



## MINUTES

The Holly Springs Town Council met in a duly-called special meeting for its annual Winter Retreat in two sessions from Friday, Feb. 20, 2015 through Saturday, Feb. 21, 2015, at MidPines Inn in Southern Pines, NC. Mayor Dick Sears presided at the Friday session, calling members to order at 9 a.m. Friday, Feb. 20; and Mayor Sears presided at the Saturday session, calling members to order at 9 a.m. Saturday, Feb. 21. A quorum was established for each session.

**Saturday Board Members Present:** Mayor Sears, Councilmen Jimmy Cobb, Hank Dickson and Tim Sack and Councilwomen Linda Hunt Williams and Cheri Lee.

**Staff Members Present at the Friday and/or Saturday Sessions:** Charles Simmons, town manager; Joni Powell, town clerk (recording the minutes); John Schifano, town attorney; Kendra Parrish, director of engineering; Aaron Levitt, senior engineer; Gina Clapp, director of planning and zoning; Mary Hogan, finance operations director; Daniel Weeks, senior project manager; Jeff Wilson, information technology director; Len Bradley, parks and recreation director; Adam Huffman, assistant parks and recreation director; John Herring, police chief; Seann Byrd, public utilities director; Luncie McNeil, director of public works; Erika Phillips, director of human resources; Leroy Smith, fire chief; Mark Andrews, public information officer; Tamara Ward, communications specialist; and Irena Krstanovic, economic development coordinator.

The purpose of the meeting was to hold a winter retreat to focus discussion on several Town projects and issues as described in the summary below. The summary below contains only major points of discussion and any direction, consensus or specific motion of the Council.

**1. Town Council DISC Assessment --** Guest speaker and consultant Marirose Steigerwald of TTI Success Insights had conducted with Council and key staff members an assessment of their motivation, communication and behavior styles based on the DISC descriptors: Dominance, Influencing, Steadiness, Compliance. There followed a lively discussion in which those attending discovered what motivates others and how to and how not to communicate with each other. In the end, there were no wrong responses, but discussion revealed a lot about individual Council and staff members.

**Action:** None. For Council information only.

With time before lunch, the agenda was adjusted to consider scheduled Saturday items 4. Finisterra and 8. The Feb. 17, 2015 Consent Agenda.

**4. Finisterra Fragment --** Ms. Clapp explained that there exists a remnant of an old approved planned unit development that was called Finisterra. Most of the property included in the Finisterra PUD was developed as Twelve Oaks PUD, but some of the property remains undeveloped and zoned for multi-family development. If the Council so directs, the property could be rezoned to another zoning more compatible with the area, Ms. Clapp said. If not, the property could be developed with its current designation, which may not fit the vision of the current Council.

**Action:** The Council approved a motion to direct staff to contact property owners and to begin a Town-initiated rezoning to change the zoning of PINs 0639-64-2273, 0639-53-4949, and 0639-44-1090 from PUD (Finisterra) to R-10.

**Motion by:** Sack

**Second by:** Cobb

**Vote:** Unanimous

**8. Feb. 17, 2015 Regular Meeting Consent Agenda** -- The Feb. 17, 2015 regular Town Council meeting was cancelled, and business on the agenda was rescheduled for the March 3 Council meeting; however, the Consent Agenda was scheduled for disposal during the retreat.

**Action:** The Council approved a motion to approve all items on the Feb. 17, 2015 Consent Agenda following a motion by Councilman Sack, a second by Councilman Cobb and a unanimous vote. The following actions were affected:

Mowing Agreement – The Council approved to renew its mowing agreement for state roads.

Budget Amendment, \$20,000 – The Council adopted an amendment to the FY 2014-15 budget in the amount of \$20,000 for ladder truck repairs. *A copy of the budget amendment is attached to these minutes.*

Resolution 15-12 -- The Council adopted Resolution 15-12 declaring certain personal property surplus to the needs of the town. *A copy of Resolution 15-12 is attached to these minutes.*

Law Enforcement Center Project - The Council approved entering into an agreement with Intrado for Next Generation 911 services for equipment upgrade for new Law Enforcement Center.

New Investigative Position – The Council approved a new position for the Police Department Investigative Division.

2014 Local Water Supply Plan Contract - The Council approved to retain CDM Smith for \$10,500 to prepare the 2014 Local Water Supply Plan update.

Set Public Hearing for FY 2015-16 budget – The Council set a public hearing date of March 17, 2015 to receive public comments prior to the preparation of the FY 2015-16 proposed budget.

Set Special Annual Retreat Date – The Council set a special meeting for Friday, Feb. 20 and Saturday, Feb. 21, 2015 at MidPines Inn in Southern Pines for the purpose of holding the Council's annual planning retreat.

