

Town of Maggie Valley Board of Aldermen FY21-22 Budget & Goal Setting Retreat

Nathan Clark, Town Manager

March 8, 2021

Maggie Valley Town Hall Board Room

Agenda

- Opening Comments
- Board of Aldermen
- Visioning & Goal Setting Activities
 - Mission Statement
 - High Fives
- Major Town Projects & Themes
- Economic Development
- Department Head Reports
- Financial Forecasts
- Conclusion

Mission Statements

Town of Maggie Valley

- It is the mission of the Town of Maggie Valley to provide quality services and protect the health, safety and welfare of its citizens, while exercising stewardship of its human and natural resources. As both a community and resort town, the Town of Maggie Valley supports economic prosperity, cultivates community spirit and honors its heritage and culture.

Board of Aldermen

- It is the mission of the Board of Aldermen to empower the citizens of Maggie Valley to proactively plan to meet the future needs of the valley in an equitable and efficient manner. This mission shall be accomplished with respect, competency and compassion toward all.

Town
Mission
Statement
Metrics:

How are we
doing?

- Quality services
- Protect the health, safety and welfare of its citizens
- Stewardship of its human and natural resources.
- Supports economic prosperity
- Cultivates community spirit
- Honors its heritage and culture.

Board Mission Statement Metrics:

How are we
doing?

- Empower the citizens of Maggie Valley to proactively plan to meet the future needs of the valley in an equitable and efficient manner.
- This mission shall be accomplished with:
 - Respect
 - Competency
 - Compassion toward all.

Mission Statements

- Are these mission statements still relevant ?
- Has our mission changed?
- Should these statements be revised?

“High Fives”

- What are the top five action items do you want to see the Town accomplish in:
 - 1 Year
 - 3 Years
 - 5 Years

High Fives

- Think about the previous 5 years

What are the the Town's top five accomplishments during this time?



Major Projects & Themes

Non-Powell Bill Funding

- 2019 Policy Change
 - Bigger projects, increased impacts, higher costs
- Past Projects
 - 17 unique neighborhoods served since 2011
- Budget Allocations
 - \$8,000 - \$14,000 ; increased to \$46,000 in FY21
- Known Projects
 - Rocky Top Road
 - \$42,000 (FY20-21; Fund Balance Projected)
 - Cub Trail – Black Bear Ridge
 - \$30,000 Requested for FY21-22
 - Valley Creek Drive (The Overlook)
 - Unknown

Facility Improvements

- Maggie Valley Town Hall
 - Entrance / Common Area Improvements (\$31,000 FY21)
 - Cafeteria
- Maggie Valley Pavilion
 - Constructed 1995; no improvements since
- Maggie Valley Police Department
 - Front Porch Post & Beam Repairs
- Maggie Valley Festival Grounds
 - Wi-Fi Network
 - Current System Wi-Fi 3 – industry standard Wi-Fi 6
 - Current Installed FY2013
 - Traditional Grass/Gravel Mix v/s GrassPave2
 - Grasspave2 material adds material cost of:
 - \$32,500 for 300 x 20
 - \$65,120 for 300 x 40

