

MINUTES
TOWN OF PITTSBORO
BOARD OF COMMISSIONERS
SPECIAL MEETING
BOARD PLANNING RETREAT
MONDAY, SEPTEMBER 29, 2014
4:00 – 8:00 PM

Mayor Pro Tem Baldwin called the meeting to order. The purpose of the meeting is to

ATTENDANCE

Members present: Mayor Pro Tem Pamela Baldwin, Commissioners Jay Farrell, Michael Fiocco, Bett Wilson Foley and Beth Turner. Mayor Terry excused absence.

Staff present: Manager Bryan Gruesbeck, Clerk Alice F. Lloyd, Attorney Paul S. Messick, Jr., Planner Stuart Bass, Parks Planner Paul Horne, Chief of Police Percy T. Crutchfield, Public Utilities Director John Poteat, Engineer Fred Royal, WTP Superintendent Adam Pickett and Finance Officer Nancy Emslie.

Mayor Terry submitted information for the Board's review and asked that they be made a part of the minutes. (Incorporated into minutes below)

STATE OF NORTH CAROLINA

ADDENDUM TO CONTRACT

COUNTY OF ORANGE

FOR: Obey Creek – Post Phase I

This Addendum to the Contract for Negotiation Phase of Development Process, dated June 14, 2013 by and between the Town of Chapel Hill and Development Concepts, is made and entered this the 3rd day of February 2014.

1. Section 1, Duties of the Contractor. The contractor agrees to perform those duties described in Exhibit A.
2. Section 2, Duties of the Town, for the remainder of the Obey Creek development agreement process the Town will pay for the services listed under Exhibit A not to exceed \$10,900.
3. Section 3, E-Verify Affidavit: The Town has on file an E-Verify Affidavit executed on behalf of the contracting party assuring compliance with the E-Verify requirements in North Carolina General Statute § 160A-20.1(b) as established by North Carolina Session Law 2013-418.

This Addendum to the Contract is between the Town of Chapel Hill and Development Concepts Inc. for Development Agreement Work for Obey Creek – Post Phase 1.

IN WITNESS WHEREOF, the parties hereunto cause this agreement to be executed in their respective names.

Development Concepts

M. D. Higbee
SIGNATURE
Cynthia L. Higbee
ATTEST

M. D. Higbee - President
PRINTED NAME & TITLE
Cynthia L. Higbee, V.P. of Operations
PRINTED NAME & TITLE

TOWN OF CHAPEL HILL

Jason M. D... / Florentine Miller, Deputy
DEPARTMENT HEAD OR DEPUTY/TOWN MANAGER

ATTEST BY TOWN CLERK:

[Signature]
TOWN CLERK



TOWN SEAL

Town Clerk attests date this the 19th day of Feb., 20 14.

