



## **MINUTES**

The Holly Springs Town Council met in a duly-called special meeting for its annual Retreat in two sessions from Friday, February 21, 2020 through Saturday, February 22, 2020, at Mid Pines Inn in Southern Pines. Mayor Dick Sears presided at the Friday session, calling members to order at 10:00 am Friday, February 21, 2020; and Mayor Sears presided at the Saturday session, calling members to order at 9:00 am. A quorum was established for each session.

**Council Members Present:** Mayor Sears, Councilmen Dan Berry, Peter Villadsen, Shaun McGrath, and Aaron Wolff, and Councilwoman Christine Kelly.

**Council Members Absent:** none

**Staff Members Present at the Friday and/or Saturday Sessions:** Randy Harrington, Town Manager; Daniel Weeks, Assistant Town Manager; Scott Chase, Assistant Town Manager; Linda McKinney, Town Clerk (recording the minutes); John Schifano, Town Attorney; Cassie Hack, Director Communications and Marketing; Patty Dressen, Interim Director Finance; Corey Petersohn, Finance; Gina Clapp, Director of Planning & Zoning; Sean Ryan, Planning & Zoning; Kendra Parrish, Director of Engineering; Daniel Colavito, Engineering; Tim Athy, Engineering; LeeAnn Plumer, Director, Parks & Recreation; Adam Huffman, Parks & Recreation; Matt Beard, Parks & Recreation; Daniel Pope, Director Code Enforcement; Irena Krstanovic, Director Economic Development; Leroy Smith, Fire Chief; Erika Phillips, Director Human Resources; John Herring, Chief of Police; Luncie McNeil, Director Public Works; Seann Byrd, Director Water Quality; Jeff Wilson, Director IT.

### **2. Welcome and Opening Comments**

Mayor Sears welcomed everyone to the 2020 Winter Retreat. The revised agenda, made necessary by the late start due to inclement weather, was handed around.

### **3. Review of Agenda / What does success look like?**

Randy Harrington, Town Manager gave an overview of the agenda for the retreat and asked Council what a successful retreat would look like to them. Success was defined as leaving with something accomplished, being more educated, having common terminology and as close to consensus as possible. They also desired to leave having given staff direction and made decisions where appropriate.

### **4. Housing Affordability Overview and Assessment**

Gina Clapp, Director of Planning & Zoning gave an overview of the topic and the objectives for the retreat were regarding affordable housing around Strategic Plan: Responsible and Balanced Growth, Initiative 2.1 Establish housing affordability goals and assess what tools and resources exist in North Carolina to achieve a broad range of housing options.

Sean Ryan, Planning & Zoning, outlined the current state of Holly Springs' housing stock and how that mix has changed since 2000. He informed Council that staff is creating a housing dashboard to list resources, including those for people who need affordable housing, and those for developers who want to make affordable housing available.

The meeting was then turned over to the panel for discussion. Lee Worsley, Executive Director of Triangle J COG moderated. The panelists were Lorena McDowell, Director of Wake County Housing Affordability & Community Revitalization; Sara Odio, Project Manager, UNC School of Government Development Finance Initiative; Bill Ahern, CEO Habitat for Humanity Wake County; and Robert Anderson, VP of Land Acquisition with Pulte Group. The informed Council on what each of their organizations is doing in the affordable housing arena, presenting real-life scenarios and options for addressing the problem.

After the panelists' presentations, Council condensed what they considered to be the good ideas received from the panelists:

- Time is money, so expediting projects is one way to gain affordable housing;
- Clearly define the problem and then propose solutions;
- A project doesn't have to look like a large mixed use development to tackle affordability;
- Density required for affordability might be at odds with our Future Land Use Plan;
- Council is pleased that staff is working on the housing dashboard.

Next Council discussed what the most serious affordable housing problem in Holly Springs would be. The consensus was that resident displacement and gentrification was the most serious, followed by the difficulty elderly residents and those with fixed or low incomes had in finding housing in Holly Springs.

Staff was given direction to try to identify what success would look like for tackling these two problems, what a housing study would look like, and what resources would be needed, and then to bring it back to Council.

## **5. Stormwater Policy & Fee Structure**

Scott Chase, Assistant Town Manager, and Daniel Colavito, Engineering, introduced the topic and the presenters, Stephanie Hanses of Brown and Caldwell, and Jennifer Tavantzis of Raftelis. They gave a presentation on the Town's current level of service, the improved level of service staff recommends, and various proposed rate structures to reach that level of service. Holly Springs was compared to three peer communities, with the similarities and differences between these municipalities outlined by the presenters. Ms. Tavantzis showed several options of rate structures that could make the stormwater program closer to being self-sustaining, and would allow the Town to increase its level of service.