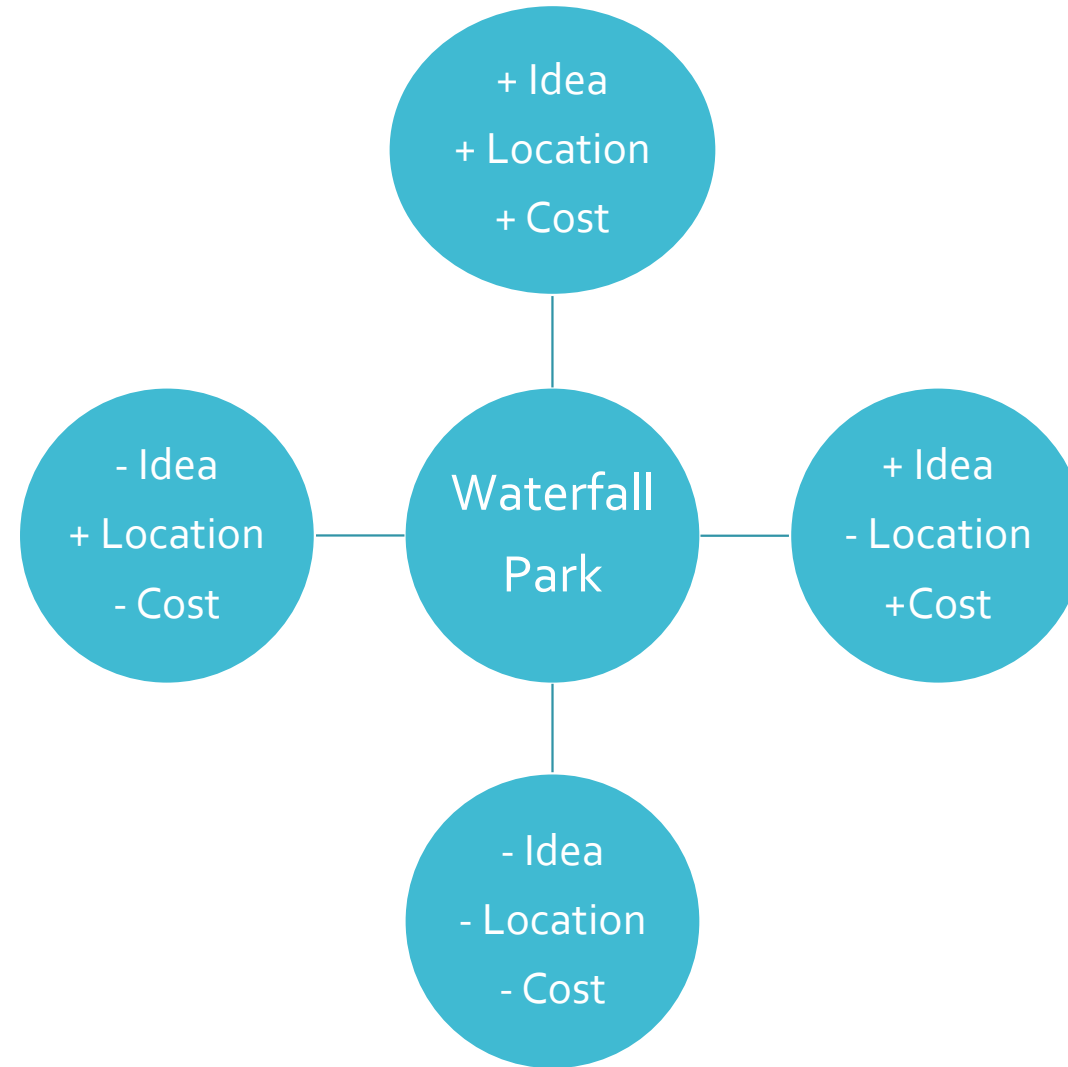
Sweet Briar Parking Lot

- Newly Acquired; Closing within FYE 21
- 1.05 acres in size
- Limited Existing Paved Area
- Short Term Use (1-3 Years)
 - “Keep Doing What Have Done”
 - Develop Future Site Plan
 - Site Control and Ownership Extremely Important
- Long Term Use (4-5 years)
 - Construct Site Plan

Old Still Road Waterfall Project

- Town asset since early 2000s
- Asset never improved by Town
- Town is considering improving asset
- Town hired Mosaic Civic Studio in June 2020 to examine feasibility of park and provide conceptual development plans
- Pick plan of action
- Public Reaction Is Mixed

Public Feedback on Waterfall



July 4

- Current Backyard 4th Format since 2014
 - \$15,000 Town Cost for Fireworks
 - Police Department provides small concession
- Former July 4th Versions – Red White & Boom
 - Carnival, Vendors, Concerts, Fireworks
 - Cost to Town \$150,000 +/-

Discussion Items

- What can July 4th be?
- What do we want July 4th to be?

Economic thoughts to consider

- Cost Benefit
- Marginal Utility

Veteran's Park

- Basis of idea: Create a space that honors Veterans within Maggie Valley
- Appears as a partially funded budget item in FY17-18
 - Located between existing Town Hall Flag Pole and Town Hall Sign
 - Phase I Features 8 Flags, "remembrance chimes," brick and native stone, red, white blue flowers Project Cost: \$25,000 (budgeted /estimated)
- Phase II (unfunded) commemorative statue
- Placed on hold due to Soco Road Project; possible relocation of cross walk etc

Veterans Park



- What additional ideas for park?
- Are there new ideas for location of park?
- Where in the 1-5 year goals range does this park rank?

Soco Road Project

- In March of 2020 all NCDOT projects regardless of funding allocations were paused due to internal and external budget complexities
 - In November 2020 all NCDOT projects were given permission to resume.
- American Engineering is in process of designing cross walks and other pedestrian improvements for Town of Maggie Valley's Soco Road
- Meeting with NCDOT/American Engineering to review Preliminary Design Drawings within the month
- Project could be complete as soon as 12-24 months
 - Town will have full match (\$360K) complete as a result of FY21-22 Budget

Technology

- Technology touches every aspect of the Town's operation – no department can provide its services without it
- Technology can make the processes
 - more efficient:
 - more effective
 - in some rare cases they can make processes more challenging
- Having the right technology at the right time and at the right price can make a tremendous difference in quality of service
- Technology changes are both evolutionary and revolutionary

Technology Needs

- Police Department Server
 - 55% of Total Technology Needs
 - 6-8 year life span
 - Only one that has to be done
 - Multiple Quotes
- Windows 365 Upgrade
- Computer Replacements
- Wi-Fi at Festival Grounds
- Security Cameras
- Website
- **Total \$66,000**

Sewer Fund Capital Improvement Plan & Rate Study

- Early Drafts of the Proposed FY20-21 Budget included a Sewer Rate Increase to both minimum and over the minimum rates
- Rate increase is justified to offset expenditures associated with Inflow & Infiltration repairs
- Maggie Valley ranks 7th Cheapest System out of 45 WNC Systems
 - Maggie Valley: \$16.00 minimum
 - WNC Average: \$25.11 minimum
 - WNC Median: \$22.87 minimum
- Artificially Low Rates disqualify Town when seeking grant funding
 - Reinforced in written comments section of failed AIA grant; most recent Levee