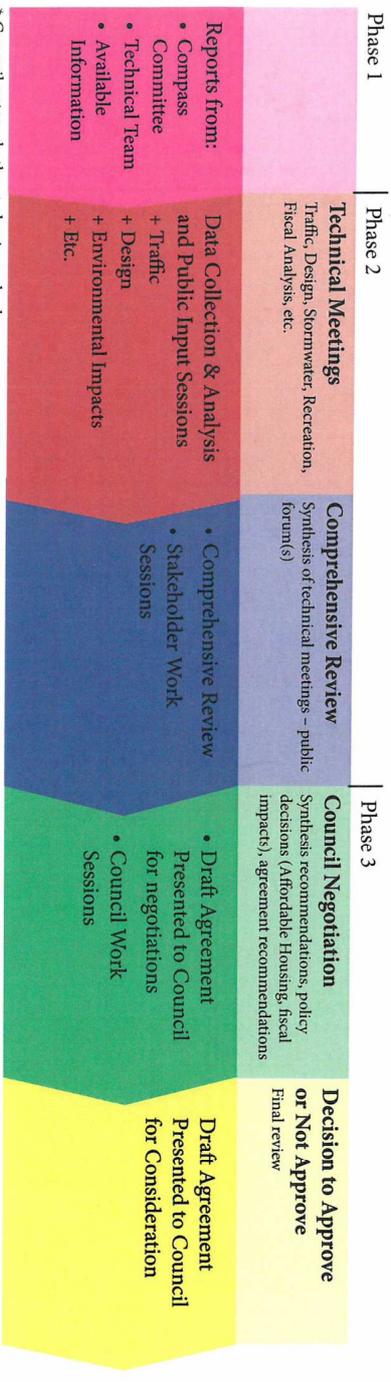
Approved as to Form and Authorization

Ralph D. Karpinos
TOWN ATTORNEY

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

[Signature] 2/12/17
FINANCE OFFICER

Development Agreement Process for Obey Creek



* Council votes whether to begin each phase

Roles

Technical Team	<ul style="list-style-type: none"> Moderate meetings; synthesize outcomes; draft points 	<ul style="list-style-type: none"> Moderate review; synthesize outcomes 	<ul style="list-style-type: none"> Produce draft and supporting information 	
Community	<ul style="list-style-type: none"> Attend meetings; provide reactions 	<ul style="list-style-type: none"> Attend review; provide reactions to overall project proposal 	<ul style="list-style-type: none"> Review draft agreement and provide input 	
Staff	<ul style="list-style-type: none"> Support Technical Team with logistics, sharing information; collecting public input 	<ul style="list-style-type: none"> Support Technical Team during comprehensive review with logistics, sharing information and collecting input 	<ul style="list-style-type: none"> Support Council with information and logistics 	
Council	<ul style="list-style-type: none"> Receive public comment and Technical Team recommendations 	<ul style="list-style-type: none"> Receive public comment and Technical Team recommendations after comprehensive review 	<ul style="list-style-type: none"> Participate in negotiation session(s) with applicant 	<ul style="list-style-type: none"> Make final decision on Development Agreement
Applicant	<ul style="list-style-type: none"> Present available information for public reaction 	<ul style="list-style-type: none"> Participate in work sessions to arrive at agreement 	<ul style="list-style-type: none"> Negotiate with Council 	
Advisory Boards	<ul style="list-style-type: none"> Participate in technical meetings and in advisory board review of synthesis 	<ul style="list-style-type: none"> Participate in technical meetings and in advisory board review of synthesis 		



EXHIBIT A:
Obey Creek Post Phase 1 Scope of Work

Duties of the Technical Team will include, but are not necessarily limited to:

- Serving as an advocate for the Town’s best interest while also acting as “third party” experts and mediators in discussions between the Town and developer.
- Participation in a variety of meetings with Town Staff, the Development Team, the Public and other consultants and governmental agencies (e.g. NCDOT) as necessary.
 - Depending on the meeting, their role(s) will be to facilitate and moderate discussion, synthesize outcomes, and offer guidance, advice and recommendations.
- Reviewing and analyzing data; drafting reports as necessary; providing guidance and recommendations to Staff and Town Council.
 - To the extent that information is available, the Technical Team will take into account existing development, approved developments and nearby town-owned parcels on the west side of South 15-501 when reviewing and analyzing data and offering recommendations.
- Drafting/revising iterations of the development agreement throughout the process; sharing drafts for feedback from Staff, Town Council and the Public as appropriate.
- If Council decides to enter into negotiations with the developers, the Technical Team will assist in negotiations between Town Council and developers as necessary.

The work of the Technical Team is largely dictated by the process. The following shall serve as a “menu” of services for the work performed, not to exceed the total amount indicated.

Development Concepts Inc.	Rate:	\$150/hr
Technical Team/Staff/Dev Team Meetings	24	\$3,600
Public Meetings/Follow up Meetings	8	\$1,200
Data Analysis and Reports	8	\$1,200
Draft Agreement/Zoning/Draft Revisions	8	\$1,200
Council Presentation/Recommendations	8	\$1,200
Travel and Misc		\$2,500
	TOTAL:	\$10,900

David Long facilitated the meeting and a summary of his report is below:

Town of PITTSBORO
2014
Board of Commissioners
Planning Retreat
Follow-Up Session
September 29, 2014

Summary Report
October 10, 2014

1.0 - INTRODUCTION

The Town of Pittsboro conducted its 2014 Planning Retreat on January 11, 2014 at the Town Hall in Pittsboro. At the conclusion of the retreat, a desire was expressed to conduct a follow-up session to focus on the details of implementation. The follow-up session was held on September 29, 2014 at the Town Hall in Pittsboro. Attending and participating from the Board of Commissioners were Commissioners Pamela Baldwin, Michael Fiocco, J.A. Farrell, Bett Wilson Foley and Beth Turner, with the support of the manager and key staff.

