

CITY OF MOUNT HOLLY
2015 CITY COUNCIL RETREAT
January 29th and 30th
Mount Holly Municipal Complex

Thursday, January 29th

9:00a.m. Call to Order—*Mayor Bryan Hough*
Ground Rules, Schedule, Parking Lot Items

9:30a.m. Parks and Recreation—*Mark Jusko*

- All Inclusive Park
- Long Range Plan
- Expansion of Tuck Center

12:30p.m. Lunch

1:00p.m. Discussion of Public Works Facility and North Fire Station—*Miles Braswell*
Dave Johnson

2:30p.m. Break

2:45p.m. Waste Treatment—*Dave Johnson*

4:00p.m. Wrap-Up

4:30 Adjourn for the Day

Montcross Chamber Annual Banquet

Friday, January 30th

9:00a.m. Reconvene
Greenway Update—*Greg Beal*

9:30a.m. Economic Development—*Greg Beal*

11:00a.m. Break

11:15a.m. Debt Structure—*Jamie Guffey*

11:30a.m. Fee Schedule—*Jamie Guffey*
Africa Otis
Dave Johnson
Miles Braswell
Mark Jusko

1:15p.m. Real Estate—*Danny Jackson*

2:10p.m. (Short) Break

2:15p.m. Special Events—*Danny Jackson*

2:45p.m. Centralina Council of Governments Membership—*Danny Jackson*

3:15p.m. Wrap-up—*Mayor Bryan Hough*

3:30p.m. Adjourn

6:30 Dinner

Memo

To: Mayor and City Council

From: Mark Jusko

Regarding: Special Needs Park Discussion

Date: Thursday January 29, 2015

Mayor and City Council:

The topic of a special needs all-inclusive playground has been mentioned at the recently purchased property of Glendale and Hawthorne. An all-inclusive playground is a fun-filled place where children can play together with their peers, family, friends, and neighbors without experiencing physical or social barriers to inclusion. This definition of an all inclusive playground came from Leathers Associates, a playground manufacturer.

Last fall Councilmen Bishop, Gowen, and Moore, along with members of the Recreation Commission and staff took a trip to the Zahra Baker playground at Kiwanis Park in Hickory. Everyone on the trip was impressed with the playground. I have attached some pictures of the playground.

Site Solutions prepared a preliminary park plan on the Glendale/Hawthorne site last year. Staff is looking for direction on whether Council would like to bring Site Solutions or another firm in to create a more specific park plan for this site. Along with that we can look into possible grants that are specific to all inclusive playgrounds. I have attached the preliminary park plan from Site Solutions.

Glendale Park Study Report



City of Mount Holly
Mount Holly, North Carolina

May 7, 2014



GLENDALE PARK STUDY REPORT

The purpose of this report is to explore the feasibility with developing a neighborhood park on this park site. The report was developed with input from Mount Holly staff.

SITE LOCATION

The park site is located on the southeast corner of the intersection of South Hawthorne Street and West Glendale Avenue north of the Rollins Apartment Complex. The acreage of the site is + 2.53 acres when 7 parcels for the park site are combined.

SITE ACCESS

Typically neighborhood parks provide close to home recreation opportunities. Existing brick sidewalks along South Hawthorne Street and West Glendale Avenue provide a suitable pedestrian access to the City's existing sidewalk network. Ida Rankin and Mount Holly Middle School are within walking distance of the park site.

Regarding vehicular access, the current zoning ordinance allows on street parking to provide parking for persons with disabilities and for visitors outside the area. The streets are maintained by the City.

EXISTING UTILITIES

There is existing public water and sanitary sewer available to serve the site. According to Craig Roseberry with the Public Utility Department, there is an existing 8" sanitary sewer line in the center of South Hawthorne Street and a 6" cast iron waterline running parallel and 2' to the west of the sanitary sewer line. The waterline is 2'-3' deep and the sanitary sewer line is below the waterline.

ZONING/SURROUND LAND-USE

The property is zoned R-8 (Residential). A park is an allowable use in this zoning classification.

SETBACKS

The following setbacks are required:

- Front: 25'
- Corner Side: 12'
- Rear: 25'
- Side Yard: 8'

Parking and fencing is allowed in the setback. These additional height restrictions apply to fencing:

- Fencing along frontage: 5' maximum height and decorative in style.
- Fencing along side: 6' maximum height.
- Fencing along back: 8' maximum height.

Buffers

The park site is not restricted by any vegetative buffers, however due to close proximity to residences; we recommend a voluntary buffer equal to the setback provided.



GLENDAL PARK STUDY REPORT

HISTORY

The park site is located next to Rollins Apartments. These apartments now stand in place of the former Rollins Elementary School, a school that served African Americans before segregation. The park site is also located in the heart of Mount Holly's Freedom Neighborhood and may have connections to Ransom Hunter, a Mount Holly historical figure. This park site provides an opportunity to commemorate the history of the area.

TOPOGRAPHY

The site has approximately 8-10' of elevation change from the north to south direction and is suitable for recreation activities.

VEGETATION

The park site has a variety of large and small maturing tree species and will be an ideal setting for a park.

RECREATION ACTIVITIES

Site Solutions and City staff had a round table discussion about the potential recreation activities for the park. Potential activities include:

- Playground
- Hi-Ropes Course (similar to a "master tree house") Note: Goat Island Park in Cramerton is a good example.
- Walking Trail
- Tennis
- Open Play
- Small Parking Area
- Restroom
- Picnic Shelter

Any of these activities would be suitable on this site.

Refer to the Site Concept in this report for a conceptual site plan illustrating how various recreation activities could potentially be organized on this site.

DEVELOPMENT OPPORTUNITIES AND CONSTRAINTS

Using the park study report, the following opportunities and constraints have been identified for this site:

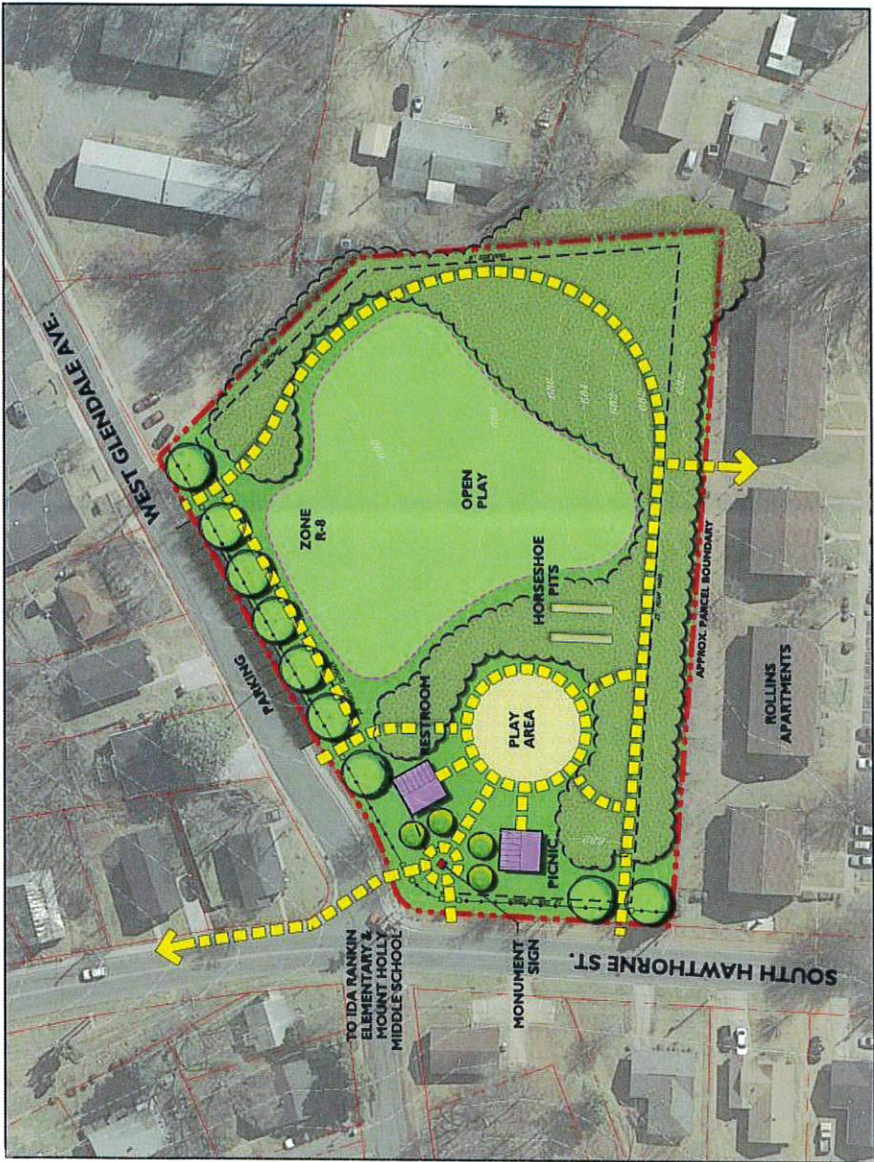
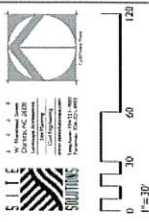
Opportunities

- Location – in relative close proximity to downtown area, schools, and neighborhoods.
- Vegetation – existing trees provide shade and buffers to the site from residences.
- Historical significance – opportunity to commemorate Mount Holly history.

Constraints

- Vehicular traffic – a low decorative fence around the park will deter visitors from randomly crossing the street midblock. Safe crosswalks are needed for the intersection.

Based on this park study, a neighborhood park is an appropriate use for this property and will greatly enhance the community. We recommend proceeding with a master plan for the park. The master planning process should include public input to gauge public opinion for the park.



West Glendale Ave Park

Park Study

May 1, 2014



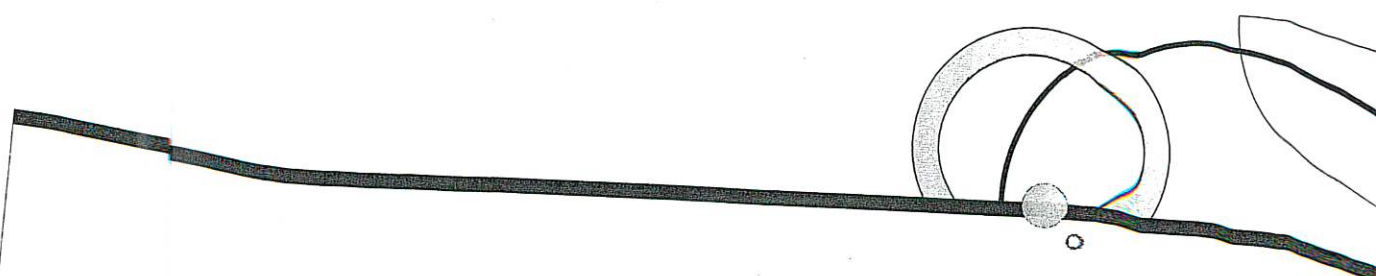






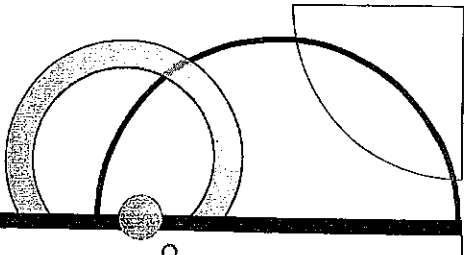






Glendale Park For All Children

Supplemental Information on All Inclusive Parks

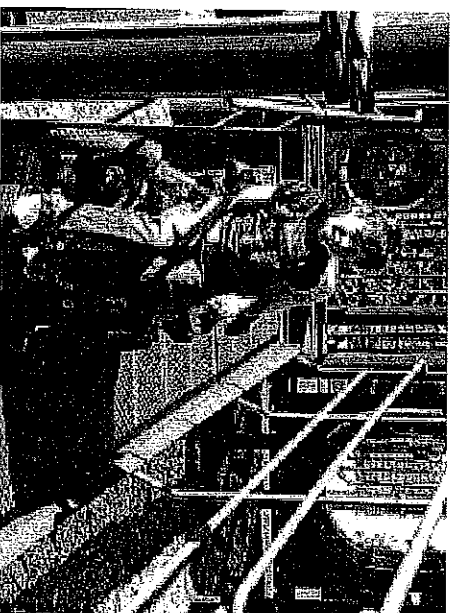


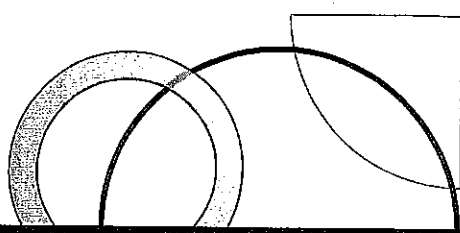
Glendale Park For All Children

Supplemental Information on All Inclusive Parks

Parks In the Area

- Cary
- Concord
- East Flat Rock
- Hickory
- Huntersville
- Charlotte (9)
- Raleigh (2)
- Shelby





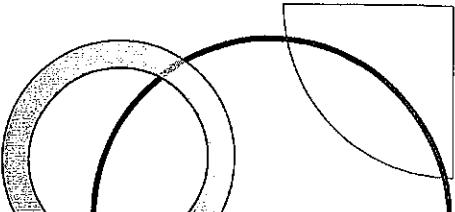
ADA vs. Inclusive

- ADA

- Primarily focused on mobility.
- Made for wheelchair access around the playground
- Allows access to a structure
- Doesn't actually facilitate play

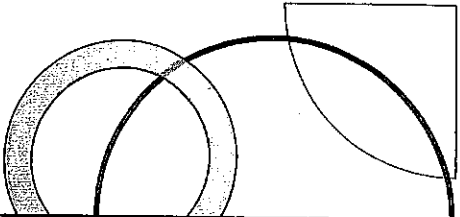
- Inclusive

- Highly mobile surface is key
- Allows use of equipment from wheelchair
- May have equipment specifically for children with:
 - Autism
 - Visual or Hearing Impairment



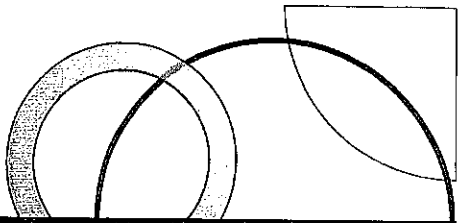
Funding – Grant... Just a few

- NC Parks & Rec Trust Fund
- Kaboom
- Hasbro Children's Fund
- The Kresge Foundation Grand
- Home Depot Building Healthy Communities
- Aetna Foundation
- Build-a-Bear Foundation
- Lego Children's Fund
- Hilton Hotel's
- Land & Conservation Fund
- Recreation Trails Program
- Lowe's Toolbox for Education
- L.L. Bean Recreation Grant
- Toyota Tapestry Grants
- General Mills Youth Fitness
- Bill & Melinda Gates Foundation



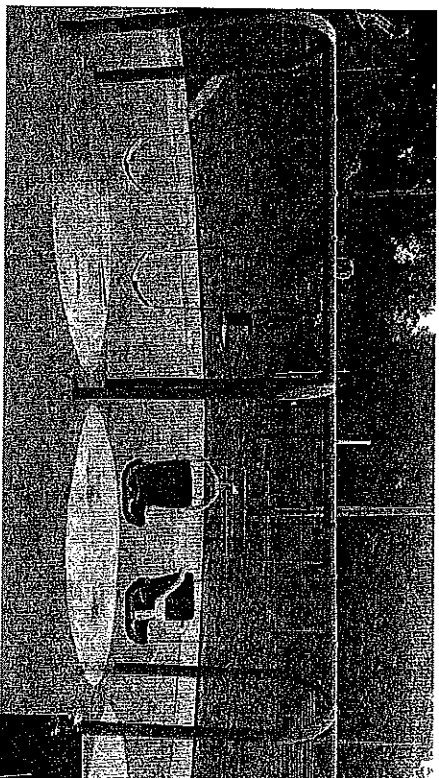
Private Funding

- Paver Pledge & Sales
- Equipment Naming Rights
- Corporate Sponsorship
- Golf Tournaments
- Use of Community Development Foundation as a Fundraiser
- BBQ / Fish Fry
- 5K Run/Walk

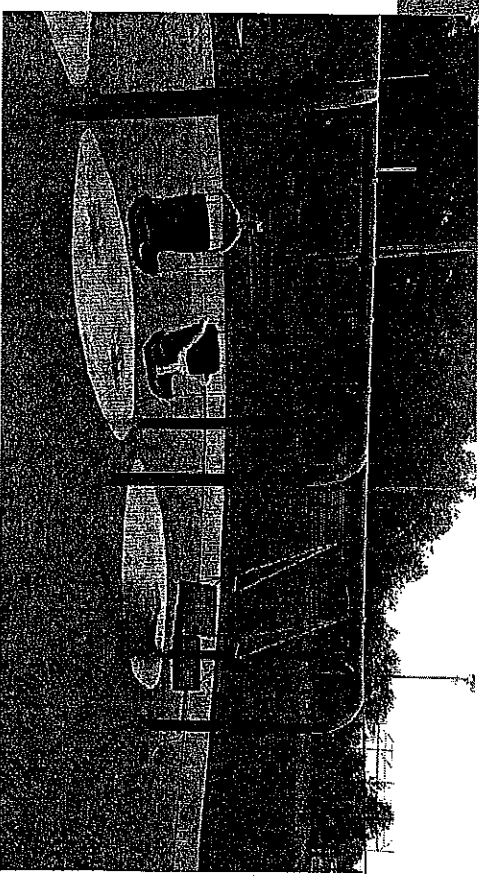


Equipment

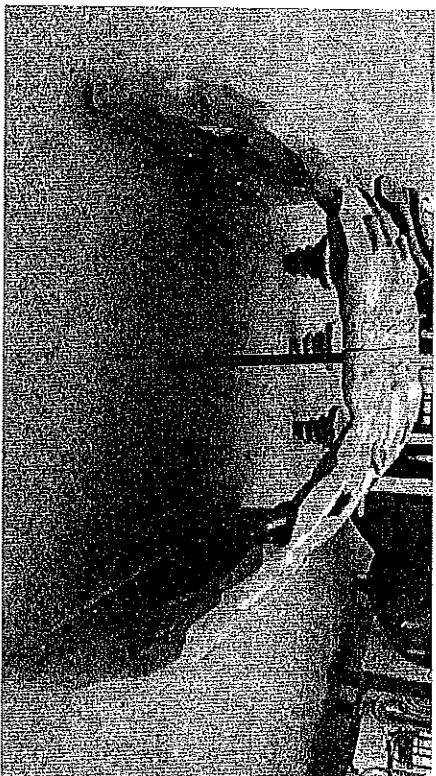
Inclusive Swings



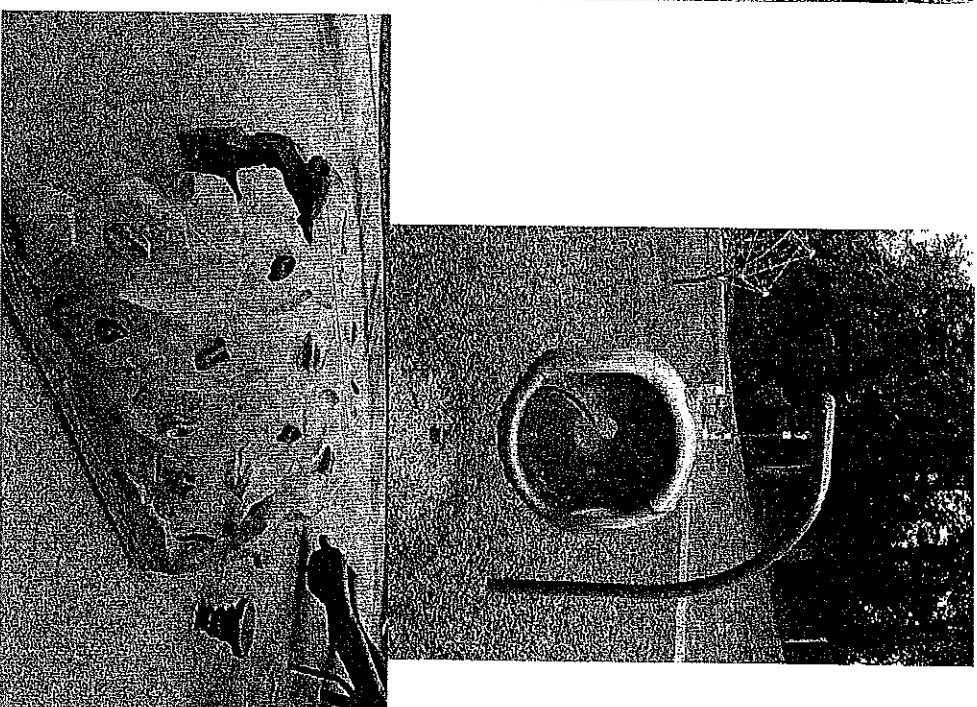
Allow a variety of ages and abilities to enjoy the motion of movement in safety.



Equipment Cont.

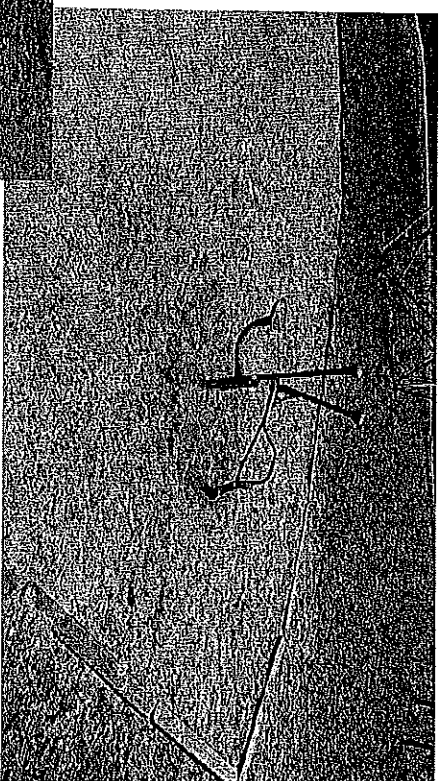
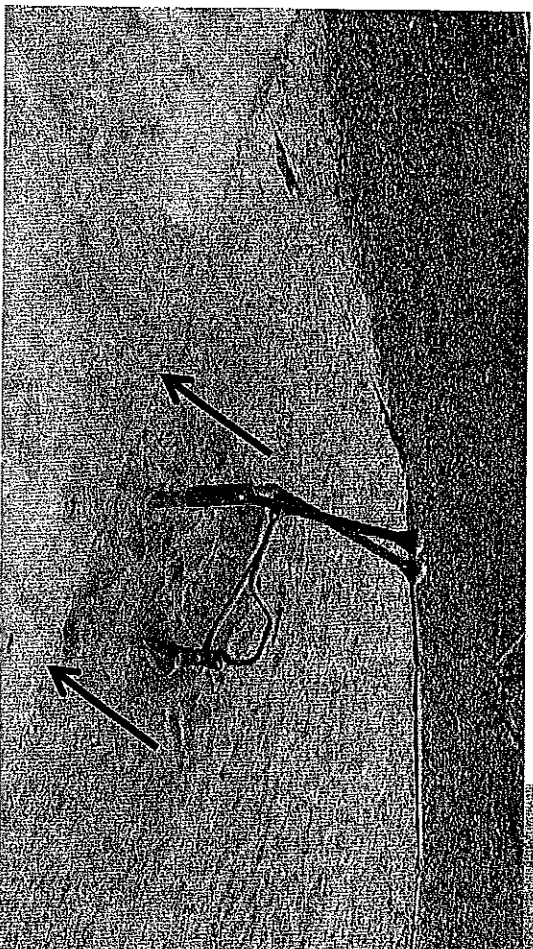


Equipment specially designed for autistic children. These pieces are based on studies around play preferences of children with autism.

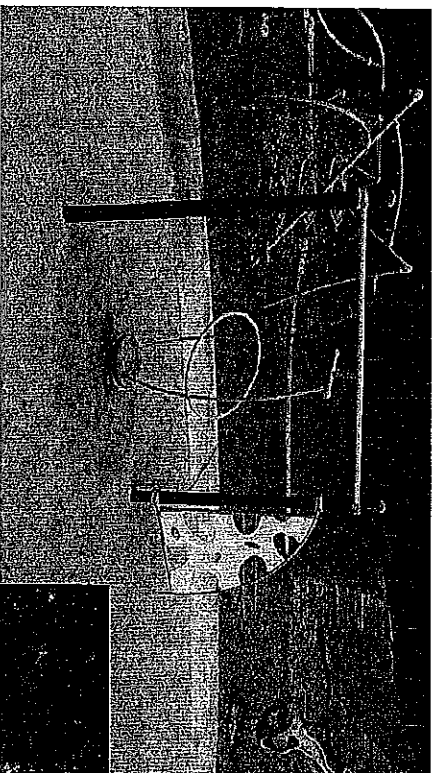


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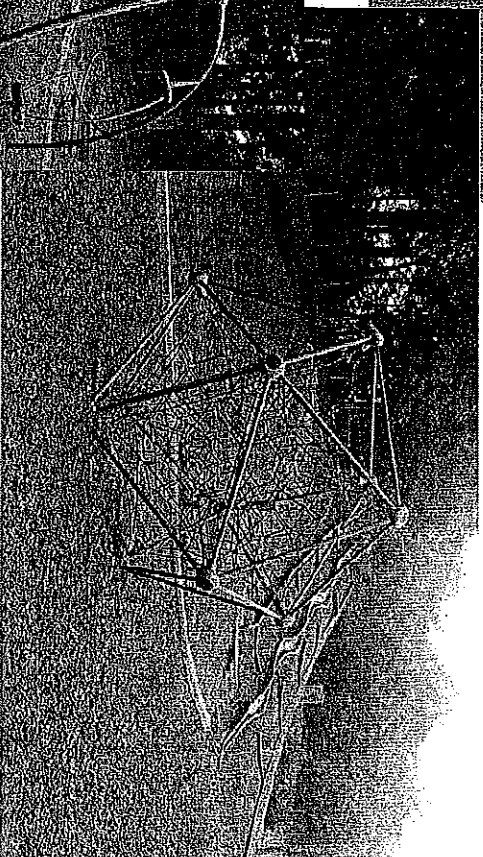
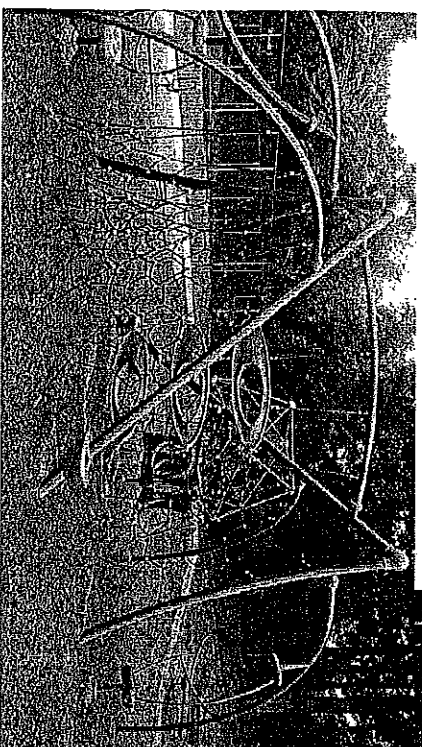
In this case, simply moving a sand scoop next to a sidewalk finally allowed children in wheelchairs to play in the sand box.

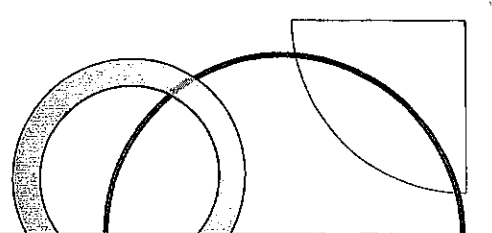


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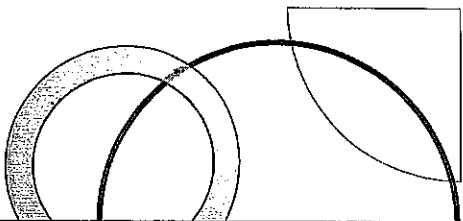
Each piece of equipment
helps build the mind, balance,
movement, and confidence.





The Game Changer

- Mount Holly Sets The Standard in Gaston and Lincoln Counties for Parks
- Competitive Advantage vs. All Gaston and West Mecklenburg
- Enhanced Parks & Rec Image
- Create a Destination Point
- Integrating a Splash Pad is a Regional First



Conclusion

The big divide in this country is not between Democrats and Republicans, or women and men, but between talkers and doers.

~Dr. Thomas Sowell

Memo

To: Mayor and City Council

From: Mark Jusko

Regarding: Long Range Plan

Date: Thursday January 29, 2015

Mayor and City Council:

The discussion of the long range plan can be tied partly to the discussion of the ABC funds. It has been talked about before about the City using part or all of the ABC funds to go towards Parks & Recreation improvements. So far the City has received \$13,300 in October 2014 from the ABC board. We are expecting another check this month. It is important to note that the October payment was the first one we have received and thus cannot give a hard estimate on what we can anticipate receiving the rest of the year. The Parks & Recreation Commission originally established a priority list of nine projects that they would like to see funded. At the October meeting they prioritized their top four choices. The first choice was to add fencing and lighting to the River Street Park ballfield. Their second choice was to add outdoor volleyball, basketball, or tennis courts at Tuckaseegee Park. The third choice was the development of a downtown civic park. This can either be an extension of Veterans Park to reach Municipal Lane, or the development of the Glendale/Hawthorne site as a downtown civic park. Their fourth choice was to do a feasibility study on the expansion of the Tuckaseegee Community Center. I have attached the original list of the nine projects that the Commission established.

The next part of the long range plan discussion deals with Jack's Place. City Council recently received a proposal from Karan Barber of E-corps. I have attached this proposal. Along with this proposal, she has also inquired about having a special event, an iron man/triathlon type race on Jack's Place property, along with other City property on the Clean Water Trust Fund land.

Another issue on the long range plan is the establishment of a park/open space area on the north end of town. I have included a map of a piece of City-owned property across from the steam station that may be used for a future park.

Mount Holly Parks & Recreation Commission

ABC Money Priority Options

1. Splashpark/Sprayground- The idea is for one to be either at Tuckaseegee Park or in a proximity to downtown to help draw people downtown.
2. Expansion of Tuckaseegee Community Center- This will be based upon a feasibility study. **The feasibility study was the fourth choice of the Parks & Recreation Commission.**
3. North Neighborhood Park Land Acquisition- The north side of town seems to be where the city is growing. Currently we do not have an active park (ballfields) area in this part of the city.
4. Upgrading of River Street Park ballfield- There is currently a baseball field at the park, however the idea here is to add fencing, lighting and field upgrades to make this a more utilized field. **This was the top recommendation of the Parks & Recreation Commission.**
5. Downtown Civic Park- To develop a downtown civic park at either the new location at Glendale & Hawthorne, the area at the end of Municipal Lane to possibly extend Veterans Park, or another downtown location. **This was the third choice of the Parks & Recreation Commission.**
6. Walking Trails- Trails from the new hospital to River Street Park, or trails from the YMCA to Tuckaseegee Park, trails from Mountain Island Park to Jack's Place.
7. Outdoor Volleyball, Tennis or Basketball Courts at Tuckaseegee Park. **This was the second choice of the Parks & Recreation Commission.**
8. Fields- The need for field space whether it be for lacrosse, soccer, or baseball. Upgrade current baseball fields at Tuckaseegee Park.
9. Fishing Pier or boat/kayak access at Tuckaseegee Park- Due to regulatory constraints this is not feasible at this time.



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www.E-Corps.org

The mission is to provide our participants renewal, replenishment, and restoration in nature, by strengthening the C.O.R.E. (Community, Outdoor Appreciation, Recreation, and Environmental Education).

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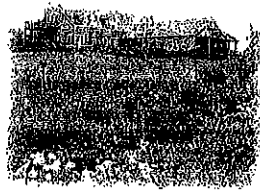
*E-Corps believes
"There is a restorative
power in nature that
replenishes our spirit,
renews our bond with the
great outdoors, and causes
us to come alive."*

The City of Mount Holly, NC
c/o Mr. Danny Jackson
400 E. Central Ave.
Mount Holly, NC 28120

November 7, 2014

Proposal: Mount Holly NatSci Institute by E-Corps Expeditions Inc.

It is 2025, as you enter the Mount Holly NatSci Institute gate, your connection to nature begins with the ribbon like road winding through the woods toward river. As you pass the Nature Welcome Center on your right, you descend the hill, the native plant gardens come into view soon the outline of The Catawba Lodge of Mount Holly emerges on your left.

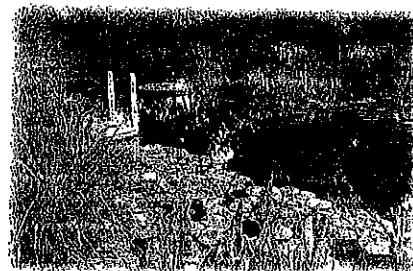


As you look to the right in the carport, a group of teens is having a safety brief and preparing their mountain bikes for a guided trail ride. More youth are streaming from the Gear Library building. As you are able to



peer in the Gear Library garage door a plethora of outdoor equipment for camping, fishing, wildlife watching, and river activities is revealed. Directly ahead in

the pavilion, a third grade class is participating in a hand on activity discovering the watershed biodiversity. Upon making the circle of the lodge, a group of seniors is seen photographing the dragonflies around the natural pool. As you are taken by the infectious sensation of the place, you pause to survey the area. Then voices from the river below draw your interest, and you turn to view the cheerful group departing the River Taxi. The group hurriedly tops the rise from the river, but slows to take in the awe-inspiring natural scene.





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The NatSci Institute, established in 2015, is a public private venture, of the City of Mount Holly, North Carolina and E-Corps Expeditions Inc. a nonprofit nature connection education organization. The mission of this collaboration is to provide the community a connection to nature, S.T.E.A.M. education for youth, and a state of the art nature recreation site. As a facilitator of environmental stewardship, promoter of active living, and gateway to the Catawba River assets this venture is uniquely equipped to provide this excellence in education.

NatSci Institute programs are designed to provide our participants renewal, replenishment, and restoration in nature, by strengthening their C.O.R.E (Community, Outdoor appreciation, Recreation, and Environmental Education). Our current programs include; Big Trees Mount Holly, NatSci Tours River and Woods, for Youth - Summer Camps, Nature Education, Watershed/Storm water education, STEAM infused school programming. E-Corps Menu is below but please see enclosure (A) for detailed offerings and event schedule.

E-Corps Education Course Menu

Safety & Team Skills

PET FIRST AID \$20 & up
Learn how to respond to health emergencies and provide basic first aid for the four-legged members of your family. Choose from Dog First Aid, Cat First Aid, and Dog and Cat First Aid.

CPR, FIRST AID, or AED \$35 & up
Units can be combined or individual (Adult, Pediatric, American Red Cross 8 year certification Course First Aid).

WILDERNESS FIRST AID \$195

TEAM BUILDING \$25 & up
per person rate. Improve communication skills, build camaraderie, and relate with new others. This versatile team building can be customized to fit your group needs.

Event Coordination \$ per proposal
Request a detailed plan for your event. Spectacular.

Nature & Environmental

Environmental Exposition \$150 & up
Concentration topics discussed by a specialist in plain language. Not 15 hours is 100% - longer sessions will be provided an enclosure.

OUTDOOR LEADER TRAINING \$20 & up

Up cycle Crafts \$ per proposal

Nature Kits \$ per proposal

NATURAL LEADER ACADEMY \$235 & up

NATURALIST HIKES \$8 per person
Explore the great outdoors with a naturalist (1 hour walk with 10 pathfinders or \$20).

WORKSHOPS \$ per proposal

Requests? crew@e-corps.org

E-CORPS.ORG

Figure 1 E-Corps Menu

As the ***premier destination*** in the region, the Mount Holly NatSci Institute is a green facility practicing sustainable and low developmental environmental impact. The Nature Welcome Center houses native non-releasable animal ambassadors to educate visitors on the biodiversity of the piedmont region. The care of the collections is made possible by



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partnering with the wildlife rehabilitators. The center is also the registration office for the 20 site improved campground, yurts and tree house group lodging. Upon arrival, all visitors receive a Mount Holly Welcome Kit which includes a welcome letter from the mayor, merchants & restaurant map, and local business coupons. The grounds also include nature appreciation areas such as; native plant gardens, a natural pool, bonfire area, nature trails, bike trailheads, staff/caretaker housing, and living farm. The venue will be available for public rental use for club meeting, retreats, reunions, receptions, or events. Local sources will be used for catering, supplies, and services.

Justification and the need for a nature center is critical to the future of connecting younger generations to nature. *With so many outlets in North Carolina for environmental education for pre-kindergarten to 12th grade students and the public, what then is the role of the NatSci Institute?*



"Where Nature & Science Collide."
A S.T.E.A.M.
(Science, Technology, Engineering, Art & Math)
Infused after school enrichment program
by E-Corps Expeditions Inc.

1. Assisting In Academic Achievement: Schools need help in meeting curriculum standards. E-Corps program incorporates the North Carolina Science Essential standards engaging students in inquiry-based instruction which is a critical way of developing conceptual

understanding of the science content that is vital for success in the twenty-first century.

- ✓ Provides a seamless integration of science content, scientific inquiry, experimentation, and technological design, to reinforce in students the notion that "what" is known is inextricably tied to "how" it is known.
- ✓ Create opportunities for creative thinking, inquiry, experimentation and technological design.
- ✓ Inspires the use of technology will be done through examples of its values such as; GIS (mapping information), calculations, graphing, information, storytelling and possibly the construction of educational games.
- ✓ Includes Art via human impact to immerse the student in the engineering component. The art is folk up-cycle manufacture and testing of functionality such as a clay canoe that floats.



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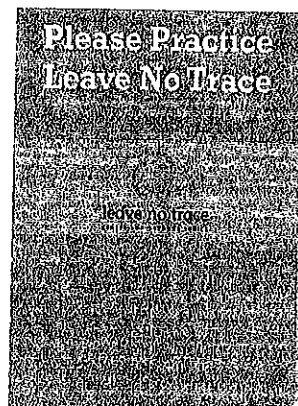
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- ✓ Calculation of results, comparisons and assessments use mathematic skill in all aspects to such as Tree age from trunk girth. Sustainability and green energy will also be incorporated.
- ✓ Engagement of students in "hands-on/minds-on" activities that are exemplars of scientific inquiry, experimentation and technological design.

2. Interacting With Nature Adds Educational Benefits: Hands-on learning experiences in nature are lacking at most schools. Our state has many quality parks, residential centers, agencies, and educators involved in environmental education. Yet, nature centers fill a unique niche among the variety of places where environmental education occurs in North Carolina. Nature centers provide structured programs and places for people to interact with nature where education is the highest priority.



3. Meeting Demand: The growing interest and demand for nature education is demonstrated by recent, major expansions of numerous existing nature centers from a variety of locations. Nearby Mecklenburg County expects to "run out of land" due to urban sprawl and have 96% of the county developed by 2030.



4. Saving Habitat: With development and population pressures expanding in North Carolina, habitat is being lost at a rapid and steady rate. This contributes to most citizens living their lives further removed from interaction with the natural world than ever before. Nature centers save habitat and provide opportunities to gain awareness of the value of habitat to wildlife and people.

5. Developing an Ethic: Nature centers provide places where people, especially children, can be in nature. Even if a child participates in environmental education activities in



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schools, it doesn't always include a field-based experience. For children to develop an **environmental ethic**, they need opportunities to form an ongoing connection with the natural world. Nature centers provide this.

6. Closing Gaps in Service: The current distribution of outdoor nature education is not uniform across North Carolina. Urban and rural areas are often neglected. There is no Nature Center in Gaston County and the citizens are unaware of neighboring area nature center locations or they must travel to Mecklenburg County.

7. Leadership Support: E-Corps believes Mount Holly could be a leader in the environmental education in the state by offering a program that not only engages and improves the lives of students and residents of Gaston County but provides a positive economic impact on the Mount Holly area.

In North Carolina

OUTDOOR RECREATION
GENERATES...

\$19.2 BILLION in consumer spending	192K direct North Carolina jobs
\$5.6 BILLION in wages and salaries	\$1.3 BILLION in state and local tax revenue

Preserving access to
outdoor recreation protects
the economy, the businesses
the communities and the
people who depend on the
ability to play outside.

8. Recreation Economy:

According to a study from the Outdoor Industry Association, nature-based tourism has a large national economic footprint (please note that the numbers below reflect national totals): For more statistics and studies, click [here](#).