Maggie Valley

Rates Comparison

Financial Benchmarks

Characteristics

Links

Edit Data or Add Utility

Select residential bill and monthly consumption amount

Water Bill Sewer Bill Water + Sewer Bill



Monthly Sewer Bill: \$16.00

Select comparison group: Similar Number Of Accounts

Comparing to utilities also with 500 to 1,000 accounts



59 rate structures compared

Effects of raising rates by: 0%

Bill Comparison

Sewer Bill at 3,000 gallons

Median: \$32.00



Min \$10.29 Max \$69.50

Conservation Signal

Sewer Price/1,000 gallons, after 10,000 gallons

Median: \$6.50



Min \$0.00 Max \$18.08

Cost Recovery

Operating Ratio Incl. Deprec. 2019



Median Affordability

Annual Sewer Bills as % MHI



Download Data

Proposed Capital Improvement Plan 2022- 2031

Added

- Collection System Cleaning & Video Inspections
- Repairs to Collection System
- Sewer Use Ordinance
- Replace Undersized Lines
- US 276 Sewer Crossings
- GIS System Mapping
- Levee Repair
- Facility Improvements

Eliminated

- Parallel Sewer US 276
 - \$1,816,400
- Fox Run Road Sewer Line Extension
 - \$301,650

Pay Class Study 2019

- On going issue that desperately needs to be resolved
 - Best addressed in 4-5 year blocks
 - If addressed now, can be resolved in FY23
 - Considers multiple factors
- Current Pay Class Adopted in 2015
 - Board Adopted Pay Grade Structure
 - Board Adjusted Salary for Current Employees
- Proposed Pay Class Issued in 2019
 - Board Adjusted Salary for Current Employees (HARD PART)
 - No additional adjustments needed for current employees
- Recruitment & Retention
- Consumer Price Index
 - **\$1 in 2015 = 1.10 in 2021**
 - **\$27,408 in 2015 = \$30,248 in 2021**
 - **\$1 in 2015 = \$1.14 in 2023**
 - **\$27,408 in 2015 = \$31,261 in 2023**

Pay Class Example Grade 17

2015
2019
CPI

	Grade	Positions	Minimum	Mid	Maximum
2015 Approved	17	Police Officer PW II WWTP I	\$31,728	\$37,772	\$47,592
2019 Study	19	Police Officer PW II WWTP I	\$34,984	\$45,479	\$55,975
CPI Proposed	17	Police Officer PW II WWTP I	\$36,169	\$43,060	\$54,254
Proposed v/s Approved			\$4,441	\$5,288	\$6,662
Proposed v/s Study			\$1,185	-2,419	-\$1,721



Economic Development

Economic Development Primer

Seasonal Population Analysis

Façade, Signage & Landscape Grant Program

Ghost Town

National League of Cities: 5 Strategies to Help Small Communities Boost their Economies

- Build your civic infrastructure
- Leverage municipal resources to support and grow local businesses
- Inspire local entrepreneurs to dream and implement
- Use placemaking demonstrations to implement permanent ideas
- Get out of the way of community ideas

Private Development Process

- **Idea**
- **Site Control**
- **Feasibility**
- **Identify Partners**
- Ownership Equity
- Design
- Entitlement
- Acquisition & Construction

Economic Grants & Incentives

- North Carolina's economic development and incentives are based upon Department of Commerce's Tier System
 - JOBS, JOBS, JOBS
- Currently Haywood County is a Tier II
 - 5 out of last 8 years a Tier III
- Examples Benefits of Tier II
 - JDIG
 - 90% for Tier II, 75% for Tier III
 - OneNC
 - 1:2 Grants Tier II, 1:1 Grants Tier III
 - State Rural Grants Infrastructure Program
 - Tier II Counties Yes; Tier III Counties No
- Complex not Complicated
 - Specialized Firms
 - 2006 Rural Center Grant Award

Maggie Valley Seasonal Population Analysis

- The overall community population is much more than just those who inhabit the corporate limits twelve months a year- Seasonal visitors and part-time residents along with the Town's permanent residents and those living in the surrounding vicinity are all crucial members of Maggie Valley

See Handout

Façade, Signage & Landscape Grant Program

- Identify & Build on Existing Assets
 - Create Incentives for Redevelopment & Encourage Investment in the Community
 - Currently \$25,000 in FY20-21 Budget for Program
- EPA
 - National Main Street
 - NC Commerce
 - Brookings
 - UNC SOG

What's Included

- Restoration, repair, or replacement of windows, doors, exterior walls, chimneys, or other architectural elements
- b. Exterior painting
- c. Awnings, marquees, and related exterior lighting and electrical fixtures
- d. Masonry repair and cleaning
- e. Non-flat roof repair for portion noticeable from the public line of site
- f. Exterior work necessary for conversion to a retail or entertainment storefront.
- g. Removal of modern facades, in order to restore back to vintage quality.
- h. Restoration of vintage elements
- i. Removal of deteriorated building materials, such as plywood or metal
- - h. Property improvements, including landscaping, fencing, screening, and paving
- j. Parking lot improvements

Ghost Town Development Project

- Left Intentionally Blank
- How Does Ghost Town Fit into Other Aspects of Economic Development



Department Head Reviews

Public Works

Sewer

Police

Planning



Public Works:
FY 21-22
Budget Needs

- **New Storage Building: \$125,600**
 - 5,000 sqft (50'x 100')
 - ASDR Compliant
 - Town Hall Park Basketball Court
 - Relocation of Greenway Trail
- **Salt Storage Bin Extension: \$6,000**
 - Increase storage of salt to prevent periodic shortages