David Long, a planning consultant based in Greensboro with forty years' experience in serving local governments throughout North Carolina, served as facilitator and prepared this summary report.

This summary report includes brief narratives describing selected elements and recaptures the major points emerging from the session.

2.0 - REVISITING of GENERAL STRATEGIC PLAN

At the January 2014 retreat, the Board developed a general strategic plan. The plan appears on pages 5-7 of the retreat summary. As a beginning point for this follow-up session, the general strategic plan was revisited.

Identifier numbers (*in red below*) were assigned to each strategy and a determination was made as to which strategies remained relevant. It was determined that strategies 1.1 and 1.2 were already substantially completed or underway, and need not be a part of the prioritization process.

All other strategies were retained along with two new strategies, identified as 1.6 and 4.7.

1. Chatham Park

- **1.1** Hire a planning consultant (*substantially completed*)
- **1.2** Unified development ordinance; update ordinances (*substantially completed*)

- **1.3** Finalize development agreement
- **1.4** Maintain good relations with developer
- **1.5** Impact analysis
- **1.6** Develop process for review and approval of small area plans in Chatham Park
(added 9.29.14)

2. Budget/finance

- **2.1** Create a long-term financial plan
- **2.2** Sustain positive fund balance; develop policy
- **2.3** Return enterprise fund to profitability
- **2.4** CIP: strengthen; make it a living document

3. Utilities/infrastructure

- **3.1** Wastewater treatment plant
 - NPDES permit
 - Engineer/design
- **3.2** Establish a list of priorities related to water/sewer so Town can look ahead
- **3.3** Examine redundancies
- **3.4** Water plant – begin examining
- **3.5** Chatham Park as it relates to water/wastewater

4. Quality development (combined with)

Planning; preparing for and managing development

- **4.1** Develop UDO
- **4.2** Big-box issues/planning
- **4.3** Engineering/design standards
- **4.4** Collaboration with county and other neighbors
- **4.5** Small area plans; master plans
- **4.6** Planning board training
- **4.7** Planning for growth - impact analysis - stay ahead of the game; be proactive and anticipate growth (added 9.29.14)

5. Water/environment

- **5.1** Maps of intermittent and perennial streams
- **5.2** River/stream protection; look at County's plans
- **5.3** Encourage reuse water
- **5.4** Stormwater ordinances - educate and communicate
- **5.5** Consider Triangle Land Conservancy's best practices

6. Downtown

- **6.1** Parking
- **6.2** Downtown master plan
- **6.3** Protection of historic district
- **6.4** Signage/visual clutter
 - DOT
- **6.5** Maintain façade grant program
- **6.6** Pocket park
- **6.7** Walkability/accessibility

7. Staff issues

- **7.1** Competitive pay; annual increases
- **7.2** Staff retention
- **7.3** Technology – improve
- **7.4** Space needs assessment

8. Facilities

- **8.1** Space needs assessment
- **8.2** Future growth analysis
- **8.3** Land banking; identification of sites
- **8.4** Liquidate surplus real estate to fund site acquisition etc.

3.0 - PRIORITIZATION of GENERAL STRATEGIC PLAN

The Board members then prioritized these strategies individually and privately using a system in which a) their top seven priorities were selected and b) these top seven were further refined by assigning seven points to the highest item, six to the next highest and so forth until the seventh item then received one point.

- *Attachment 1* lists the strategies in the order originally generated.
- *Attachment 2* lists the strategies sorted by the Board's priorities—in descending order by points received. The top items follow (*aggregate points in red and item numbers in black*):
 - 22** 1.3 Finalize development agreement
 - 15** 1.6 Develop process for review and approval of small area plans in Chatham Park
 - 13** 2.1 Create a long-term financial plan
 - 13** 2.3 Return enterprise fund to profitability
 - 11** 3.1 Wastewater treatment plant; NPDES permit; engineer/design

- 11 3.2 Establish a list of priorities related to water/sewer so Town can look ahead
- 9 2.2 Sustain positive fund balance; develop policy
- 9 4.1 Develop UDO
- 7 6.2 Downtown master plan
- 6 4.7 Planning for growth - impact analysis - stay ahead of the game; be proactive and anticipate growth
- 6 6.1 Parking
- 5 3.4 Water plant – begin examining
- 5 5.2 River/stream protection; look at County’s plans
- 3 7.2 Staff retention
- 2 4.3 Engineering/design standards
- 2 8.1 Space needs assessment
- 1 7.4 Space needs assessment

4.0 - DEVELOPMENT of ACTION PLANS

Based on the prioritization results, the Board then shifted its attention to action planning, a process that essentially defines the essential parameters or ‘nuts and bolts’ of implementation as outlined in the template below.