- Contributes \$730 billion annually to the U.S. economy.
- Supports nearly 6.5 million jobs across the U.S.
- Generates \$88 billion in annual state and national tax revenue.
- Provides sustainable growth in rural communities.
- Touches over 8 percent of America's personal consumption expenditures—more than 1 in every 12 dollars circulating in the economy.

What would City of Mount Holly provide via a memorandum of understanding?

A user agreement for the property, 1732 Drywall Drive, Mount Holly, known as "Jacks Place" including surrounding acreage and cooperative use of other City Mount Holly greenways, park and recreation facilities for the E-Corps service provision. This includes future greenway areas to include the 32 acres on Mountain Island Lake



E-Corps Expeditions Inc.

www.E-Corps.org

The mission is to provide our participants renewal, replenishment, and restoration in nature, by strengthening the C.O.R.E. (Community, Outdoor Appreciation, Recreation, and Environmental Education).

Board of Directors

Karan M. Barber

Dr. Jennifer Collins

Wendy M. Foster

Brittney S. Glover

Dr. Jeffery Thomas

Piper A. Strzelecki

Diane Woods

Board of Advisors

Ariana Bolin

Kathy Bull

Amy Clinton

Dr. Dawn O'Malley

H.C. Woody Woodward

E-Corps believes
"There is a restorative
power in nature that
replenishes our spirit,
renews our bond with the
great outdoors, and causes
us to come alive."

A lease is proposed of 99 cent year for 99 years for "Jacks Place" and 33 acres surrounding the site, this being the land area east of the rail line and west of the Catawba River.

The City of Mount Holly assists or provides the following areas;

- ✓ Rail crossing establishment
- ✓ Road access and trail head parking
- ✓ Assist &/or partner with E-Corps to secure funding for facility improvements
- ✓ Ensure Zoning and Permitting allow for all E-Corps programming
- ✓ Promotion and support of the NatSci Institute

E-Corps

In 2015 - Year One

- Free Nature bi-weekly program for Seniors Sole Patrol
- Establish Letterboxing (family Geo caching) in City Parks
- Services discounted to Mount Holly Residents
- 4 annual events
- Offering of *NatSci Junction* (an After school enrichment program) in of Old Gym one afternoon a week for Youth
- Monthly nature engagement classes



➤ Use of Jack's Place for assessment, feasibility, Gear Library, and administrative offices

➤ Complete and Submit to

Mount Holly City Council for review *Strategic Plan for NatSci Institute*

- Manpower, Funding for E-Institute in STEAM dollars
- Establish Gear Library @ Jacks Place
- USARA Race in May 2015
- Provide Young Adults – **job opportunities** as counselors and Natural Leaders
- Offer E-Corps Basic Training Summer Day Camp

We believe affiliations and collaborations allow us to provide the highest caliber of services. The wisdom and support these organizations are



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an integral function of our methodology. Our network of includes the following which are actively pursued and maintained include;

- ✓ Mount Holly: Chamber of Commerce, Community Development Foundation, Historic Society, Merchants Association and Tourism Development
- ✓ North Carolina Department of Environmental and Natural Resources
 - Office of Environmental Education Certificate Program Instructor
- ✓ Queens University Environmental Science & Chemistry Department Partner
- ✓ North Carolina Children and Nature Coalition Regional Representative
- ✓ GSNIT Southern Appalachian Naturalist
- ✓ Environmental Educators of North Carolina Board Member
- ✓ United States Adventure Racing Association Promoter
- ✓ American Red Cross Instructor
- ✓ Leave No Trace Outdoor Ethics Facilitator
- ✓ Cornell Lab of Ornithology Bird Sleuth Facilitator
- ✓ US Military and Veterans
- ✓ **Partners include:** Tailrace Marina, Thrifty Adventures, Possumwood Acres Wildlife Sanctuary, Carolina Raptor Center, Carolina Waterfowl Rescue, Catawba Riverkeepers, Carolina Thread Trail, Schiele, NC USO, Queens University of Charlotte, NC Zoo, NC Aquariums, NCWF, NC State Parks, Davidson College Herpetology Lab, NC Native Plant Society

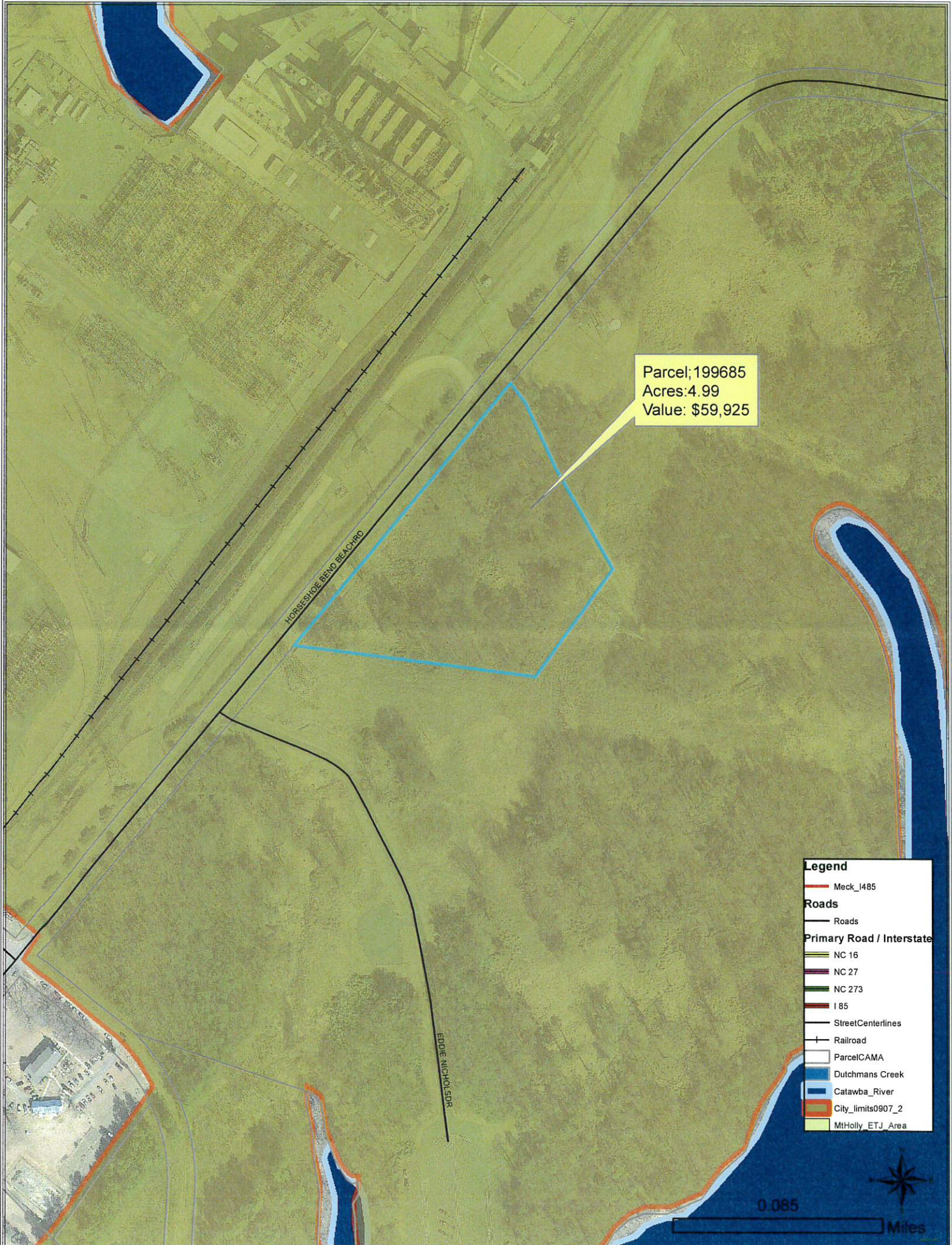
In closing, I would like to express my gratitude for the opportunity to provide nature connection to the Mount Holly community. It is an honor to share good stewardship of the earth with others.

This proposal is a general overview of E-Corps Strategic Vision and Plan and we look forward to discussing the potential of the NatSci Institute.


Karan Barber
Executive Director

Encl: (A) E-Corps Services Detail (B) NatSci Junction





Parcel: 199685
Acres: 4.99
Value: \$59,925

- Legend**
- Meck_I485
 - Roads**
 - Roads
 - Primary Road / Interstate**
 - NC 16
 - NC 27
 - NC 273
 - I 85
 - StreetCenterlines
 - Railroad
 - ParcelCAMA
 - Dutchmans Creek
 - Catawba_River
 - City_limits0907_2
 - MTHolly_ETJ_Area

0.085

Miles

Memo

To: Mayor & City Council

From: Mark Jusko

Regarding: Expansion of Tuckaseege Community Center

Date: Thursday January 29, 2015

The Tuckaseege Community Center is a heavy utilized recreation center for its size. It is most busy in the mornings with the Sole Patrol, and in the evenings with athletics (indoor soccer, basketball, and girls' volleyball) or zumba/fitness classes. It also houses the Fitness Center, which is open Monday-Friday 830am-830pm and Saturday 9am-1pm. It is also used for rentals throughout the year.

I have included an aerial shot of the property. One of the recommendations of the Parks & Recreation Commission was to do a feasibility study on the expansion of the Tuckaseege Community Center.



Memo

To: Mayor and Members of the Council
From: Miles Braswell
Date: 1/29/15
Re: Public Works Facility / Fire Station

Following is Public Works Facility and North Fire Station presentation that will be discussed during the Council Retreat. This information was prepared in concert and agreement with Dave Johnson, Utilities Director.

This information's purpose is to provide facts regarding project delivery methods. From the facts presented, the objective will be for Council to provide direction regarding which method to move forward with both the Public Works Facility and the North Fire Station.

Immediately following the presentation slides is a sheet listing the pros / challenges associated with each project delivery method.

I look forward to presenting this information

Thank you.

Method	Pros	Challenges
Design-Bid-Build	• Designer & contractor contracted with City, separately • City controls design quality and w/ help of designer, controls construction quality • Designer looks after City's best interest • Design changes easily accommodated prior to construction starting • Design complete prior to construction • Construction cost is fixed at construction award • Bid for maximum competition and potential lower bids • Default method for government construction	• Requires significant owner time and expertise • If no contractor input during design, results in no value engineering (must be part of process) • Design and construction sequential, resulting in longer project completion • Construction costs unknown until late in process (at contract award) • City risk involved with designer errors • Low bids can encourage high change orders • Low bids sometimes equal lower quality, inexperience • City needs expertise to manage both designer and contractor
Design-Build	• Single entity responsible for design and construction (1 contract) • Owner not mediating between designer and contractor • Well suited for complex projects where City has capacity to participate • Early contractor involvement allows creativity • Construction costs known and fixed during design • Emphasis on cost control • Transfer of design and construction risk from City to entity • Construction may start before final design complete, shortening project timeframe • Less owner time and resources	• Minimal City control during design and construction • Potential conflicting interests for design and then DB entity performing as contractor • Requires extensive pre-project communication • Fewer bidders may mean higher bid costs • No designer to represent City's interest • Design changes after construction costly • May require carefully prepared performance specifications
Construction Manager at Risk	• Designer & Construction Manager (CM) contracted with City, separately • Designer looks after City's best interest • Construction costs known and fixed during design • Construction may start before final design complete, shortening project timeframe • CM has total control of construction and all subcontractors • Transfer of construction risk from City to CM • Resolving constructability issues early in the process	• City needs expertise to manage both designer and contractor • Designer and builder have separate contracts w/ City and can be a conflict source • Reduced City control of construction • Potential conflict of interest if Construction Manager performs as contractor • Design changes after construction costly

PUBLIC WORKS FACILITY



CITY COUNCIL RETREAT
JANUARY 29, 2015

Objective

2

- Council to provide direction
- Staff move forward
- Construct / renovate
- New Public Works Facility

Refresher

3

- 10/13/14: Presentation to Council
- RFQ for architect
- Feasibility study and construction cost estimates to help determine whether the existing structures should be renovated or if a new facility should be constructed

Project Delivery Methods

4

- Design-bid-build
- Design-build
- Construction Manager at Risk
- Others

Design-Bid-Build

5

- Typical construction project
- Architect led
- Prepares plans/specifications
- Bids to General Contractor (GC)
- 2 contracts – Architect, GC

Design-Build

6

- Design and construction are contracted by one entity
- Can be led by contractor, designer, developer or joint venture
- Designers typically retained by GC

Construction Manager at Risk (CMAR)

7

- Contract w/ entity that provides preconstruction and construction phases
- CMAR is GC
- CMAR guarantees project cost
- Owner shall contract directly w/ architect or engineer
- CMAR advertises, prequalifies and accepts bids from 1st tier subcontractors
- CMAR may perform work, with stipulations

Project Oversight

8

- Construction Committee reinstated
- Tasks
 - Develop Scope of Work
 - Work with selected firm(s)
 - Remain involved throughout project

Pros/Cons

9

- See handout

Needs

10

- Streets and Solid Waste Department
- Utilities Department
- Garage
- Maintenance Staff (?)

Common Site Needs

11

- Material Storage: Stone, sand, salt, mulch, top soil
- Exterior Equipment Storage: Vehicles, chippers, vacs, pipe, garbage & recycling cans, surplus equipment, utility boxes, tractors
- Interior Equipment Storage: Lawn, hand tools, jetter, street signs, barricades
- Personal vehicle parking
- Truck wash pad
- Police: Confiscated cars (relocate from Massey Building)

Interior Needs

12

- Common space: Break room, kitchen, conference rooms, restrooms, plan room
- Separate space: Offices, locker rooms, storage rooms

Garage

13

- 3 bay currently
- City growth, equipment/fleet growth
- Staffing growth = locker space
- More bays
- Lifts
- Office, restrooms
- Parts room

EXISTING Spaces

14

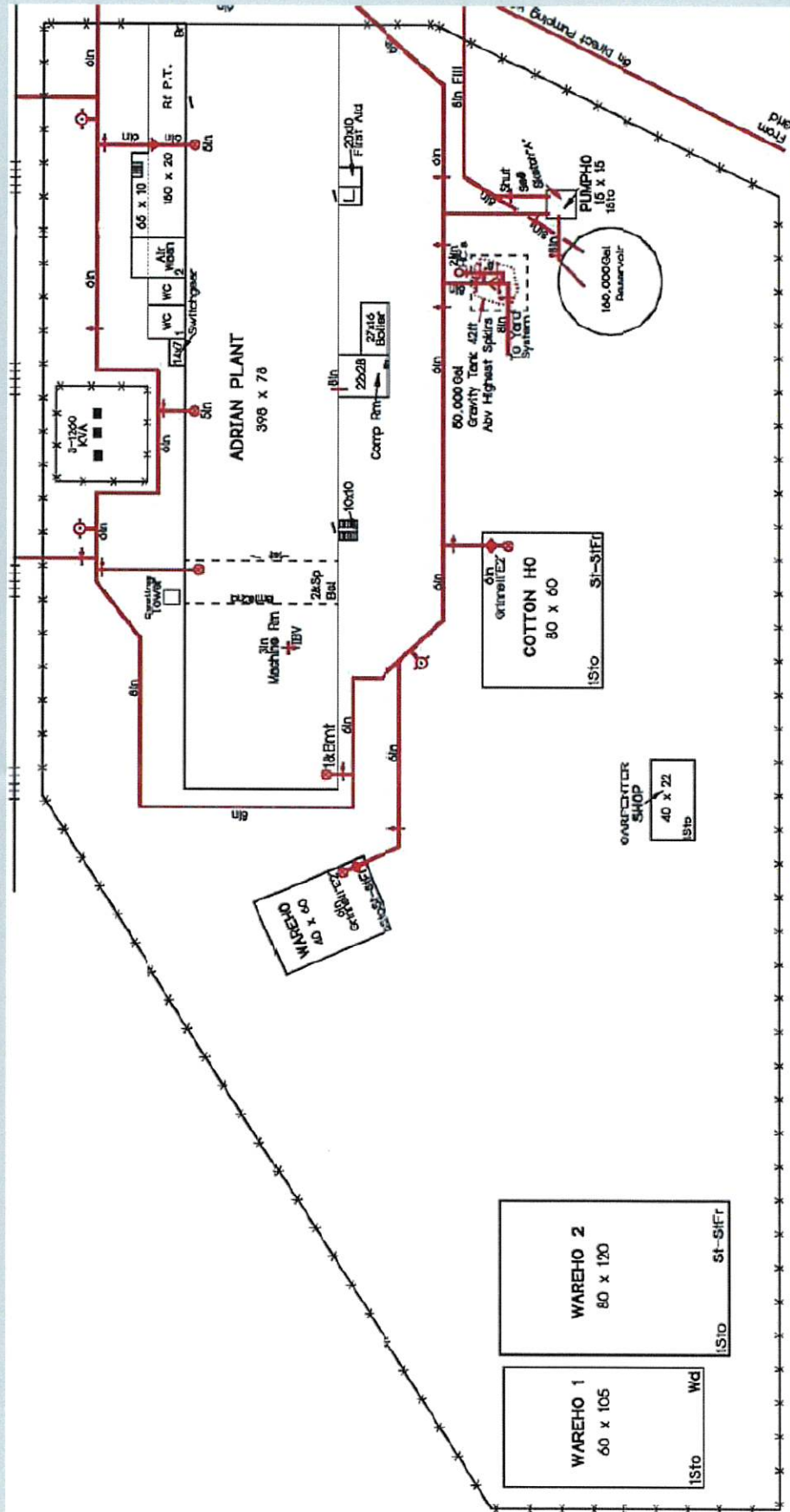
Department	Area	Square Feet
Streets and Solid Waste	Interior office	3,940
Utility	Interior office	5,891
Garage	Interior	3,757
	Interior TOTAL	13,588
Streets and Solid Waste	Exterior (includes sheds)	79,428
Utility	Exterior	19,972
Garage	Exterior parking	1,386
	Exterior TOTAL	100,786
Massey Building	Interior	11,467
Massey Building	Exterior (inside fence)	14,274

Adrian Plant Spaces

15

Area	Square Feet
Adrian Plant Basement	7,125
Adrian Plant 1 st Floor	29,550
Adrian Plant 2 nd Floor	22,500
Warehouse 1	6,300
Warehouse 2	9,600
Warehouse 3	2,400
Carpenter Shop	880
Cotton HO	4,800
TOTAL	83,155 (1.9 acres)
Site	8.09 Acres

16



17

[Tax Payment](#) | [contact us](#) | [county](#) | [GIS Data Download](#) | [tax rates](#) | [FAQ](#) | [Additional Help](#) | [Neighborhood Sales](#)



MATERIAL STORAGE

SAND / GRAVEL / PIPE
STORAGE

PARKING / TRUCK
WASH PAD

BUILDING 1
BUILDING 2

FACILITIES SHOP

Buildings 1 and 2

19

ADRIAN PLANT - BUILDING 1
80' X 120' (9,640 sq. ft.)

PUBLIC WORKS GARAGE

UTILITIES EQUIPMENT

PUBLIC WORKS & UTILITIES
ADMINISTRATION

ADRIAN PLANT - BUILDING 2
50' X 100' (5,000 sq. ft.)

Conclusion

20

- Department needs are known
- Large site, many buildings and square footage
- Great opportunity
- Next step
- Select Project Delivery Method

MOUNT HOLLY FIRE & RESCUE STATION NEED



**Mount Holly Fire & Rescue
Station 35**

Proposed New Station How soon do we need this built?

It all depends on who you ask

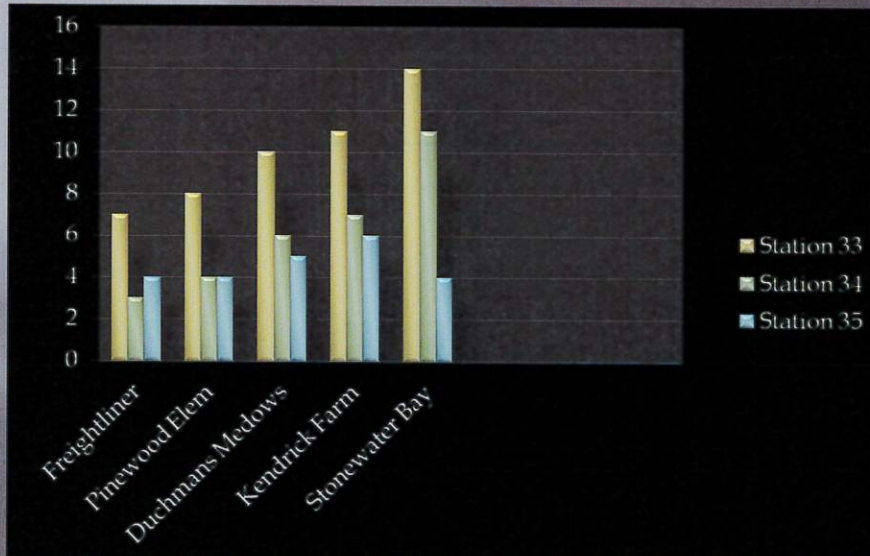
Those who need us want us there the minute they called

Our departmental goal is to be on scene within 4 minutes of dispatch 90% of the time

Currently from headquarters we have a 10 to 11 minutes response time to Stone Water Bay

If the Headquarters Station 34 is on a call then the Catawba Heights Station 33 and Lucia Riverbend Volunteer Fire Department are dispatched (add 4 minutes to the response for both)

How Long Can it Take?



Understanding the Firefighters Environment and Today's Construction Practices

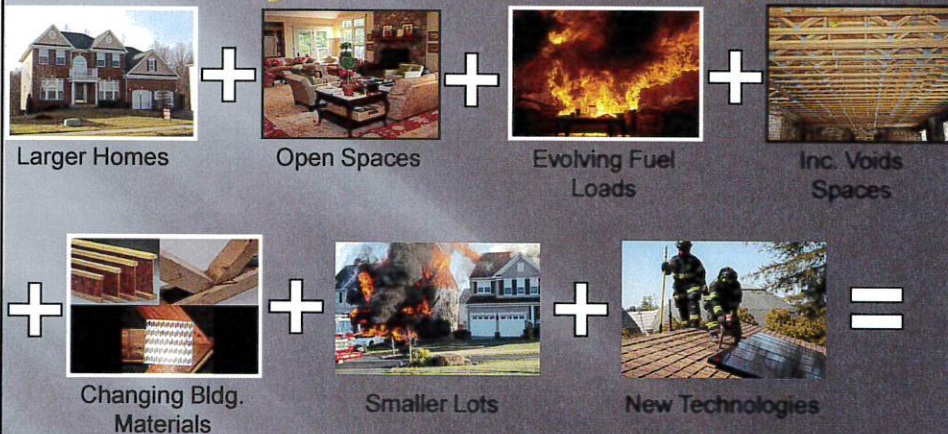
What effects and have times changed?

What has changed over the past 30 years?

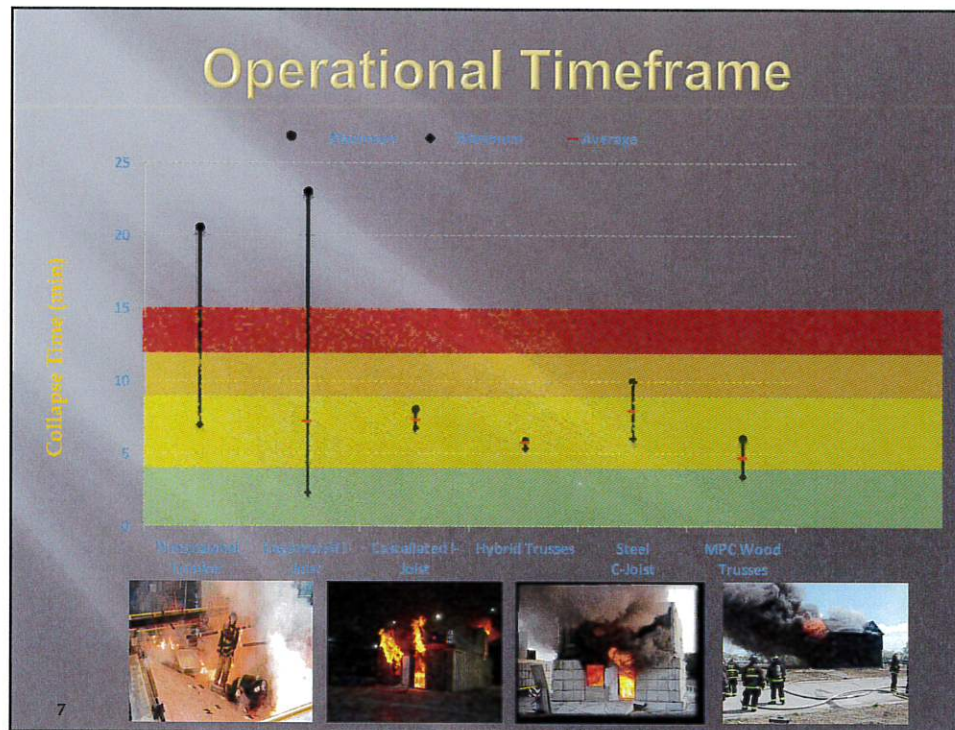


Legacy vs Modern Time to Flashover.mp4

Today's Fire Environment



- Faster fire propagation
- Shorter time to flashover
- Rapid changes in fire dynamics
- Shorter escape times
- Shorter time to collapse
- Inc. Exposure Problems
- New and Unknown Hazards



What does it mean?

- ☐ Wood truss system



Wood Truss test Burn.mp4
- ☐ Old v/s New Construction

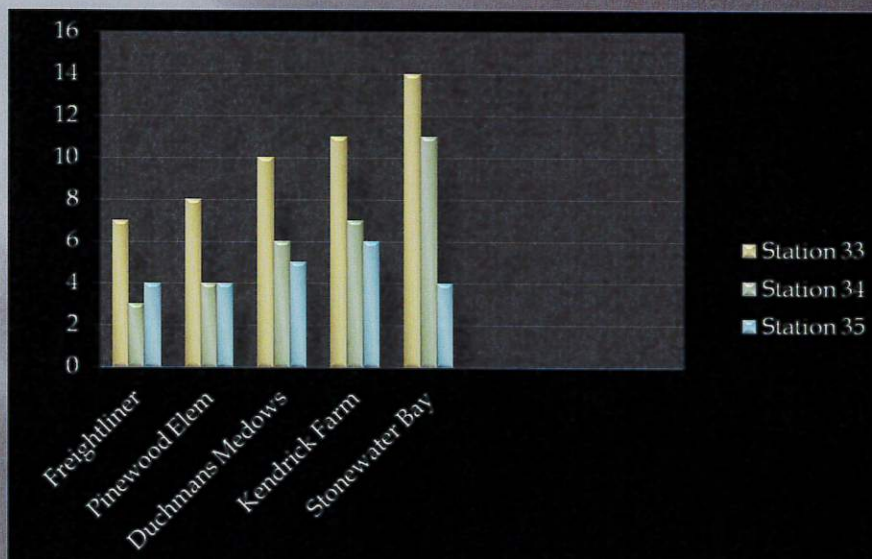


Old and New Building Construction.mp4

Quick Facts?

- ❑ Fire doubles in size every 30 seconds, Factory Mutual & NFPA
- ❑ Each minute defibrillation is delayed reduces the victim's chance of survival by about 10 percent, American Red Cross
- ❑ Brain death from lack of oxygen usually begins in 4 minutes and is usually complete in less than 10 minutes, North Carolina EMT Curriculum,

How Long Can it Take?



Possible Benefits and Benefits

- Reduced Response Times
- Life Safety for Residents AND First Responders
- Possible North Area Community Room
- North Sub Station for Police Department
- QRV GEMs Station
- With the projected growth of the northern corridor of the City it would be good to be in place before while providing service to the existing residents.



Sherrill's Ford Fire Station 3
Built 2010-2011
\$600,000



Denver Fire Department Webb's Rd
Built 2007
\$500,000

NORTH FIRE STATION



CITY COUNCIL RETREAT
JANUARY 29, 2015

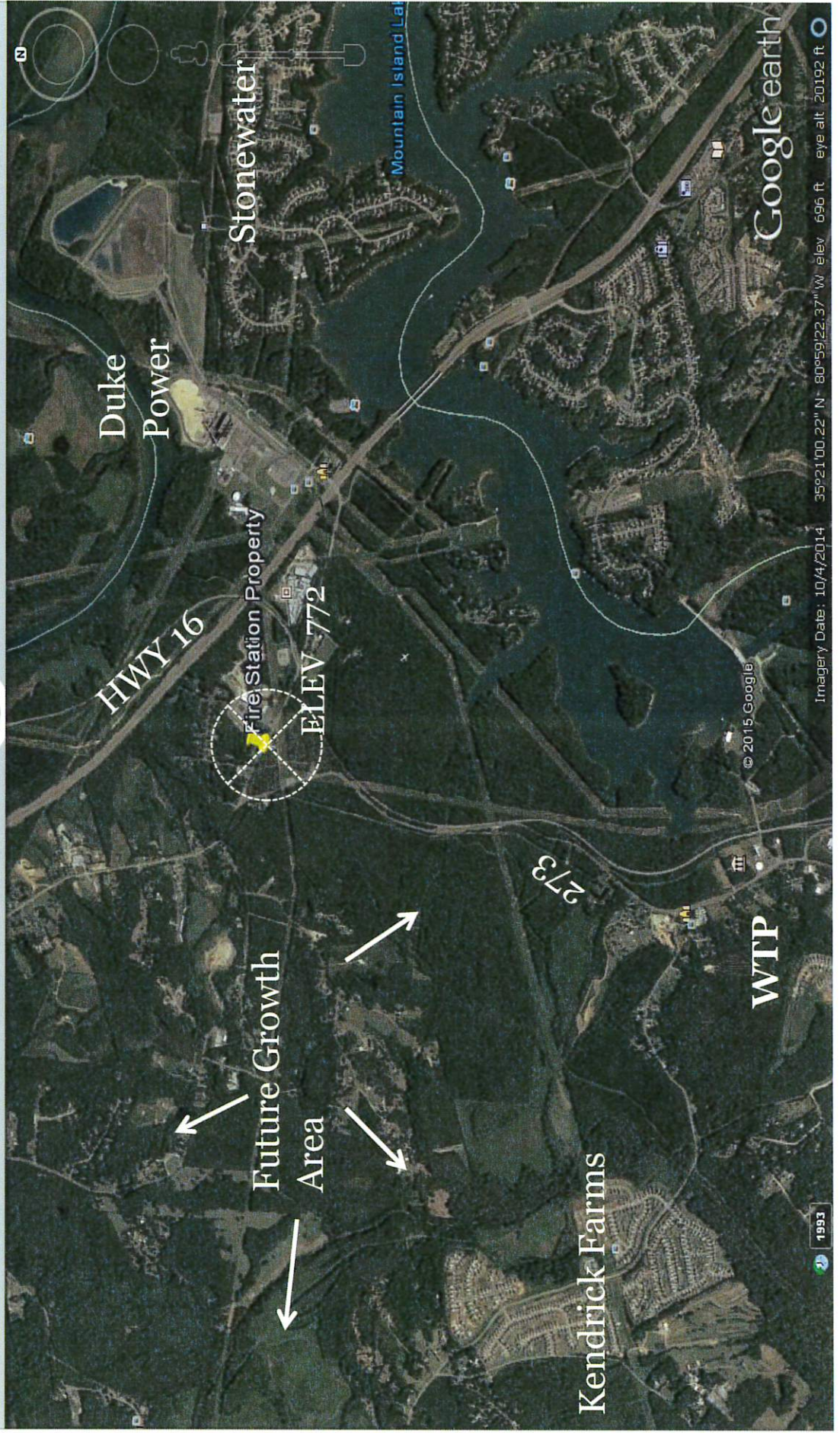
North Fire Station

22

- Lucia Riverbend Hwy. Property
- 3.85 acres
- Project Delivery Method
 - Same Choices as the Public Works Facility
- Proposed Uses
 - North Fire Station
 - Elevated Water Storage Tank

North Fire Station

23



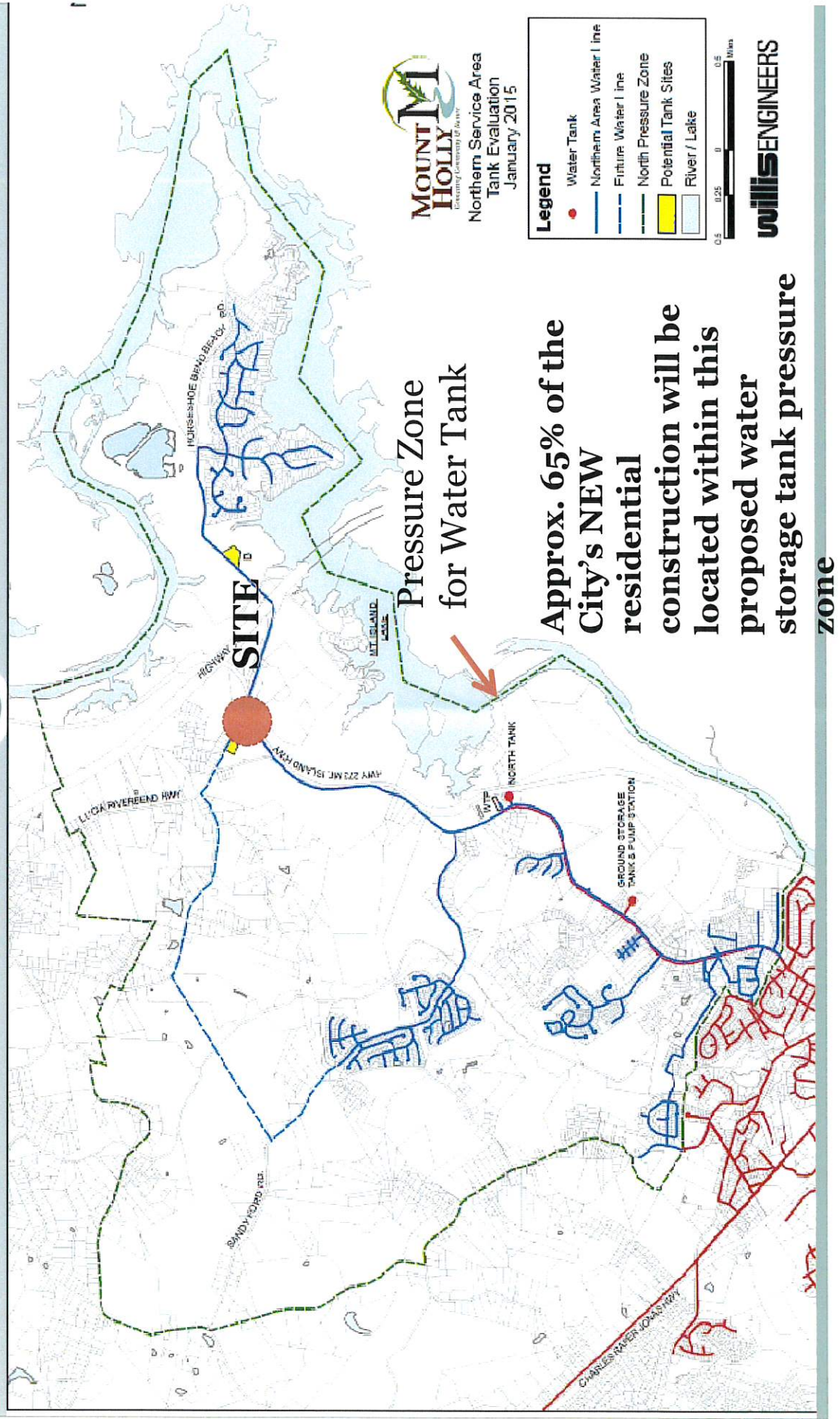
North Fire Station

24



North Fire Station

25



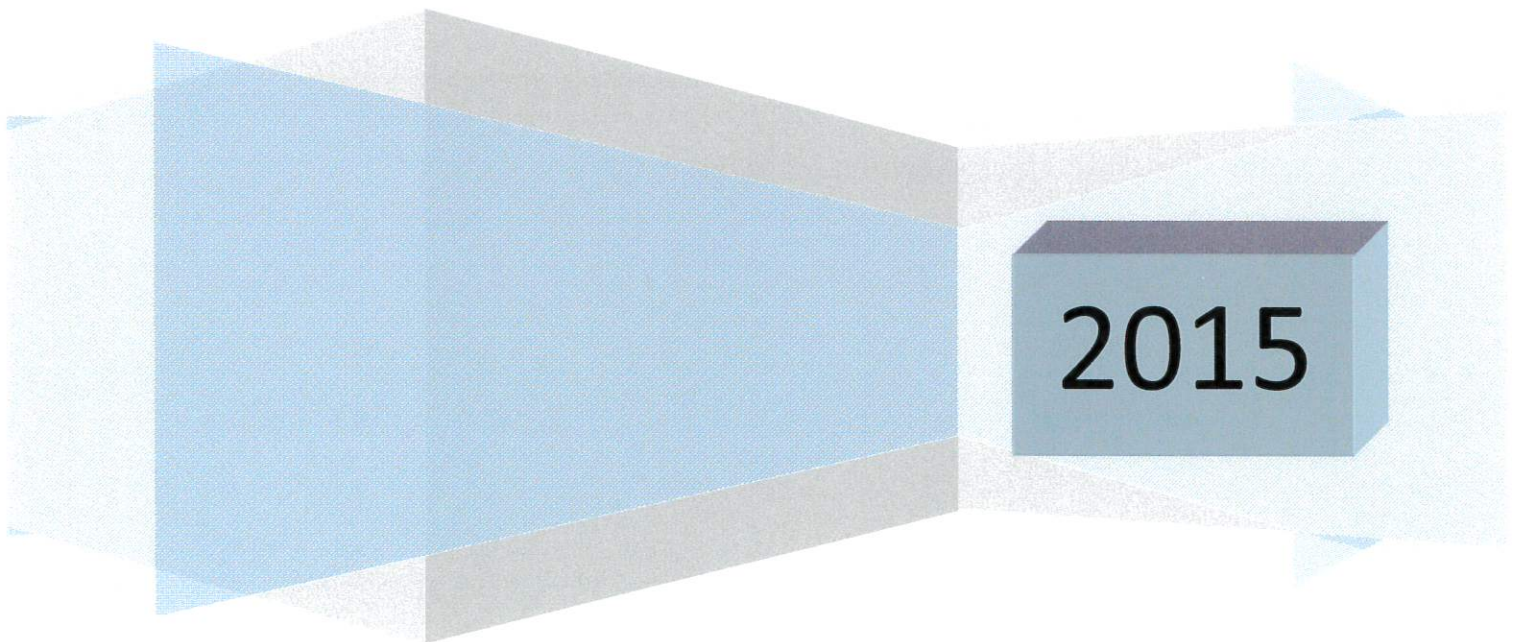
North Fire Station

26

- **Fire Station**
 - Provides service for existing communities and future
 - Improves response time
 - Current Need
- **Elevated Water Storage Tank**
 - Provides reliable water service with additional storage
 - Adequate water for fire protection
 - Required to serve new developments
 - Provides redundancy for system reliability
 - 500,000 gal tank
 - Needed as early as FY '17 – '18 (CIP FY '18 – '19)
- **Recommend Proceeding with both Projects**



Wastewater Treatment Plant Status Report



Wastewater Treatment Plant Status City of Mount Holly Council Retreat January 2015

WWTP STATUS

The Predictive Maintenance Report has been completed by an outside contractor. The purpose of this plant analysis was to identify any major expenses or problems with the plant that must be addressed prior to the conversion. 13-aerators, 2-digester blowers and three levels of each clarifier were tested and evaluated. Our proactive maintenance program has been successful and we only have a few issues to correct. We do not expect any unusual non-reoccurring expenses over the next few years.

WWTP CAPACITY

The attached WWTP Capacity Analysis outlines the plant capacity allocations to our various users. We are expecting formal requests from Daimler and Clariant to increase their flow limits. This analysis reflects that change. If we receive their requests, the wastewater treatment plant would have a 300,000 gpd balance before reaching the 90% threshold.

The 90% threshold requires WWTP expansion plans to be permitted by the State and ready for construction.

- 300,000 gpd = approx 830 residential homes without additional allocations from other significant users
- Since 2000, the City has average 160 building permits per year
- The 90% capacity threshold would be reached by 2020 at the average permit rate
- We would be in-line with the following CMUD schedule

WWTP CAPACITY

As of January 13, 2015, CMUD is waiting for the Environmental Impact Statement (EIS) to be approved by the State. The EIS is in its final stages of review and CMUD expects the State to act by the third quarter 2015. NOTE: CMUD expected the EIS to be approved in late 2014.

The EIS has to be issued by the State before CMUD proceeds with the project including the agreement with Mount Holly.