Public Works: Budget Needs

One Year
Three Year
Five Year

Mower Rotation

- Purchase one (1) new mower every other year: \$11,000

Snow Removal Equipment

- Small Salt Spreader: \$6,000
FY22-23
- Large Salt Spreader: \$9,000
FY24-25

Sewer FY 21-22 Budget Needs

- CIP Year One
 - Sewer Use Ordinance & Extension Policy
 - \$10,000
 - Increase M&R Lines; Cleaning; Repair Video
 - \$20,000 +/-
- What do you with biosolids:
 - Landfill v/s Land Application

Sewer Budget Needs

One Year
Three Year
Five Year

- CIP Year 3-5
- Facility Improvement
 - Drying Shed-Bar Screen Dumpster Area-Roll Off Area \$80,000
- Levee Repairs

Non CIP

- F-150 (replace 2011) \$45,000
 - same truck/same specs \$28,000 in FY11

F-350 (replace 2014) \$55,000

Police Department: FY 21-22 Budget Needs

- **Policy & Procedure Manual**
 - Landscape is changing rapidly
 - “Best Defense”
 - \$7,000-\$10,000
- **K-9 Program Enhancement**
 - 1 Dog Per Shift
 - Existing Staff:
 - DAR Funding
- **In Car Camera System: \$50,000**
 - Transparency
 - End of Useful Life- No Warranty/No Support
 - NC Crime Commission Grant Funding
- **Patrol Cars**
 - (1) AWD V-6 Charger
 - (1) AWD Durango
 - No car purchases in FY20-21

Police: Budget Needs

One Year
Three Year
Five Year

- **Patrol Car Rotation**
 - One (1) Car Purchase = FY 23
 - Two (2) Car Purchase = FY 24 FY 25 FY 26
- **US 19/ US 276 Intersection Camera**
 - Crime Control & Public Safety
- **Body Warn Armor**
 - Replacement of Existing Armor
 - 50:50 Grant Funding with NCLM
- **Administrative Staff**
 - Customer Service / Records
 - FY 26

Planning Five (5) Year Goals

- 1) Within 5 years help provide a business and development environment that is attractive for high quality investors who are willing to use their expertise and capital to improve the Town's commercial sector in a meaningful way.
- 2) Within 5 years assist in the development of affordable housing on a scale that will significantly benefit the workforce development needs of the area.

Planning Three (3) Year Goals

- - 1) Within 3 years develop a new comprehensive plan for the Town taking into consideration changing conditions and growth opportunities.
 - Last Comp Plan 2004; Land Land Use Plan 2007
Suggest Update 10 years; New Plan 20 year
 - 2) Within 3 years improve the Town's park and greenway network to include extensions and expansions that are integrated with County and regional efforts.

Planning

One (1)

Year

Goals

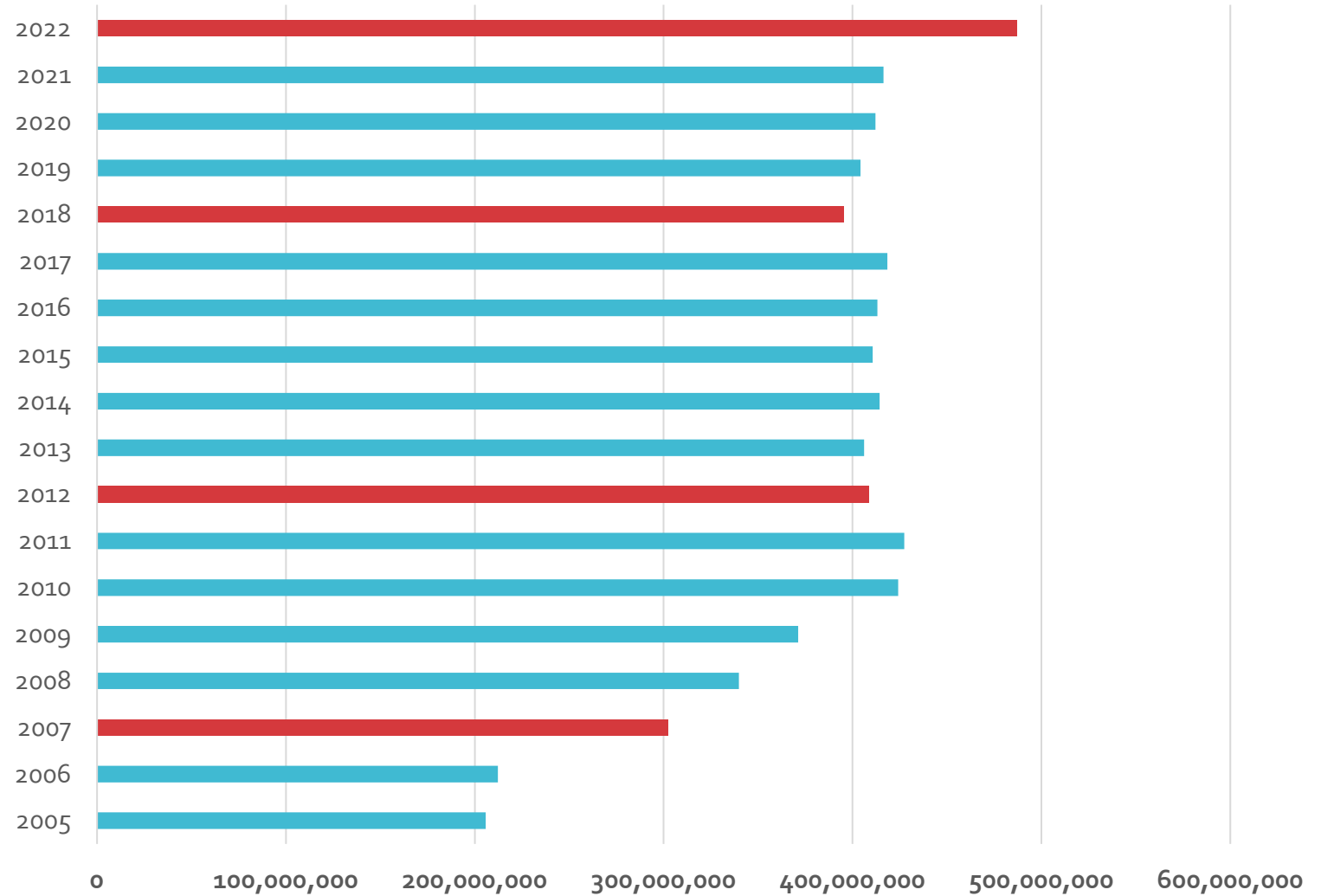
- 1) Within one year present to the Aldermen a well-formed Unified Development Ordinance that is ready for adoption and then implement the UDO to maintain a coherent development pattern in Town using the tools and techniques made available through the new regulations.
- 2) Within one year create and implement a commercial property improvement incentive policy for façades, signs, and landscaping that will assist at least three businesses.
- 3) Within one year gather information and create a database indexing all of the HOAs and POAs in Maggie Valley to better serve the needs of the residential neighborhoods.