Action Plan #1 began as a discussion of *finalizing the development agreement* for Chatham Park, as well as *finalizing the additional elements of the master plan*. As the discussion unfolded, it was determined by the Board (after receiving the advice of the Town Attorney) that the more appropriate and relevant course of action lay in *increasing water and wastewater capability* and the focus shifted instead to that goal.

Action Plan #1

Goal – Increase water and wastewater capability

Actions –

- Expand/build wastewater treatment facility
- Address infiltration etc.
- Increase efficiency
- ***SELECTED ACTION: Develop a list of options with pros and cons of each, including costs and long-term feasibility; wastewater is top priority***

Who Is Involved – Mr. Gruesbeck, Mr. Royal, Mr. Poteat, Mr. Pickett, Ms. Emslie, Mr. Heard, Sanford City Manager, Chatham County Manager, Jordan Lake Partners, Mayor Terry, consultants, Sanford elected officials, County elected officials, Chatham Park, etc.

Who Takes Lead – Mr. Gruesbeck

Target Date for Completion – First draft in six months; more complete version in one year

Resources Needed – \$100,000

Obstacles – \$100,000; participation by stakeholders

Allies – County, Chatham Park, other developers, Sanford (perhaps), etc.

Report Back from Lead - Monthly

Action Plan #2

Goal – Prepare Town to be able to respond, in a strong and well-informed position, to Chatham Park’s small area plans

Actions –

SELECTED ACTION: *Develop process for review and approval of small area plans*

Who Is Involved – Mr. Bass, Planning Board, Mr. Royal, Mr. Messick, Mr. Gruesbeck, Mr. Poteat, Ms. Emslie, (Fire/Police), consultant, etc.?

Who Takes Lead – Mr. Bass

Target Date for Completion – Three months (end of 2014)

Resources Needed – Mr. Bass’s time

Obstacles – Mr. Bass’s time

Allies – Chatham Park, other developers, public, etc.

Report Back from Lead - Monthly

Action Plan #3

Goal – Develop long-term financial plan

Key Elements –

- Debt projections
- Quarterly status reports
- Develop policy for positive and sustainable fund balance
- Pay as you go (possibly)
- Examine ways to increase revenue without raising rates
- Unmetered water and reuse water
- Monthly financial review
- Financial policies
- Comprehensive financial policy
 - Fund balance
 - Debt service
 - Fixed assets
 - Investment
 - Cash management
 - Vehicle replacement
 - Travel policy

5.0 – CLOSING NOTES

At the outset of the session, the Mr. Long asked the Board if, at the conclusion of the session, action plans had been developed for the Board’s top five to seven priorities, would the Board consider the session to be a success. All Board members agreed. The process is, however, inherently fatiguing (“the devil is in the details”) and only the top three priorities were addressed before the session was adjourned. An alternative view is that the three action plans actually spanned several more of the Board’s priorities.

Mr. Long stated that he would be both willing and happy to continue to work with the Board if requested.

Summary report prepared by:

DAVID LONG CONSULTING

ATTACHMENT 1

Pittsboro Board of Commissioners: Strategy Prioritization 9.29.14

Item
#

Item
Listed by Item #

1. Chatham Park

- 1.1 Hire a planning consultant *(substantially completed)*
- 1.2 Unified development ordinance; update ordinances *(substantially*

completed)

- 1.3 Finalize development agreement
- 1.4 Maintain good relations with developer
- 1.5 Impact analysis
Develop process for review and approval of small area plans in Chatham
- 1.6 Park *(added 9.29.14)*

2. Budget/finance

- 2.1 Create a long-term financial plan
- 2.2 Sustain positive fund balance; develop policy
- 2.3 Return enterprise fund to profitability
- 2.4 CIP: strengthen; make it a living document