PROPOSED SCHEDULE FOR LONG CREEK WTP

Major Project Milestones

(Best Guess based on 1/13/15 discussions with CMUD)

Long Creek WWTP	EIS still under review by State	3 rd QT	2015
Complete Agreement between Mount Holly and CMUD			2015
Complete Long Creek WWTP Design Documents	(as per CMUD)		2018
Start Construction of Long Creek WWTP	(as per CMUD)		2019
Long Creek WWTP – in operation*	(as per CMUD)		2023

NOTE: In 2009, the Long Creek WWTP was expected to be in operation by 2015*

PROJECT DELAYS

It would be remarkable if CMUD and the State of North Carolina could actually meet a schedule for such a large capital improvement based on the complexities of the facility and multiple parties involved in the process. Apparently, NCDENR has reduced its staff and has also taken on the coal ash issue. The issuance of the permit modifications and the EIS has taken longer than expected.

Permit modifications for Mount Holly and Belmont in conjunction with the Long Creek WWTP project has been ongoing for about 1.5 years and not completed by the State.

FASTER BUILDING PACE

In my opinion, the 500+ inventory lots within the City will be absorbed quicker than at the normal rate because the lots are ready to go with most having a lower price basis due to bank's taking back the projects. The 500+ lots could easily be absorbed by the end of 2016. Fortunately, these connections have already been accounted for in the allocated flow.

If the 250 unit pace becomes the norm, the balance of 330 units (to reach the 90% threshold) would be absorbed by 2018. We would have to have the design plans completed and construction started when the 90% threshold is reached.

The allocation of WWTP capacity may happen faster than expected and the Long Creek WWTP project will continue to be delayed.

PROPOSED SCHEDULE

We should consider accelerating the pump station and force main construction prior to the Long Creek WWTP becoming operational. The following is a reasonable time line that would ensure WWTP capacity to meet future City growth.

Execution of the CMUD agreement	2015
Proceed with the design, obtaining easements, funding	2016
Obtain Permits	2017
Start construction of Lift Station, force main, etc.	2018
Completion of project serving Mount Holly	2019

CMUD has indicated that their existing sewer system can handle about 1 mgd over and above our 4 mgd plant capacity. Our WWTP would not be decommissioned until the Long Creek WWTP comes online.

It is best to have permitted design plans in-hand ensuring a construction start when appropriate.

COUNCIL CONSIDERATIONS:

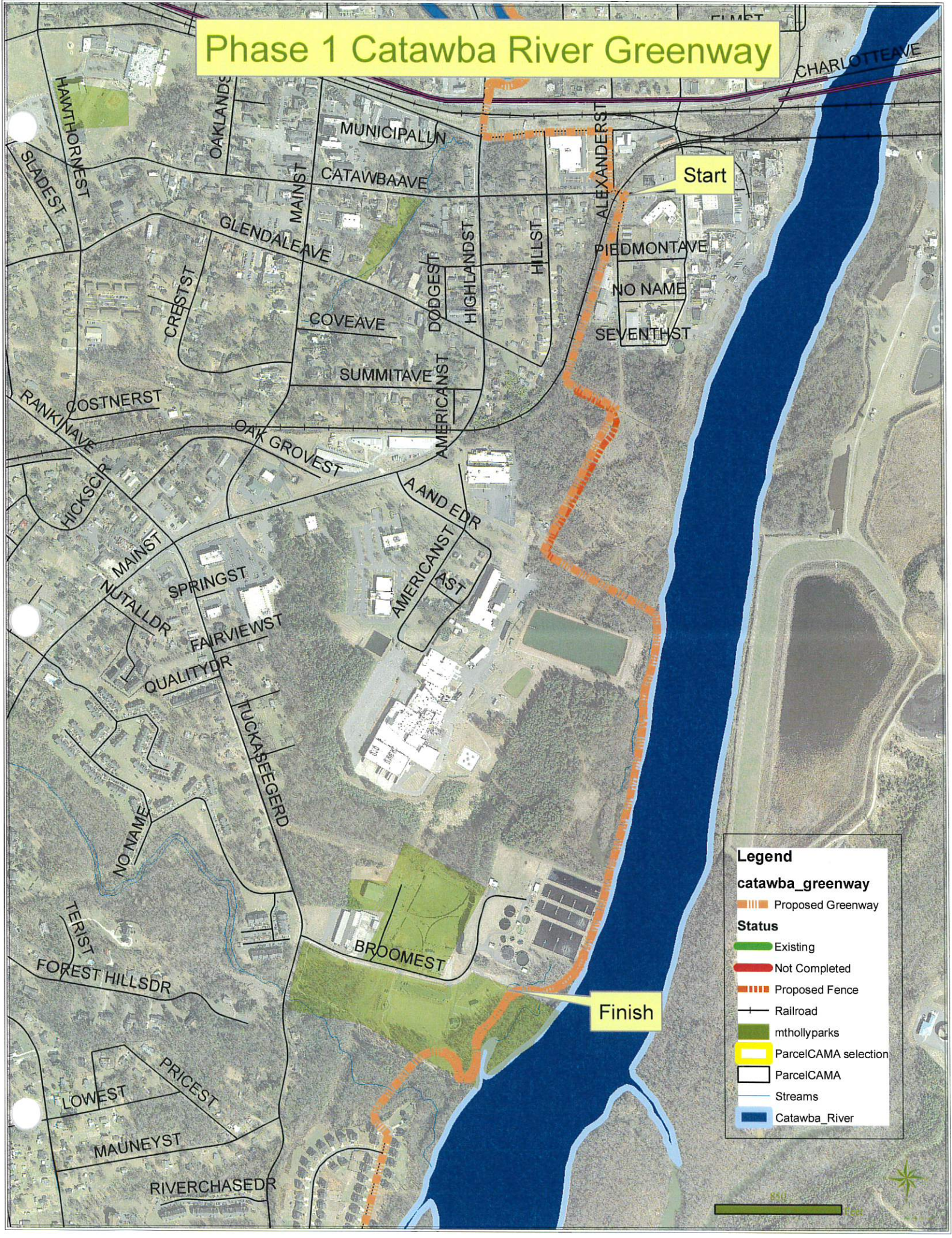
Continue to pursue an agreement with CMUD with the following points of discussion:

1. Responsibility for the design of the pump station and force main
2. Responsibility for construction management
3. Responsibility to manage the pump station facilities and force main upon completion
4. Select financing package

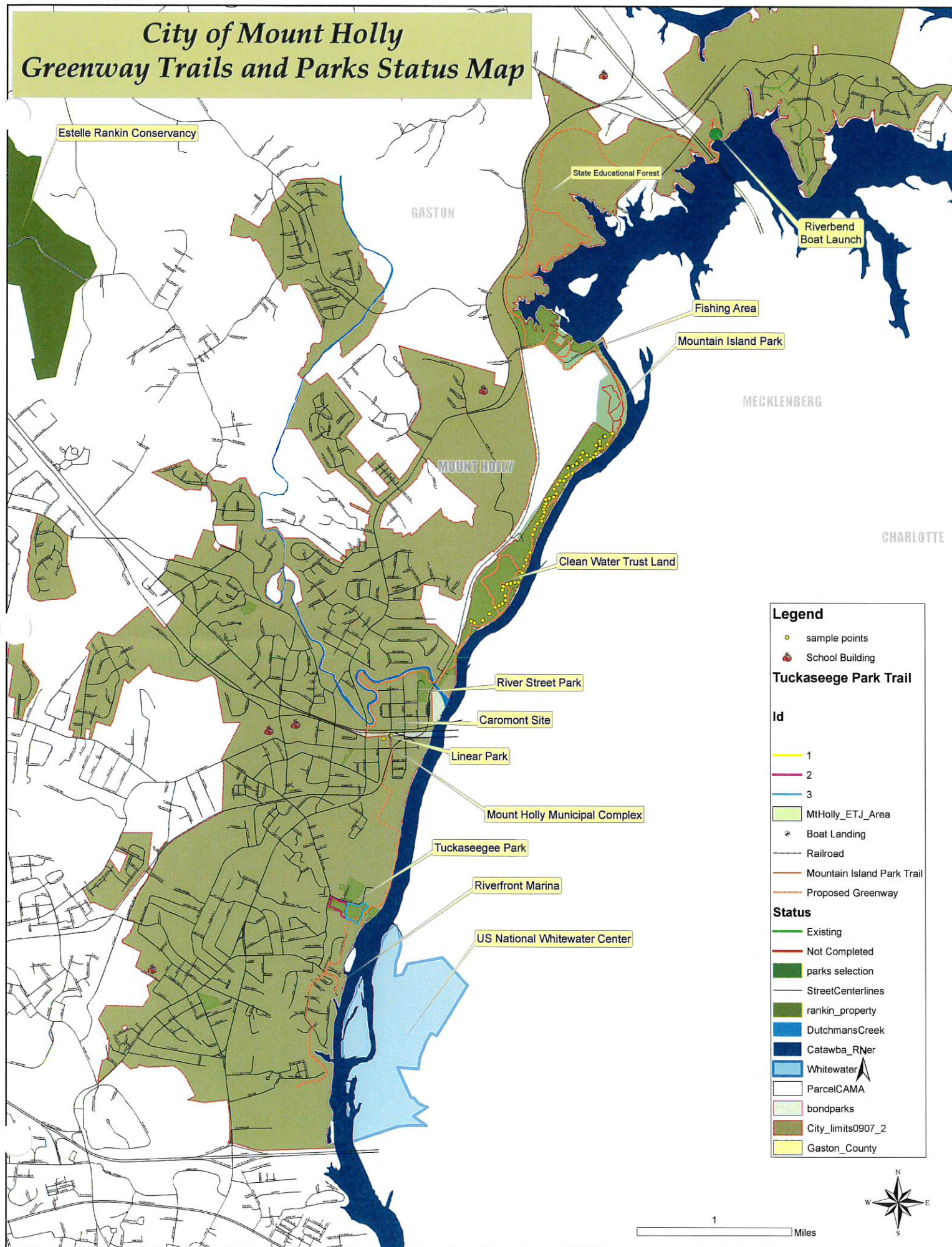
WATER TREATMENT PLANT STATUS:

2014 Daily Average Flow	=	2.75 mgd	=	45.8% of actual capacity of the plant
80% threshold	=	4.8 mgd	=	sufficient for forecasted build-out

Phase 1 Catawba River Greenway



City of Mount Holly Greenway Trails and Parks Status Map





Economic Development: Seven Important Strategies for Small-Town **Economic Development**

City Council Retreat 2015

Greg Beal, Planning & Development Director

In an effort to facilitate economic development discussion, at the 2015 Council Retreat, I have focused on seven important strategies of small-town economic development. I have compiled information based on case studies of similar towns, not so much focusing on what others are doing, but rather, how each of those seven strategies fits-in with "The Mount Holly Experience."

What is Economic Development? In small towns, community development is economic development.

If community development – compared with economic development – is generally considered to include a broader set of activities aimed at building the capacity of a community, then case studies from small towns around the country, including Mount Holly's own experiences, demonstrate that capacity-building and other strategies typically associated with community development are analogous with actions designed to produce economic outcomes. This is especially true, it seems, when these efforts are included as parts of a comprehensive package of strategies designed to address a community's core challenges and opportunities.

Further, communities that incorporate economic and broader, longer-term, community development goals stand to gain more than small towns that take a piecemeal approach. Selma, N.C., for example, had made significant investments in revitalizing both its downtown area and the train depot. Lack of consideration of a four-block area between these two investment zones, however, limited the positive impacts of the community's work. By viewing redevelopment in a more comprehensive way, and by including community development considerations such as revitalization of blighted downtown properties in its strategy, the town was able to identify a barrier to continued revitalization and a potential means of overcoming this barrier that may pay off in the years ahead.

The Mount Holly Experience: Mount Holly has used a similar approach in identifying areas around our downtown, such as the Downtown Gateway, located along NC 27 in the River Street

Park neighborhood. The City started implementing strategies in 2006 for our two, gateway corridors and then, focused on small area plans for the Downtown and South Gateways in the 2008 Strategic Vision Plan. We were able to take those recommendations in the Strategic Vision Plan and codify design standards and permitted & prohibited uses in the Zoning Ordinance, as part of rezonings (i.e. extending the B-1 Downtown District) and establishment of the Downtown Gateway and South Gateway Overlay Districts in 2009. The result is that this comprehensive “leg work” helped preserve and encourage new uses in both these corridors. CaroMont Regional Medical Center would look far different and may not have even located in our Downtown Gateway, if it weren’t for the City’s long-range approach to community and economic development.

Finally, because community development includes short-range and long-range strategies, it is by definition a long-term and transformative process (a fact that is recognized more in community development circles than in economic development). Successful small towns tend to balance short-term economic gains with longer-term community development goals. In Davidson, N.C., Mayor Randall Kincaid said that every decision about development is weighed against the question of whether “this project is something that our grandchildren will be proud of.” Civic leaders in Ord, Neb., invest time and resources into entrepreneurship training in the local school system, with the hope that these activities will transform the local economy for the next generation. Similarly, Big Stone Gap, Va., having developed a strategy based on entrepreneurship, had to “help people think about economic development differently.”

Over a period of six years, entrepreneurs harvested local opportunities, and slowly but surely, new small businesses started appearing in town – new businesses with local ownership and local roots. These outcomes, however, were not realized during the typical political cycle.

The Mount Holly Experience: We obviously do not have our own school system, and installing entrepreneurship in Gaston County Schools is something that should be considered by others. However, as you know, the Greater Gaston Development Corporation recently completed their Alliance for Growth Study, headed by former Charlotte Chamber President, Carroll Gray. One part of the Study prioritizes the creation of a vocational high school in Gaston County because those skills are “aging out,” and not every bright student is “fit for a 4-year college,” according to the Committee’s Chair, Reeves McGlohon. While the goal may be a little different, I am sure that our local industries and others in Gaston County could benefit from a well-trained workforce. That is one of the top characteristics that companies look for when locating to a particular area. With that being said, Mr. Jackson and I, who both regularly attend the Alliance for Growth meetings, will continue to show support to our partners that have taken up this cause.

On the other hand, the City has found success in establishing Downtown Mount Holly as a place for business. Unlike Big Stone Gap, the City invested \$3 million into a streetscape project to make downtown more appealing. The City could not finance the upfit of privately-owned buildings entirely, but Mount Holly is one of the few cities of our size in the State that has established a Business Incentive Grant Program. To date, the City has awarded \$123,500 in grant funds, creating 4 new businesses and 5 business expansions; nearly half of that money was awarded in 2014 alone. A couple of those initial businesses failed (Backwoods) or relocated (Jolie to Derr's), due to a variety of reasons, but the grant money was invested in the upfit of the building and lease space, and therefore, it insured that the building was available for another business.

What we are lacking is engagement and participation of all downtown property owners, and this goes beyond simply applying for a Business Incentive Grant. There are certainly some property owners that have paid for the upfit of their buildings without assistance, but most of these renovations took place prior to the Incentive Grant's creation in June 2011. However, there are other building owners that have not shown the desire to even participate on the basic level, going as far as not even responding to certified letters when their windows were broken by vandals, forcing the City to hire a contractor to board the window and send them a bill. Other building owners have let code violations mount and have not invested in their buildings in decades. The City must find a way to engage all Downtown property owners.

Small towns with the most dramatic outcomes tend to be *proactive* and *future-oriented*; they *embrace change* and *assume risk*.

These general characteristics of small towns (specifically, of leadership in small towns) perhaps relate to the fact that most communities featured here "hit bottom" and their stories evolved from circumstances in which local folks were willing to try new things and take new risks. For example, in Helena, Ark., the town's collective sense of hitting bottom presented local leaders with an opportunity to step up, to initiate a new way of planning and implementing development efforts and to convince locals to participate in the process. Similarly, in Scotland Neck, N.C., difficult economic and civic circumstances in the late 1990s presented an opportunity for Mayor Robert Partin and other civic leaders to look inward for new ideas and angles on old problems. Being proactive (as opposed to reactive) can be measured by a small town's willingness and ability to act on a particular challenge before it becomes a problem. In Tennessee, for example, Etowah's proactive approach to building and occupying its industrial park, as opposed to reacting to trolling industries, has paid major dividends in terms of maintaining a diverse array of living wage jobs in town. In Ord, Neb., proactive meant preparing the community for opportunity. Having tackled a number of small-scale challenges in the

community and seeded the roots of teamwork around development activities, Ord was prepared to act when the ethanol production facility project arrived.

The Mount Holly Experience: It does not take “hitting rock bottom” to become proactive in a town’s approach to economic development. In 2003, the City realized that the Downtown Mount Holly, that locals remember as children, was gone. Outside of a Hardee’s restaurant, a couple of doctor’s offices and some banks, Downtown Mount Holly was not a vibrant place. However, City leaders took the initiative to engage the public in the Vision Process, which culminated in a Strategic Vision Plan, where all these projects and accomplishments that we can celebrate were borne. What is Mount Holly’s vision going to be for the next ten years? And, why haven’t we already started on a Strategic Vision Plan Update? Those questions will be answered shortly.

Cases from Chillicothe, Mo.; Douglas, Ga.; and Farmville, N.C., demonstrate that taking a proactive approach to development also includes reaching out to existing industries. In Chillicothe, Mayor Rodenberg called his core team together on the day the prison announced it was closing. Rather than wasting valuable time, the town initiated an aggressive lobbying campaign and offered an alternative to closure that helped the prison system financially.

The Mount Holly Experience: Business, Retention and Expansion should be a priority for Mount Holly, like all towns. Fortunately, we do not have to rely on a prison system facility like Chillicothe, Missouri. We do have some excellent corporate citizens and a nice job base for a town our size. This is not to say that we should not recruit others; in fact, business and industry recruitment should also be priorities. Mount Holly has a long history of working with companies like A&E, but we can do more. I am already reaching out to our local industries to simply introduce myself as a representative of the City. Having a point of contact and someone to simply tell them that we appreciate their company’s business, goes a long way. If an expansion project comes up, if a company is faced with a unique zoning dilemma, or if a firm is facing a difficult situation like a reduction in employees, I want them to be able to reach out to me directly. My goal is to meet with representatives and/or plant managers from A&E, Clariant, National Gypsum, Freightliner and Duke Energy this year. Let us also not forget about Carolinas Healthcare System and CaroMont Health because they have invested millions of dollars in our City as well, and hopefully, they will continue to invest and develop property in the years to come. I hope that this produces some good outcomes and encourages local involvement from our corporate citizens, because outside of A&E, and to some extent Duke Energy, I never see participation from our local industries at meetings

Finally, most of the communities mentioned above demonstrate a willingness to embrace change and assume risk. For example, Etowah had a history of adapting to shifts in social and economic conditions. Local leaders, therefore, tended to be less steeped in a mindset of “well,

this is just the way it's always been done." In the face of a growing tourism economy, downtown merchants embraced change and adapted their business models to the shifting circumstances. Similarly, Fairfield, Iowa, is a small town where the entire strategy of building an entrepreneurial culture is based on the natural business cycle of success and failure. According to a local leader, "there was a lot of trial and error – and failures – to get to where we are today, but the failures of some companies have provided cheap space, office furniture and equipment for another round of start-ups. Failure has freed up talented people, who again ask what new concepts and companies can we start here in Fairfield.

Successful community economic development strategies are guided by a *broadly-held local vision.*

Most successful small towns demonstrate the importance of establishing and maintaining a broadly held vision, including goals for all manner of development activities.

This idea is perhaps illustrated most dramatically by Helena, Ark., where the inclusiveness of the planning and visioning process was crucially important. In this case, it included representatives from government, community organizations, for-profit and nonprofit interests, resource providers and average citizens of the community. In fact, anybody could join the effort, and this perception of an inclusive and open-door process was widespread across Helena. Similarly in Ord, Neb., where so much of the momentum comes from one-on-one conversations, local leaders take the time to meet individually with members of the community to ensure that opposition to development efforts does not take root for lack of understanding the larger vision. In terms of maintaining momentum, Douglas, Ga., demonstrates how a local organization (the Chamber of Commerce in this case) can take responsibility for calling stakeholders together on a regular basis to recommit themselves to the community's vision. A separate but related point is that in small towns, people are always the most important resource and communities with limited resources cannot afford to exclude anyone from planning or development efforts. Pelican Rapids, Minn., appears to be on the front end of an economic reawakening based on the entrepreneurial tendencies of new immigrant residents who were settled in the area by various refugee organizations. Case after case has demonstrated that people (as opposed to money or other resources) are the one absolutely necessary ingredient to successful development. A committed group of local residents who are willing to work hard for their community's interests can change the fate of an otherwise hopeless community. In Nelsonville, Ohio, an informal group of civic entrepreneurs and artists came together to revitalize the historic downtown square and in the process injected a new dose of energy into the community.

Importantly, it seems, special attention needs to be paid toward integrating newcomers into the community. Newcomers, including young leaders, bring a fresh perspective and new energy to local challenges. In Douglas, Ga., local leaders recognized that newcomers are valuable assets and the town has worked hard to integrate new residents into the community. In Farmville, N.C., new residents are welcomed every spring, when the mayor and town manager invite all newcomers to a "New Residents Picnic." In Nelsonville, Ohio, several young professionals, including an attorney and real estate developer, are forcing the community to think creatively about new economic opportunities.

The Mount Holly Experience: I hope the above cases sound familiar because Mount Holly was one of the few towns in our entire region to go through a community visioning process. It certainly was a proactive, innovative approach to planning back in 2003, and it still stands as the basis for our planning goals today. At last year's Retreat, we discussed the need to build upon the 2008 Strategic Vision Plan, which would involve various public meetings intended to serve as the Visioning Process for the Plan's update. You see, in 2003, we did not have a Strategic Vision Plan in place, (it would not come until 2008) and therefore, the Visioning Process was the prelude. Now, those two processes can go hand-in-hand as we update various sections of the Plan with community involvement "visioning charettes." Our intent was to roll out the *requests for qualifications* this past fall, seeking a qualified planning firm with economic development experience to head the Strategic Vision Plan Update. However, there are several concerns from staff. At the 2014 Retreat, we were not faced with all the growth pressure in the North Corridor. The past several months have been spent meeting with developers, concerning various large tracts of land in the north. There are several questions that have come up in these discussions, such as, "Is there a utilities plan in place for these areas that lie just outside the city limits?" "What are the recreational or park amenities that the City owns or has plans to build in this area?" "Is there an annexation strategy for these properties?" "Will our proposed development have adequate fire protection?" These questions present us with several dilemmas as staff. While there is a Water Study currently being conducted by Willis Engineering for the North Corridor, the City has not concentrated on this area in any recent studies, outside of very generic recommendations (i.e. Need for a North Park-Park and Recreation Master Plan).

There are several approaches the City can take here. One should first look at what our 2001 Comprehensive Land Use Plan states; this is the governing document, on which all land use decisions should be based, as prescribed by the Statutes. We will discuss some of the documents shortfalls at the Retreat, but you can imagine that this document is quite antiquated. For instance, at the time of the Land Use Plan's adoption in December 2001, *Stonewater Bay* was in its first Phase. *Kendrick Farms* had just been given rezoning approval the month prior. *Dutchman's Meadow* was just beginning to see new home construction

boom; *Creeside Estates* had several homes built. *Riverfront* and *Autumn Woods* were just beginning their last phases. However, the subdivisions of, *River Park*, *Westland Farm*, *Water's Edge*, *Rhyne's Trace*, *Rhyne's Trace*, *Mountain Island Village*, *Meadow Brook Estates* and *Dutchman's Ridge* were not even a concept, simply vacant tracts of land. Also, I-485, which has made Mount Holly accessible to so many people, was not even in the design phase when our Comp Plan in 2001 was adopted. Section 1.6 of the document states that this policy-oriented document should serve as a foundation for current, day-to-day planning for the next 10 years. The Strategic Vision Plan helped alleviate some of the pressures of having to draft a new Comprehensive Land Use Plan, but we know that certain areas, such as the North Corridor, were not studied. In fact, the Annexation Strategy, adopted in the summer of 2007, found in Phase 2 of the Strategic Vision Plan, does not list any recommended-to-be-annexed areas, outside of the Clean Water Trust Fund land and surrounding Duke Energy and Crescent Resources properties. This is not a fault of the Vision Plan; it simply means that we were not seeing development activity or annexation opportunities elsewhere in early 2007.

The most practical approach is to hire a qualified urban planning firm to draft a new Comprehensive Land Use Plan for Mount Holly, while simultaneously drafting a Strategic Vision Plan Update. The Strategic Vision Plan could serve as an appendix to the Land Use Plan as well, which would offer more credibility on land use decisions. The City could always add a North Corridor Study, as a new section to the Strategic Vision Plan, as part of a single update. However, with this single-document approach, the City of Mount Holly would essentially still have an aging Comprehensive Land Use Plan. It is our feeling that to minimize costs associated with this undertaking, the City update both plans. It is important to note that the Catawba River Corridor Plan, the Parks and Recreation Master Plan, the Pedestrian Master Plan and the North Water Tank & Utility Study, will help supplement some of the leg work that will be needed in addressing those areas in the new Comprehensive Land Use Plan.

Defining assets and opportunities broadly can yield innovative strategies that capitalize on a community's competitive advantage.

In almost any setting – urban or rural, small or large – shell buildings, low tax rates, limited regulation and access to trained workers, highways, railroads or professional services might all be considered economic development assets and justifiably so. Small towns, however, cannot afford to stop there. Given limited sources of competitive advantage, they must redefine economic development assets in a much broader framework. For example, Allendale, S.C., capitalized on a regional university to create a local leadership development program that, in turn, trained new economic development leaders for the entire region. Brevard, N.C., demonstrates that retirees within a community can be economic development assets. The Retiree Resource Network is a group of retirees with private sector experience who mentor

local entrepreneurs. In Columbia, N.C., local leaders recognized that their region's natural beauty was an asset that could drive an ecotourism strategy. In an ironic twist on small town development, the arrival of Wal-Mart became an asset for the small community of Oakland, Md., when local leaders took the opportunity to help Main Street retailers diversify their product lines. Assets for small town development might include individual people, nonprofit organizations, businesses, open space, farms, parks, landfills (biomass), museums, schools, historic architecture, local attitudes or any number of other things.

Further, the mere fact that a particular town is small can become an asset. In some cases, locating a business in a small town can provide a competitive advantage for the business. In Fairfield, Iowa, local leaders are taking advantage of the perception that businesses, located in small-town or rural locations, carry a moral and ethical standard above their urban competitors. Civic and business leaders in Fairfield have exploited this perception to their competitive advantage. In Oxford, N.C., the Kerr-Tar Mini Hub concept is based on the idea that rural communities within driving distance of the Research Triangle Park can capture a market of technology companies that need to be near the park, but can thrive outside it, where business costs are lower.

The Mount Holly Experience: If I asked you to define Mount Holly's assets, what would be the first thought that comes to your mind? *The Catawba River? The Municipal Complex and Grand Hall? Downtown? Good Infrastructure?* These are worthy candidates, and all of them deserve mention. The City must take these assets and build upon them, so that we can identify opportunities to make us competitive in an ever-challenging marketplace. I want to focus on couple of these assets and opportunities to help facilitate discussion at the Retreat.

The Catawba River: The Catawba River is our greatest natural asset. We have been planning greenways for what seems like forever, and there is finally light at the end of the tunnel. As I mentioned in your last Council update, the easement map has been completed for the Duke Energy property, and the City Attorney's Office is finally getting some feedback on language necessary for the easement agreement. The City has had its share of challenges on greenway development; I distinctly remember the 18 months of negotiations with CSX in order to build the Linear Park, which makes other towns, such as Eden, NC, envious, as they have gotten nowhere. However, finding ways to overcome these challenges will make future phases of the greenway seem less difficult, which they should be. The greenway system will provide access to the River, and increase the quality of life for our citizens. According to American Trails, for every \$1 spent on greenway construction, \$6 is returned in local investment. Greenways are economic catalysts in their own right. Now that CaroMont Regional Medical Center-Mount Holly has been completed, a group effort is being spent on enhancing the Linear Park and development of the Dutchman's Creek Greenway, as part of CaroMont's pledge to the City.

One can imagine the opportunities that the City and community organizations can have by hosting events on this 2-mile (+) stretch of greenway, connecting River Street Park to Tuckasee Park. I believe that we should continue to work towards development of our overall greenway system by utilizing grants for things such as the bridge design for the Dutchman's Creek Bridge, creating natural surface trails, until they can be paved, and working with our partner, the Mount Holly Community Development Foundation, to focus on future greenway planning objectives.

"Connecting Community & Nature," is our tagline. What opportunities, beyond greenway development, are there in Mount Holly? In 2007, the City annexed nearly 200-acres of land as part of a \$2.6 million grant through the Clean Water Trust Fund. In nearly 8 years, what steps has the City taken to develop parkland in this area? We all know that park development can be costly, and I will defer to the Parks and Recreation Commission and City Council on those recommendations and decisions. However, low-costs options such as signage, parking and access may attract visitors to these areas, which in turn could have positive economic impacts in Mount Holly. Jack's Place and the 31-acres of City-owned land on Mountain Island Lake could one day be unique destination points, not only for our citizens, but for visitors to Mount Holly, who in turn, will help support our local economy. Additionally, the nearly 500-acre, Don E. Carmichael State Educational Forest is located in the city limits on Mountain Island Lake; it has been closed to the public for the past 15 years. As far as any official can tell me, there are no plans to open this site up to the public in the immediate future. Several years ago, the Tar Heel Trailblazers received a grant to develop mountain bike trails on this property. The talks between the NC Forest Service, which manages the land, and the Trailblazers ceased at some point because the two sides could not come to an agreement. What a wonderful economic development opportunity this could be if ecotourism in Mount Holly could be given consideration. One can simply ask the Town of Troutman about the recent benefits and visitors that their downtown is receiving from the 30-miles of mountain bike trails at Lake Norman State Park; people from the mountains are making that drive on a regular basis. The White Water Center and its trail system is ever-growing and attracting more visitors each year. The City should engage our State Representatives in a quest to explore opportunities at the State Educational Forest.

While these aforementioned initiatives can promote economic development on a small scale, we have to look at establishing destination points, particularly downtown, to draw-in visitors. In the recent addition of Charlotte Magazine, Belmont was highlighted, and the article made particular mention of Stowe Park in Downtown Belmont as being a haven for families and a big resource for local businesses. Veteran's Park is our closest downtown park, and it does not attract people to Main Street, at least in any noticeable capacity. A destination point certainly does not have to be a park. A good restaurant can certainly suffice to some extent, but what is

Downtown Mount Holly's main attraction? While the Buxton report will give us some insight as to what commercial establishments may be interested in Mount Holly, particularly downtown and in the gateways, how are we going to convince those retailers or restaurants to locate there? There is an opportunity to see if rent subsidies for restaurants could become an option with the Business Incentive Grant.

A final emerging trend in this category is the increasing use of small town assets as either fuel or triggers for innovation in the area of environment-friendly development or clean energy. In Dillsboro, N.C., the town turned an environmental challenge, in this case methane gas migrating from the community landfill, into an opportunity to create jobs and provide space for entrepreneurs. The Jackson County Clean Energy Park (in Dillsboro) is using methane gas from a nearby landfill to power the studios of local artisans. In Cape Charles, Va., the town's investment in an eco-friendly industrial park was an innovative strategy to bridge the dual challenges of environmental degradation and job creation. And, in the most extreme case, Reynolds, Ind., is capitalizing on latent energy contained agricultural waste from 150,000 hogs to become BioTown, USA, the nation's first energy-independent community.

The Mount Holly Experience: While we are limited to what we can do in these areas, ReVenture Park, located across the River, has seen some innovative investment taking place in recent years. This "green industrial park," is expanding and job creation is taking place. I recently, spoke with Tom McKittrick, Principal of Foresite Development, which owns ReVenture. Mr. McKittrick said that they view Mount Holly as their "downtown." Simply having workers there to support our local businesses is a step in the right direction, but perhaps, as ReVenture continues to gain positive press in national publications, there is an opportunity to piggyback on some of their successes.

Innovative local governance, partnerships and organizations significantly enhance the capacity for community economic development.

Most successful small towns include an innovative element of either organization or governance. It is clear that innovative local governance, in a variety of forms, can strengthen a community's development strategy. In Columbia, N.C., the town's ability to design an alternative arrangement for generating tax revenues on protected lands helped turn a potential obstacle into a local innovation. In Selma, N.C., the town used an innovative property tax incentive tool to focus redevelopment on a blighted area of town. In New York Mills, Minn., the town structured a public investment in the Regional Cultural Center so the town assumed ownership of the building, thereby reducing long-term risk and creating a win-win situation for artists, public officials and local residents. The key is to think creatively about organizational structure, but always to keep the community's overall net benefit in mind.

Regionalism, or identifying opportunities and partnerships beyond municipal boundaries, is another emerging theme in successful cases. Cross-jurisdictional partnerships can help small towns to pool resources toward shared objectives. Strategies in Ord, Neb., and in Davidson, Oxford and Hillsborough, N.C., involve commitments to interlocal revenue- and responsibility-sharing among varying jurisdictions. Davidson and Oxford are partnering with neighboring communities in industrial development while Hillsborough is partnering with the county to manage growth beyond the town's municipal boundaries. Ord joined with the county and the Chamber of Commerce to share costs and revenues from a wide range of development activities. In Washington, N.C., local officials recognized the growing marine trades cluster in eastern North Carolina and created a workforce and entrepreneurship development strategy to harness the regional economic opportunity.

In addition to regional partnerships and opportunities, successful small towns tend to have local leaders who connect with higher level policy makers and business leaders. Mayor Partin in Scotland Neck, N.C., and several key leaders in Helena, Ark., make explicit efforts to link the interests of their individual communities to policy makers in their respective state capitals.

Further, as demonstrated by Douglas, Ga., leaders in small towns must forge partnerships with state-level developers, bankers and power companies, each a critical player in state economic development.

Finally, public-private (including nonprofit) partnerships are emerging as the prominent organizational model for small town development. In Siler City, N.C., for example, the successful establishment of an incubator was the product of a partnership of the community college, local government and a state-level nonprofit organization. In Spruce Pine, N.C., the town's approach to supporting local entrepreneurs requires that the Chamber of Commerce and the craft community work closely together for the first time, to ensure successful marketing and branding. After the plant closures in Morrilton, Ark., Mayor Stewart Nelson brought area churches together to discuss how the faith community could contribute toward economic recovery efforts. In Chillicothe, Mo., an ad-hoc partnership between the town administration and a local business (a prison) demonstrates the influence that towns can have on strategic management decisions within a business, which in turn can have a tremendous impact on the local economy.

The Mount Holly Experience: The City of Mount Holly has definitely had good fortune with partnerships from a variety of community organizations, particularly nonprofits. Some of these organizations are not focused on economic development, such as the CRO, because they have other important goals focused on community needs. However, the Mount Holly Community Development Foundation, Mount Hollydays and later incarnations, the Art & Business Collective (Merchant Association), the Mount Holly Chamber and the Montcross Chamber have

played a crucial role in business and economic development in Mount Holly. Whether it be the façade grants given to businesses by the Foundation or the Arts in the Alley events that were held by the Art & Business Collective, the City has formed valuable partnerships that encourage business development, building improvement and downtown activity.

From a County-wide standpoint, the Greater Gaston Development Corporation and its Alliance for Growth in Gaston County will be a valuable partnership for years to come. Like some of you, I have sat through presentation after presentation and idea after idea in my 14 years working for the City. Does anyone remember Gaston 2012? If so, I do not recall any measurable performance coming from that time-consuming process, which took place over a decade ago. I cannot tell you how many times we have had a county-wide planning initiative that has resulted in no action. However, and I think Mr. Jackson will agree, there is necessary leadership in the Greater Gaston Development Corporation to promote and obtain goals found in the Alliance for Growth Study. Mr. Jackson and I also had an opportunity to speak with Belmont officials at a recent meeting. There is a consensus that towns in Eastern Gaston County, such as Belmont, Mount Holly and Cramerton can and should work together on some multijurisdictional issues in the future.

Regionally speaking, the only source that we have had for economic development partnerships is being sponsored through Centralina COG. I will agree that in times past, the effort seems to have been lacking. CCOG recently held their first Creative Solutions for Thriving Communities Conference in December 2014, which I attended. It was a packed house to say the least, and it was one of the most-informative, one-day events that I have attended in recent memory. The benefit of regionalism is that one can share ideas and prepare for what this region will be faced with in the immediate future because this is a fact: North Carolina's two largest urban centers—Charlotte and Raleigh—will grow faster than any other large cities in the U.S. over the next fifteen years, according to a projection from a new United Nations study of world population growth. Charlotte and Raleigh are #1 and #2 on the list, and are projected to grow 71% by 2030. As the I-485 corridor is completed, this will open Mount Holly to new growth pressures. The growth is coming to our region, and all the experts, from the likes of John Chesser at the Urban Institute in Charlotte to officials with the United Nations, agree. At the CCOG Conference, Dr. Atkinson, one of the country's leading experts on economics and technology, stated that towns and cities in the Charlotte and Raleigh Metro Areas can either prepare for the growth now, or wait until it comes and be left unprepared and "out in the cold."

Effective communities *identify, measure and celebrate short-term successes* to sustain support for long-term community economic development.

Given the long-term nature of community development, and the fact that measurable results from a particular project may be decades in the making, leaders in small towns must repeatedly make the case for the importance of their efforts. Making the case is important to maintain momentum, invigorate volunteers and donors, convince skeptics and, most importantly, keep the focus on the vision or the goals established in a community's strategic plan. Many of the communities profiled in this study recognize that making the case is an ongoing and continuous effort and that there are a number of strategies for doing it.

First, short-term success can build long-term momentum. Obviously, the best way to make the case for any intervention is to demonstrate success. Along these lines, Scotland Neck, N.C., began with actions that would demonstrate success quickly. Town leaders decided to support local hunting and fishing guides, to start bringing more tourists into town and to show local residents that there was reason to be optimistic. This initial success helped them build momentum before beginning to tackle more intractable challenges. Similarly, to maintain buy-in from the Arkansas community, the initial action steps in Helena's strategic plan were those that could be accomplished in short order and for which there was already some momentum. By starting with "low-hanging fruit," town leaders demonstrated that change was possible. Once people started seeing change happen, there was more of an incentive to join in the process. Short-term success is a means for making the case that particular CED activities are worth the investment.

Second, many communities mentioned here make an explicit effort to measure and monitor the impacts of their efforts. It seems obvious, but measuring progress and evaluating programs tend to get pushed to the end of priority lists. Not so in successful small towns. In Ord, Neb., impacts of the community's development programs are monitored and have become useful for both external and internal audiences. Data are used to attract additional investment from outside sources. Moreover, by demonstrating a reasonable return on investment, these data may be used to convince a community's naysayers to join the efforts. In Hollandale, Miss., an analysis of local data helped the community to convince outside grant-makers that a rural transportation network was a smart investment. In addition, it helped to convince policy makers that rural transportation was a viable (if incremental) strategy for alleviating a range of economic challenges.

Finally, successful small towns tend to communicate and celebrate success. For example, in Douglas, Ga., community leaders work hard to keep local papers informed about various economic development projects and publicize even the most modest success, including stories

of local entrepreneurial successes. Leaders in Ord spend an ever-increasing amount of time publishing newsletters and writing articles for the local newspaper. They send e-mails to as many residents as possible and appear on radio broadcasts regularly. The idea is to replace rumors and coffee shop chatter with accurate information about what the community is trying to accomplish.

The Mount Holly Experience: Phase 5 of the Strategic Vision Plan lays out a whole host of short-term, intermediate and long range priorities for Mount Holly. We have accomplished a lot on the priority list, but we need to find a way to publicize our successes and measure the results. I recommend that the Update make specific mention of what has been accomplished with accompanying photos, when available, of the specific, completed project. This will serve as a reference point for future generations to come.

Viable community economic development involves the use of a comprehensive package of strategies and tools, rather than a piecemeal approach.

The capstone lesson is, perhaps, a reaffirmation of a point that we have heard over and over again: there is no silver bullet. No single strategy saved any community in the towns from these case studies. Successful development in small towns is always multifaceted. Small towns should take nothing off the table in selecting strategies to pursue. Successful communities tend to have evolved to the point where they have a comprehensive package of strategies and tools that are aligned with the core assets, challenges and opportunities within their regional context.

Furthermore, given the basic strengths, weaknesses, opportunities and threats affecting each community and the virtually limitless menu of possible strategies, no single package of strategies necessarily fits with a particular type of community. That is, there is no universally applicable formula for community development. Decisions about what to do and why to do it have to be based on local conditions, context and capacity. The lessons from these small towns, however, provide insights and inspiration for other community leaders as they begin the important process of building locally driven strategies that create economic opportunities and improve the social, civic and environmental conditions that face their hometowns.

