives. A symbol indicating that the project/task is "ongoing" or initiated and completed during the designated time period appears next to each recommendation. In some instances responsibility is suggested. If so, the name of the organization/group/City Department appears in parentheses at the end of the recommendation.