3. Utilities/infrastructure

- 3.1 Wastewater treatment plant; NPDES permit; engineer/design
Establish a list of priorities related to water/sewer so Town can look
- 3.2 ahead
- 3.3 Examine redundancies
- 3.4 Water plant – begin examining
- 3.5 Chatham Park as it relates to water/wastewater

4. Quality development *(combined with)*

Planning; preparing for and managing development

- 4.1 Develop UDO
- 4.2 Big-box issues/planning
- 4.3 Engineering/design standards
- 4.4 Collaboration with county and other neighbors
- 4.5 Small area plans; master plans
- 4.6 Planning board training
Planning for growth - impact analysis - stay ahead of the game; be
- 4.7 proactive and anticipate growth *(added 9.29.14)*

5. Water/environment

- 5.1 Maps of intermittent and perennial streams
- 5.2 River/stream protection; look at County's plans
- 5.3 Encourage reuse water
- 5.4 Stormwater ordinances- educate and communicate
- 5.5 Consider Triangle Land Conservancy's best practices

6. Downtown

- 6.1 Parking

- 6.2 Downtown master plan
- 6.3 Protection of historic district
- 6.4 Signage/visual clutter; DOT
- 6.5 Maintain façade grant program
- 6.6 Pocket park
- 6.7 Walkability/accessibility

7. Staff issues

- 7.1 Competitive pay; annual increases
- 7.2 Staff retention
- 7.3 Technology – improve
- 7.4 Space needs assessment

8. Facilities

- 8.1 Space needs assessment
- 8.2 Future growth analysis
- 8.3 Land banking; identification of sites
- 8.4 Liquidate surplus real estate to fund site acquisition etc.

ATTACHMENT 2

Pittsboro Board of Commissioners: Strategy Prioritization 9.29.14

Item #	Item	Individual points			
	<i>Listed by Points in Descending Order</i>				
1.1	Hire a planning consultant <i>(substantially completed)</i>				
1.2	Unified development ordinance; update ordinances <i>(substantially completed)</i>				
1.3	Finalize development agreement	7	7	4	4
	Develop process for review and approval of small area plans in Chatham				
1.6	Park <i>(added 9.29.14)</i>	4	6	3	2
2.1	Create a long-term financial plan	7	4	2	
2.3	Return enterprise fund to profitability	7	6		
3.1	Wastewater treatment plant; NPDES permit; engineer/design	6	5		
3.2	Establish a list of priorities related to water/sewer so Town can look ahead	6	4	1	
2.2	Sustain positive fund balance; develop policy	2	7		
4.1	Develop UDO	6	3		
6.2	Downtown master plan	2	5		
	Planning for growth - impact analysis - stay ahead of the game; be proactive and anticipate growth <i>(added 9.29.14)</i>				
4.7		3	3		
6.1	Parking	5	1		

3.4	Water plant – begin examining	5
5.2	River/stream protection; look at County’s plans	5
7.2	Staff retention	3
4.3	Engineering/design standards	2
8.1	Space needs assessment	1 1
7.4	Space needs assessment	1
1.4	Maintain good relations with developer	
1.5	Impact analysis	
2.4	CIP: strengthen; make it a living document	
3.3	Examine redundancies	
3.5	Chatham Park as it relates to water/wastewater	
4.2	Big-box issues/planning	
4.4	Collaboration with county and other neighbors	
4.5	Small area plans; master plans	
4.6	Planning board training	
5.1	Maps of intermittent and perennial streams	
5.3	Encourage reuse water	
5.4	Stormwater ordinances- educate and communicate	
5.5	Consider Triangle Land Conservancy’s best practices	
6.3	Protection of historic district	
6.4	Signage/visual clutter; DOT	
6.5	Maintain façade grant program	
6.6	Pocket park	
6.7	Walkability/accessibility	
7.1	Competitive pay; annual increases	
7.3	Technology – improve	
8.2	Future growth analysis	
8.3	Land banking; identification of sites	
8.4	Liquidate surplus real estate to fund site acquisition etc.	

The meeting adjourned at 8:00 p.m.

William G. Terry, Mayor

ATTEST:

Alice F. Lloyd, CMC, NCCMC
Town Clerk