The Mount Holly Experience: Having updated plans, resources such as the Buxton Retail Recruitment Package and Retail Thumbprint, an informative website and marketing and promotional materials are tools for Mount Holly's economic development toolbox. I can use the analogy of when one of these tools gets a little age on them, a little wear and tear, it is time to replace, sharpen or polish these tools in order to keep our toolbox useful and productive.



Implementation Plan

05

Adopted on May 12, 2008

Purpose. The Implementation Plan prioritizes recommendations introduced in Phases 1-4 of the Mount Holly Community Planning Project. Phase 1-4 recommendations operate in the Implementation Plan as action steps and organize where to begin and when to start. The Implementation Plan will be used as a timeline for the recommended action steps and will provide a measure of success as tasks are completed.

Contents. The Implementation Plan presents an orderly sequence of recommended actions for implementing the City's Strategic Vision Plan goals, the findings of the Market Study, the South Gateway Small Area Plan and Design Guidelines, and the Downtown and Riverfront Small Area Plan and Design Guidelines.

The action steps for each section of the timeline are separated into three major categories: Overall, Downtown and Riverfront, and South Gateway Initiatives. Each initiative reflects the areas within Mount Holly for which an action step should be taken. The initiative is then identified as either an Immediate, Intermediate, or Long Range Goal. Immediate Goals reflect action steps to be started during 2008-2009. Intermediate Goals should be started during 2010-2011 and Long Range Goals should be initiated at 5 years or more from Implementation Plan adoption.

OVERALL INITIATIVES

- Add an Implementation Plan progress update as a standing agenda item for City Council's monthly worksessions
- Adapt the Zoning Ordinance to incorporate Small Area Plan and Design Guideline recommendations
- Establish Greenway Initiatives Goal to extend Greenway from Mountain Island Lake dam to Tuck Park.
- Develop a Wayfinding program to identify local attractions and facilities.
- Staff adequately: Hire a Zoning Officer and establish an Economic Development Office.

DOWNTOWN AND RIVERFRONT INITIATIVES

- Establish the Woods and Waters District through a zoning overlay.
- Extend streetscape improvements from Main Street to the Mount Holly Citizens Center
- Gain control of strategic property within the Woods and Waters District.

SOUTH GATEWAY INITIATIVES

- Establish the landscape buffer overlay district as called for in the Small Area Plan and Design Guidelines.
- Begin the Small Area Plan's street improvements as detailed in the Design Guidelines by establishing ordinance language.
- Encourage the Gateway Village as a catalyst site

Mount Holly Community Planning 2006-2008, a collaborative effort of City Planning Staff, a Citizen Advisory Team, the public in Mount Holly, and consultants from the Charlotte Community Design Studio, the UNC Charlotte Urban Institute, and Warren and Associates.

Implementation Plan

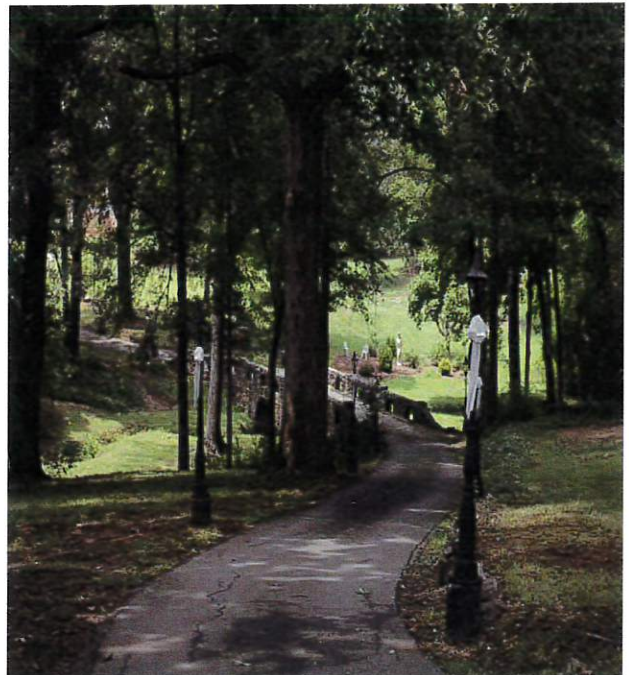
IMMEDIATE PRIORITY

Overall Initiatives

- Adopt the remaining Project Plans: South Gateway Small Area Plan and Design Guidelines, Annexation Strategy Policies and the Downtown and Riverfront Small Area Plan and Design Guidelines.
- Commit to a regular agenda item at the City Council's monthly worksessions to establish updates on progress being made on the implementation Plan
- Create "Partnerships for Progress" by asking corporate citizens to participate in Mount Holly's new vision
- Organize a "Walk Along the River" event
- Establish Greenway goal to build one mile of Greenway per year
- Staff Planning Department with a Zoning Officer and a Long Range Planner
- Establish a City of Mount Holly Economic Development Office
- Conduct a Photographic Contest: display the entries in vacant storefronts and on the City website
- Display currently available marketing materials at Whitewater Center
- Develop a Wayfinding Program: establish signage from Interstate 85 and NC Highway 16, and install signs to identify local attractions and facilitates
- Incorporate street improvements identified in both the Small Area Plans and Design Guideline Recommendations into ordinance language

Overall Initiatives

- Rewrite zoning ordinance
- Incorporate all levels of the Design Guidelines into Ordinance language: including Annexation Design Guidelines
- Begin to work with the Carolina Thread Trail and the US Whitewater Center to develop a pedestrian bridge across the Catawba River
- Begin an Industrial Recruitment/Improvement Plan
- Identify conflicts in existing ordinances and add or revise land use classifications to achieve desired usage



Mount Holly, NC

Implementation Plan

IMMEDIATE PRIORITY

Downtown and Riverfront Initiatives

- Begin discussions regarding the current City Hall as an adaptive re-use project for grass roots arts organization
- Create a downtown Municipal Services District with a dedicated tax revenue
- Hang artistic works in vacant storefront windows
- Begin rail overpass beautification project
- Begin bridge renovation/beautification
- Allow and promote outdoor sidewalk dining, including beer and wine sales
- Expand the River Festival and Farmer's Market
- Create Downtown Merchant's Association
- Encourage East Central Avenue infill development
- Protect contributing buildings by establishing an Ordinance Overlay District
- Create a landscaped buffer along the rail line
- Extend streetscape improvements in downtown to the new Mount Holly Citizens' Center
- Acquire riverfront property located adjacent to River Street Park to gain strategic options for future improvements and use
- Establish the south Main Street landscape buffer overlay
- Gain control of the strategic property within the Woods and Waters District
- Encourage catalyst site: Dutchman's Creek Village

South Gateway Initiatives

- Begin the South Gateway street improvements by establishing Ordinance language to reflect street improvements as detailed in the South Gateway Small Area Plan and Design Guidelines
- Establish landscape buffer overlay district
- Establish Woods and Waters District by incorporating the Strategic Plan into Ordinance language
- Promote property across from the Medical Center for office use



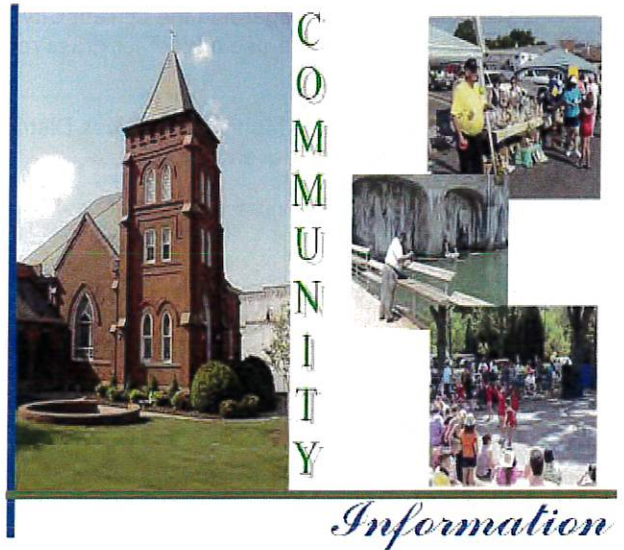
Mount Holly, NC

Implementation Plan

INTERMEDIATE PRIORITY

Overall Initiatives

- Budget for continued Greenway development
- Monitor status of surplus CSX rail lines outside of The Woods and Waters District for potential future trail use
- Request citizen input on pedestrian safety issues and wayfinding initiatives
- Prepare a comprehensive marketing plan that emphasizes the City's assets and especially the Woods and Waters District
- Begin to investigate ways to invest in Community Schools
- Begin establishing a city wide Bike Plan
- Display updated marketing materials at Whitewater Center and the residential sales center for Crosland's Whitewater development
- Explore additional marketing opportunities with regional attractions



Mount Holly, NC



Mount Holly, NC

Implementation Plan

INTERMEDIATE PRIORITY

Downtown and Riverfront Initiatives

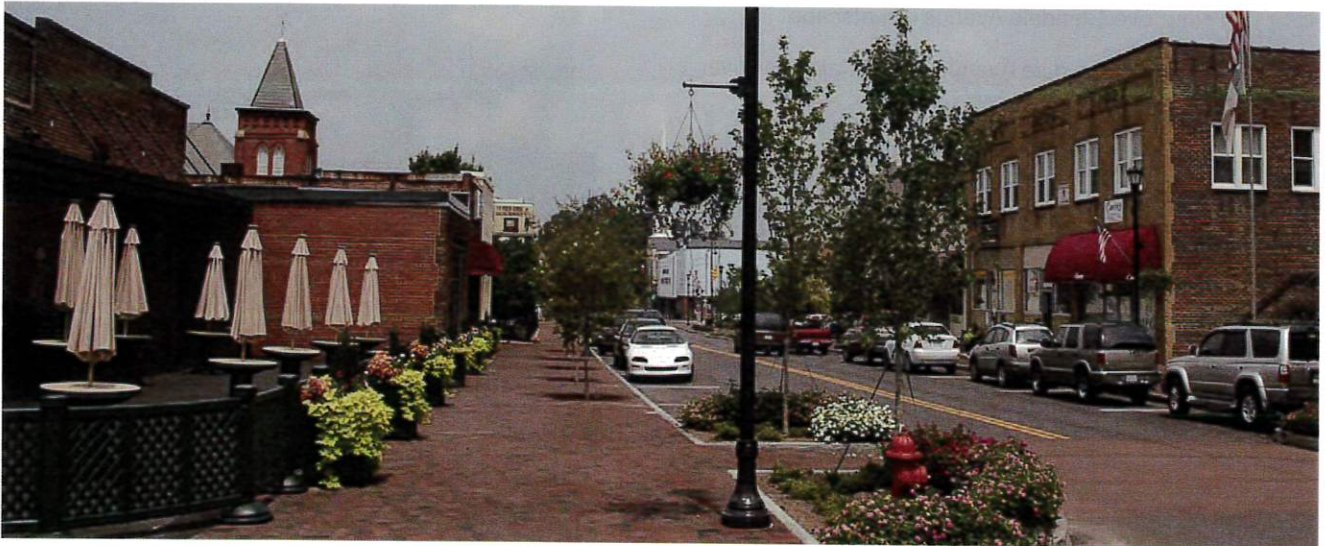
- Move Mount Holly Maintenance Facility to a more appropriate location
- Encourage catalyst site: River Street Park area
- Improve streetscape with landscaped sidewalk plantings
- Update the design for River Street Park area and extend the road network
- Promote higher density housing after Design Guidelines are implemented
- "Green" the Highland Avenue/ Charlotte Avenue intersection
- Emphasize the Lee Street intersection as a gateway into Mount Holly and a connection downtown to the river
- Open a downtown Visitor's Center possibly with a History Museum

South Gateway Initiatives

- Improve existing roads within the gateway
- Encourage catalyst site: South Gateway Business Park
- Install pedestrian safe crossing at Highway 273/ Pearl Beatty Road
- Encourage catalyst site: Gateway retail village



Mount Holly, NC



Mount Holly, NC

Implementation Plan

LONG RANGE PRIORITY

Overall Initiatives

- Complete Greenway from the dam to Tuck Park
- Budget for continued Greenway development along secondary streams within Small Area Plans

Downtown and Riverfront Initiatives

- Install traffic circle at Highland Avenue/ North Main Street
- Promote potential adaptive re-use for Mount Holly Cotton Mill
- Improve Pedestrian streetscape on Highland Avenue from Charlotte Avenue to North Main Street and install a pedestrian safe crossing
- Establish Dutchman's Creek canoe launch near North Main Street
- Encourage catalyst site: Woodlawn Avenue Mill office site
- Link improved pedestrian streetscapes to greenway trails and open space
- Improve Catawba Avenue streetscape
- Improve Glendale Avenue streetscape
- Extend Glendale Avenue to the Catawba River
- Expand street networks south of Catawba Avenue and east of Hill Street



Greenville, SC



Mount Holly, NC

Implementation Plan

LONG RANGE PRIORITY

South Gateway Initiatives

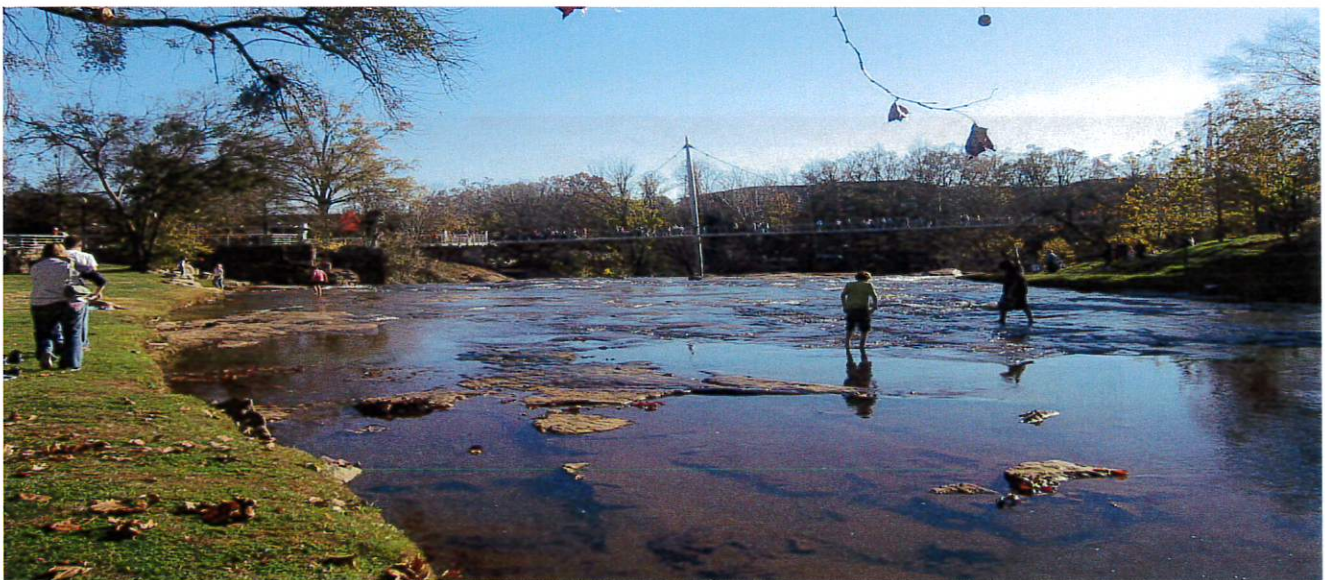
- Improve pedestrian mobility and provide network improvements
- Encourage catalyst site: Begin efforts towards a Southend Greenway boathouse by opening a dialogue with Belmont Abbey about future land use intentions within gateway area



Mount Holly, NC



Mount Holly, NC



Greenville, SC

05

Implementation Plan

IMPLEMENTATION PLANNING PROCESS

Following adoption by City Council of the Strategic Vision Plan and acceptance by City Council of the Market Study, and the Small Area Plans and Design Guidelines for the South Gateway and the Downtown-Riverfront area, the consultants developed a program of recommended actions for both short-term and long-term implementation of those policy documents.

The City Planning Staff and City Council provided feedback to the consultants on the resulting draft Implementation Plan. Based on this feedback, the consultants refined the draft Implementation Plan.

On February, 25 2008, the draft Implementation Plan was presented to City Council at an open-to-public worksession where feedback from the participants was solicited. The Implementation Plan was further reviewed for comment during City Council's yearly budget retreat.

Based on the information received from the Staff and City Council, the consultants compiled a final draft Implementation Plan document for review and consideration by City Council.

Therequiredlegalnoticewasgivenofapublichearing, which took place on April 14, 2008. City Council adopted the Implementation Plan on May 12, 2008.

Mount Holly Community Planning 2006-2008:

01 Strategic Vision Plan

Where does Mount Holly want to go?

02 Market Study & Annexation Strategy

Can we get there?

03 Gateways & Downtown Plans

Where should different land uses go?

04 Design Guidelines

What should it look like?

05 Implementation Plan

How to get started...

Mount Holly Community Planning 2006-2008, a collaborative effort of City Planning Staff, a Citizen Advisory Team, the public in Mount Holly, and consultants from the Charlotte Community Design Studio, the UNC Charlotte Urban Institute, and Warren and Associates.

Memo

To: Mount Holly Mayor and City Council
From: Jamie Guffey, Assistant City Manager
Date: 1/30/2015
Re: Debt

Attached is presentation of debt for the City of Mount Holly.

I have listed the current debt that we have and presented the amount we pay each year in debt service. I also have a list of future projects that have been talked about by Council and staff. This is not an all inclusive list. There will be others added and some may be taken off. The total cost of each project is estimated and the interest rates and annual payments are also estimated. This is included for illustrated purposes and is not meant to be exact amounts. These projects are used to show how future debt can affect the City.

There is also a memo from the LGC dealing with the process the City must go through to get debt approved.

Long Term Debt

Installment Purchases

Municipal Complex Construction

Originated April 30, 2007
Quarterly Payments of \$127,521
Interest Rate 4.44%
Due May 1, 2027
Amount Outstanding on June 30, 2014:

Principal	\$4,997,545
Interest	<u>\$1,633,569</u>
TOTAL	\$6,631,114

Huitt Street Water Tank and Booster Pump Station

Originated February 6, 2009
Quarterly Payments of \$37,500 (principal) plus interest
Interest Rate 4.39%
Due March 1, 2029
Amount Outstanding on June 30, 2014:

Principal	\$2,212,500
Interest	<u>\$770,465</u>
TOTAL	\$2,982,965

Originated 1998
 Avg Yearly Payment of \$25,200
 Interest Rate 3%
 Due 2018
 Amount Outstanding June 30, 2014:

Principal:	\$80,000
Interest	\$6,000
TOTAL	\$86,000

Legal Debt Margin

At June 30, 2014, the City had a legal debt margin on \$83,121,955

The State of North Carolina limits the amount of General Obligation debt that a unit of government can issue to 8% of the total assessed value of taxable property located within that government's boundaries

For Mount Holly, the calculation is as follows:

Total assessed value		\$1,176,400,000
times 8% limit	X	<u>0.08</u>
		\$94,112,000
minus issued debt		
GO Bonds	-	3,700,000
GO Loans	-	<u>7,210,045</u>
Legal Debt Margin		\$83,201,955

With our current tax rate and values, 1 penny equals \$117,640

Current Debt Payments Per Year

General Fund These amounts are paid for by tax dollars

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total
Street Bonds	324,400	314,275	306,400	298,300	290,088	281,763	273,325	264,775	256,000	247,000	238,000	104,000					3,198,325
Park Bonds	115,053	113,375	111,125	108,875	106,250	103,625	100,813	98,000	95,188	92,375	89,563	111,750	108,000	104,000			1,458,001
Municipal Complex	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043				3,315,559
Total for the Year	694,506	682,693	672,568	662,218	651,381	640,431	629,181	617,818	606,231	594,418	582,606	470,793	363,043	104,000	-	-	7,971,885

Utility Fund These amounts are paid for by fees charge for water and wastewater usage

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total
Huitt Street Water Tank	244,660	238,074	231,490	224,900	218,300	211,800	205,200	198,600	192,000	185,400	178,900	172,300	165,700	159,100	115,000		2,941,424
Municipal Complex	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043				3,315,559
Stanley Interconnect	22,400	21,800	21,200	20,600													86,000
Total for the Year	522,103	514,917	507,733	500,543	473,343	466,843	460,243	453,643	447,043	440,443	433,943	427,343	420,743	159,100	115,000	-	6,342,983

Anticipated New Capital Projects

Project	Amount Financed	Percent	Years	Annual Payment
Glendale Park	\$ 1,000,000.00	3%	10	\$ 117,230.00
Fire Truck	\$ 1,000,000.00	3%	10	\$ 117,230.00
North Fire Station	\$ 1,500,000.00	3%	15	\$ 125,650.00
Streets/Utility Bldg	\$ 1,500,000.00	3%	15	\$ 125,650.00
North Water Tank	\$ 3,000,000.00	3%	20	\$ 201,700.00
Waste Treatment	\$ 14,000,000.00	3%	30	\$ 714,270.00

All of these amounts are estimated and are for illustrative purposes only

Anticipated Debt Payments Per Year

General Fund	These amounts are paid for by tax dollars																Total
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	
Street Bonds	324,400	314,275	306,400	298,300	290,088	281,763	273,325	264,775	256,000	247,000	238,000	104,000					3,198,325
Park Bonds	115,063	113,375	111,125	108,875	106,250	103,625	100,813	98,000	95,188	92,375	89,563	111,750	108,000	104,000			1,458,001
Municipal Complex	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043			3,315,559
Glendale Park	-	-	117,230	117,230	117,230	117,230	117,230	117,230	117,230	117,230	117,230	117,230	117,230				1,172,300
Fire Truck	-	58,615	117,230	117,230	117,230	117,230	117,230	117,230	117,230	117,230	117,230	58,615					1,172,300
North Fire Station	-	-	125,650	125,650	125,650	125,650	125,650	125,650	125,650	125,650	125,650	125,650	125,650	125,650	125,650		1,759,100
Streets/Utility Bldg	-	-	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	879,550
Total for the Year	694,506	741,308	1,095,503	1,085,153	1,074,316	1,063,366	1,052,116	1,040,753	1,029,166	1,017,353	1,005,541	835,113	551,518	292,475	188,475	188,475	12,955,135

Utility Fund

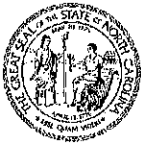
Utility Fund	These amounts are paid for by fees charge for water and wastewater usage																Total
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	
Hutt Street Water Tank	244,660	238,074	231,490	224,900	218,300	211,800	205,200	198,600	192,000	185,400	178,900	172,300	165,700	159,100	115,000		2,941,424
Municipal Complex	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043	255,043				3,315,559
Stanley Interconnect	22,400	21,800	21,200	20,600													86,000
Streets/Utility Bldg			62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	62,825	879,550
North Water Tank	-	-	-	-	201,700	201,700	201,700	201,700	201,700	201,700	201,700	201,700	201,700	201,700	201,700	201,700	2,430,400
Waste Treatment Plant	-	-	-	714,270	714,270	714,270	714,270	714,270	714,270	714,270	714,270	714,270	714,270	714,270	714,270	714,270	9,285,510
Total for the Year	522,103	514,917	570,558	1,277,638	1,452,138	1,445,638	1,439,038	1,432,438	1,425,838	1,419,238	1,412,738	1,406,138	1,399,538	1,137,895	1,093,795	978,795	18,923,443

General Fund

Year	Current Debt Payment	New Debt Payments	Difference
2014-2015	\$ 694,505.50	\$ 694,505.50	\$ -
2015-2016	\$ 682,693.00	\$ 741,308.00	\$ 58,615.00
2016-2017	\$ 672,568.00	\$ 1,095,503.00	\$ 422,935.00
2017-2018	\$ 662,218.00	\$ 1,085,153.00	\$ 422,935.00
2018-2019	\$ 651,380.50	\$ 1,074,315.50	\$ 422,935.00
2019-2020	\$ 640,430.50	\$ 1,063,365.50	\$ 422,935.00
2020-2021	\$ 629,180.50	\$ 1,052,115.50	\$ 422,935.00
2021-2022	\$ 617,818.00	\$ 1,040,753.00	\$ 422,935.00
2022-2023	\$ 606,230.50	\$ 1,029,165.50	\$ 422,935.00
2023-2024	\$ 594,418.00	\$ 1,017,353.00	\$ 422,935.00
2024-2025	\$ 582,606.00	\$ 1,005,541.00	\$ 422,935.00
2025-2026	\$ 470,793.00	\$ 835,113.00	\$ 364,320.00
2026-2027	\$ 363,043.00	\$ 551,518.00	\$ 188,475.00
2027-2028	\$ 104,000.00	\$ 292,475.00	\$ 188,475.00
2028-2029	\$ -	\$ 188,475.00	\$ 188,475.00
2029-2030	\$ -	\$ 188,475.00	\$ 188,475.00

Utility Fund

Year	Current Debt Payment	New Debt Payments	Difference
2014-2015	\$ 522,103.00	\$ 522,103.00	\$ -
2015-2016	\$ 514,917.00	\$ 514,917.00	\$ -
2016-2017	\$ 507,733.00	\$ 570,558.00	\$ 62,825.00
2017-2018	\$ 500,543.00	\$ 1,277,638.00	\$ 777,095.00
2018-2019	\$ 473,343.00	\$ 1,452,138.00	\$ 978,795.00
2019-2020	\$ 466,843.00	\$ 1,439,038.00	\$ 972,195.00
2020-2021	\$ 460,243.00	\$ 1,439,038.00	\$ 978,795.00
2021-2022	\$ 453,643.00	\$ 1,432,438.00	\$ 978,795.00
2022-2023	\$ 447,043.00	\$ 1,425,838.00	\$ 978,795.00
2023-2024	\$ 440,443.00	\$ 1,419,238.00	\$ 978,795.00
2024-2025	\$ 433,943.00	\$ 1,412,738.00	\$ 978,795.00
2025-2026	\$ 427,343.00	\$ 1,406,138.00	\$ 978,795.00
2026-2027	\$ 420,743.00	\$ 1,399,538.00	\$ 978,795.00
2027-2028	\$ 159,100.00	\$ 1,137,895.00	\$ 978,795.00
2028-2029	\$ 115,000.00	\$ 1,093,795.00	\$ 978,795.00
2029-2030	\$ -	\$ 978,795.00	\$ 978,795.00



State of North Carolina

Department of State Treasurer

RICHARD H. MOORE
TREASURER

*State and Local Government Finance Division
and the Local Government Commission*
March 27, 2007

T. VANCE HOLLOMAN
DEPUTY TREASURER

Guidelines on Debt Issuance (Revised)

In an effort to assist applicants in receiving timely approval of financing requests by the Local Government Commission (LGC), the staff has prepared these guidelines and suggestions. These are intended to indicate steps applicants may take to expedite approval and to point out pitfalls that may delay or complicate the approval process and are to be avoided. The items are divided into two broad categories, Fiscal Management and Debt Management and the Project, and are generally related to the statutory findings required of the LGC.

A. Fiscal Management

- 1) Adequate and timely responses to issues raised in a unit letter sent by the Fiscal Management Section must have been received. All concerns regarding the financial management of the unit must be resolved, such as a low General Fund balance (Below 8%), a low tax collection rate (Below 90%), receipt of a qualified audit opinion, habitual violations of "The Local Government Budget and Fiscal Control Act", inadequate internal controls, weakness in an enterprise fund or an enterprise fund that is not self-supporting, and similar concerns.
- 2) A budget for the unit must be adopted prior to the beginning of its fiscal year.
- 3) Current audited financial statements must be available on a timely basis. For units of local government, this would mean that the audited financial statements have been received by October 31. For units with a calendar year or fiscal year not ending on June 30, audited financial statements should be received within four months of year-end. Financing applications for LGC approvals after October 31 will require the audited financial statements of the immediately preceding fiscal year, and the audited statements should be submitted at least two weeks prior to the LGC meeting date to allow adequate time for staff review.
- 4) If a Power Agency unit is involved, it must comply with the policy approved by the governing body of the unit regarding transfers from the electric system to the General Fund.

B. Debt Management and the Project

- 1) Make a point to discuss the unit's capital improvement plans with the LGC staff as they are being developed. Follow-up visits are encouraged when major changes occur.
- 2) The staff of the LGC should be contacted very early in the planning stage regarding the proposed debt issuance. This early contact is necessary to make sure the process gets off to

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a good start. Having to “back up and restart” can significantly delay the process. This is especially important if an innovative financing is contemplated which may require consideration of unusual covenants, special justification of necessity or cost, private activity usage, special interlocal agreements, unusual amortization schedules, and other innovations.

- 3) The unit should have a reasonable debt burden. A heavy debt burden may be evidenced by a ratio of General Fund Debt Service to General Fund Expenditures exceeding 15%, or Debt per Capita or Debt to Appraised Property Value exceeding that of similar units. (See Local Government Commission “Analysis of Debt”)
- 4) The request to borrow must be for capital expenditures, not operating expenses.
- 5) The project must be “ready”. Construction bids, required major permits and Phase I Environmental Studies should be received before the approval or, at the latest, before the sale of the debt. Other required sources of funding must be committed.
- 6) Any threat or existence of litigation related to the project or the financing must be satisfactorily resolved. Litigation could affect either the marketability of the debt or the borrower’s ability to repay the debt.
- 7) Community support for the project is important, especially for non-voted debt. Lack of community support may be evidenced by comments at meetings of the governing body or public hearings, correspondence, newspaper articles, etc.
- 8) The repayment plan presented must be complete and consistent regarding the maturity of debt, life of assets financed, terms of related agreements, etc. In addition, the repayment plan must be consistent with the financial projections provided by the issuer. Amortization of principal should be level for all general fund projects. Use level principal and interest payments for an enterprise fund may be appropriate.
- 9) Financial projections should be presented that demonstrate feasibility and are clearly reasonable in comparison to prior financial performance. Appraisals, feasibility studies and comfort letters (if required) must be prepared by parties that are both independent to the transaction and possessing adequate expertise.
- 10) There should be no outstanding concerns or unresolved matters relating to a prior bond issue, such as incomplete or late filing of rebate reports, failure to meet continuing disclosure obligations, violations of covenants in other obligations, or other matters of concern. Such unresolved matters may prevent or delay the issuance of future debt.
- 11) Documentation must be provided showing that covenants in outstanding obligations will be satisfied if the proposed debt is issued, i.e. additional debt tests, restrictive covenants regarding additional debt, etc.
- 12) The ability to secure an investment grade rating should be documented. Enhancements including letters of credit, bond insurance, a parent guarantee, etc. should be considered.
- 13) A complete application must be filed four weeks prior to the LGC meeting date (first

Tuesday of every month) including documentation of all required resolutions being adopted by the governing body. This provides adequate time for staff review of the application and for compiling any additional information that may be necessary.

- 14) Bond or loan documents must be in substantially final form before presentation at the LGC meeting.
- 15) If a refunding is contemplated, the present value of the savings should exceed 3% of the refunded bonds. Generally, the term of the original debt should not be extended when bonds are refunded.
- 16) The sale date should be requested as early as practical. This provides some flexibility in selection of a date that should not compete with another previously scheduled sale or a bond market holiday. This assures that the most favorable interest rate is obtained for each issuer of debt.

Memo

To: Mount Holly Mayor and City Council
From: Jamie Guffey, Assistant City Manager
Date: 1/30/2015
Re: Fee Schedule

Attached is a staff proposal for a fee schedule to be adopted in June with the 2015-2016 budget. I have included some of the justification for changes.

Also attached is an analysis of the system development fees by Dave Johnson as well as a system development fee policy prepared by Marie Anders.

Staff will be on hand to discuss the changes to the fee schedule as well as the system development fees.



City of Mount Holly
Approved Fee Schedule
Effective July 1, 2015

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Chapter 1-0

Administrative

Tax Rate

The Tax rate for the City of Mount Holly is fifty three cents (\$0.53) on each one hundred dollars (\$100.00) valuation of taxable property situated and lying and being within the confines and limits of the City of Mount Holly and as listed for taxes as of January 1 2015.

Copies

\$0.20 per copy

Late Payments (except Tax and Utility bills)

8% annual interest rate compounded monthly on any debt over 30 days overdue, with the exception of Tax and Utility bills.

Interest on Delinquent Taxes

2% the first month after January 6th.

0.75% each month thereafter.

Planning & Development Fees

	Current	Proposed Changes
Sign Permits		
Residential	\$30.00	
Commercial	\$50.00	
Zoning Permits		
Residential		
New	\$100.00	
Additions	\$50.00	
Renovations (no expansions)	\$25.00	
Miscellaneous (pools, decks, garages, etc.)	\$50.00	
Fences	\$25.00	
Home Occupations	\$50.00	\$100.00
Commercial		
New		
Up to 1,000 sq. ft.	\$150.00	
1,000 sq. ft. to 5,000 sq. ft.	\$300.00	
5,000 sq. ft. to 10,000 sq. ft.	\$400.00	
Greater than 10,000 sq. ft.	\$500.00 (plus \$50.00 per additional 10,000 sq. ft.)	
Existing		
Renovations		\$25.00
Additions		\$50.00
Other		
Zoning Compliance (business)	\$50.00	\$100.00
Miscellaneous (incidental items to main project)	\$50.00	
Applications		
Variance		
Residential	\$250.00	
Commercial	\$350.00	
Planned Unit Development (PUD)	\$300.00	
Appeals	\$300.00	
Text Amendment	\$250.00	
Subdivisions	\$200.00 or \$5.00 per lot whichever is greater	
General Rezoning		
2 acres or less	\$300.00	
2-10 acres	\$400.00	
10 acres or more	\$600.00	
Conditional District Rezoning		
2 acres or less	\$300.00	
2-10 acres	\$500.00	
10 acres or more	\$800.00	

	Current	Proposed Changes
Special Use		
2 acres or less	\$300.00	
2-10 acres	\$500.00	
10 acres or more	\$800.00	
Reviews		
Construction Plans		
Major subdivision or commercial site plan		\$750.00
Minor subdivision		\$300.00
Re-submittal		\$100.00
Financial guarantees (per written agreement)	\$500.00	
Final plat		
Major subdivision or commercial site plan		\$750.00
Minor subdivision		\$300.00
Re-submittal		\$100.00
Engineer Fees		
Residential		
Less than 25 lots	\$500.00	
25-50 lots	\$1,000.00	
More than 50 lots	\$2,000.00	
Commercial*		
0-5 Acres		\$500.00
More than 5 acres		\$1,000.00
Watershed Review		
Less than 10 acres	\$500.00	
More than 10 acres	\$40.00/acre	
Driveway cut		
Residential	\$25.00	
Commercial	\$50.00	
Industrial	\$100.00	
Construction Inspection		
Water		\$100.00
Sewer		\$100.00
BMP		\$100.00
Road		\$100.00
Failed Inspection Re-Inspection		\$50.00
Other		
PERC Test Application	\$10.00	
Zoning Verification Letter	\$10.00	
Demolition	\$10.00	
Manuals		
Zoning Ordinance	\$15.00	
Subdivision Ordinance	\$15.00	
Land Development Guidelines	\$35.00	
Compact Discs	\$10.00	
Maps	Size Dependent	

*Engineer Fees for Commercial Projects are to include Civic, Institutional and Industrial

Chapter 1-2

Annexation Fees

< 10 acres	\$2000.00
10-200 acres	\$5000.00
> 200 acres	\$8000.00

This fee may be waived at the City Council's discretion.

Justification for Fee Changes:

- Add a line item under Commercial Zoning Permits for "Renovations-\$25.00" and "Additions-\$50.00". Currently, we are charging these fees for the permits but they are not listed on the current fee schedule.
- Increase the fee for a Zoning Compliance Permit (issued for new businesses) from \$50.00 to \$100.00. This will help to offset the loss in revenue from Business License payments. This increase would also pertain to "Home Occupations" as they require a Zoning Compliance Permit as well.
- Remove "Preliminary Plan" charges from the fee schedule as we are changing the Subdivision Ordinance and a "Preliminary Plan" will no longer be required. We will now be requiring a "Construction Plan" which will serve the same purpose.
- Set the fee for "Construction Plan" review to \$750.00 (increase of \$250.00 from the old "Preliminary Plan fee). This increase is needed because projects now require a more in depth review with the increase in regulations from both the City and State. Also, add that this fee shall apply to Commercial Site Plan Review. Currently there is technically no fee classification for a Commercial Site Plan review and these submittals require the same time and resources to review as a Construction Plan. Also, keep in mind that the Commercial Site Plan will typically be submitted at the same time as a Construction Plan and the applicant would not be charged twice for this, if they are submitted as one document (Site Plan and Construction Plan) the applicant will only pay \$750.00
- Add a line item under "Construction Plan" for Minor Subdivisions and set this fee at \$300.00. Under the current fee schedule the applicant pays the same review fee no matter the classification of the project. Minor Subdivision Construction Plan review should require less staff time and resources to review because these projects span less land area.
- Add a "Re-Submittal" fee of \$100.00 for "Construction Plan" review. This new fee will entice applicants to submit plans that address all of the City's regulations during the first submittal. We have noted on the past several projects that applicants are leaving off critical information with their plan submittals which require additional staff time and resources to review said plans multiple times.
- Set the fee for "Final Plat" (Major Subdivision or Commercial Site Plan) review to \$750.00 (increase of \$250.00 from the current Final Plat fee of \$500.00). This increase is needed because projects now require a more in depth review with the increase in regulations from both the City and State. Also note Commercial Site Plans will typically not require a Final Plat unless they are installing public infrastructure.
- Add a line item under "Final Plat" for Minor Subdivisions and set this fee at \$300.00. Under the current fee schedule the applicant pays the same review fee no matter the classification of the project. Minor Subdivision Final Plat review will require less staff time and resources to review because these projects span less land area.
- Add a "Re-Submittal" fee of \$100.00 for "Final Plat" review. This new fee will entice applicants to submit plans that address all of the City's regulations during the first submittal. We have noted on the past several projects that applicants are leaving off critical information with their plan submittals which require additional staff review time and resources to review said plans multiple times.

-Change the classifications under "Engineer Fees-Commercial" from 5-10 lots to 0-5 Acres and >10 lots to More than 5 Acres. Staff feels that commercial projects greater in size than 5 acres require more time and resources to review. Also, the old classifications technically do not state a fee for any commercial project over 10 lots in size.

-Change the fees for "Site Inspections" from First Inspection-Free and Additional Inspections- \$100.00 as is presented in the current Fee Schedule. Staff feels that there should be a charge for inspections involving water, sewer, BMP and roads. Staff currently spends hours at each development site inspecting public infrastructure as it is installed and I believe that there should be a fee associated with this service. The structure of the fees would be so that if the project requires public infrastructure of any of the 4 disciplines above the applicant would pay \$100.00 per discipline at the time the Construction Plans are approved (Total \$400). This \$100.00 fee would cover all inspections associated with that discipline however, if the applicant fails any inspection they would need to pay an additional \$50.00 for the City to re-inspect the infrastructure. The re-inspection fee will also entice developers to install the infrastructure correctly the first time.

Chapter 1-3

Grand Hall Rental Fees

	Current	Proposed Changes
Resident		
Full Hall	\$1,000	
North Half Hall	\$500	
Non Resident		
Full Hall	\$2,000	
North Half Hall	\$1,000	
Group that has a primary purpose of promoting Mount Holly		
Full Half	\$500	
North Half Hall	\$250	

\$250 Non-refundable cleaning fee

\$300 Refundable damage deposit

Recreation Fees

Old Gym	Current	Proposed Changes
Resident	\$50.00/hr	
Non-Resident	\$150.00/hr	
Tournament		
Resident	\$85.00/day	
Non-Resident	\$170.00/day	
Ball field - no lights		
Resident	Free	
Non-Resident	\$10.00/hr	
Ball field – lights		
Resident	\$15.00/hr	
Non-Resident	\$30.00/hr	
Picnic Shelter – small		
Resident	\$25.00	
Non-Resident	\$50.00	
Picnic Shelter - large		
Resident	\$50.00	
Non-Resident	\$100.00	
Basketball - per team		
Resident	\$300.00	
Non-Resident	\$500.00	
Softball - per team		
Resident	\$300.00	
Non-Resident	\$500.00	
Volleyball - per team		
Resident	\$115.00	
Non-Resident	\$230.00	
Fitness Center per month		
Resident	\$10/ month	
Non-Resident	\$30.00/ month	
Group Campsites at Mt. Island Park at Mt. Holly		
Resident	\$25.00/day	
Non-Resident	\$50.00/day	

Recreation Programs

Outdoor Soccer (Fall and Spring)	Current	Proposed Changes
Resident	\$45.00	\$50.00
Non-Resident	\$65.00	\$75.00
Indoor Soccer (8-13 year olds)		
Resident	\$25.00	\$30.00
Non-Resident	\$45.00	\$55.00
Youth Volleyball (8-13 year olds)		
Resident	\$25.00	\$30.00
Non-Resident	\$45.00	\$55.00
Basketball (5-12 year olds)		
Resident	\$45.00	\$50.00
Non-Resident	\$65.00	\$75.00
Men's Industrial/ Church (per team)		
Resident	\$300.00	
Non-Resident	\$500.00	
Baseball (T-ball, Coach Pitch and Softball)		
Resident	\$45.00	\$50.00
Non-Resident	\$65.00	\$75.00
Dixie Youth Baseball		
Resident	\$45.00	\$50.00
Non-Resident	\$65.00	\$75.00
Men's Industrial/ Church (per team)		
Resident	\$300.00	
Non-Resident	\$500.00	
Senior Programs		
Resident	Free	
Non-Resident	\$10/ month	
Late Fee	\$30.00	

Staff is proposing a fee increase in our youth athletic programs for the first time in many years. Staff has checked with the surrounding towns of Belmont and Cramerton to compare their fees with ours. Belmont currently charges \$50/resident and \$75/non-resident for all youth athletics. Cramerton charges \$55/resident and \$80/non-resident for all youth athletics. Our fees cover uniforms, trophies, and referee and scorekeeper pay. Currently we charge less for Indoor Soccer and Girls Volleyball because they do not get a full jersey and trophy like the other athletics.