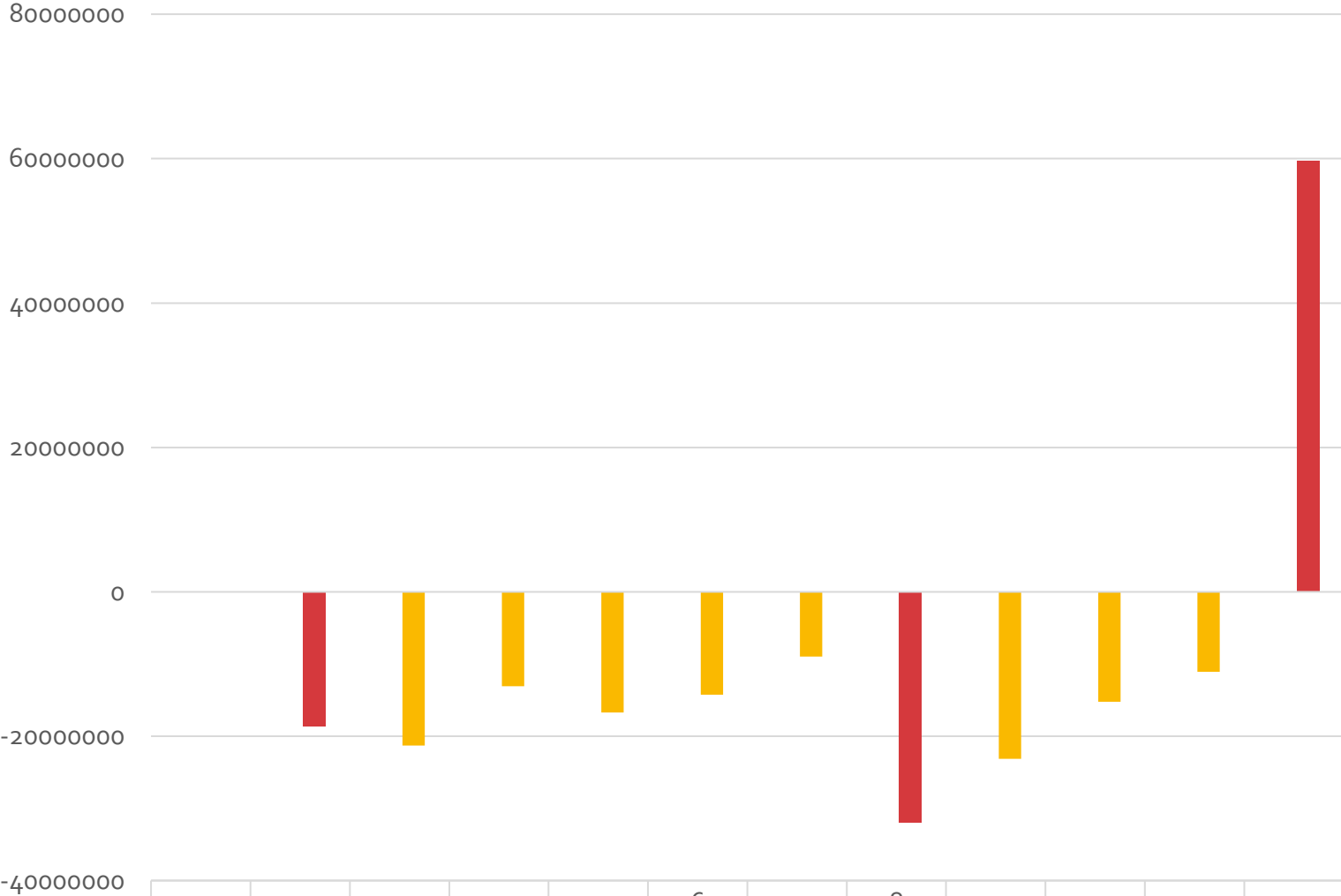
Financial Background & Forecast



Maggie Valley
Total Tax
Value
FY 2004-2005
FY 2021-2022

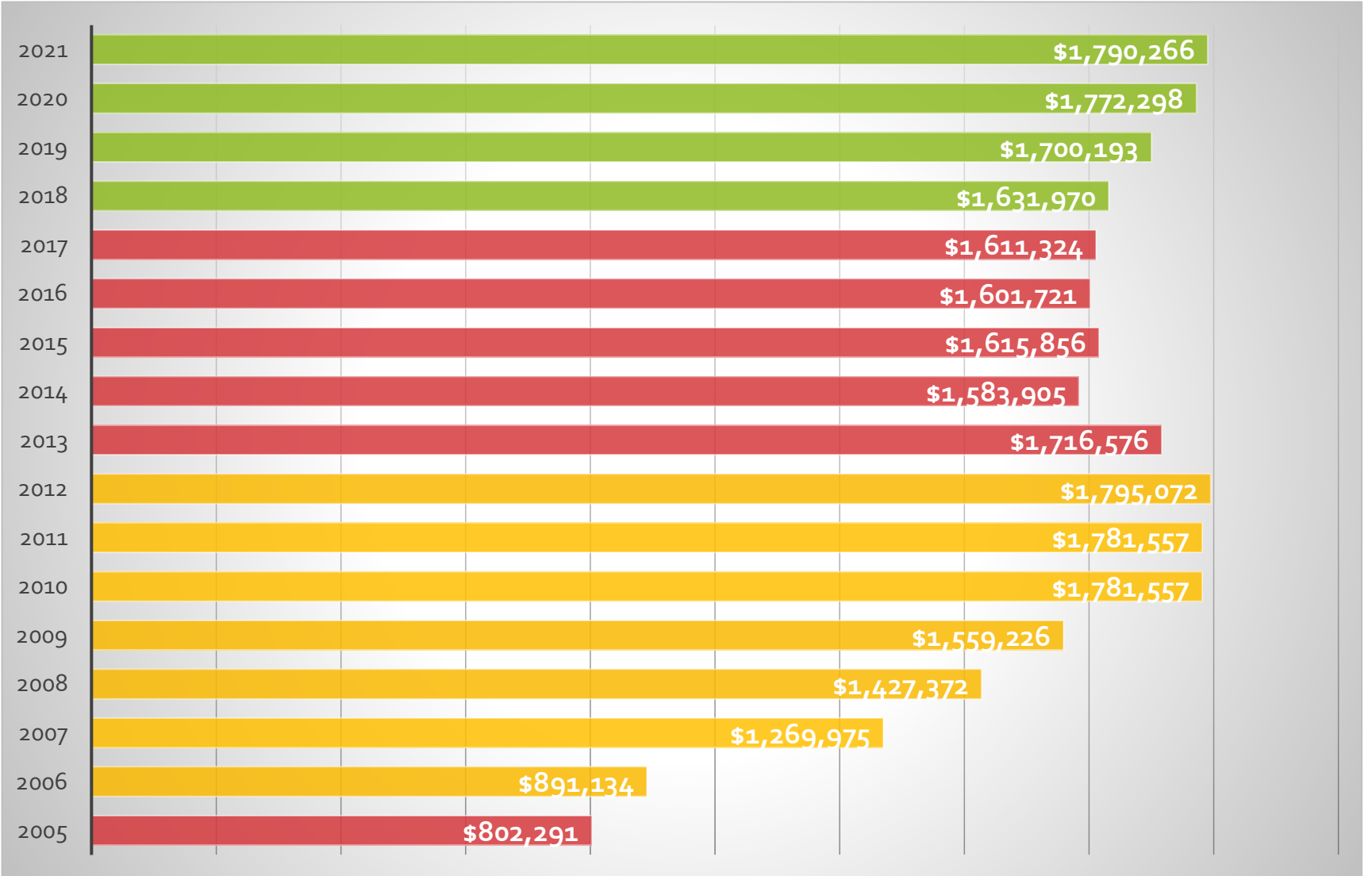