After the presentation Council discussed the possible rate structure changes and the timing of rolling out any changes. Council agreed that they wanted to move to a more equitable system and to move towards a higher level of service over the next two to five years.

**Action:** Motion to fully fund the stormwater program at current levels, using a flat rate for single family residential properties and a per Equivalent Residential Unit (ERU) rate for non-single family residential properties, with implementation on July 1, 2020.

**Motion by:** McGrath

**Second by:** Villadsen

**Vote:** passed with 4 yes votes, Villadsen, McGrath, Wolff, and Kelly; and one no vote, Berry

At this point the meeting was recessed until Saturday morning at 9:00 am.

Mayor Sears called the meeting back to order at 9:00 am on Saturday, February 22, 2020.

## **6. Community Investment Plan (CIP) and Transportation Bond Projects Implementation**

Corey Petersohn, Finance, outlined the process staff has developed for identifying and evaluating projects to be funded as Community Investment Plan projects. He explained the matrix Council could use to evaluate which projects to fund in any budget year, and which to plan for in years two through five. He then listed some anticipated CIP considerations that might be coming before Council in the near future.

Kendra Parrish, Director of Engineering, gave an update on Transportation Bond projects. She showed what community engagement had been done and was ongoing for these projects, including "in person" meetings and interactions with Town web page and social media. She explained how influences external to the Town have driven design and construction costs up over the last several years, from NCDOT launching major projects, to raw material cost increases, to two major hurricanes. This is a fact of construction for all Wake County municipalities, not just Holly Springs.

She next discussed specific Green projects, beginning with the Holly Springs Road Widening, Phase II. She explained that the identification of wetlands existing next to Middle Creek, and the need to keep Middle Creek from flooding Holly Springs Road during major rain events had indicated the need for a three span suspension bridge over the creek, which would add about \$5 million dollars to the cost of the project, but would better meet the goals of the project and the Town goals of preserving natural areas next to the creek. The addition of 8 foot wide sidewalks and share-the-road lanes, which are part of the cost increase, would improve school zone safety, and the safety of pedestrians and bicyclists in general. She then announced that the Town had received \$4.6 million in LAPP grants from CAMPO for the Holly Springs Roadway (\$3.6 million) and the Avent Ferry Road Re-alignment (\$1 million).

The bond money, plus the LAPP grant money will allow the most impactful Green Bond Projects to move forward. These are the Main Street Right Turn Lane; the NC 55 Right Turn Lane; Holly Springs Road Widening Phase II; and Avent Ferry Road Realignment. These projects are 25% design complete and are on schedule. She asked Council for direction on next steps with regards to all the potential bond projects.

Council's consensus was to continue to move forward with the four Green bond projects that offer the most improvement (capacity, congestion, connections, and safety) and defer further evaluation of two Green projects (Grigsby Ave. and Estes Lane) to the second Bond issuance for evaluation and review with other Purple bond projects; and to continue to pursue the Purple project funding partnerships.

## **7. Parks & Recreation Master Plan**

Matt Beard, Parks and Recreation, outlined the project timeline for creating the Parks and Recreation master plan. He then introduced the consultants from McAdams who have been hired to assist staff with creating a ten year plan.

Rachel Cotter and Laura Stroud from McAdams outlined the benefits to the Town for having a comprehensive plan, and the steps that they would take for both the Parks & Recreation side of the plan and the Greenways side of the plan. Next they described what the content of a successful Parks and Recreation Master Plan would be, how they would engage with the community, and what they would recommend in a successful steering committee. Council discussed many ways to augment the Parks and Recreation Advisory Committee with other members to "fill the gaps" and create a strong steering committee. Consensus was reached to have a member from the Mayor's Youth Advisory Board join the steering committee and to find some other targeted members. They also discussed using focus groups of HOA presidents, and other stakeholders.

Ms. Cotter outlined Council's responsibilities in the planning process. Ms. Stroud spoke about asset mapping and explained how that would be used in creating a master plan.

Council was asked to do an exercise where they chose objects to represent their responses to four questions. Their answers were discussed and the following themes emerged. Question 1: What about parks, recreation and greenways makes your community better: Preserving natural spaces and bringing people together were themes that emerged.

Question 2: What is your parks, recreation and greenways system known for: Sports and athletics, particularly for youth, were themes that emerged.