Chapter 2-3

Recreation – Tuckaseege Rec Center Rental for Profit and Private Organizations

Use of Facility (3 hour minimum)	Current	Proposed Changes
Resident	\$50.00/hr	
Non-Resident	\$150.00/hr	
Use of Storage	Not Allowed	
Use of PA System	Not Allowed	
Electrical Hookup	No Charge	
Kitchen	No Charge	
Chairs & Tables	No Charge	

Recreation Department may also require a police officer for certain events.

\$50.00 non refundable clean up fee.

\$100.00 refundable damage fee.

Water & Sewer

Water & Sewer	Current	Proposed Changes
Water (per 1,000 gallons)		
Residential		
Basic Tier (Under 2,000 gallons per month)	\$3.35	
1 st Tier (2,001 – 6,000 gallons per month)	\$3.35	
2 nd Tier (6,001 – 10,000 gallons per month)	\$3.59	
3 rd Tier (10,000 plus gallons per month)	\$3.83	
Non-Residential		
Basic Tier (Under 2,000 gallons per month)	\$4.19	
1 st Tier (2,001 – 6,000 gallons per month)	\$4.19	
2 nd Tier (6,001 – 10,000 gallons per month)	\$4.64	
3 rd Tier (10,000 – 9,999,999 gallons per month)	\$5.09	
4 th Tier (10,000,000 plus gallons per month)	\$5.70	
Outside customers are double the inside rate		
Tap Fees		
¾" Inside city	\$900.00	
¾" Outside city	\$1,800.00	
1" Inside city	\$1,100.00	
1" Outside city	\$2,200.00	
1-1/2" Inside city	\$2,000.00	
1-1/2" Outside city	\$4,000.00	
2" Inside city	\$3,000.00	
2" Outside city	\$6,000.00	
Wet Tap on existing customer service line	\$600.00	
Sewer (per 1,000 gallon)		
Residential		
Basic Tier (Under 2,000 gallons per month)	\$3.07	
1 st Tier (2,001 – 6,000 gallons per month)	\$3.07	
2 nd Tier (6,001 – 10,000 gallons per month)	\$3.41	
3 rd Tier (10,000 plus gallons per month)	\$3.55	
Non-Residential		
Basic Tier (Under 2,000 gallons per month)	\$3.83	
1 st Tier (2,001 – 6,000 gallons per month)	\$3.83	
2 nd Tier (6,001 – 10,000 gallons per month)	\$4.28	
3 rd Tier (10,000 – 9,999,999 gallons per month)	\$4.74	
4 th Tier (10,000,000 plus gallons per month)	\$3.00	
Outside customers are double the inside rate		
Tap Fees		
4" Inside city	\$850.00	
4" Outside city	\$1,700.00	
Over 4" Inside city	Negotiable	
Over 4" Outside city	Negotiable	
Cleanout	\$100.00	
Minimum Bill	2,000 gallons	

	Current	Proposed Changes
Meter Setting Fees		
Radio Read Meter		
¾"	\$300.00	
1"	\$375.00	
1 ½"	\$520.00	
2"	\$700.00	
Other Fees		
Service Deposit for owners & renters		
Inside City	\$50.00	
Outside City	\$65.00	
Late Fee (after 16 th)	\$15.00	
Delinquent Penalty (after 26 th)	\$30.00	
Lock Fee	\$15.00	
Broken Lock Replacement	\$30.00	
Returned Check Fee	\$20.00	
Meter Tampering Fee	\$100.00	
Irrigation cut off	\$75.00	
Irrigation reconnection	\$75.00	
Stormwater	\$2.50/REU	
Sewer Allocation Fee		
Initial amount per gallon per day good for up to two years	\$2.50	
Renewal Fee per gallon per day good for one additional year (can only be renewed twice)	\$1.25	

Chapter 3-1A

System Development Fee

Meter Size	Water	Wastewater	Total
¾"	\$2,228	\$2,309	\$4,597
1"	\$5,720	\$5,772	\$11,492
1 ½"	\$11,440	\$11,544	\$22,984
2"	\$18,304	\$18,471	\$36,775
3"	\$36,609	\$36,942	\$73,550
4"	\$57,201	\$57,721	\$114,922
6"	\$114,402	\$115,443	\$229,844
8"	\$183,043	\$184,708	\$367,751
10"	\$263,124	\$265,518	\$528,642
12"	\$354,645	\$357,872	\$712,517

Streets & Sanitation

	Current	Proposed Changes
Residential (up to 2 cans)	\$6.50	
Additional Can		
Purchase	No Cost	
Service	\$6.50	
Recycling		
Residential (up to 2 cans)	\$3.00	
Business (up to 5 cans)	\$3.00	
Commercial Rollout (up to 5 cans)	\$11.50	
Additional Can		
Purchase	No Cost	
Service	\$11.50	
Bulk Container	Contracted	
Bulk Item		
Depend on Weight and or Size	\$10.00-\$20.00	\$15.00
Appliances**	\$25/ item	
Tires		
Must be off rim	\$5/ tire	
Mattress	\$20.00	
Box Spring	\$5.00	
Mattress and Box Spring	\$25.00	

** City does not pick up computer monitors and televisions.

Fire

	Current	Proposed Changes
Fire Plan Review		
Construction Cost < \$100,000		\$ 100.00
Construction Cost \$100,000 to \$500,000		\$ 150.00
Construction Cost \$500,001 to \$1,000,000		\$ 175.00
Construction Cost \$1,000,001 to \$5,000,000		\$ 200.00
Construction Cost > \$5,000,001		\$ 225.00
Fire Alarm Shop Drawings Review		\$100.00
Fire Sprinkler Shop Drawings		\$100.00
Performance Test		
Hydrant Test other than requested flow		\$100.00
Fire Pumps		\$100.00
Sprinklers		\$100.00
Fire Alarm (New Construction)		\$100.00
Fire Alarm (up-fit)		\$100.00
Standpipe Systems		\$100.00
Auto Fire Existing System (Hood System)		\$100.00
Miscellaneous Fees		
Hazardous Material Permit		\$100.00
Hazardous material Permit Renewal		\$50.00
Spraying or Dipping of Flammable Finishes		\$100.00
Blasting Permit		\$100.00
Fireworks Permit		\$75.00
Hydrant Flow Test		\$100.00
Tank Removal Permit		\$75.00
Tent Permit (larger than 400 square feet)		\$50.00
ABC Inspection		\$50.00
Fire Code Violations (based on days past 30)		\$100.00 - \$300.00 (based on type)
Foster Home Inspection		\$25.00



MEMO

TO: Mayor and City Council

FROM: David E. Johnson, PE

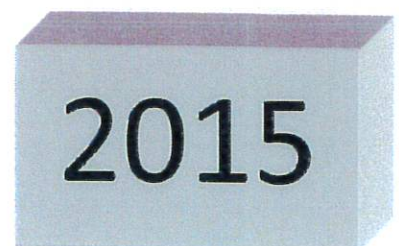
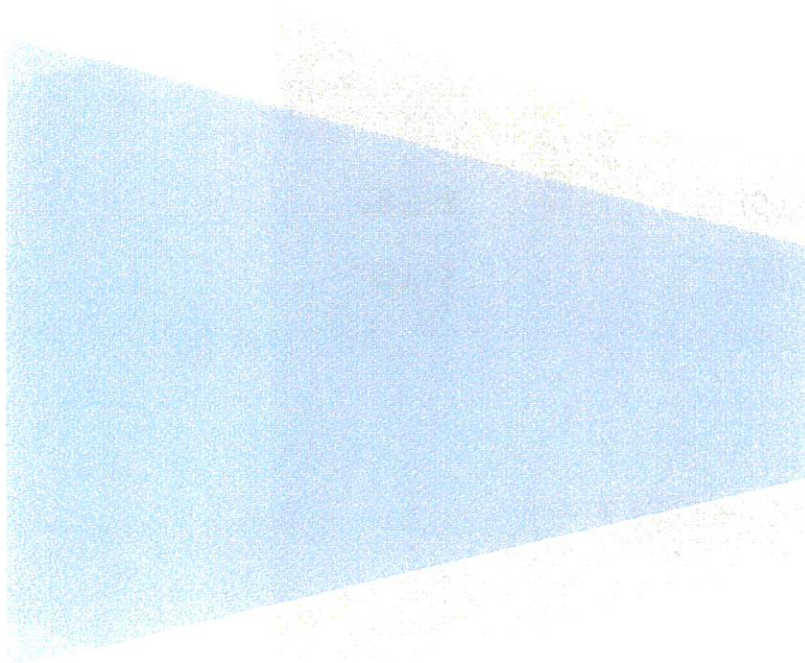
DATE: 1/23/15

RE: 2015 Council Retreat – System Development Fee

Based on several site plan applications submitted in 2014, the System Development Fee became a topic of discussion by the City Council. At the retreat, I will provide an update of the W K Dickson 2007 System Development Fee Analysis for review and consideration.



System Development Fee Report



EXECUTIVE SUMMARY

SYSTEM DEVELOPMENT FEE

The last system Development Fee analysis was completed in 2007. Over the past 8 years, projects have been completed, growth projections altered, and decisions made on the future of our wastewater treatment plant.

The 2015 System Development Fee has been calculated using a different methodology, updated project priorities, and connecting to CMUD's Long Creek WWTP.

The System Development Fee is calculated by dividing the total number of new connections into the total anticipated cost of improvements. The result is for a standard ¾-inch residential water meter and all other meters pro-rated due to flow rates.

The System Development Fee is calculated by:

Total anticipated costs for water and sewer facilities
serving future demands

(divided by)

Total number of new connections to the
water and sewer system

2007

Water	\$18,871,703 / 8,248	=	\$2,288
Sewer	\$19,043,400 / 8,248	=	\$2,309
TOTAL			\$4,597

2015

Water	\$ 6,500,000 / 6,007	=	\$1,082
Sewer	\$18,500,000 / 6,007	=	\$3,080
TOTAL			\$4,162

Council Considerations:

1. Maintain the current System Development Fee structure
2. Approve a System Development Fee Policy

System Development Fee Analysis

Prepared 12/29/14 David E. Johnson, PE

Water & Sewer Fee Definitions

System Development Fees are the charges imposed by Mount Holly to help pay for water and sewer plant expansions, utility improvements, and for connecting to existing lines. The fees may be called differently by a municipality but the basis for the fee is to help defray the costs of plant and utility improvements required to meet the needs of future development.

Also called: water capacity fee, impact fee, and reserve capacity fee.

The System Development Fee is charged to new customers and be based on a pro-rated share of the cost of major facilities needed to improve or extend utility services.

A developer of a new residential project pays for new water and sewer lines for their project.

Allocation Fees are established for developers to consider reserving wastewater treatment plant capacity for their project. Capacity is allocated on a first-come-first serve basis and the allocation fee will ensure capacity is set-aside for the project when it is expected to be online. The allocation fee reserves capacity for a 2-year period and can be renewed.

Tap Fees are charged if the user does not install the water and sewer connections to the existing water and sewer lines. This fee can also be called a connection fee. If the user decides to install their water and sewer connections, the Tap Fee is not charged by Mount Holly.

The Tap Fee varies based on the water meter size and sewer service line to a proposed structure.

User Rates are the current rates for users within and outside the city limits. Higher rates are charged for users outside of city limits. Also, the water and sewer user rates are charged on a tier system charging customers accordingly per 1,000 gallons of metered monthly water usage.

User charges typically pay for the operation and maintenance of the City's water and sewer facilities.

System Development Fee

The purpose of this report is to update the assumptions used by W. K. Dickson's in presenting their System Development Fee Report prepared 2001 and revised March 2007. This report is the basis establishing the water and sewer system development fees included in the July 1, 2014 Schedule of Fees

WK Dickson's System Development Fee is calculated by using the following methodology:

1. Calculate the anticipated number of sewer connections over a period of time. In the case of W K Dickson, they selected a 20-yr. span from 2007 - 2027.
2. Prepare a list of "major" facility improvements over the same 20-yr span and the anticipated cost of each.
3. Calculate the System Development Fee for a $\frac{3}{4}$ " residential meter by dividing the total cost of improvements by the total number of new connections. A ratio will be used to determine the fee for water meters larger than the base $\frac{3}{4}$ " size.

1. Projected Number of New Connections:

March 2007 Analysis:

The report was prepared at the height of the housing bubble which projected a false sense of the City's growth rate. WK Dickson projected Mount Holly's population to be 33,404 in 2027. A growth rate of about 5% was used in predicting the population in 2027.

They used a 2.6 people per metered connection based on census data.

Population in 2007	11,960	Metered connections	4,600
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The number of NEW connections used in calculating the system development fee = **8,248**

Population in 2027	33,404	Metered connections	12,848
(Population 1/1/2015)	14,000		

January 2015 Analysis:

I decided not to use a growth rate to determine the number of new connections but rather use residential development information which is known and estimated. A factor will be added for non-residential connections i.e. businesses, industrial, commercial, etc.

The calculation of the future population and number of people per connection is not required if an estimated number of connections can be identified. Thus, the rate of growth is not used as a factor in calculating the fee.

The total number of residential connections or lot supply can be identified or defined by:

"Inventory" is defined as residential lots located in approved and improved subdivisions. Most lots are ready for building permits

"Possible" is defined as residential projects which have been disclosed by developers to the City

"Future" is defined as property which has the potential for development within close proximity to water and sewer infrastructure – in and outside City limits.

NOTE: This analysis is important for estimating the time line for WWTP improvements necessary for the City to meet future demands.

Supply of Residential Lots

Projects	# of Lots		
	"Inventory"	"Possible" (2)	"Future"
Existing Subdivisions (1)	523		
Tailrace Condo's (apt)		124	
Kendrick Farms Phase 4		83	
Adjacent to Kendrick Farms		300	
Little Italy		380	
River Park		300	
Lucia Riverbend Property		650	
Sandy Ford Road Property			1,500
Vacant Properties identified as potential development sites (3)			1,847
Subtotals	523	1,837	3,347
TOTAL Number of Residential Lot Connections			5,707
TOTAL Number of Non-residential Connections (equivalent)			300
Total Number of NEW Connections			6,007

(1) APPENDIX A List of existing approved/improved projects with vacant lots (Inventory)

(2) APPENDIX B Map showing most of the identified projects (Possible)

(3) APPENDIX C Map identifying possible development sites close to water and sewer (Future)

2. List of "Major" Facility Improvements (4)

NOTE: Upgrades, line replacements, relocations, etc. would be part of the capital expenditures allocated each fiscal year to operate and maintain our utility service.

Costs as outlined in the WK Dickson 2007 Report

Water System Improvements	\$18,871,703
Sewer System Improvements	\$19,043,400

Costs as determined January 8, 2015

Water System Improvements	\$ 6,500,000
Sewer System Improvements	\$18,500,000

(4) Appendix D List of Projects and Estimated Costs

3. Calculate the System Development Fee for a $\frac{3}{4}$ " residential meter (dividing the total cost of major facility improvements by the number of estimated connections)

	COST	# CONNECTIONS	FEE
2007			
WATER	\$18,871,703	8,248	\$2,288
2015			
WATER	\$ 6,500,000	6,007	\$1,082
2007			
SEWER	\$19,043,400	8,248	\$2,309
2015			
SEWER	\$18,500,000	6,007	\$3,080

TOTAL SYSTEM DEVELOPMENT FEE FOR BOTH WATER AND SEWER:

$\frac{3}{4}$ " Water Meter	2007	\$4,597
	2015	\$4,162

SCHEDULE OF FEES

$\frac{3}{4}$ " Water Meter	Water	Wastewater
2007	\$2,228	\$2,309
2015	\$1,082	\$3,080
1" Water Meter (Equivalent Unit Ratio 2.5)		
2007	\$5,720	\$5,772
2015	\$2,705	\$7,700
1 $\frac{1}{2}$ " Water Meter (Equivalent Unit Ratio 5.0)		
2007	\$11,440	\$11,544
2015	\$5,410	\$15,400
2" Water Meter (Equivalent Unit Ratio 8.0)		
2007	\$18,304	\$18,471
2015	\$8,656	\$24,640
3" Water Meter (Equivalent Unit Ratio 16.0)		
2007	\$36,609	\$36,942
2015	\$17,312	\$49,280
4" Water Meter (Equivalent Unit Ratio 25.0)		
2007	\$57,201	\$57,721
2015	\$27,050	\$77,000
6" Water Meter (Equivalent Unit Ratio 50.0)		
2007	\$114,402	\$115,443
2015	\$54,100	\$154,000
8" Water Meter (Equivalent Unit Ratio 80.0)		
2007	\$183,043	\$184,708
2015	\$86,560	\$246,400

System Development Fee Recommendation:

1. Do NOT revise the System Development Fees as outlined in the current Schedule of Fees.
2. Add policy on the implementation of the System Development Fee

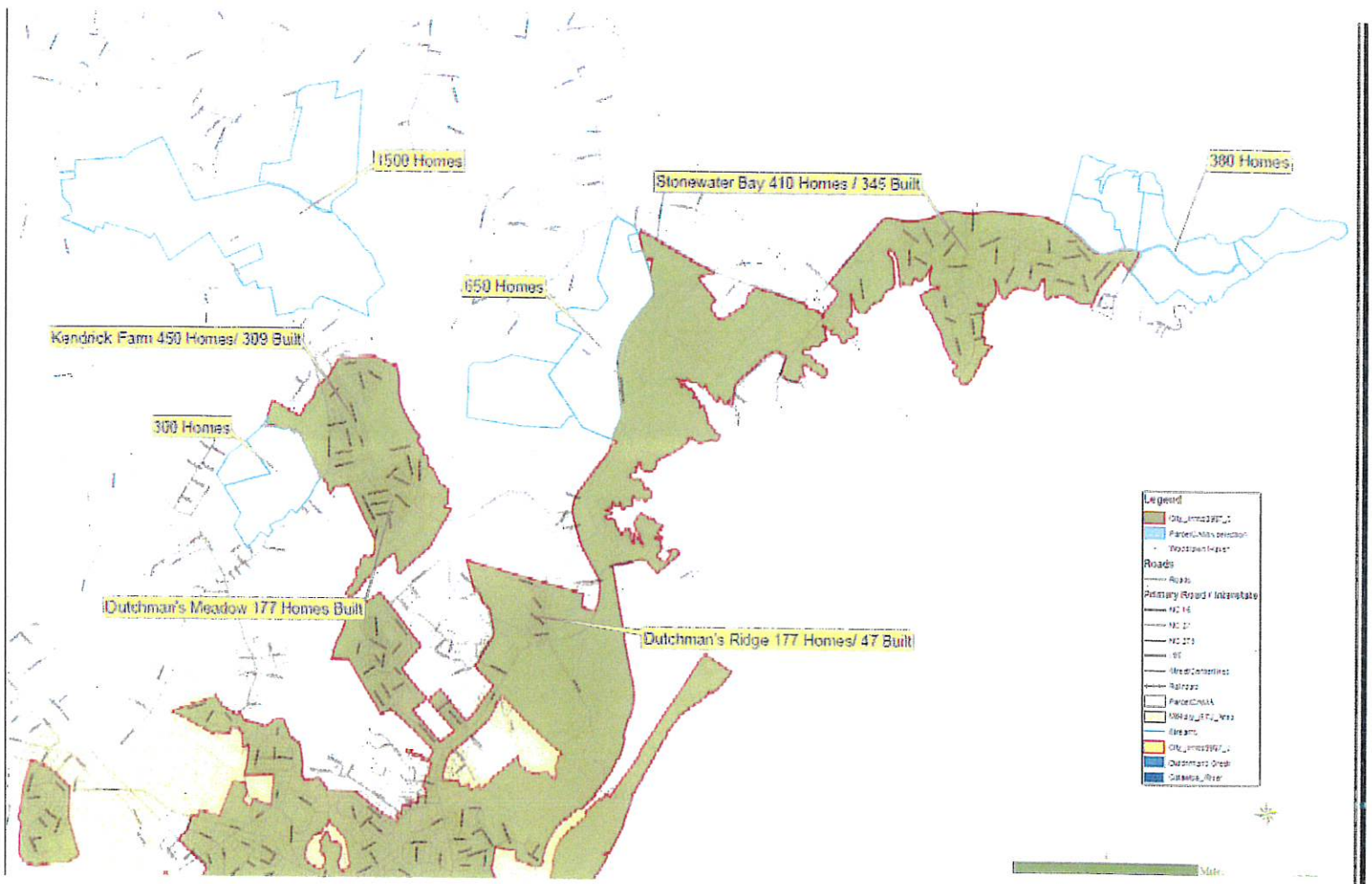
APPENDIX A

Idle and/or Partially Completed Subdivisions & Projections 1/1/15

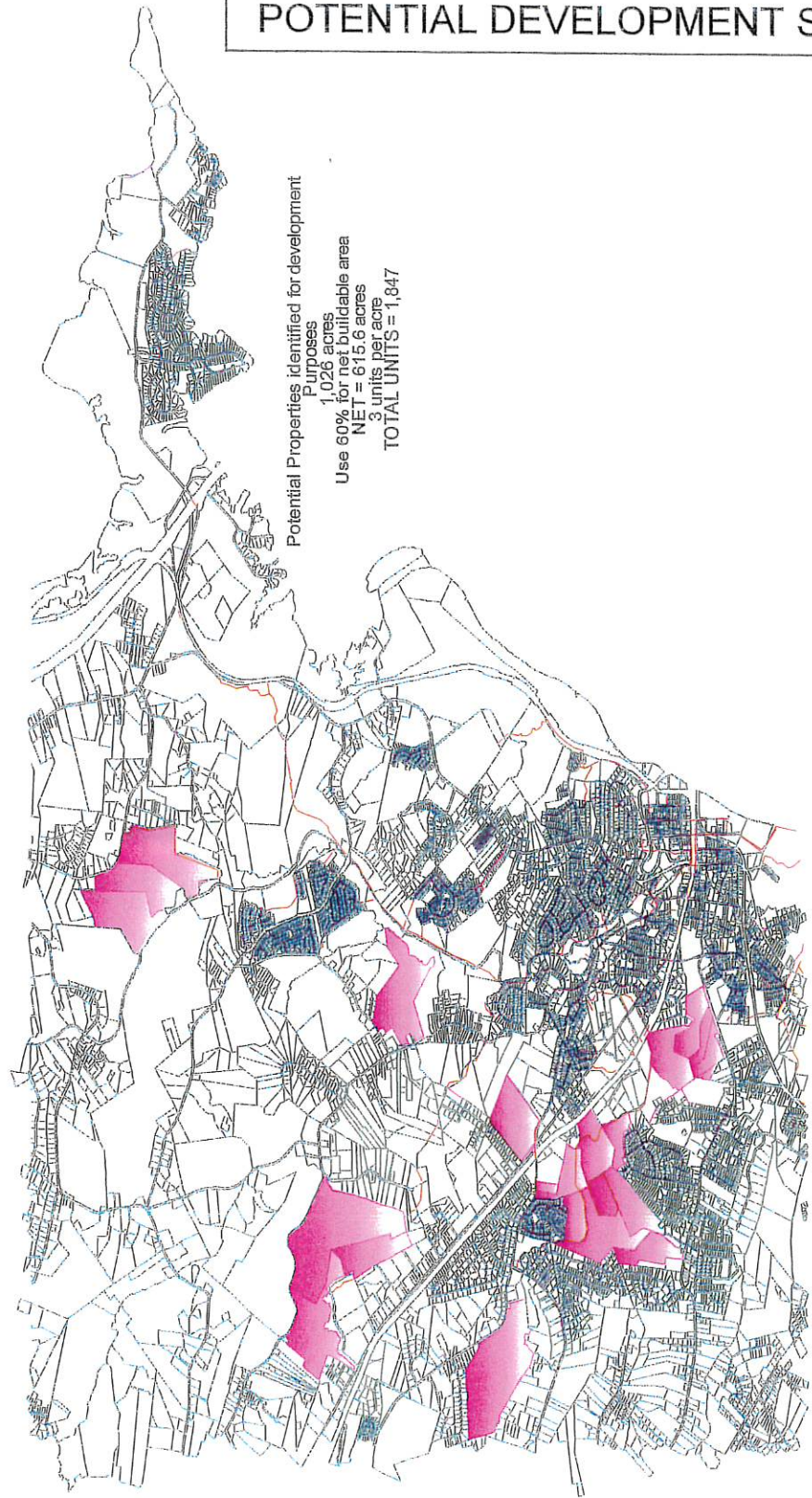
	Number of Vacant Lots w/infrastructure
Stonewater	42
Westland Farms	48
Mountain Island Village TH's	51
Dutchmans Ridge	142
Riverfront	19
Kendrick Farms	31
Riverpark	31
Meadowbrook	74
Waters Edge	52
Rhynes Estates	22
Autumn Woods	11
TOTAL	523

APPENDIX B

NORTH CORRIDOR GROWTH POTENTIAL



APPENDIX C POTENTIAL DEVELOPMENT SITES



APPENDIX D

Capital Improvement Project List

		<u>2007</u>	<u>2015</u>
Water System Improvements	\$4,644,235		
\$3,000,000			
Booster Pump Station at Ground Storage Tank		\$250,000	
Huitt Street Elevated Tank		\$3,123,995	
Stanley Booster Jockey pump		\$50,000	
Ridgeview Area Water Lines		\$307,487	
Jones, Adcock & Smith Vicinity		\$261,780	
Cherry & Henry Vicinity		\$454,892	
Tuckaseegee – Mauney Vicinity		\$ 90,182	
Forest Hills Vicinity		\$105,900	
North Corridor Water Storage Tank			\$3,000,000
Water Plant Improvements	\$1,571,670		\$ 800,000
Reab Filter		\$35,000	
Change valves		\$400,000	
Replace Flocculators		\$50,000	
Replace Plant Main Breaker		\$30,000	
SCADA upgrades		\$50,000	
Rewire Generator for Automatic Switchover		\$50,000	
Replace Level Indicators		\$20,000	
Building Upgrades (electrical, lighting, windows, etc.)		\$150,000	
Water Plant Sewer		\$786,670	
Air Scour System			\$400,000
Trac-Vac System			\$250,000
V-Notch Weirs			\$150,000
Water System Expansion	\$3,174,056		\$2,700,000
Catawba river – I-85 Loop		\$ 363,624	
Morningside Area Water Line		\$ 534,570	
Dickson Heights Water Lines		\$ 497,628	
Old NC Highway 27 Water Line		\$ 381,801	
Lowland Dairy Road Water Line		\$ 771,433	
Laydown Yard – Operations Building		\$ 500,000	
Water System Rehab Projects		\$ 75,000	
Annual Capital Improvements Upgrades		\$ 50,000	
Lucia Riverbend Loop			\$1,400,000
Old Hickory Grove Road Loop			\$1,000,000
Catawba Ave Loop			\$ 300,000
Water Treatment Plant Expansion	\$9,481,742		-0-
Total Water System Improvements	\$18,871,703		\$6,500,000
Sewer System Improvements	\$428,400		-0-
Dickson Heights Sewer		\$428,400	
WWTP Improvements	\$483,000		-0-
Replace 3 Aerators		\$135,000	
Replace 3-walkway platforms		\$68,000	
New EQ Basin walkway		\$25,000	
Install influent Grinder		\$95,000	
Replace Concrete wall in chlorine contact basin		\$100,000	
Gastonia Interconnect		\$60,000	
Operations Building			\$ 500,000
WWTP Expansion	\$18,132,000		
WWTP Conversion			\$14,000,000
WWTP Decommissioning			\$ 4,000,000
Total Sewer System Improvements	\$19,043,400		\$18,500,000

MEMORANDUM

TO: Mayor and City Council, City of Mount Holly
FROM: Marie M. Anders, Assistant City Attorney
RE: System Development Fees (So called grandfathering)
DATE: January 22, 2015

Recently, an issue came before Council where Dr. Oblinger, a small business property owner, requested a credit towards system development fees based upon the fact that the property was previously served by water and sewer. Attached is a suggested policy for the purposes of discussion by Council which could provide a method for resolving these types of issues in the future without the necessity of the property owner appearing before Council. The City Manager, Utilities Director, and Utilities Superintendent Clemmer have discussed the matter and are prepared to make comments if called upon.

System Development Fees ("Fees") are due at the time of application for a meter. There are instances when the Fees are not required or may be less than the amount listed on the chart. These instances are as follows:

REGARDING FEES FOR WATER SERVICE:

- A. A Parcel of land which was previously served by municipal water may receive a credit when the owner or developer applies to re-establish water service. This credit is only available if the Parcel was served by water (i.e. receiving a water bill) within the 5 years immediately preceding the request for re-establishing service. The credit is equal to the Fee in effect at the time of such application corresponding to the size of water meter which previously served the Parcel. By way of example, if a standard 3/4" residential meter previously served the Parcel, then the credit would be equal to the current Fee for a 3/4" residential meter. (However, the meter setting fee still applies.)
- B. There is no Fee for fire service lines.
- C. There is no Fee charged to a property owner who taps into an existing line belonging to such owner and utilizes only water flowing through the existing water meter serving the Parcel.

REGARDING FEES FOR SEWER SERVICE: A Parcel of land which was previously served by municipal sewer may receive a credit when the owner or developer applies to re-establish sewer service. This credit is only available if the Parcel was served by sewer within the 5 years immediately preceding the request for re-establishing service. The credit will be equal to the Fee in effect at the time of such application which corresponds to the sewer service which previously served the property.

MEMORANDUM

TO: Mayor and City Council, City of Mount Holly
FROM: Marie M. Anders, Assistant City Attorney
RE: System Development Fees (So called "Incentive Program")
DATE: January 22, 2015

Recently, the City Manager and city staff discussed a potential plan for providing an economic incentive to attract and retain commercial growth through waiver or reduction in system development fees in certain limited situations. I have drafted this policy below for the purposes of discussion. The following is an outline of a proposed criteria for reducing System Development Fees as an inducement for specific economic development:

"System Development Fee Incentive Program"

The City of Mount Holly recognizes that System Development Fees ("Fees") are essential to the funding of future utility improvements. Also, attracting new commercial activity and the expansion of existing commercial activity are essential to the growth of the tax base and the increase in sales tax revenues. Therefore, the City Council wishes to develop a policy which blends the collection of Fees with an incentive for economic development. This policy shall become effective on and after February 28, 2015, as follows:

1. Any business enterprise that may wish to significantly expand its current business presence or establish a new business within the city limits of Mount Holly may apply for a reduction in the Fees by first making written application on forms provided by the City.
2. The application will include the name, address, business activities, and past and present history of applicant.
3. The applicant will provide specific facts and circumstances which it believes would warrant a reduction in Fees, citing how its business may contribute to the development of other related business activities, bring a significant increase in tax base and sales tax, attract tourism, add jobs to the community, and/or enhance business opportunities in the City.
4. The applicant will provide the anticipated water and sewer usage.
5. The applicant will provide the time line for applicant's proposed development.
6. The applicant will demonstrate how a reduction in the Fees will make a material difference regarding locating such proposed development in Mount Holly.
7. The application will be reviewed by Community Development Grant committee, which will make a recommendation to the City.

Memo

To: Mayor and City Council
From: Danny J. Jackson, City Manager
Date: 1/22/2015
Re: 2015 City Council Retreat

Friday, January 30, 2015

Subject: Real Estate Update

Please see the enclosed booklet of maps depicting all of the city owned properties in Mount Holly. The maps are comprised of location, size, tax value, utilities and other notes as needed. This information will be used during the discussion at the City Council Retreat.

Please note that staff will focus on specific properties to seek input and direction from the City Council. The City Council, if it so chooses, can elect to discuss any of the submitted properties.

I will also seek direction regarding the real estate services provided by Mr. Robby McClure of Century 21 Realtors.

City of Mount Holly Properties 2015

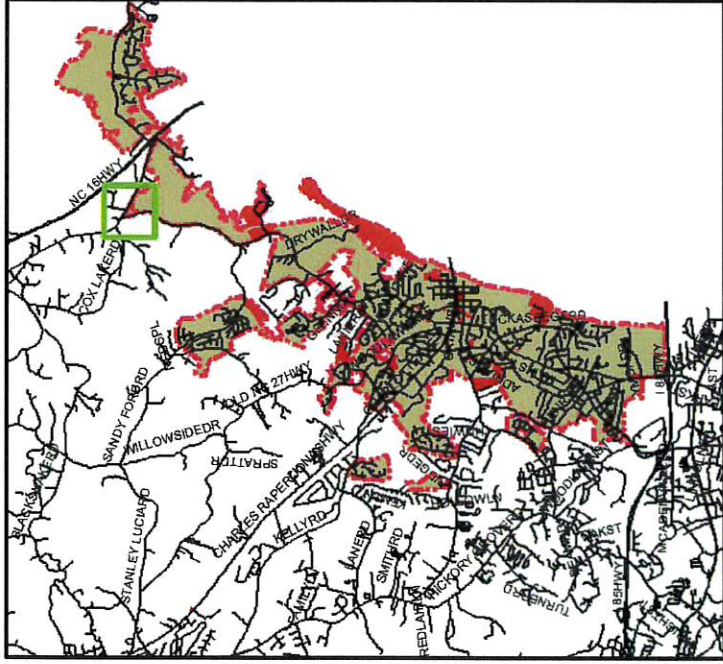


Adrian Plant Parcel # 124366
 Acres: 8.09
 Value: \$615514

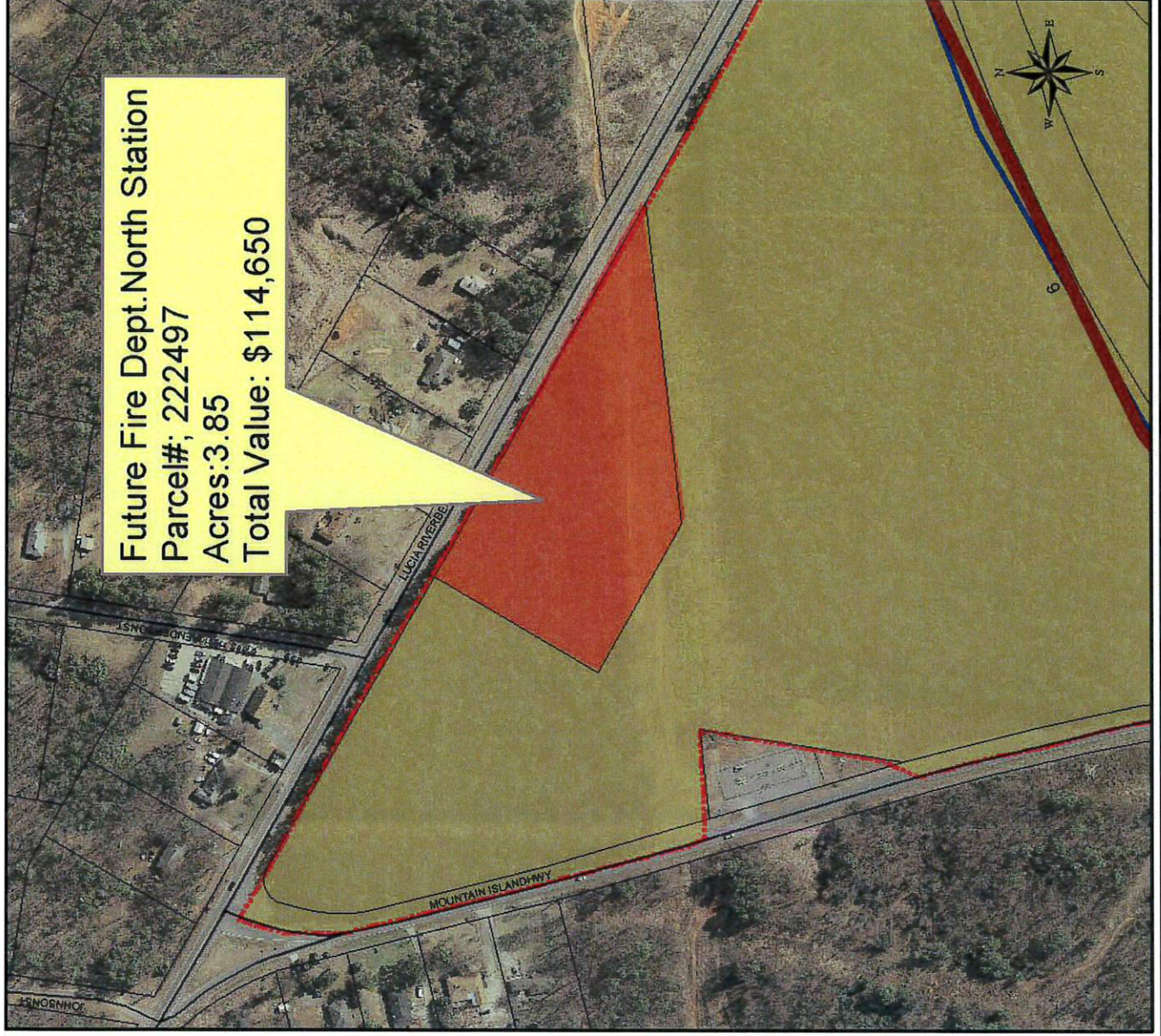


Adrian Plant
 124366
 Acres: 8.09
 Total Value: 615154

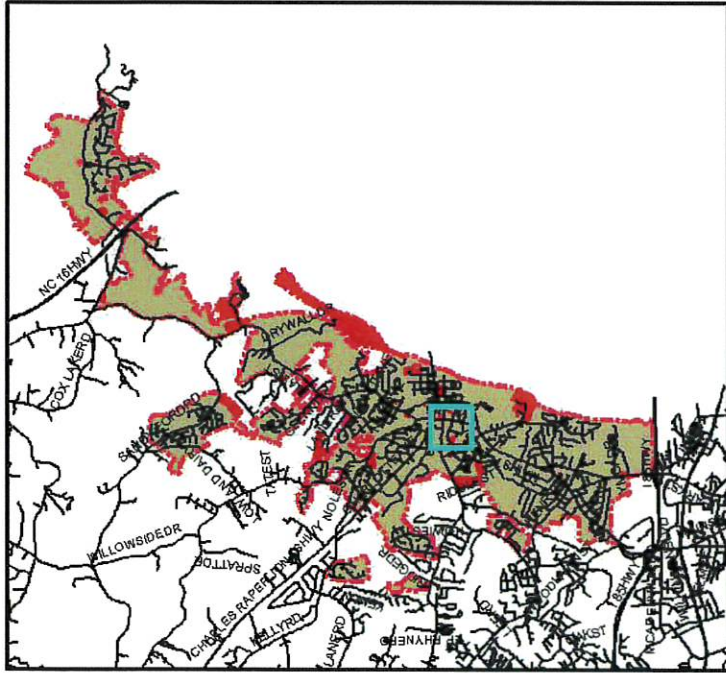
City of Mount Holly Properties 2015



Future Fire Department
Parcel#: 222497



City of Mount Holly Properties 2015

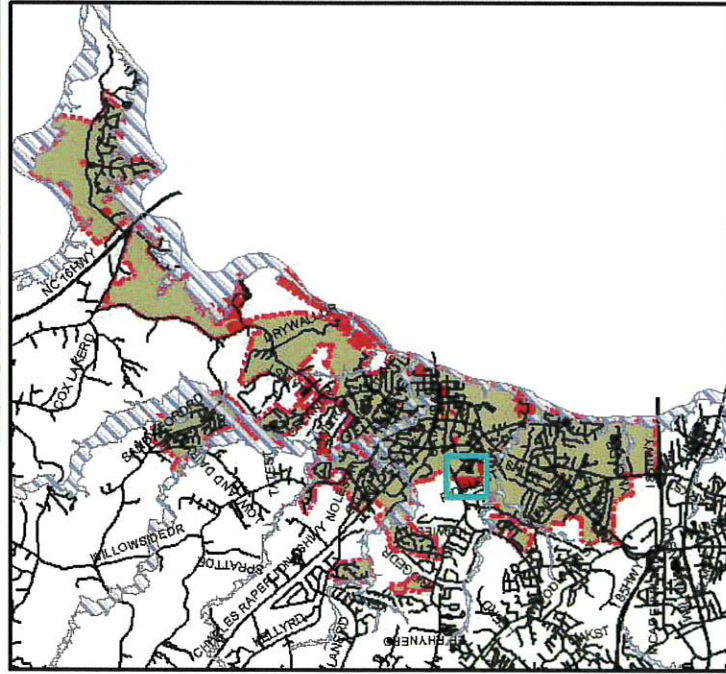


Parcel ID-123809 & 123810 – former City Hall and Annex.
 City Hall portion now occupied by the
 Mount Holly Historical Society. Annex is vacant.