Net Growth Tax Value FYE 2011-2022

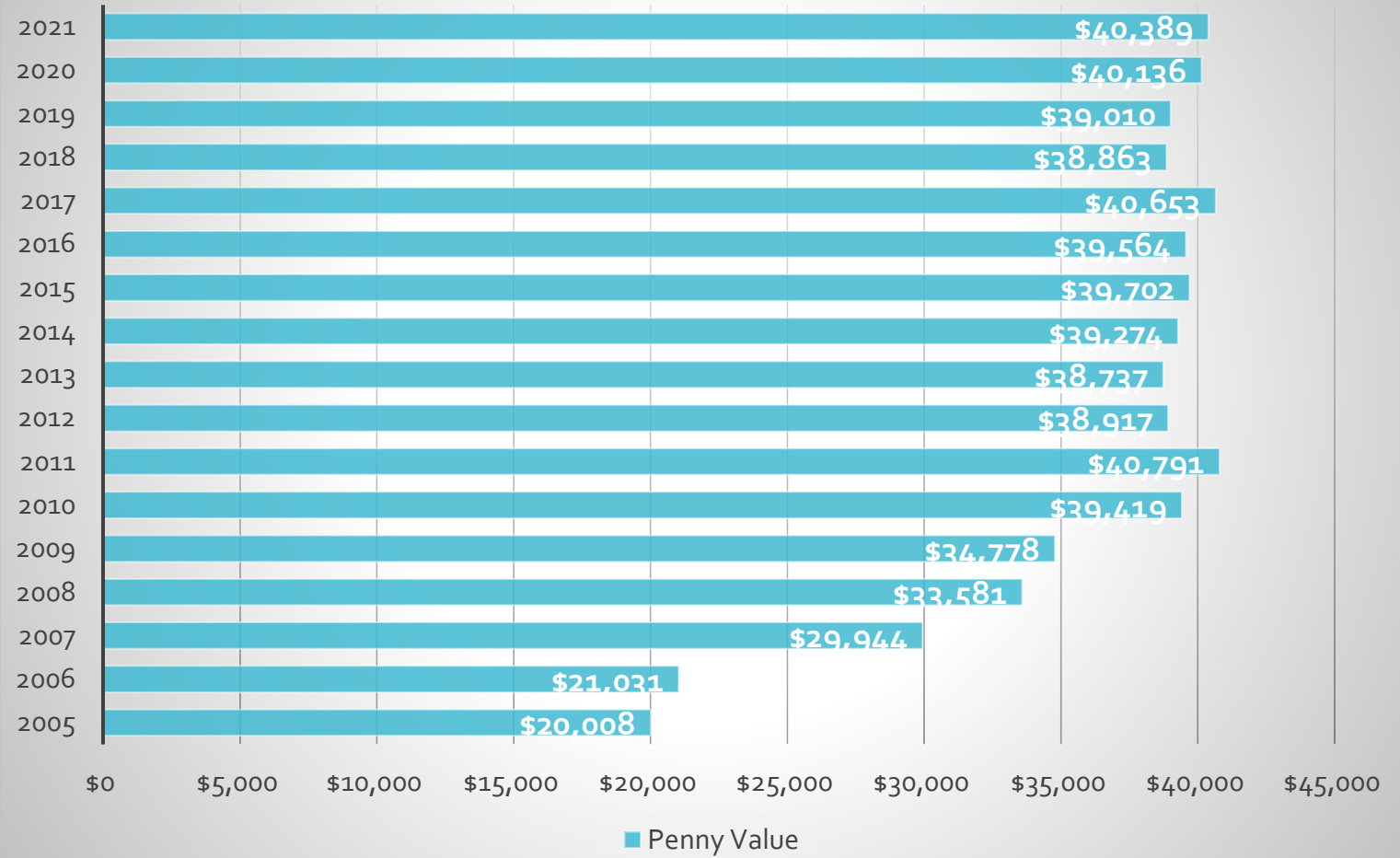


	1	2	3	4	5	6	7	8	9	10	11	12
■	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
■ Tax Value Growth	0	-18,689	-21,268	