Question 3: What would strengthen the Department's positive impact on Holly Springs: Connections, both physical (greenways) and bringing people together as well as expanding from ball fields and sports into areas that serve other residents were themes that emerged.

Question 4: What are some of the biggest threats or challenges to the assets you have identified: funding and the availability of land were themes that emerged.

**7a.** Before taking a break for Council and staff to get their lunches, Council discussed the formation of a Landfill Committee. The consensus was to have a committee made up of two council members who would report to Council monthly at first, and then bimonthly, and progress in working with Wake County to address the malodor problem at the South Wake Landfill. They appointed Councilwoman Kelly and Councilman McGrath to serve on the committee, and decided to make their reports in writing in order to create a paper record of communications from Wake County Board of Commissioners and the management of the South Wake Landfill.

## **8. Strategic Plan Progress / Refinements**

During a working lunch Scott Chase and Corey Petersohn outlined the strategic plan that Council approved last year, and shared success stories. During the presentation on the Economic Prosperity and Diversity Strategic Priority there was much discussion on how Council could predict the consequences of any particular project on this balance. Staff explained that since the percentage of Commercial to Residential Tax Base is figured on property tax valuation, and plans are evaluated based on square footage, it was a difficult prediction to make at the rezoning or development plan approval stage. Staff agreed to draft revisions of the strategic plan and bring it to Council at a meeting in April to be reapproved.

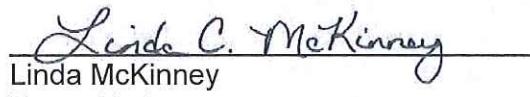
**9. Adjourn.** At 2:10 pm Saturday, February 22, 2020 motion was made to adjourn.

**Motion by:** Kelly

**Second by:** Wolff

**Vote:** Unanimous

Respectfully Submitted on Tuesday, March 3, 2020.

  
Linda McKinney  
Town Clerk

**DAY TWO – Saturday, February 22 (REVISED)**

7:30-9:00	<b>Breakfast</b>	
9:00	<b>Follow-up from yesterday</b>	<i>Mayor &amp; Town Council</i>
9:15	<b>Community Investment Plan (CIP), Transportation Bond Projects Implementation, and Budget Outlook</b>	<i>Corey Petersohn Kendra Parrish Tim Athy</i>
10:15	<b>Break and Check-Out</b>	
10:45	<b>Parks &amp; Recreation Master Plan</b>	<i>LeeAnn Plumer Adam Huffman Matt Beard</i>
	<i>Presenters: Rachel Cotter, McAdams Laura Stroud, McAdams</i>	
12:00	<b>Working Lunch (open discussion; outstanding items)</b>	
1:00	<b>Strategic Plan Progress / Refinements</b>	<i>Corey Petersohn Randy Harrington Scott Chase Daniel Weeks</i>
2:30	<b>Adjourn</b>	

**Safe travels home!**

\* Meeting Room: Meeting Room A

\*Meals: Meeting Room C

**2020 Town Council Retreat**  
**February 21-22, 2020**  
**Mid Pines Inn**  
**Southern Pines, NC**

**DAY ONE – Friday, February 21 (REVISED)**

8:30 – 9:45	<b>Breakfast Available</b>	
10:00	<b>Welcome and Opening Comments</b>	<i>Mayor Sears</i>
	<b>Review of Agenda / What does success look like?</b>	<i>Randy Harrington</i>
10:15	<b>Housing Affordability Overview and Assessment</b>	<i>Sean Ryan &amp; Gina Clapp</i>
	<i>Facilitator: Lee Worsley, Executive Director, TJCOG</i>	
	<i>Panel: Lorena McDowell, Wake County</i>	
	<i>Sarah Odio, UNC-School of Government</i>	
	<i>Bill Ahern, Habitat for Humanity Wake County</i>	
	<i>Robert Anderson, PulteGroup</i>	
12:00	<b>Lunch</b>	
1:00	<b>Housing Affordability Discussion (cont.)</b>	
2:15	<b>Break</b>	
2:30-4:30	<b>Stormwater Policy &amp; Fee Structure</b>	<i>Scott Chase</i> <i>Daniel Colavito</i>
	<i>Presenters: Stephanie Hanes, Brown and Caldwell</i>	
	<i>Jennifer Tavantzis, Raftelis</i>	
4:30-6:30	<b>Room Check-in and informal time</b>	
6:30-8:00	<b>Dinner</b>	

*\* Meeting Room : Meeting Room A*

*\*Meals: Lunch and Dinner at the Inn; Breakfast and breaks in the Convention Center*