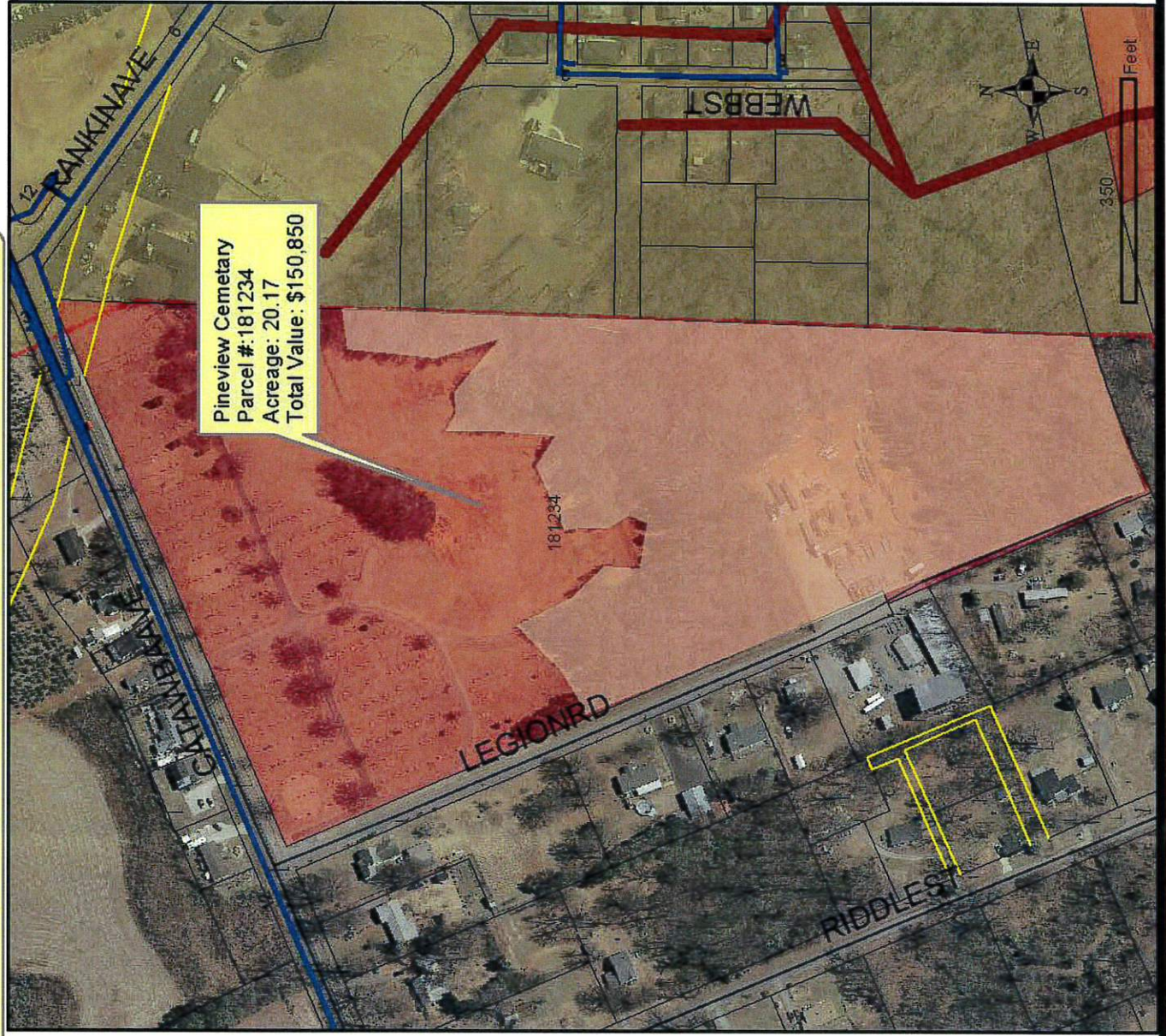


Historical Society, City Annex.
 Parcel #: 123809
 Acreage: .24
 Total Value: \$384,860
 Parcel #: 123810
 Acreage: .24
 Total Value: \$169,920

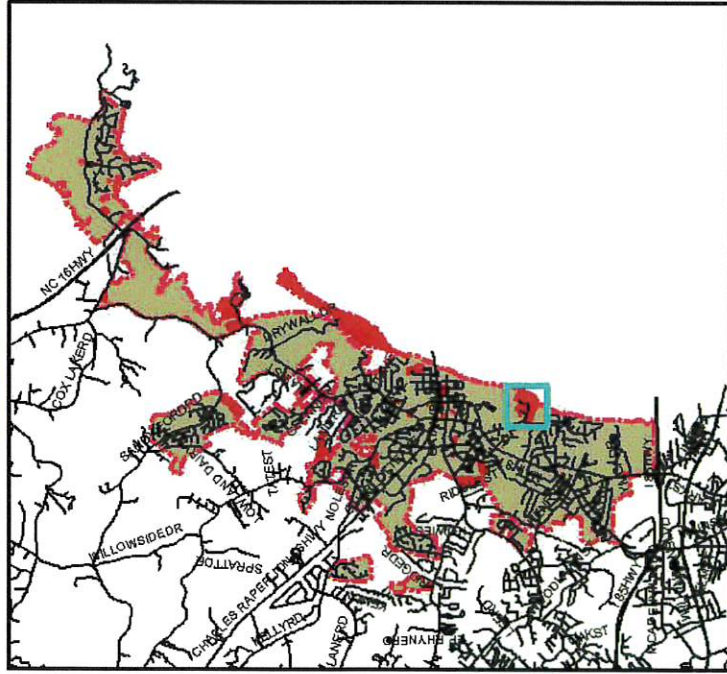
City of Mount Holly Properties 2015



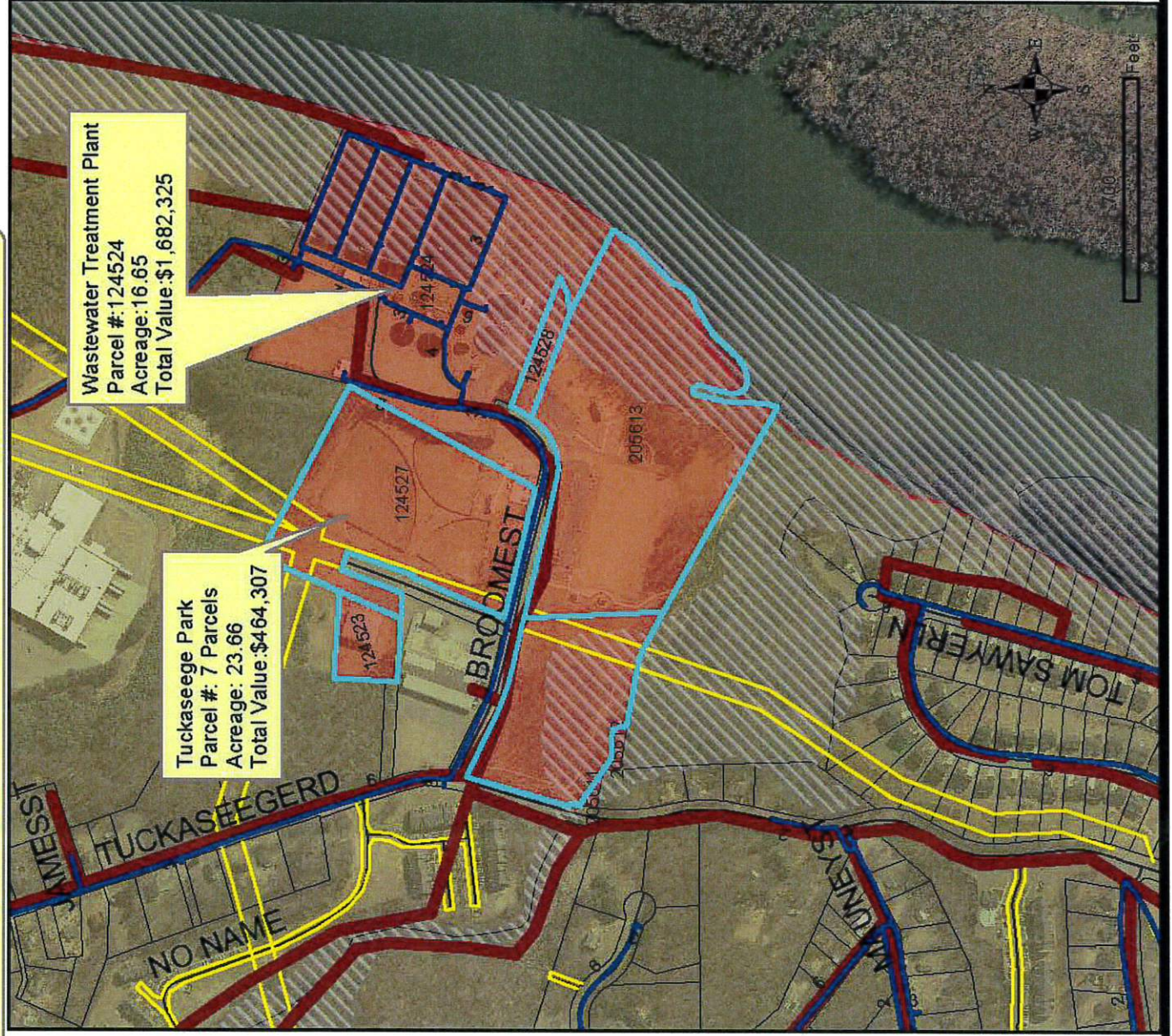
Parcel ID-181234 – site of the city's Pineview Cemetery, located at the intersection of West Catawba Avenue and Legion Road. Water lines are present at the front of the property.



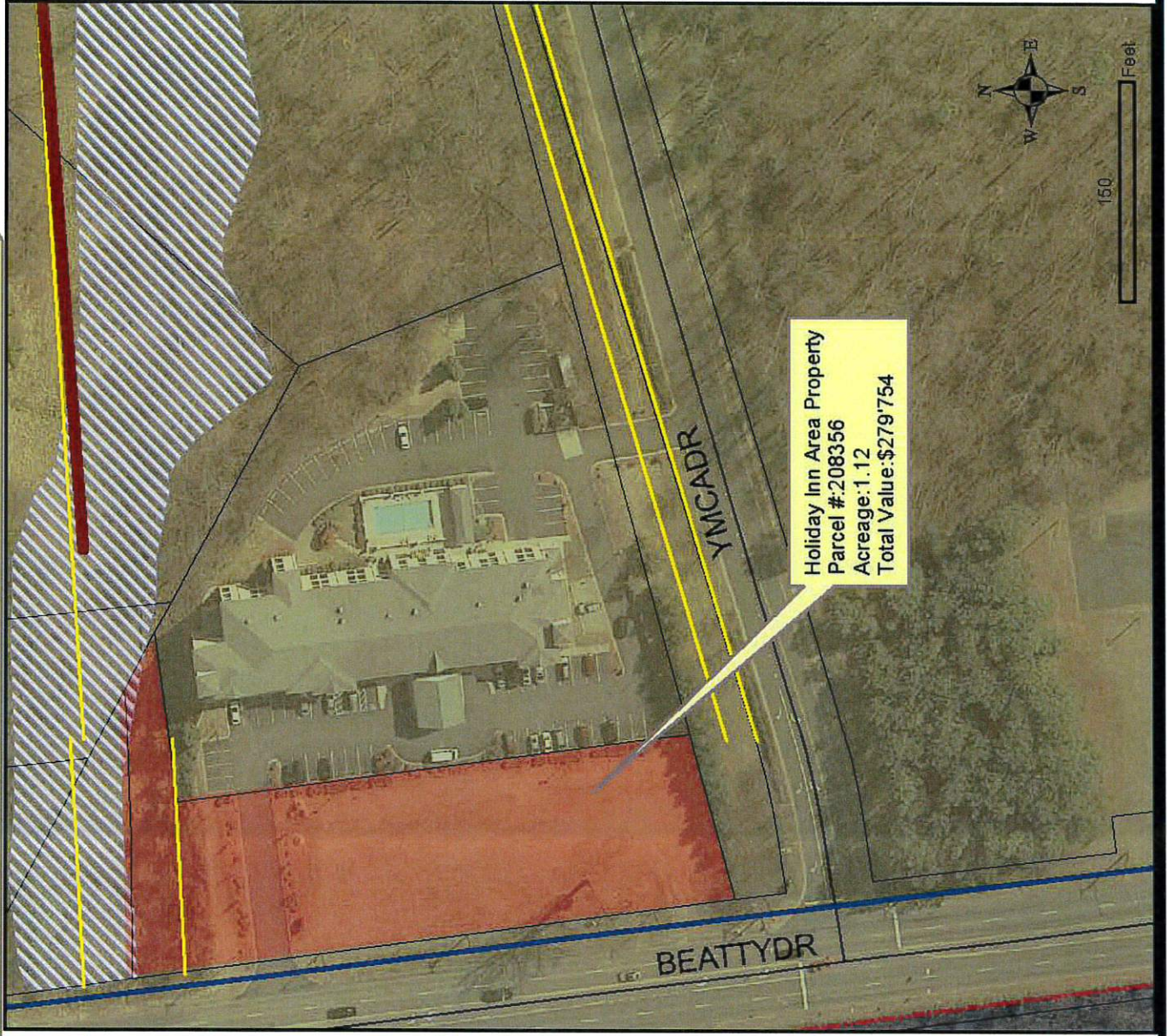
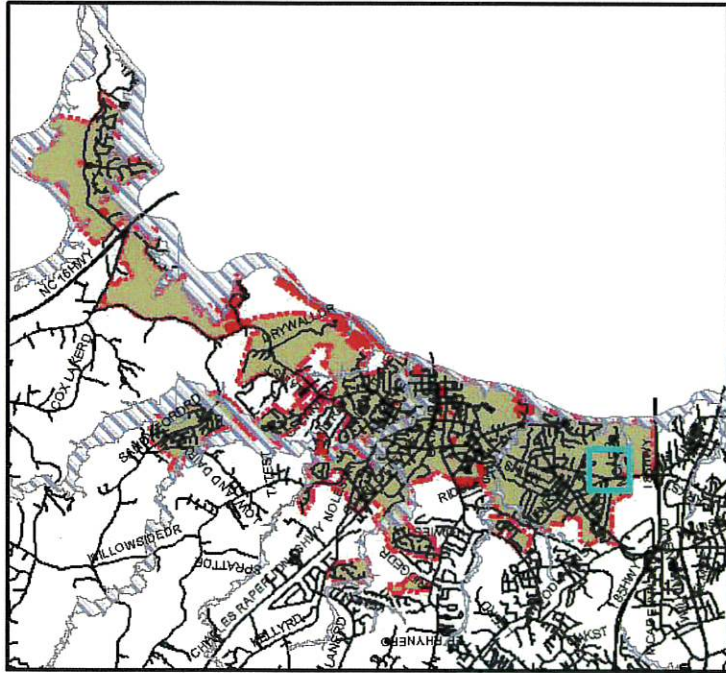
City of Mount Holly Properties 2015



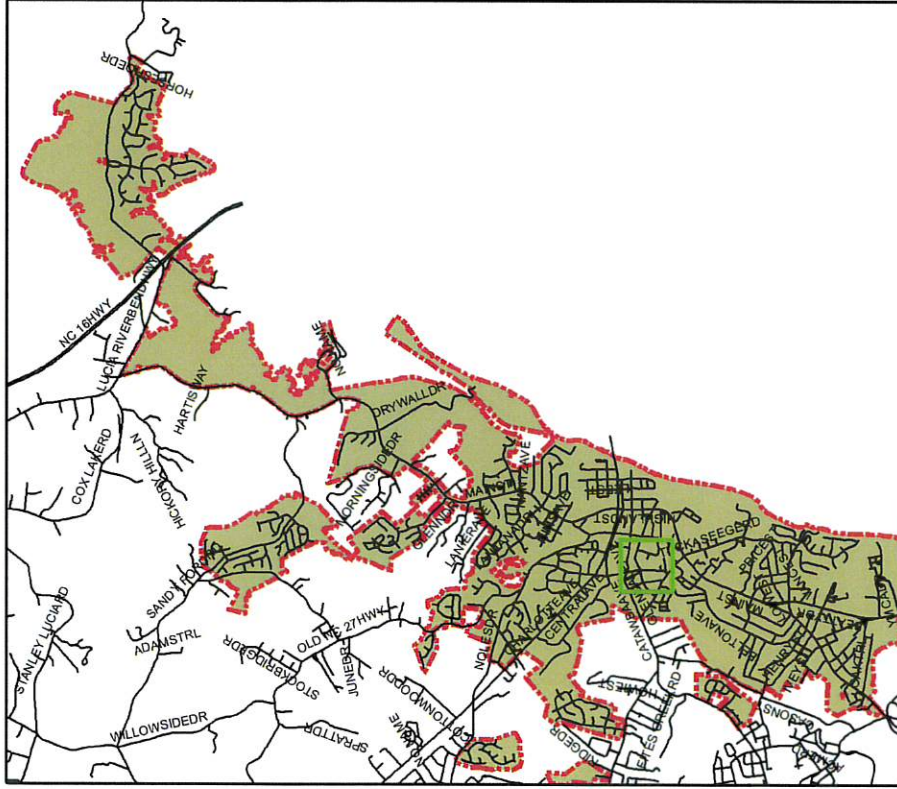
Tuckaseege Park comprised of 7 parcels, it is Mount Holly's largest park and part of the Catawba Greenway and Carolina Thread Trail. Parcel 124524 is Mount Holly's Waste Treatment Plant.



City of Mount Holly Properties 2015



City of Mount Holly Properties 2015

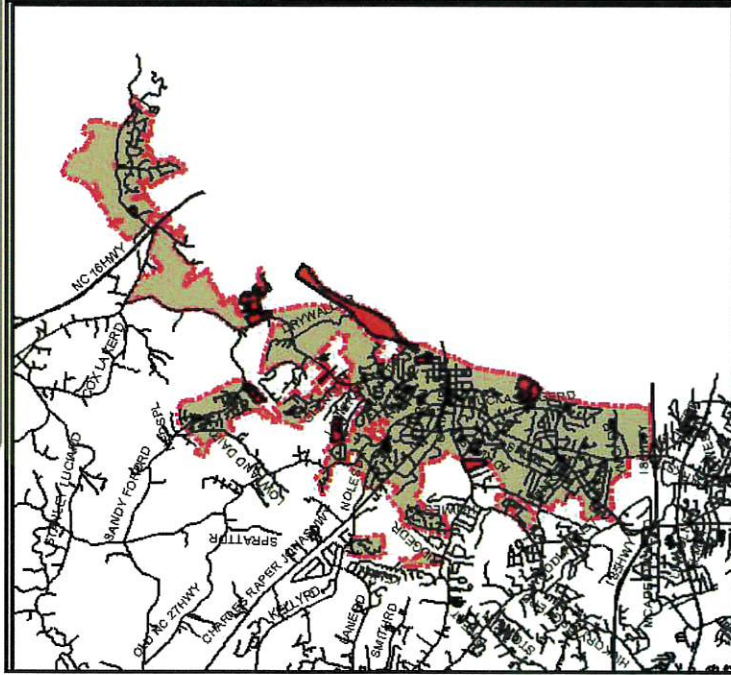


Future Park Property
 Parcel#: 213069, 213067, 213066, 213065, 213064, 213063
 Acres: 2.35
 Total Value: 121,230

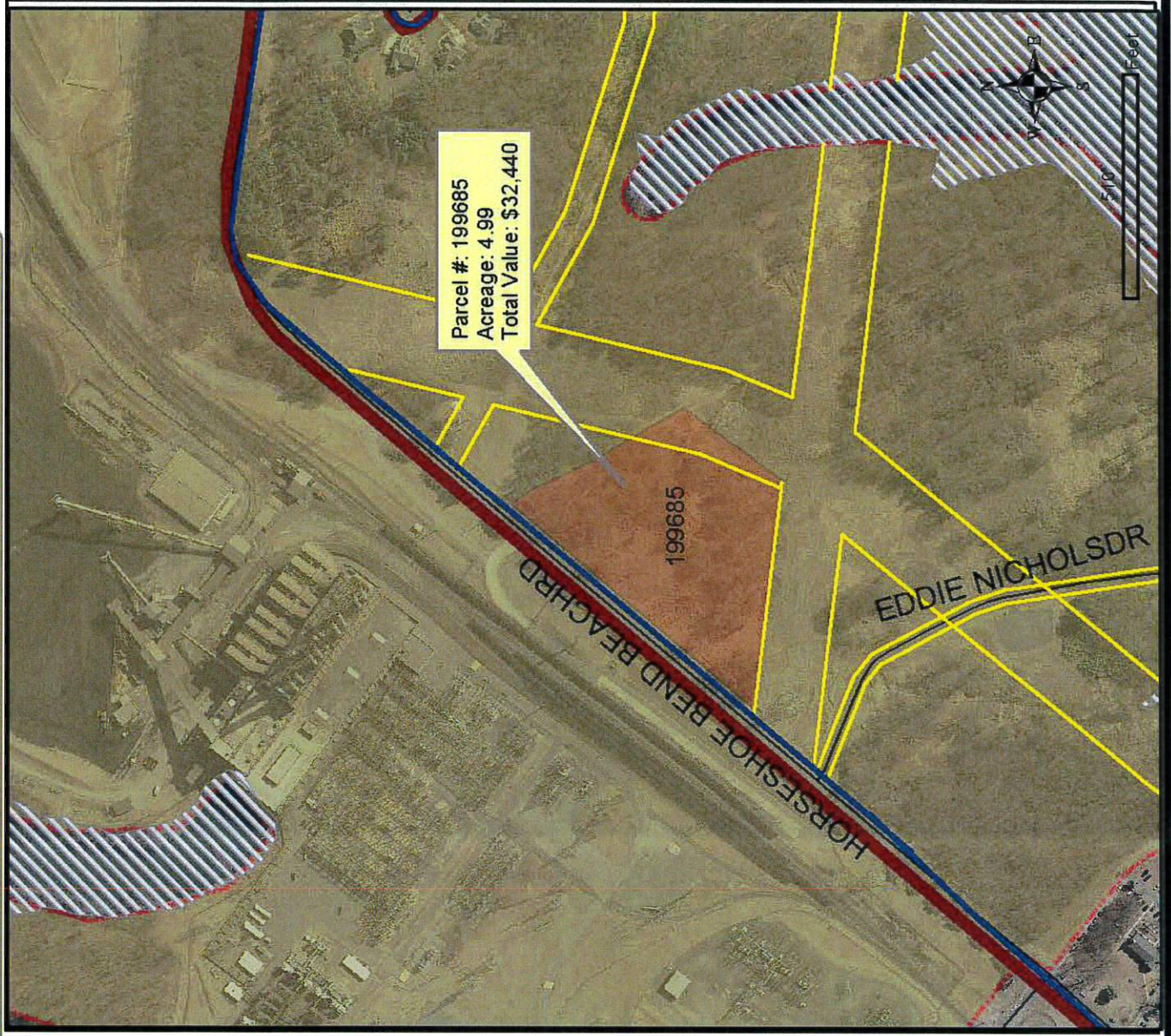


Future Park Property
 Parcel#: 213069, 213067, 213066, 213065, 213064, 213063
 Acres: 2.35
 Total Value: 121,230

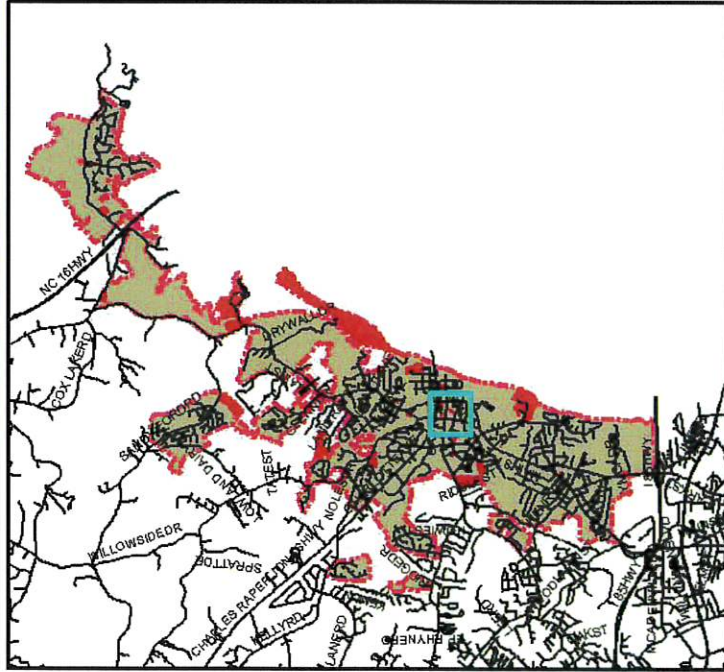
City of Mount Holly Properties 2015



Parcel ID- 199685 – former Duke Energy property deeded to the City of Mount Holly, to be used for city or governmental purposes. The property is surrounded by easements and water and sewer are present at the front of the property.



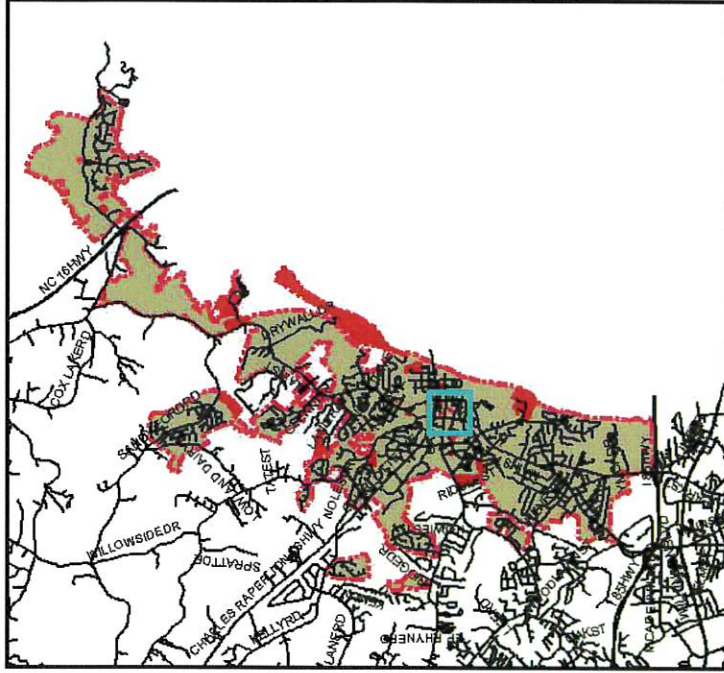
City of Mount Holly Properties 2015



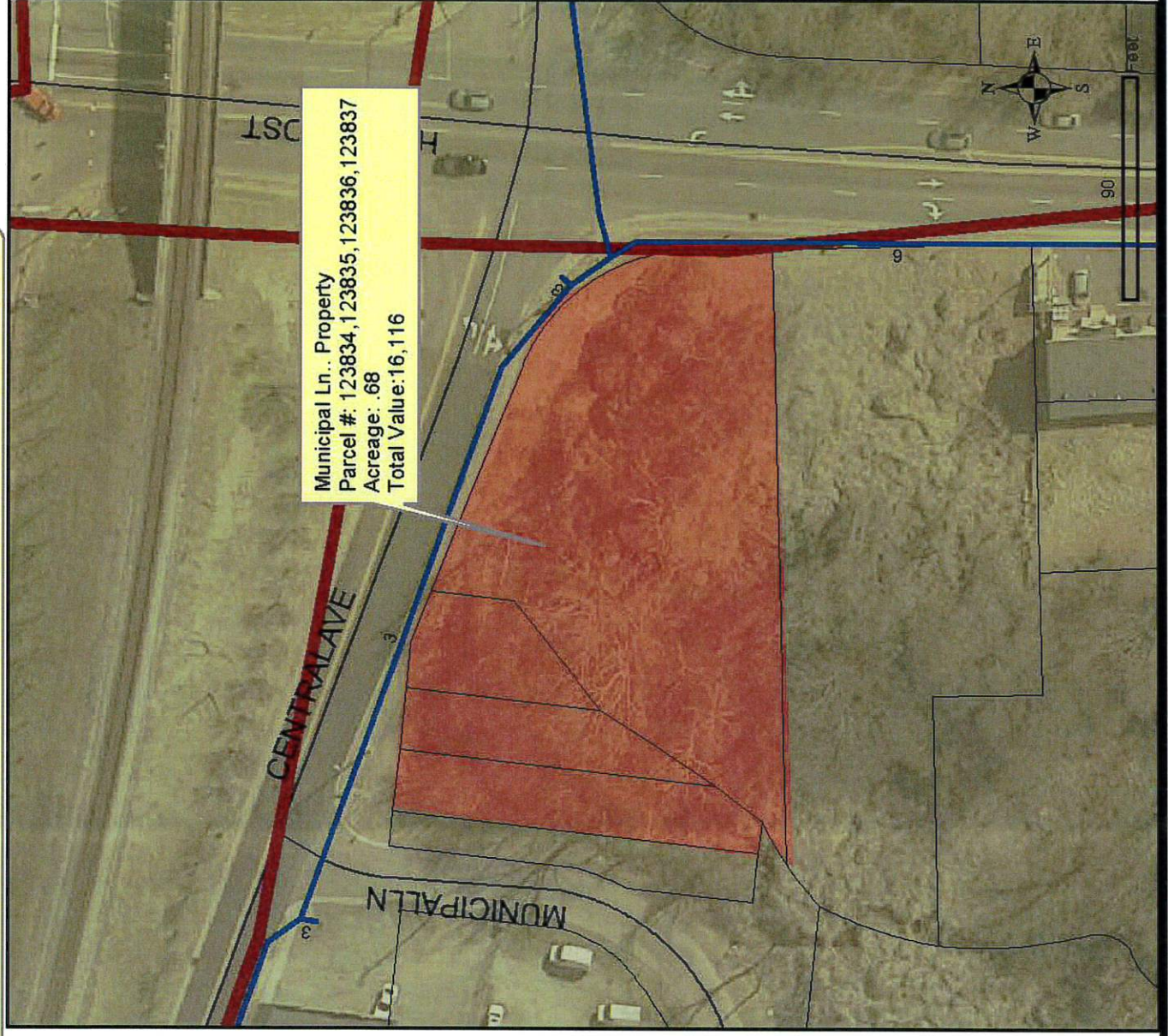
Veterans Park is a centrally located park in the City of Mount Holly



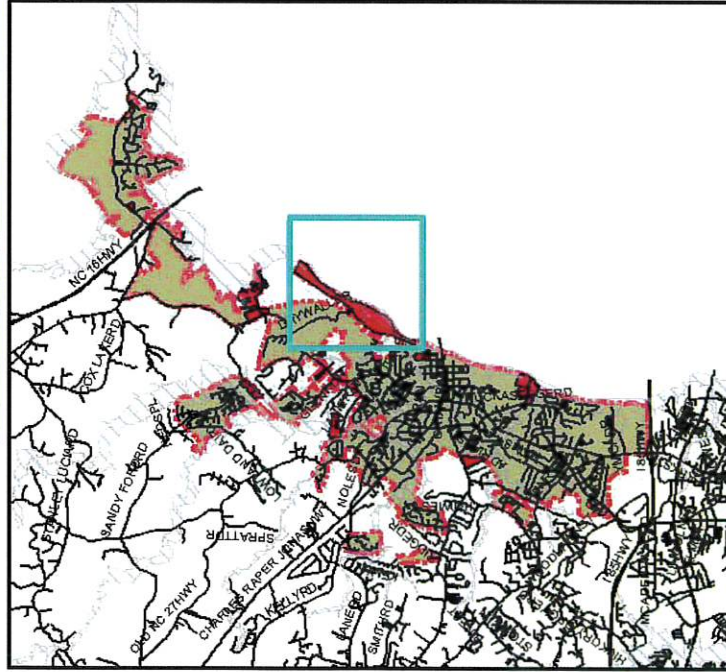
City of Mount Holly Properties 2015



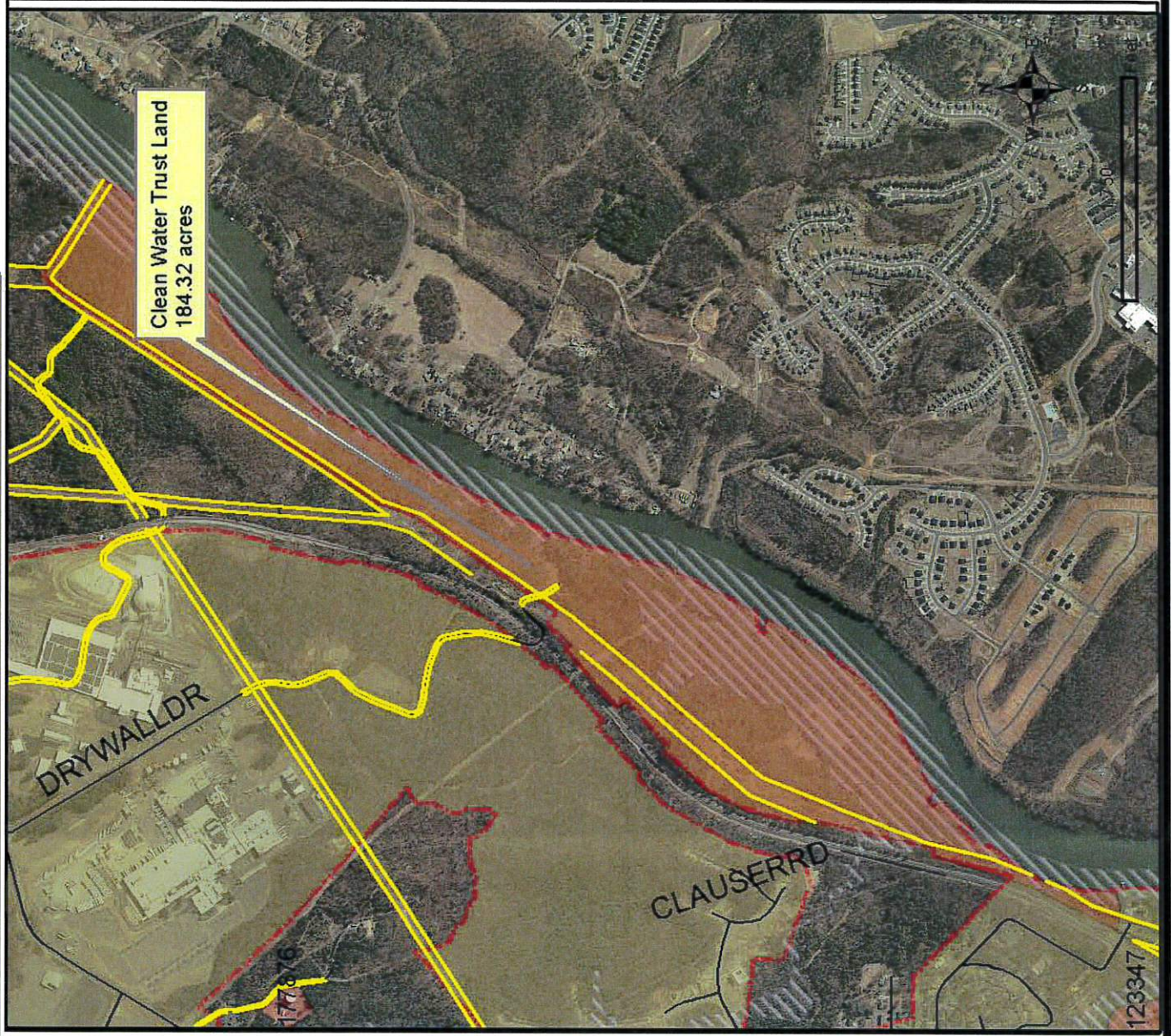
Parcel ID-123834 to 123837 –Vacant lot at the corner of Highland Street and East Central Avenue. Water and Sewer border the property.



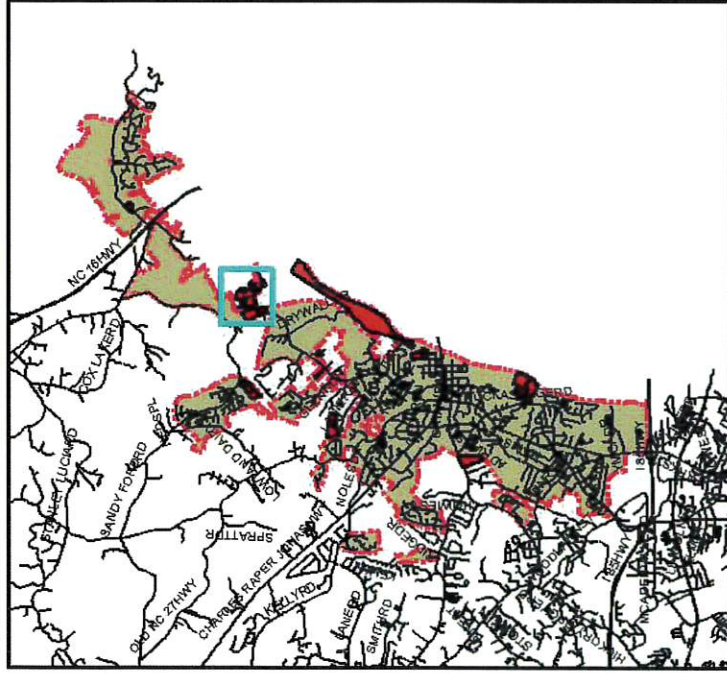
City of Mount Holly Properties 2015



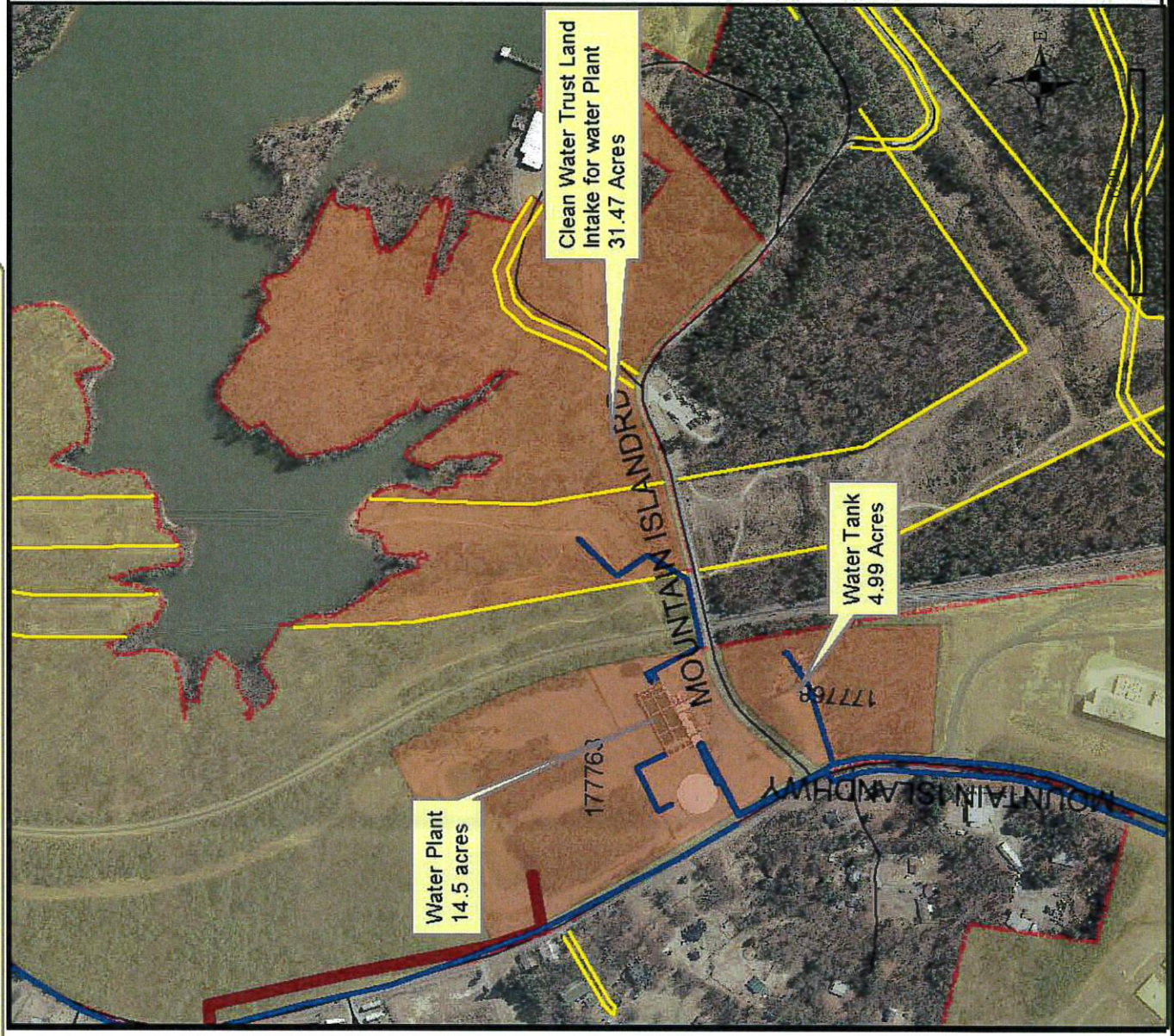
Clean Water Trust Land is comprised of 184.32 acres of natural habitat that serves as a buffer to the Catawba River and is the part of the future route of the Catawba River Greenway and the Carolina Thread Trail.