-13,075	-16,700	-14,237	-8,944	-32,004	-23,107	-15,235	-11,057	\$59,740

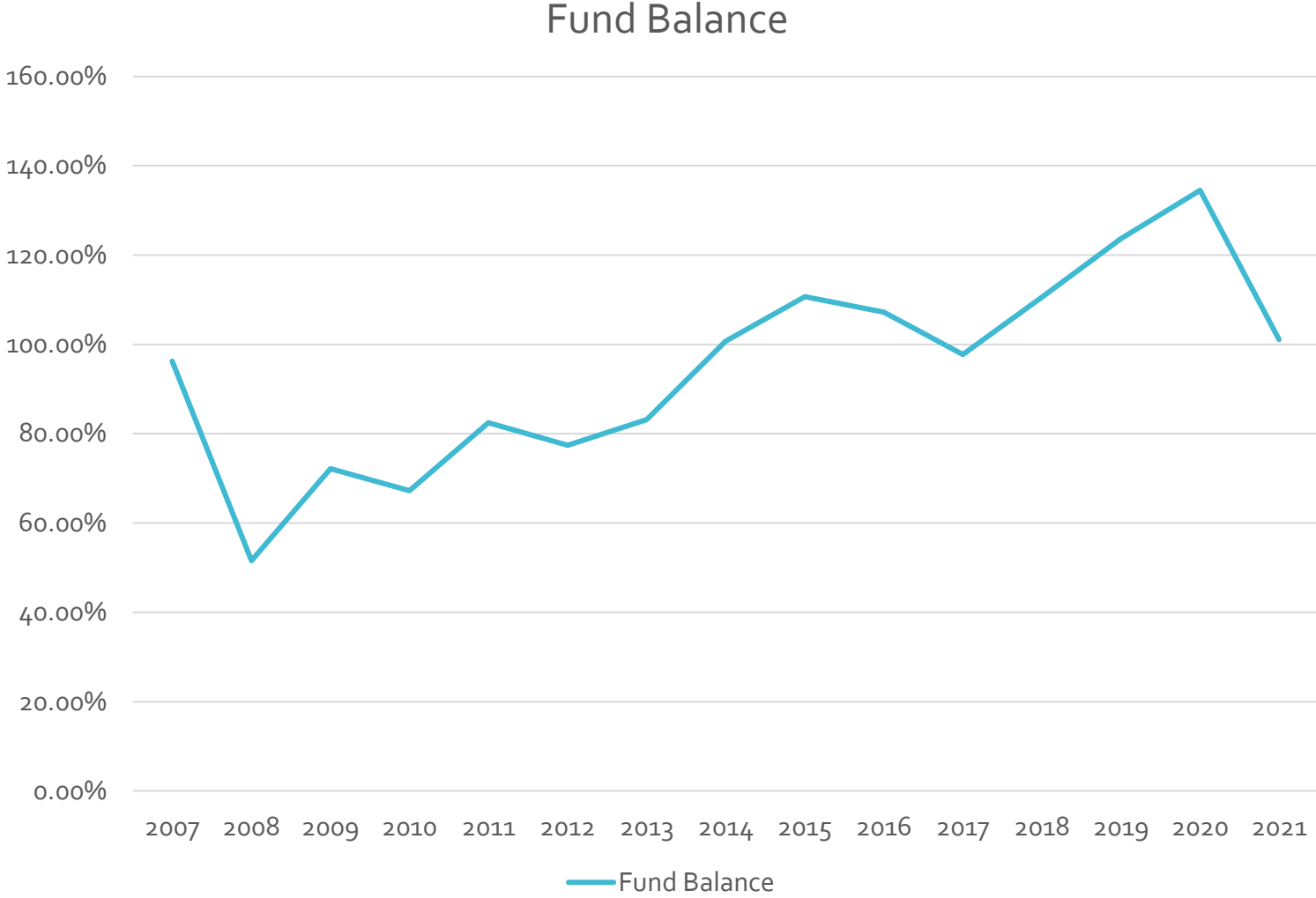
Maggie Valley Total Assessed Tax Revenue FY 2004-2005 FY 2021-2022