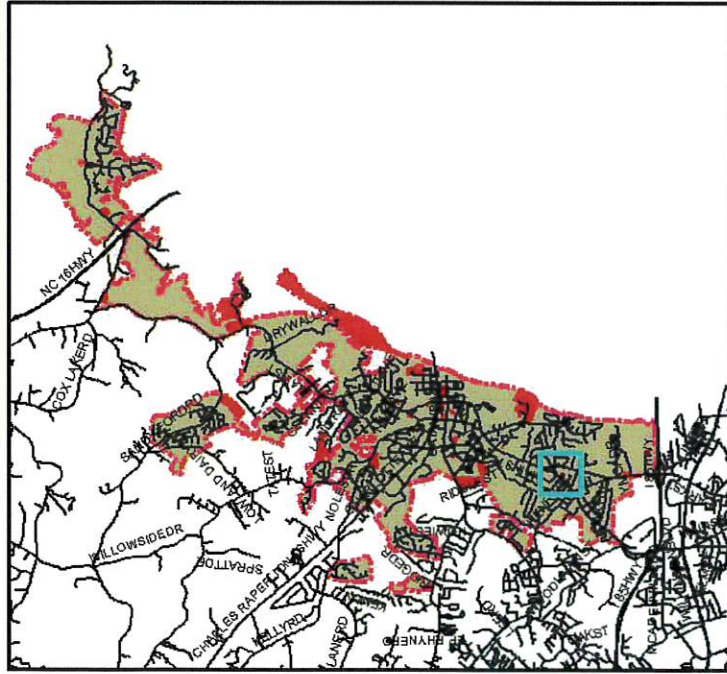
City of Mount Holly Properties 2015



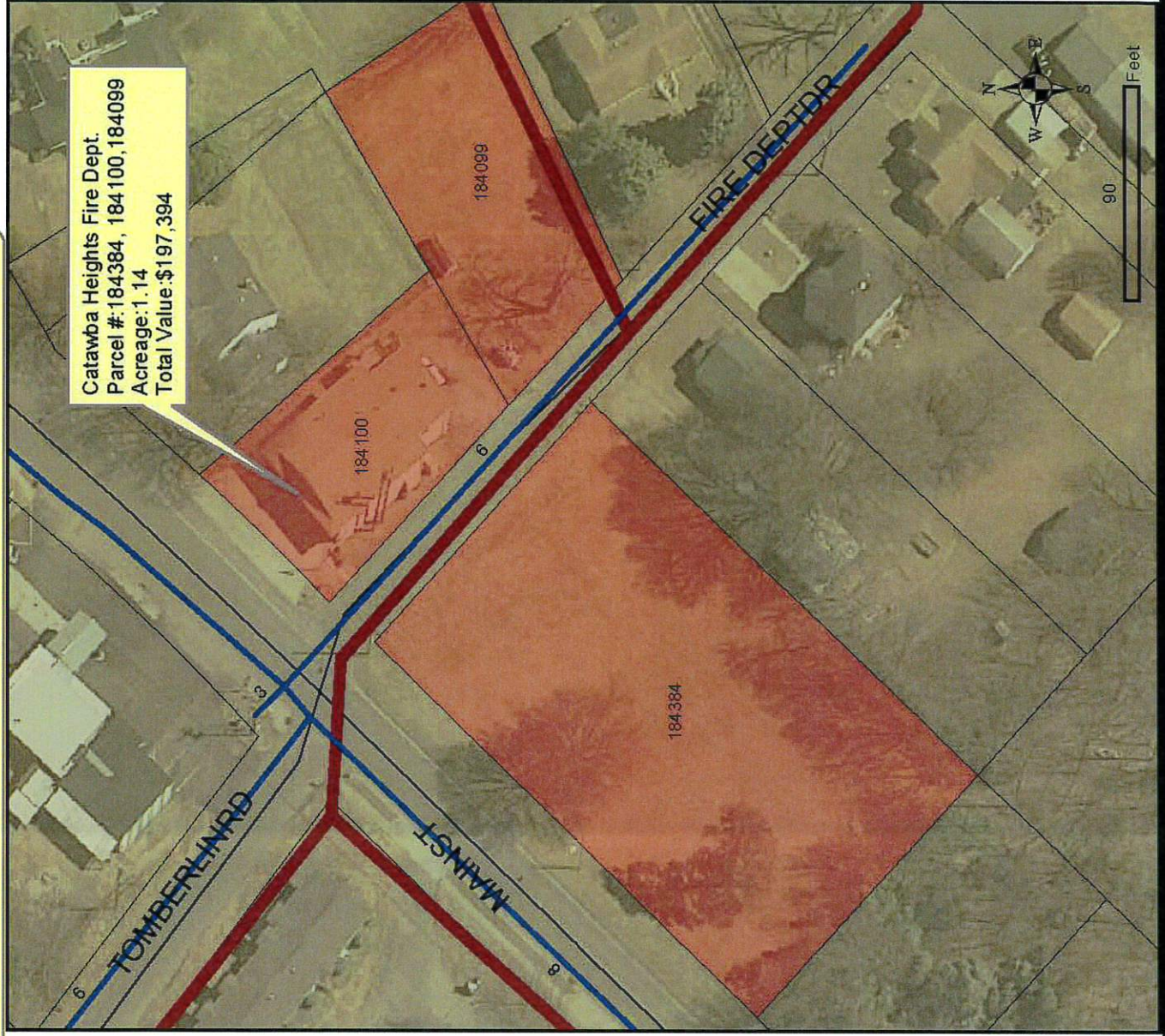
Two of these properties are in use by the City as the Water Treatment Plant and above ground water storage tank. The larger parcel is Clean Water Trust property used for conservation and surrounds water intake.



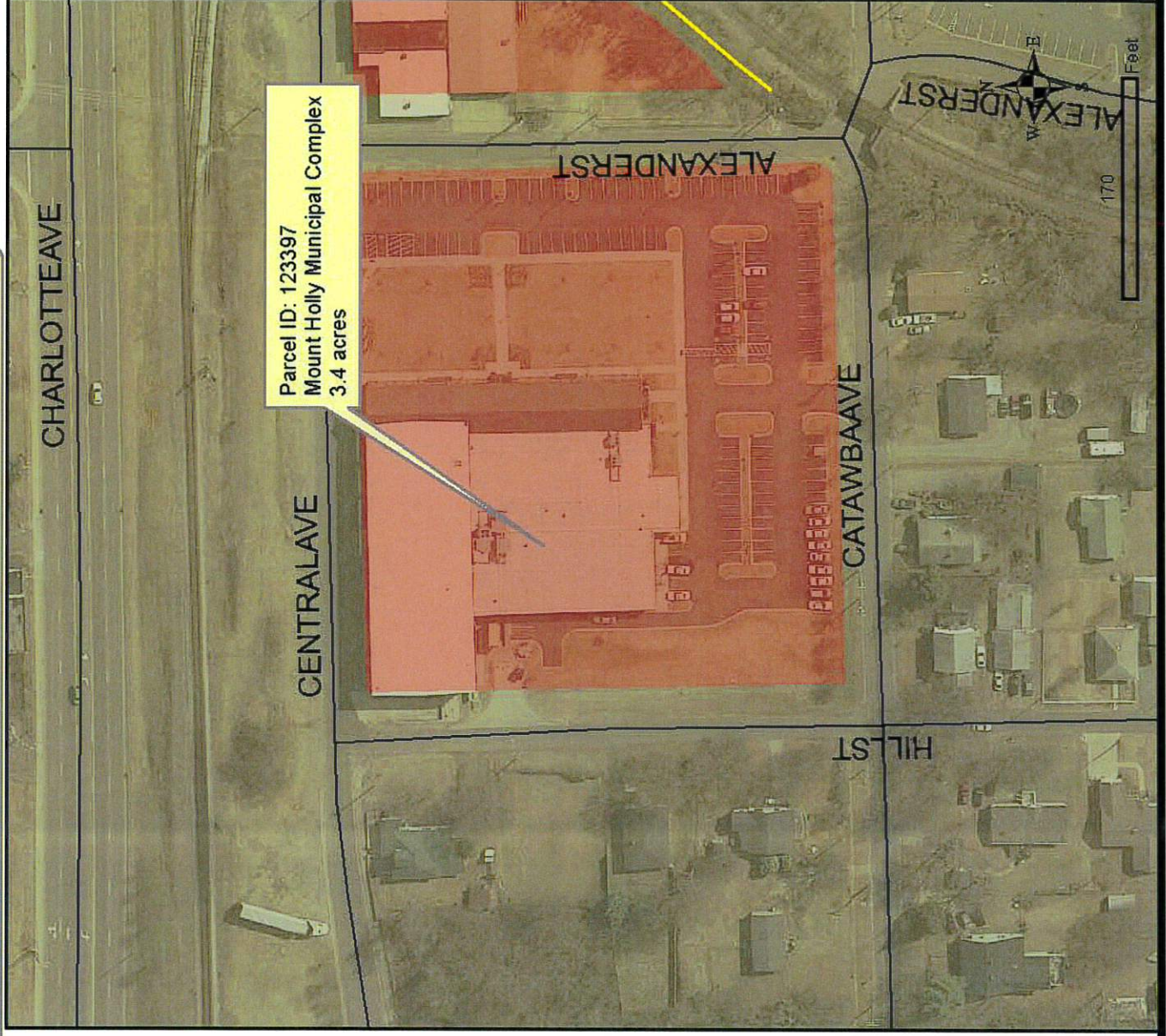
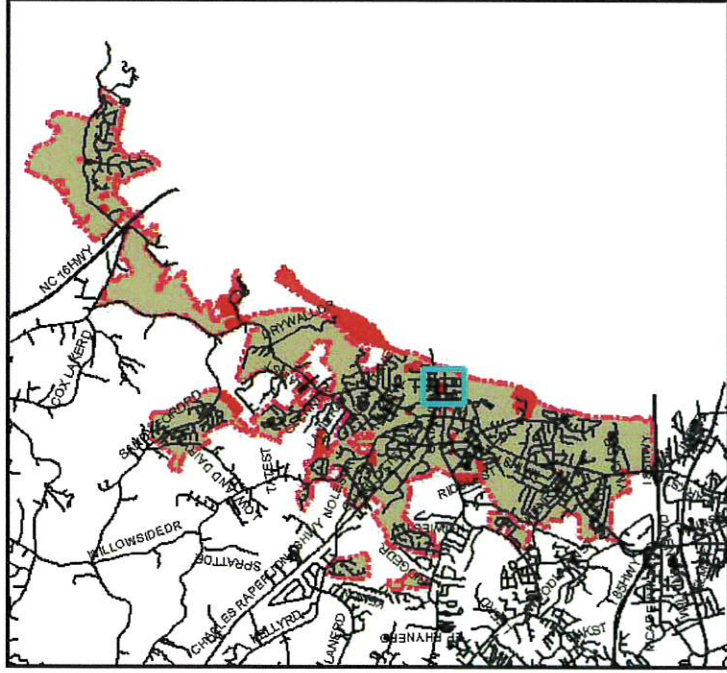
City of Mount Holly Properties 2015



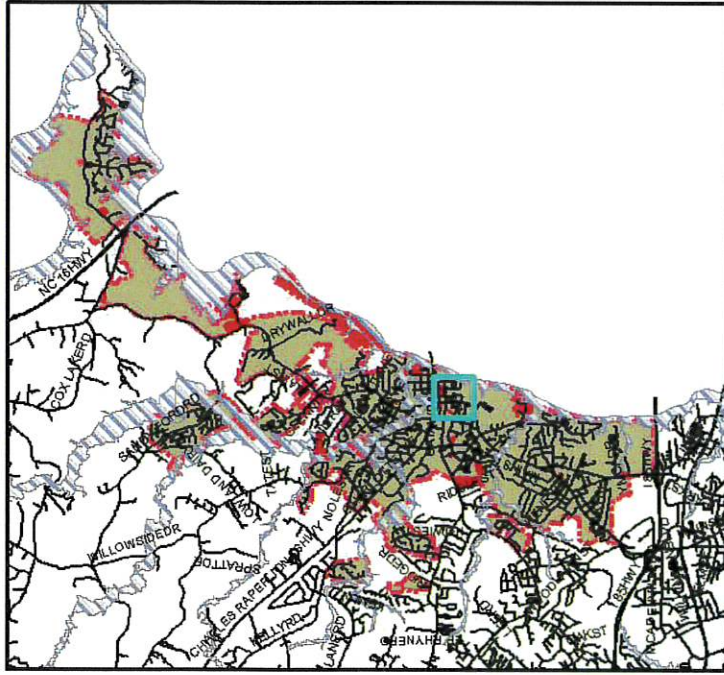
Parcel ID-184100, 184099 & 184384
 Site of Catawba Hgts. Fire Department,
 vacant lot behind the building and
 vacant lot across the street. Water and Sewer are
 available to both properties.



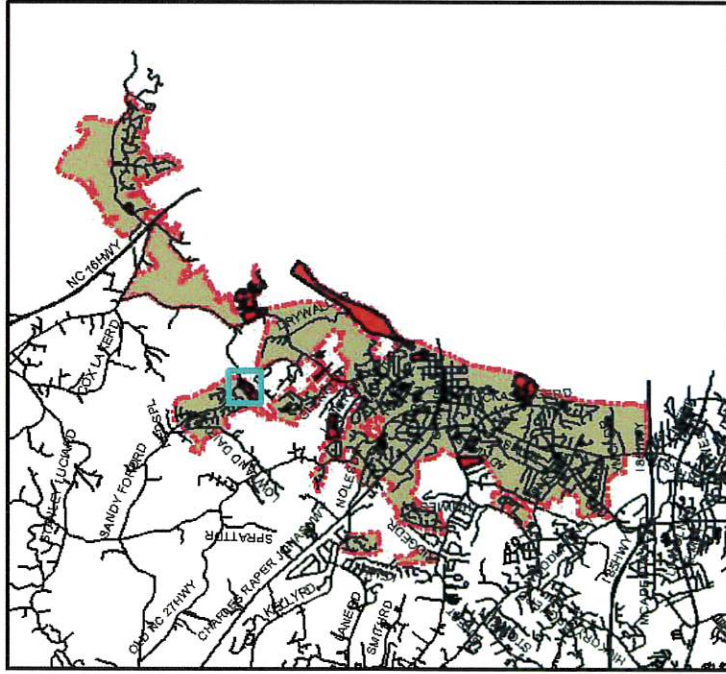
City of Mount Holly Properties 2015



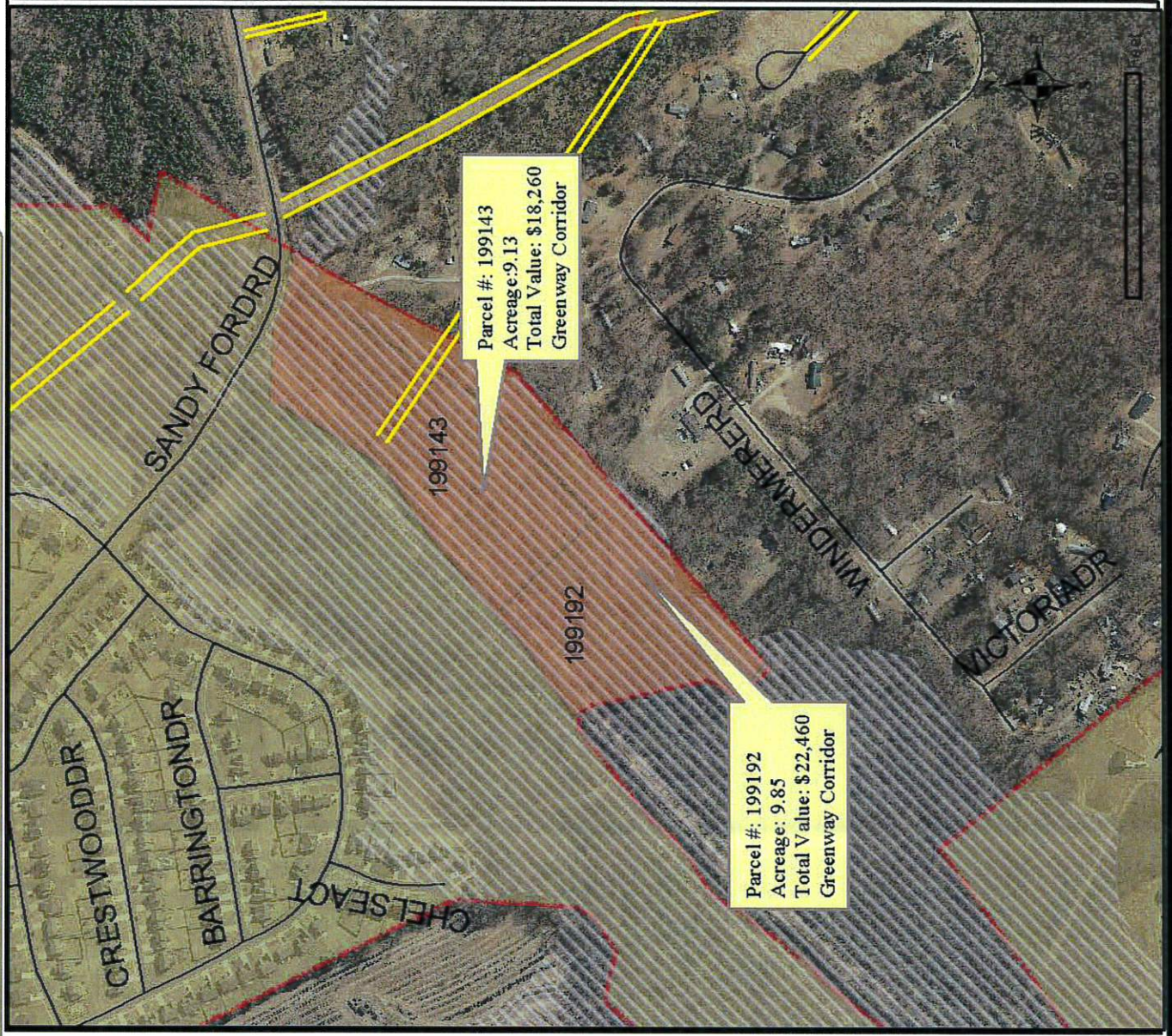
City of Mount Holly Properties 2015



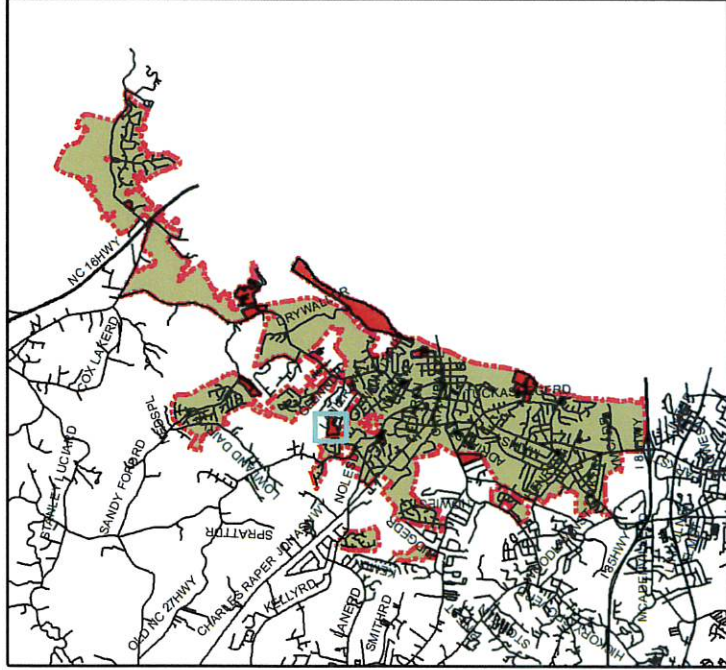
City of Mount Holly Properties 2013



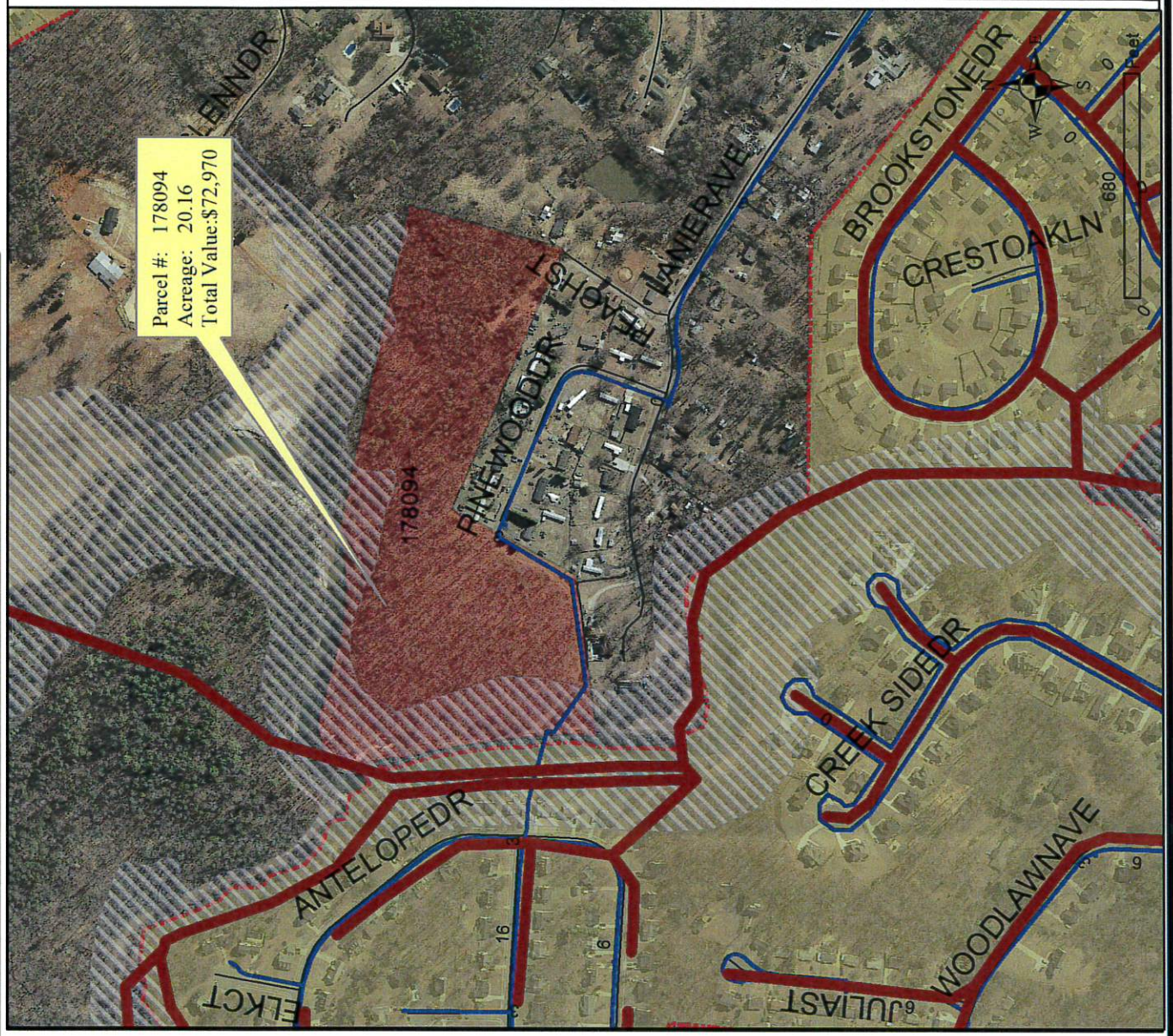
Parcel ID-199192 & 199143 – deeded to the city from Dutchman's Meadow Developer, to be used as part of the future greenway.



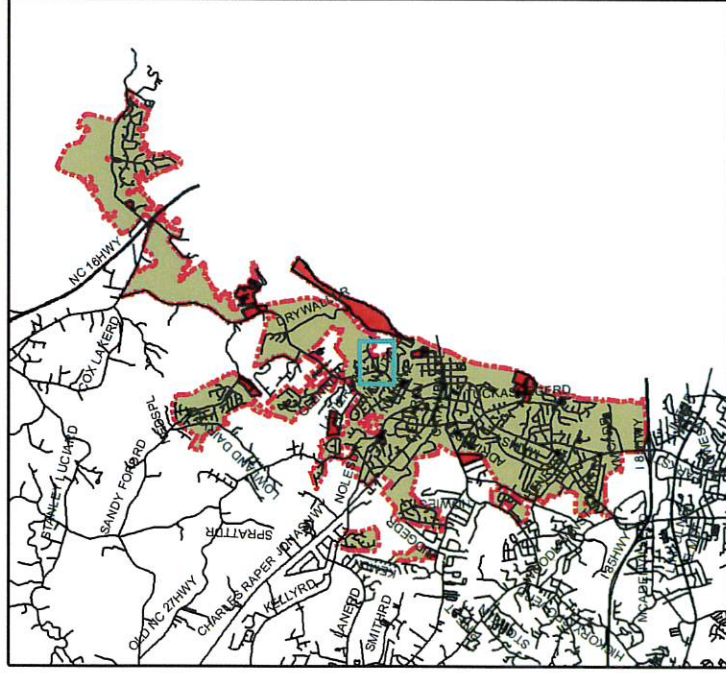
City of Mount Holly Properties 2015



Parcel ID-178094 – former landfill site, located outside of the city limits. The parcel is bordered on one side by the 100 year flood plain. The parcel also has water and sewer availability.



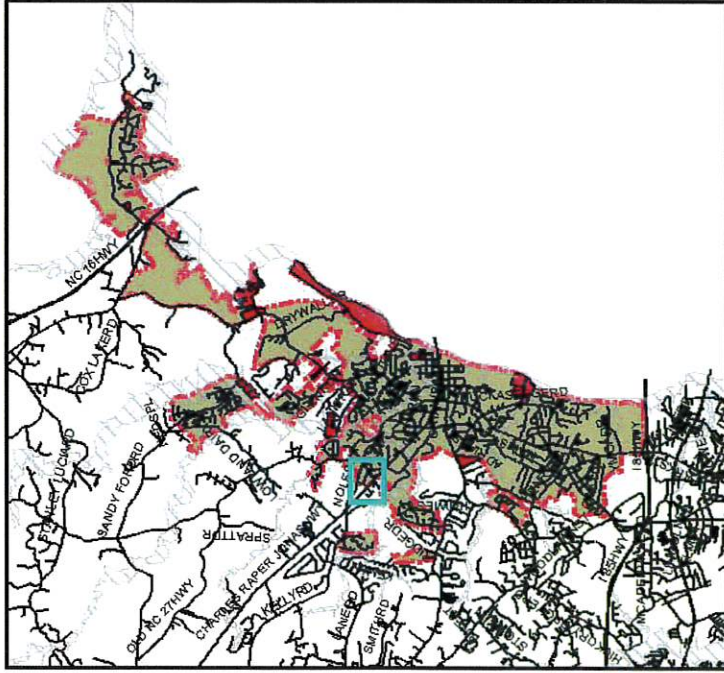
City of Mount Holly Properties 2015



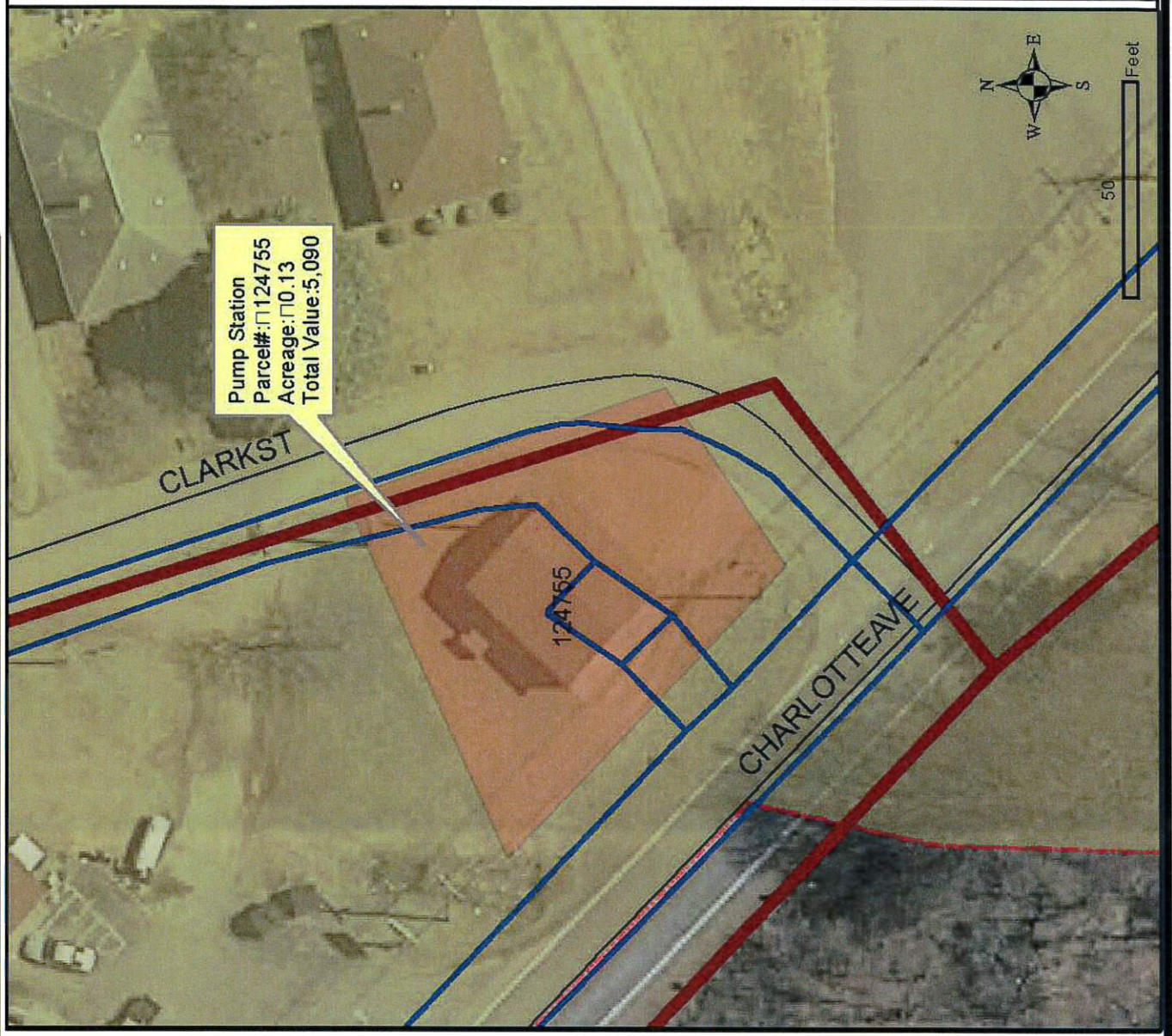
Parcel ID-177876 – contains a two million gallon water storage tank, still in use. Located near Freightliner/Daimler Plant.



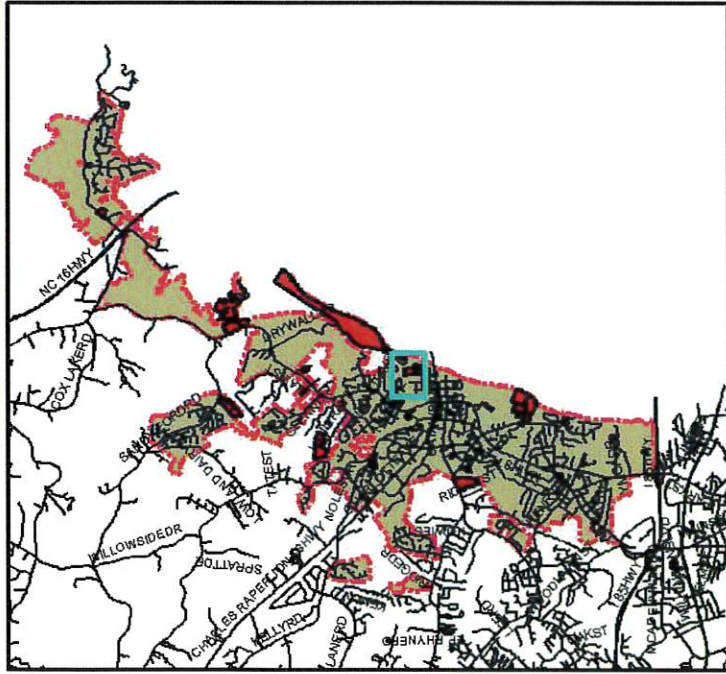
City of Mount Holly Properties 2015



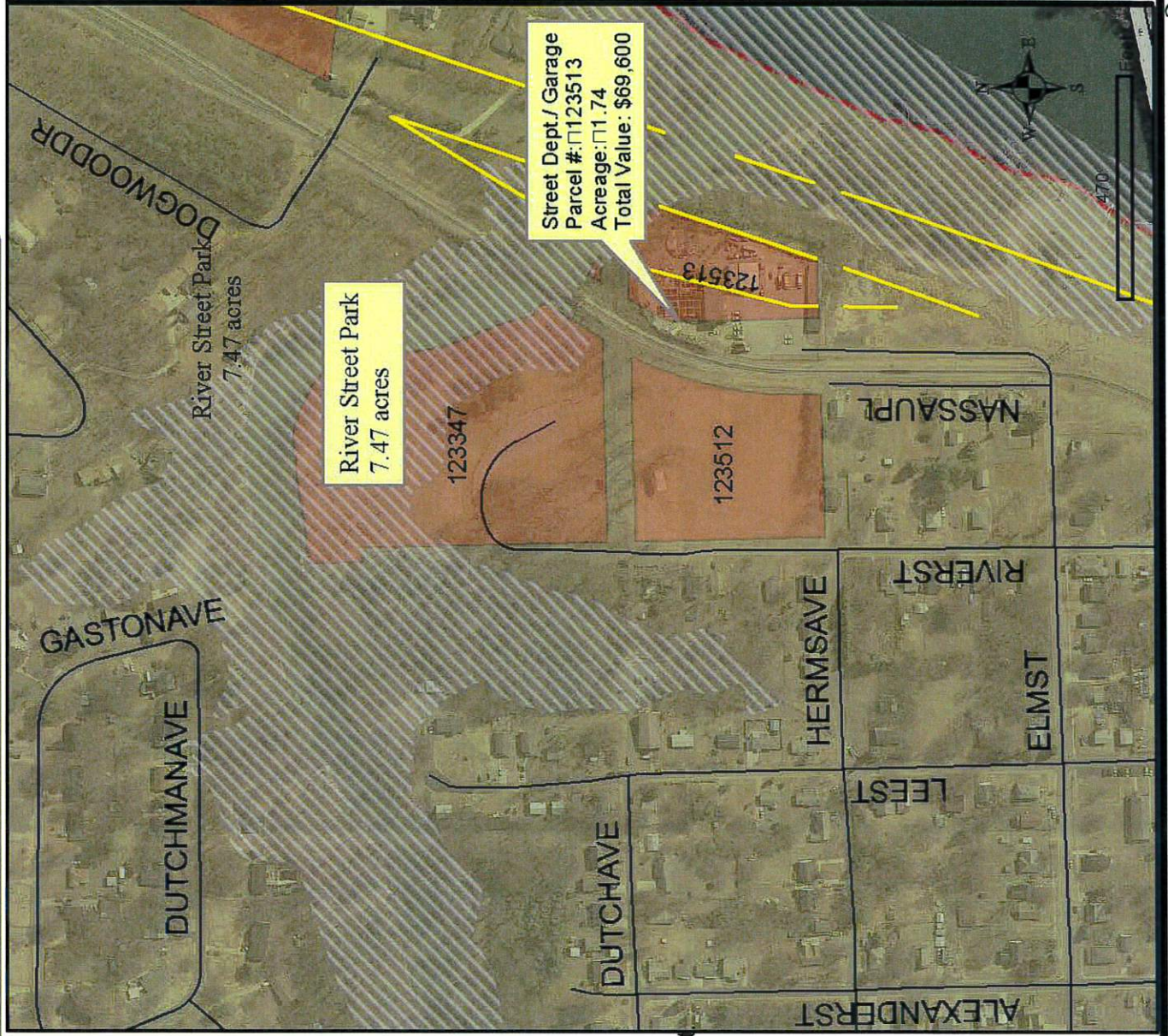
City's pump station, located near Will's Convenience Store on NC 27.