Penny Value



Fund Balance FYE 2007 – FYE 2021*



Tax Value Comparison FY21 v/s FY22

FY2020-2021

- Real Property Value
 - \$373,789,551
- Total Tax Value
 - \$416,340,885

FY2021-2022

- Real Property Value
 - \$442,943,459
- Total Tax Value
 - \$487,138,973

FY 2021 -2022
Preliminary
Tax Rates &
Revenues

Preliminary Tax Rates	Preliminary Tax Revenues	Preliminary Additional Revenue v. FY21
\$0.43 (Current Tax Rate)	\$2,094,698	\$304,432
\$0.42	\$2,045,984	\$255,718
\$0.41	\$1,997,270	\$207,004
\$0.40	\$1,948,556	\$158,290
\$0.39	\$1,889,842	\$99,576
\$0.38	\$1,851,128	\$60,862
\$0.37	\$1,802,414	\$12,148
\$0.36	\$1,753,700	\$-36,566

Revaluation Scenario #1

20% Value Increase

**\$350,000
2021 Value**

Tax Rate	Tax Bill
\$0.43	\$1,505

**\$420,000
2022 Value**

Tax Rate	Tax Bill	Difference
\$0.43	\$1,806	\$301
\$0.42	\$1,764	\$259
\$0.41	\$1,722	\$217
\$0.40	\$1,680	\$177
\$0.39	\$1,638	\$133
\$0.38	\$1,596	\$91
\$0.37	\$1,554	\$49
\$0.36	\$1,512	\$7

Revaluation Scenario #2

15 % Value Increase

**\$180,000
2021 Value**

Tax Rate	Tax Bill
\$0.43	\$774

**\$207,000
2022 Value**

Tax Rate	Tax Bill	Difference
\$0.43	\$890	\$166
\$0.42	\$869	\$95
\$0.41	\$848	\$74
\$0.40	\$828	\$54
\$0.39	\$807	\$33
\$0.38	\$787	\$13
\$0.37	\$766	-\$8
\$0.36	\$745	-\$29

Revaluation Scenario #3

10 % Value Increase

**\$1,000,000
2021 Value**

Tax Rate	Tax Bill
\$0.43	\$4,300

**1,100,000
2022 Value**

Tax Rate	Tax Bill	Difference
\$0.43	\$4,730	\$430
\$0.42	\$4,620	\$320
\$0.41	\$4,510	\$210
\$0.40	\$4,400	\$100
\$0.39	\$4,290	-\$10
\$0.38	\$4,180	-\$120
\$0.37	\$4,070	-\$230
\$0.36	\$3,960	-\$340

Population Loss Due to 2020 Census

2010 Census (Actual)

- FYE2011
 - 1602 Population
- FYE2012
 - 1156 Population
- Population Loss
 - 446
- Revenue Loss
 - -\$60,800

2020 Census (Projected)

- FYE2020
 - 1436 Population
- FYE2023
 - 1036 Population
- Population Loss
 - 400
- Revenue Loss
 - -\$123,457
- "2.7 Cents on Tax Rate"

FY17-18 Tax
Adjustment
Data By Parcel
\$0.39 to \$0.43

- Properties Paying Less than + \$1
- 48%
- Properties Paying Less than + \$10
- 52%
- Properties Paying Less than + \$25
- 61%
- Properties Paying Less than + \$50
- 72%
- Properties Paying Less than + \$100
- 85%
- Properties Paying Less than + \$200
- 92%

Town Manager's Thoughts

- Without Parcel Data; hard to make informed recommendations
- Tax Rate Will Likely Be Reduced from \$0.43
- Based upon current info \$0.41-\$0.39 are logical recommended rates
- Recommendation is to have another pre budget workshop once parcel data becomes available to better gauge Board's goals v/s revenue/expenditure streams



Questions
Comments
Observations