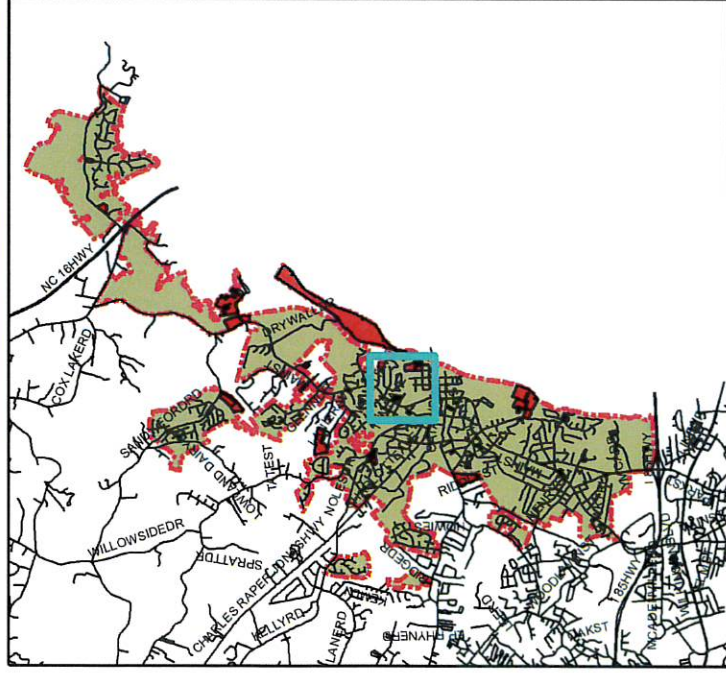
City of Mount Holly Properties 2015



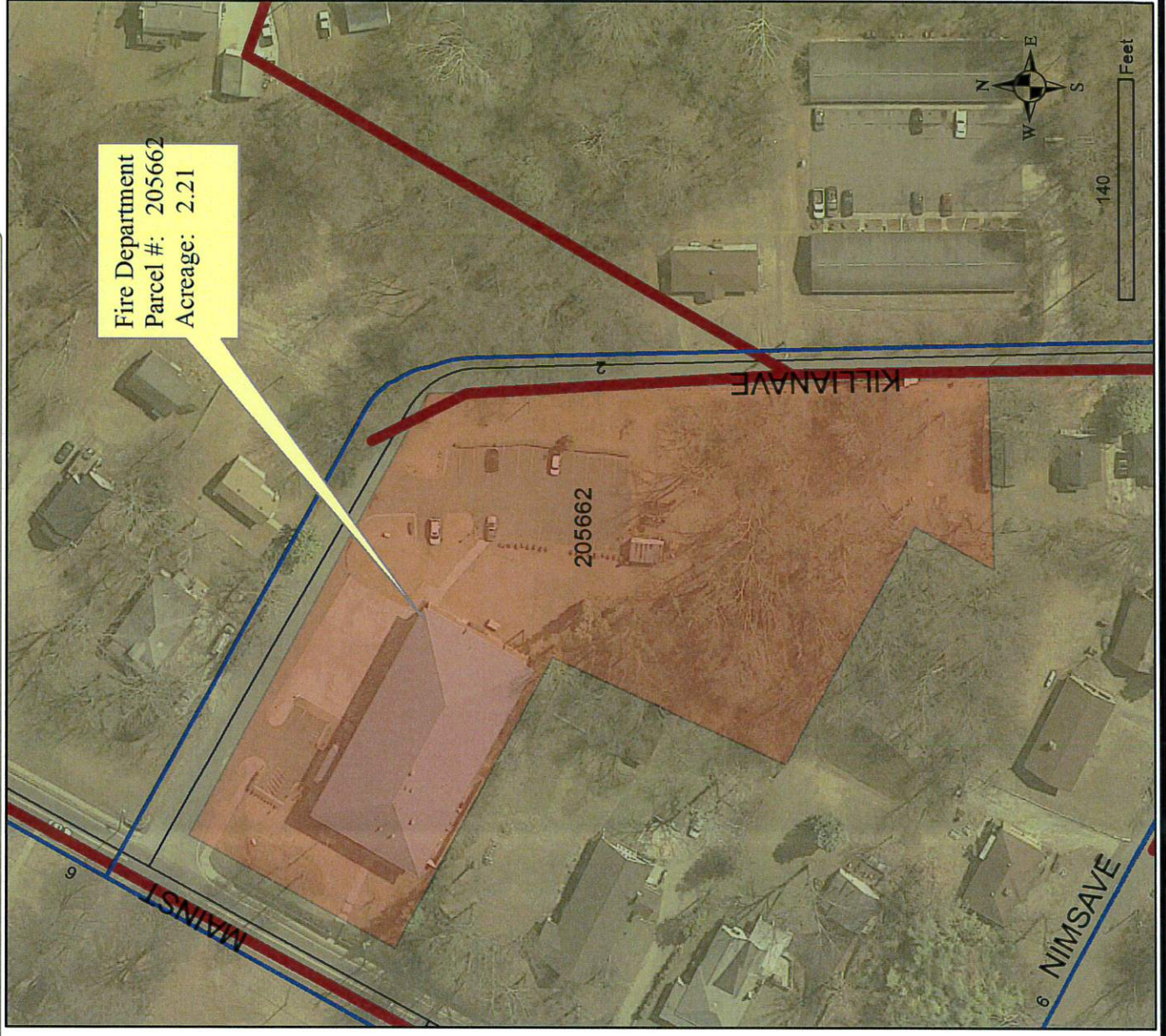
Parcel ID-123513 – city's automotive garage,
 Located near the current Streets & Solid Waste Department
 River Street Park is a city park and future route of the
 Catawba River Greenway and Carolina Thread Trail.



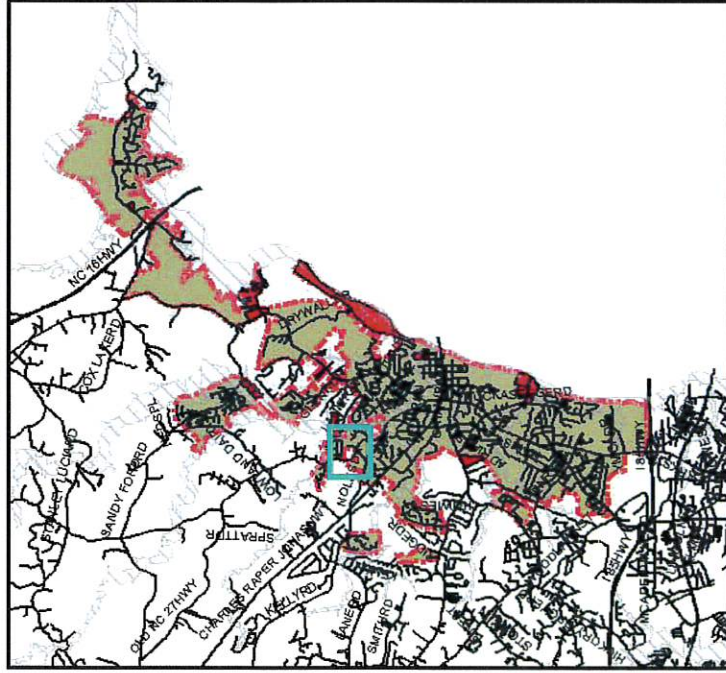
City of Mount Holly Properties 2015



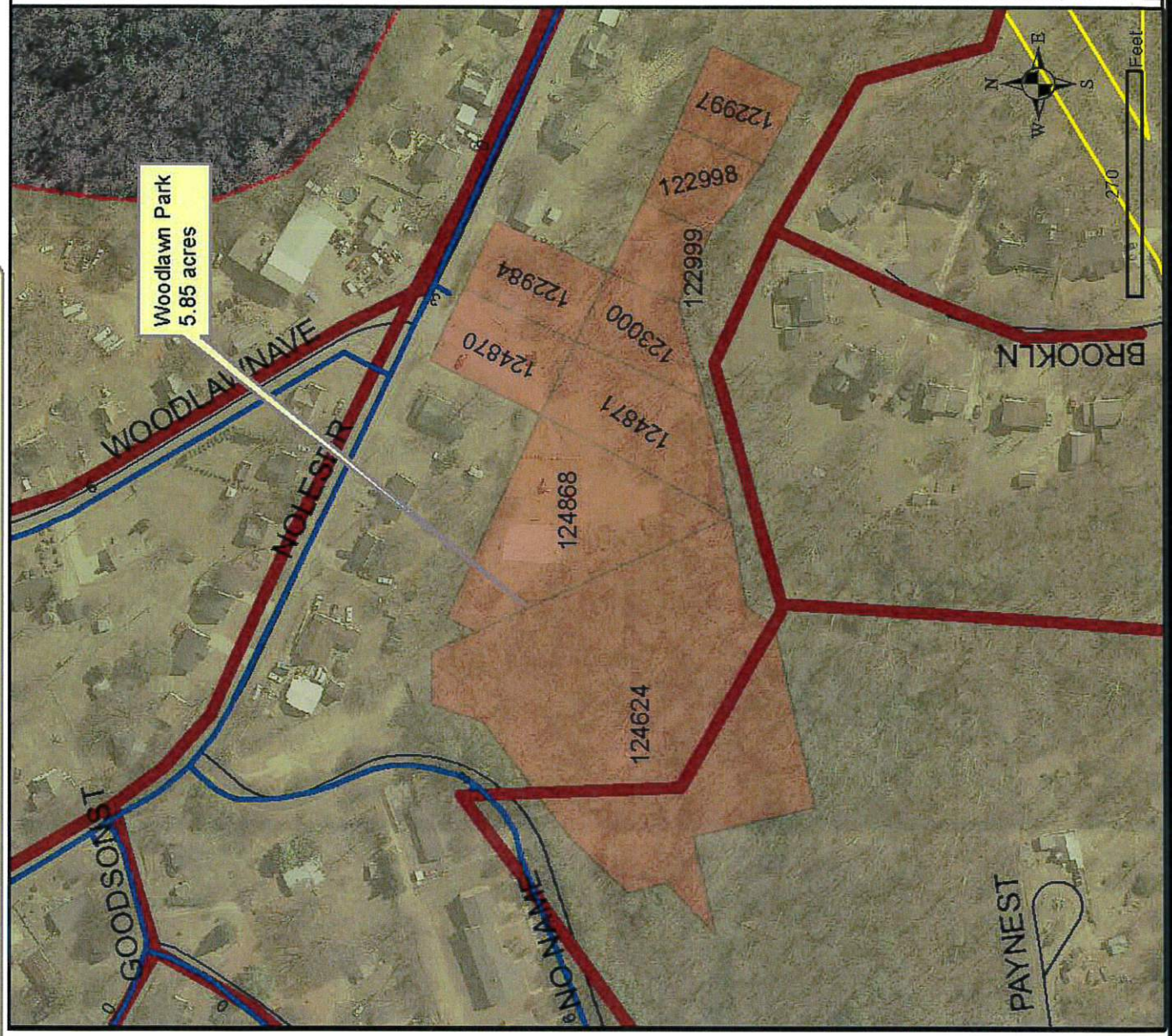
Parcel ID-205662 – Headquarters for the City's Fire Department, located on Killian Avenue. Water and Sewer available.



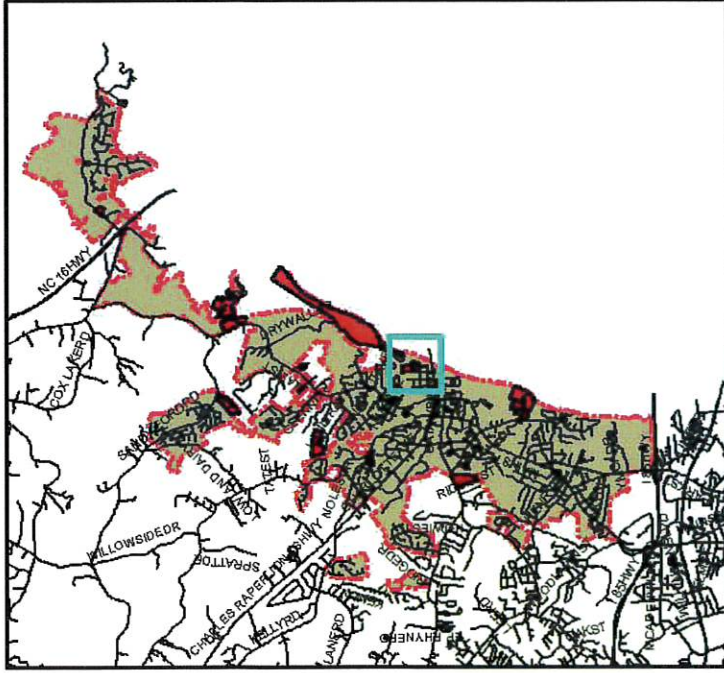
City of Mount Holly Properties 2015



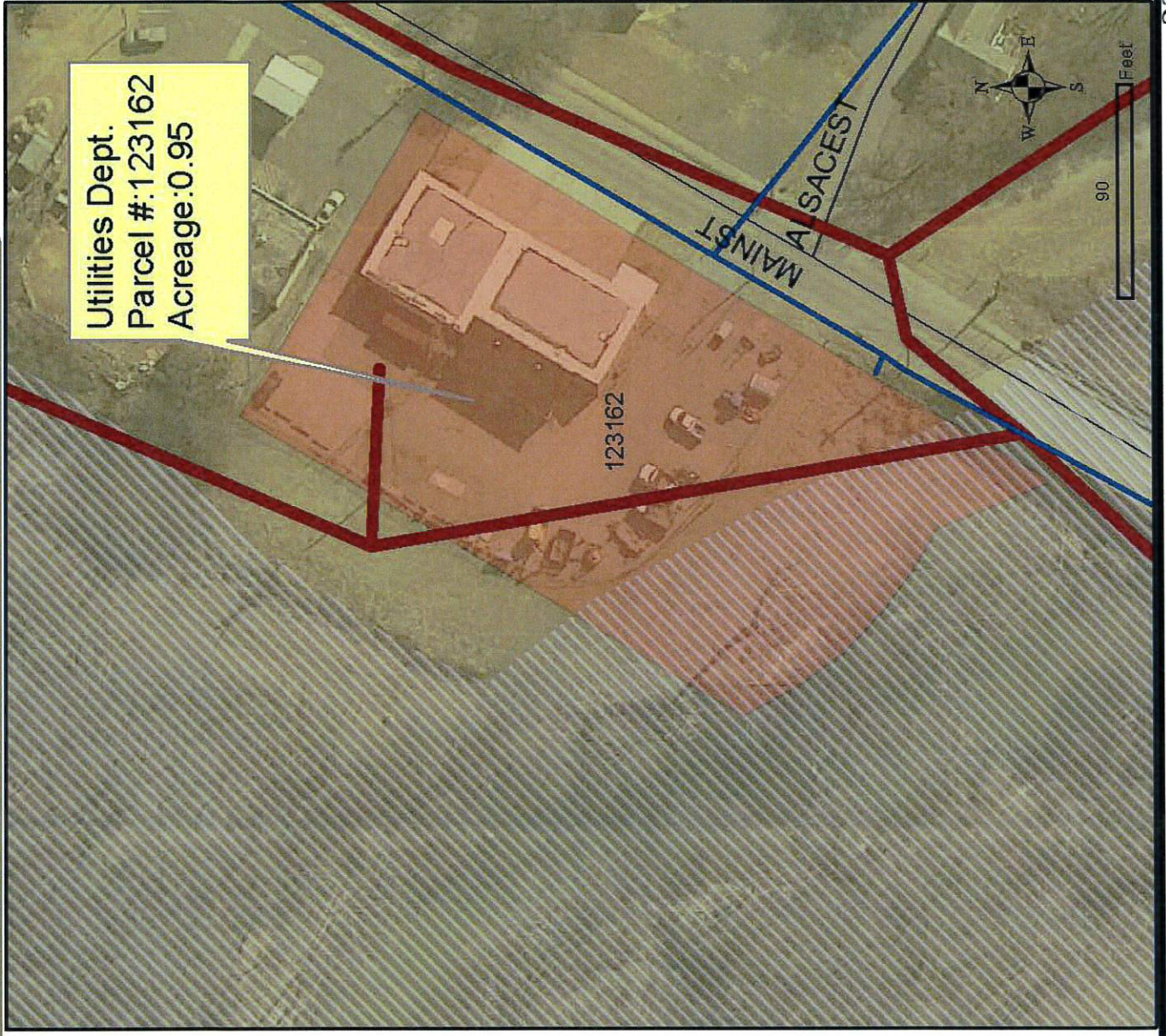
Woodlawn Park is a 5.85 acre City Park near the intersection of Woodlawn Ave. and Noles Dr.



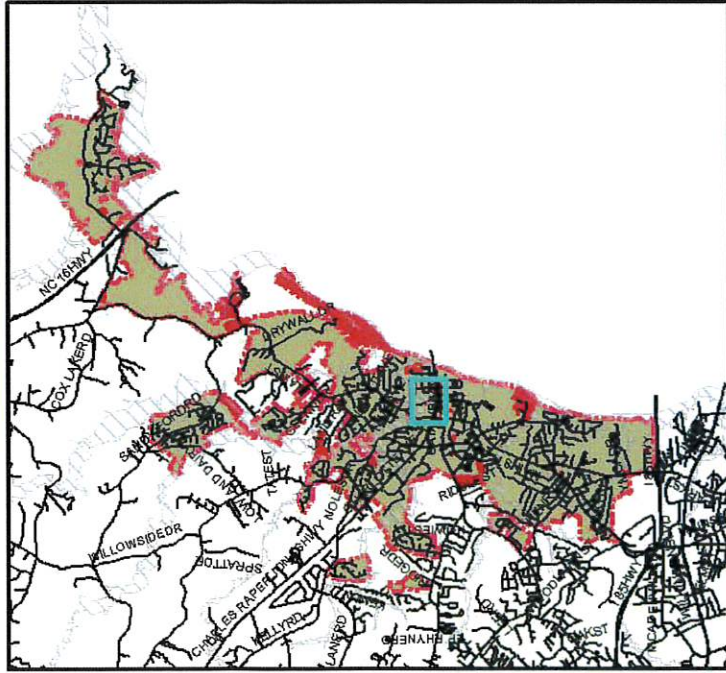
City of Mount Holly Properties 2015



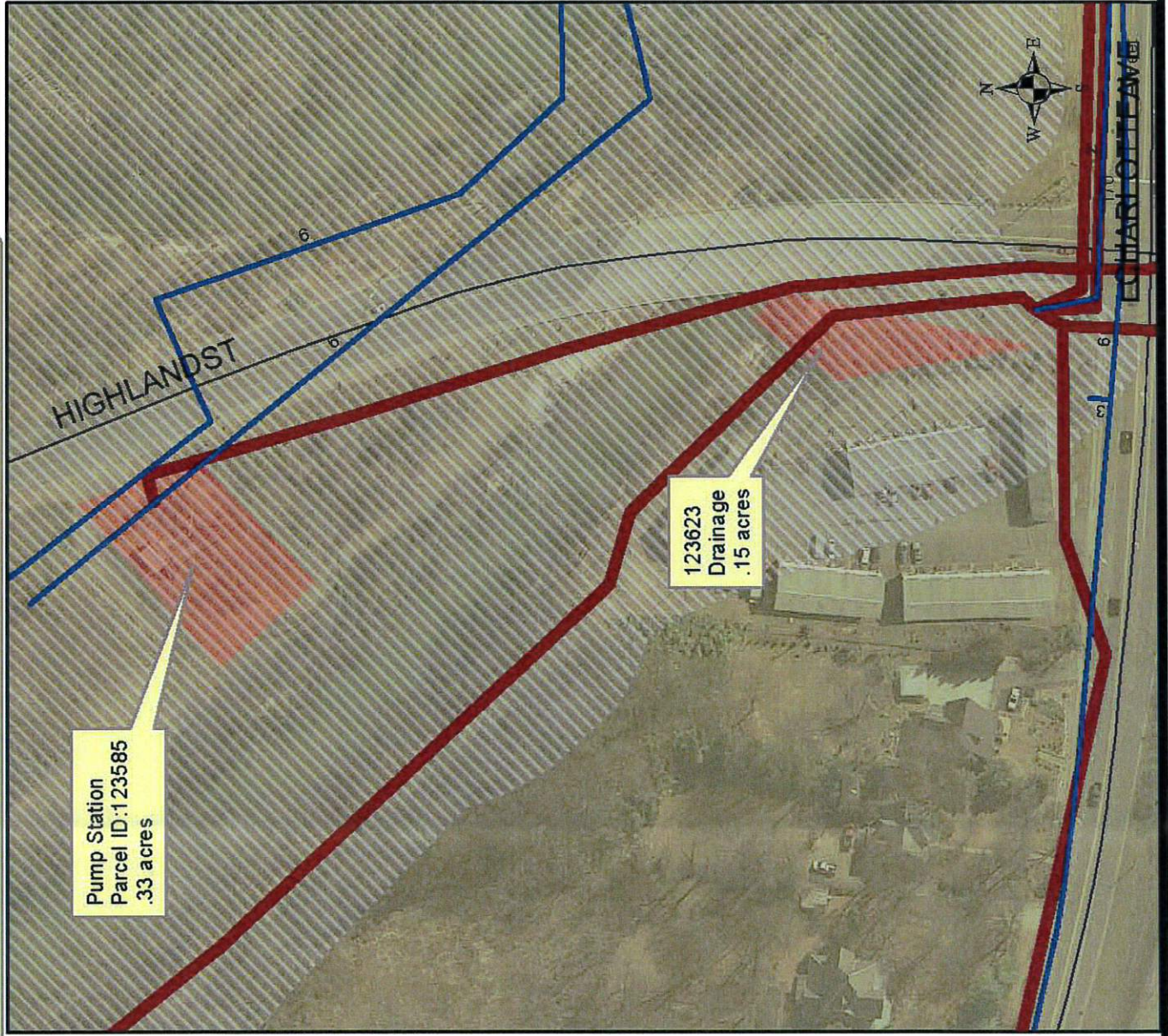
Parcel ID-123162 – current site of the city's Utilities Department, located on North Main Street, adjacent to Alsace Mill. Water and sewer are available.



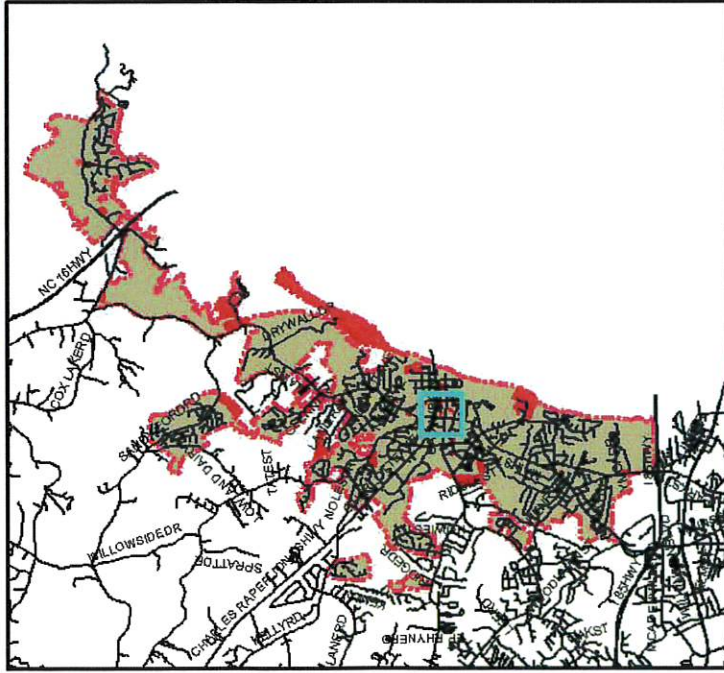
City of Mount Holly Properties 2015



Dutchman's Creek Pump Station and proposed Screen area for apartments.



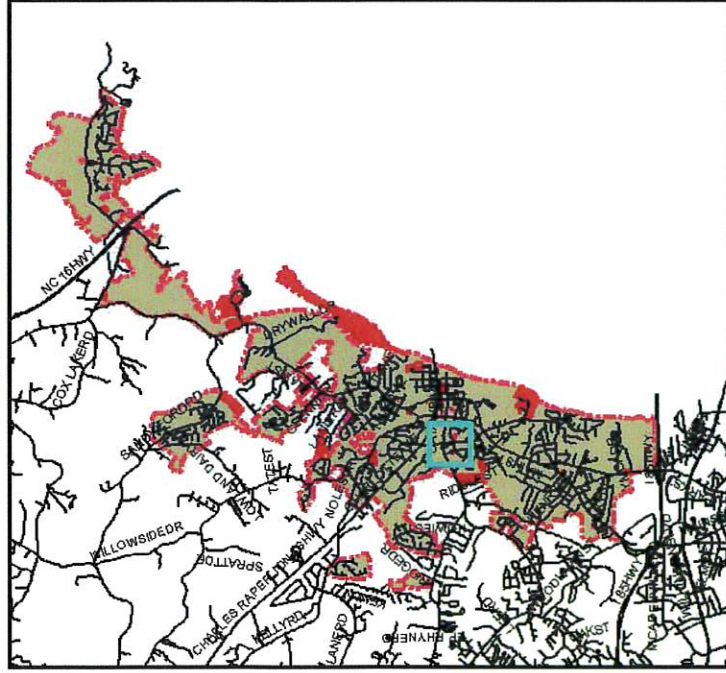
City of Mount Holly Properties 2015



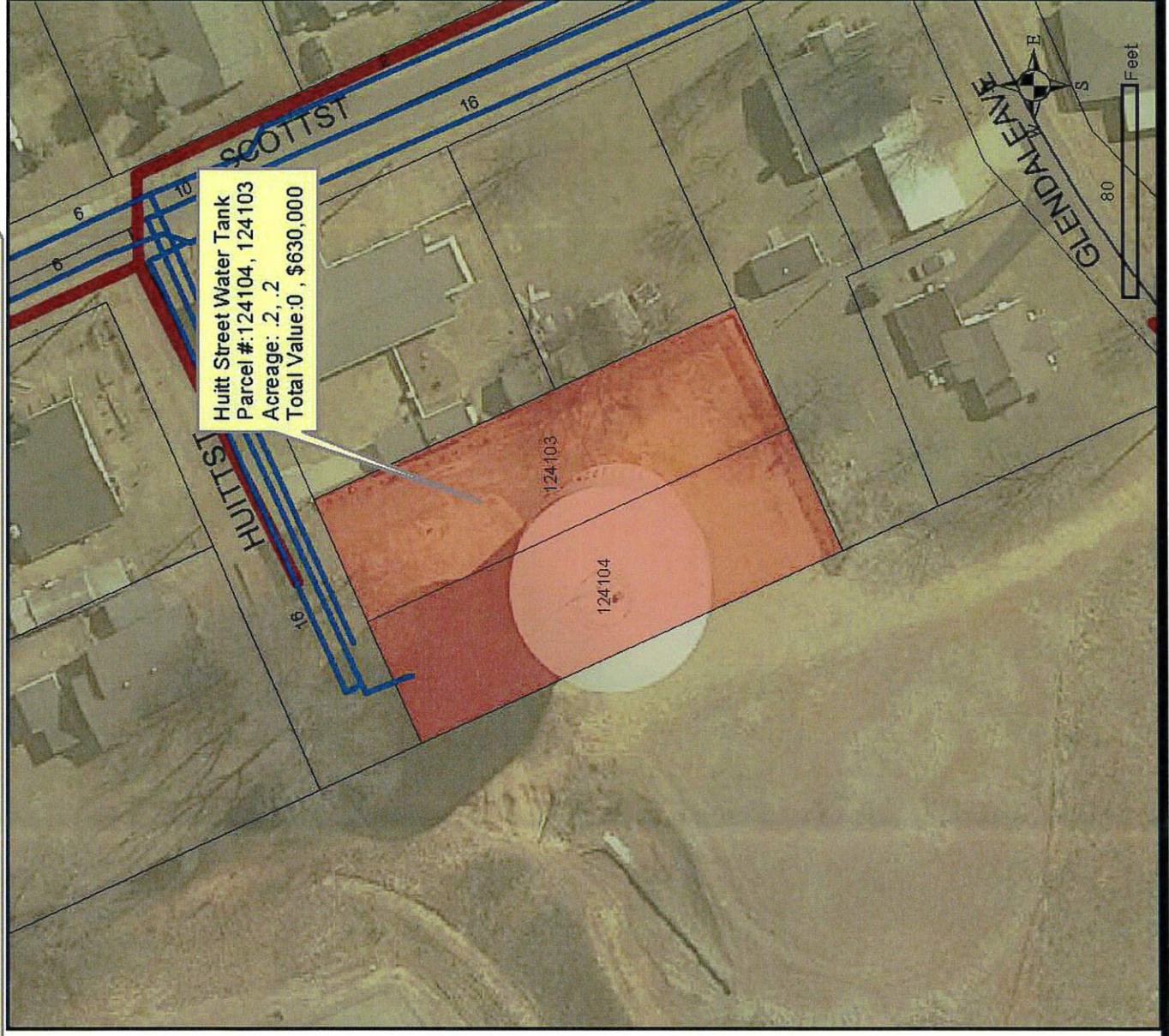
ID-123695 – vacant lot across from
Ida Rankin Elementary School.



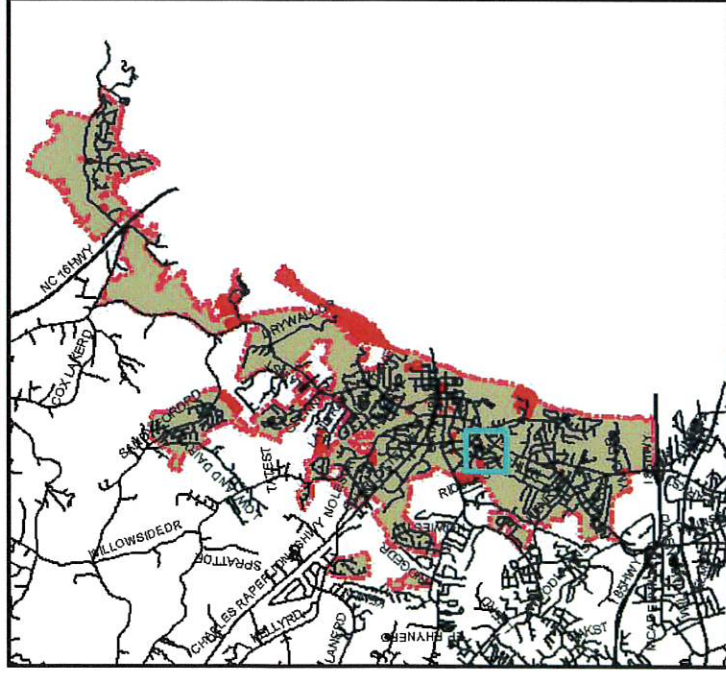
City of Mount Holly Properties 2015



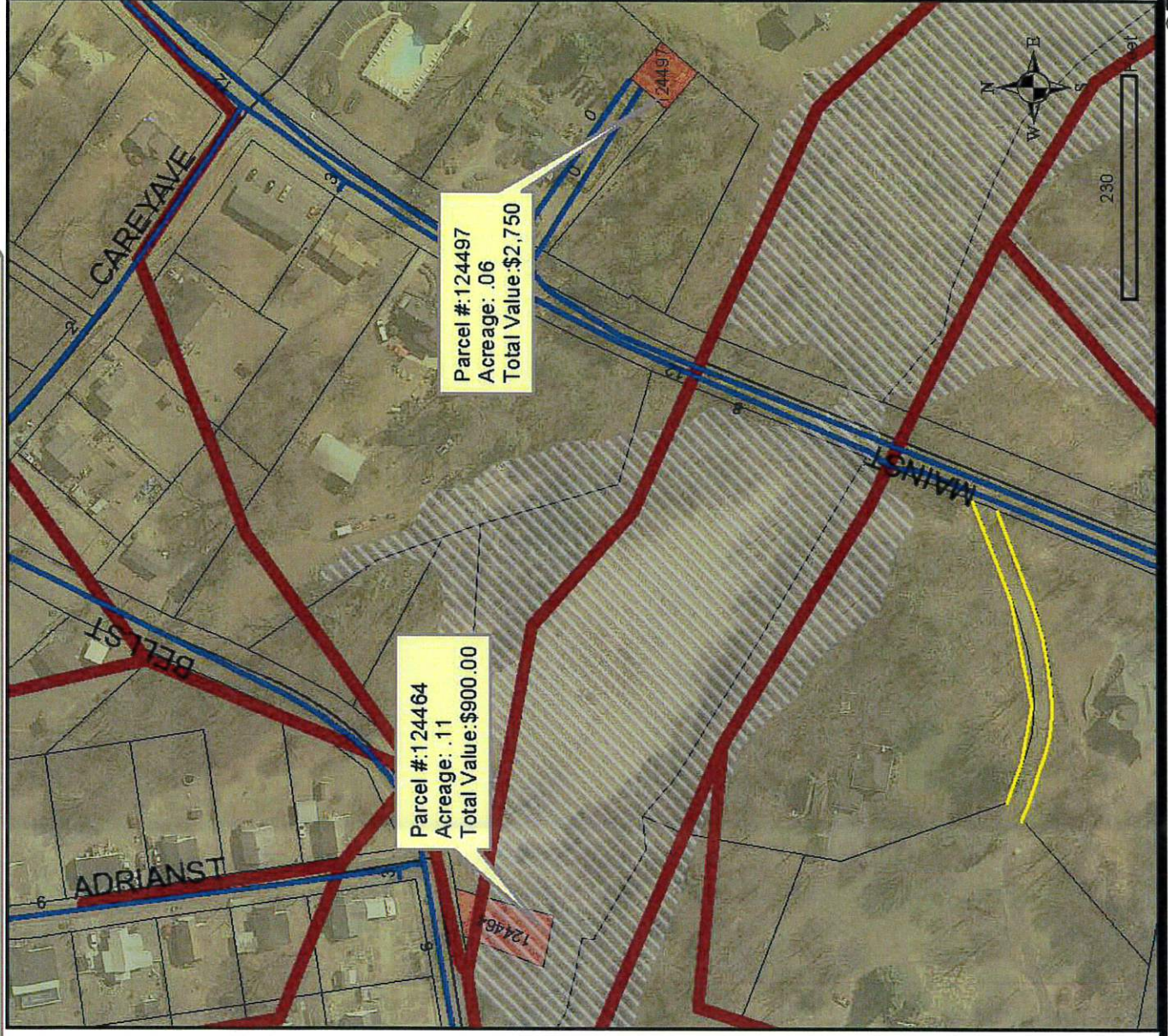
Parcel ID-124103 & 124104 – site of the new Huitt Street water tank.



City of Mount Holly Properties 2015



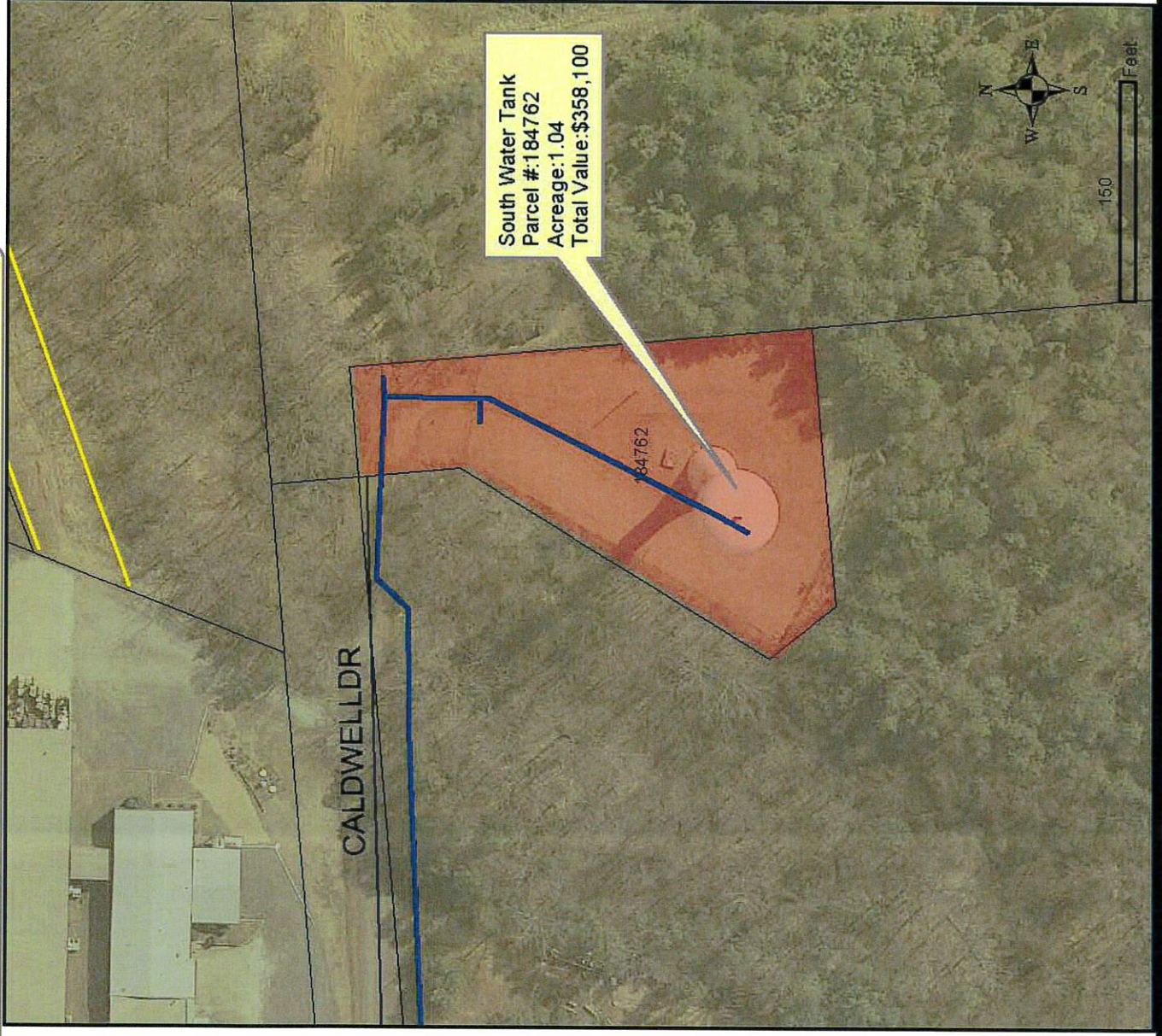
Parcel 124464, 124497 are lift and pump station sites.



City of Mount Holly Properties 2015



Caldwell Street water tank is the above ground water tank visible from I-85 in the Southern most part of the city limits.



PROPOSAL FOR THE ANNEX NEXT TO THE MOUNT HOLLY HISTORICAL SOCIETY BUILDING

INTRODUCTION

In 2010, the Mount Holly Historical Society (MHHS) was formed to assist in the collection, preservation, and display of the history of Mount Holly, NC through photographs, writings, recordings, descriptions, accounts, and artifacts. The Society is the custodian of the archives, which belong to the City of Mount Holly.

Since 2010, the MHHS members and other volunteers have devoted substantial hours to the organization of existing archives, the collection of new archives, and have assembled formal exhibits for many historical components of our town, including:

Mills

Schools

Doctors, dentists and
pharmacies

Barbershops

Retail stores

The City has supported the museum through financial support for exhibits and by funding building improvements for removing walls, painting, new carpeting, etc. to successfully convert the building to support a museum-like atmosphere. There are two rooms remaining that need renovation. After that, the current museum space will completely renovated.

Possible uses of this space include:

Workstations to view oral history collection

Police Department

Library space so that visitors can access books owned by the museum

Maps

Fire Department

Work space and technology so visitors can investigate / develop personal genealogies

Space to work on future exhibits

Homes and businesses from the 1800s and early 1900s

P&N Railroad

Information / pictures on local cemeteries

Duke Power & Riverbend

Sports history

Improved climate controlled storage on the lower level.

More details on each expansion possibility are listed below.

Workstations to view oral history collection – The museum now has roughly 25 oral histories in its collection and is adding more each month. Through a recent grant from the Community Foundation of Gaston County, in 2015 MHHS will be developing software and will purchase hardware to allow our visitors to access these oral histories. There is no convenient space available in the current museum for such workstations so it will have to be worked into one of the current exhibit rooms.

Library space so that visitors can access books owned by the museum MHHS has a small but growing book collection, consisting of family history documentation and other books of local historical interest. This library is currently imbedded in the office space and cannot practically be made available to the public. The book collection will continue to grow over time.

Homes and businesses from the 1800s and early 1900s – There are many homes and businesses in MH that have a rich history and accompanying photographs. There is no space available to display this exhibit.

Information / pictures on local cemeteries – There are local citizens that have considerable research material on local cemeteries. There is no available space to support sharing these materials with the public.

Improved climate controlled storage on the lower level – Current storage space is adequate in the museum basement but it is not the best climate controlled environment. The Annex basement, however, is much better suited for museum use and would allow for materials to be pulled off the shelf, viewed and returned. Today's basement environment does not allow for items to be viewed in place or to even be worked on in the basement. All items have to be brought upstairs for review and then returned to the basement for storage. The Annex basement would allow for projects to be started in nearby rooms, left in place, avoiding handling items multiple times unnecessarily.

The items listed above are all possibilities which would allow MHHS to expand its capabilities and to better support the needs and interests of our citizens and visitors. The leadership of MHHS respectfully requests that the City consider supporting the expansion of the Museum and its operations into the Annex space. We are available for any questions or additional research.

Sandy Carter – President

Garrie Brinkley – Vice President and Treasurer

Memo

To: Mayor and City Council
From: Danny J. Jackson, City Manager
Date: 1/22/2015
Re: 2015 City Council Retreat

Friday, January 30, 2015

Subject: Special Events

Please see the enclosed calendar that will be used during the discussion of Special Events in Mount Holly. The discussion will involve current and proposed events.

I will provide more details at the retreat. I will also seek input and direction from the City Council. We will discuss the entire calendar year, which could possibly affect the current and proposed budget.

City of Mount Holly Calendar Year 2015

JANUARY 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRUARY 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

MARCH 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

APRIL 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MAY 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JUNE 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

JULY 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

AUGUST 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SEPTEMBER 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

OCTOBER 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

NOVEMBER 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

DECEMBER 2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		



Observed Holiday



Non-Observed Holiday



Recognized Date

Memo

To: Mayor and City Council
From: Danny J. Jackson, City Manager
Date: 1/23/2015
Re: 2015 City Council Retreat

Friday, January 30, 2015

Subject: Centralina Council of Governments (CCOG) Membership

This subject has been discussed in the recent past and has now risen to the level of being discussed at the retreat. I will be looking to conclude the matter at the retreat.

Please see the enclosed financial data associated with our connection to CCOG. I will provide more updated information during our discussion at the Retreat.

The annual membership dues are \$3,277. Total paid to them over 3 yrs is \$14,855.25.
The following is a breakdown of payments:

Freight study match	\$500
Class for Planners	\$178
Member dues 14-15	\$3277
Member dues 13-14	\$3277
Code enforcement	\$1334.50
CDBG	\$3079.75
Member dues 12-13	\$3209