Budget Amendment Report – The Council received a monthly report of amendments to the FY 2014-15 budget approved by the town manager. *A copy of the budget amendment report is attached to these minutes.*

Bass Lake Park - Sunset Bluffs Plat Map - The Council authorized the town manager and subdivision administrator to sign the plat map for Bass Lake Park - Sunset Bluffs.

Animal Control Procedures Agreement – The Council approved to enter into an interlocal agreement with Wake County regarding animal control procedures.

At this time, the Council recessed for lunch and resumed the afternoon meeting session at 1:30 p.m.

**2a. Town Council Goals and Objectives** – After lunch, Ms. Steigerwald served as facilitator during a discussion of Council members' short-term goals while in office and their individual long-term goals for the Town, visioning 10-15 years out.

Ms. Steigerwald asked Council to provide their impressions of the year's top five accomplishments. The top five accomplishments of the Town during the past year: Chamber relationship improved; improved use of social media; sidewalks / fiber; North Main Athletic Complex; and the new Law Enforcement Center.

Then, the Council provided ideas for the top concerns to address in the short-term. Those goals were then placed in corresponding categories, prioritized and assigned team leaders as: regulatory items, Seann Byrd and Kendra Parrish; communication items, Joni Powell and Hank Dickson; funding items, Chuck Simmons, Council and Kendra Parrish; economic development items, Jenny Mizelle and Irena Krstanovic; legislative and advocacy items, Mayor Sears; human resources and organization planning items, Chuck Simmons and Erika Phillips.

### **Regulatory Items**

Build-out of the Utley Creek wastewater treatment plant

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### **Communication Items**

Increase use of Town Web site, social media, HSTV 11 to keep citizens better informed on issues relating to growth

### **Funding Items**

Widening Holly Springs Road  
Get more land from Duke Energy Progress  
Develop a senior center  
Building Phase 3 of a convention center  
Finish Mims Park

### **Economic Development**

Develop the village district  
Find new ways to encourage business development  
Get more land from Duke Energy Progress  
Continue collaboration with Chamber of Commerce

### **Legislative / Regulatory**

Eliminate Certificate of Need process  
Reduce or eliminate regulatory from General Assembly on businesses;

### **Human Resources / Organization Planning**

Establish a facility manager position description  
Establish a transition plan for the public information department

**2b. Council and Mayor Compensation --** Councilman Dickson mentioned this discussion as a retreat topic, adding that his concern is not current salaries but what will govern the future. To aid in discussion, staff generated the talking points below from General Statutes that set out the general rules and from our current practical application. If the Council desires a written policy, staff asked the the board spell out during discussion specific terms its would want included in the policy.

The current monthly salary for the Town Council members is \$609.34. The current monthly salary for the Mayor Pro-Tem is \$634.11. The current monthly salary for the Mayor is \$1,076.71. The current monthly fixed allowance for the Mayor is \$300.

### **North Carolina General Statutes**

According to N.C.G.S. § 160A-64 (Compensation of mayor and council), *the Town Council may fix its own compensation and the compensation of the mayor and any other elected officers of the city by adoption of the annual budget ordinance, but the salary of an elected officer other than a member of the council may not be reduced during the then-current term of office unless he agrees thereto. The mayor, councilmen, and other elected officers are entitled to reimbursement for actual expenses incurred in the course of performing their official duties at rates not in excess of those allowed to other city officers and employees, or to a fixed allowance, the amount of which shall be established by the council, for travel and other personal expenses of office; provided, any fixed allowance so established during a term of office shall not be increased during such term of office.*

The language of the statute specifically separates salary and allowances. A fixed allowance for any elected official is provided for by law. The statute also provides that this allowance can be set by adoption of the annual budget ordinance. The statute prohibits the reduction of salary and prohibits the increase of allowances during term of office.

### **Town Council Salary**

The role of Town Council member is a public-servant/volunteer position but Council members currently receive a modest monthly salary to compensate them for the time and effort

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they spend preparing for, attending, and participating in regular Council meetings and occasional meetings of special Boards, Committees and groups. A small salary can help to persuade community leaders to serve and cover any incidental costs of serving such as time away from a full-time job, babysitting costs, etc. Town Council salaries are set by the Town Council and typically are based on Council salaries of comparable municipalities with similar populations and forms of government. Town Council salaries are paid monthly through the Town's payroll. Similar to part-time employees, the Town withholds state and federal taxes, matches FICA and Council members are issued a W-2 at the end of the year.

In order to maintain salaries that keep pace with other municipalities, salary data can be collected from local municipalities on a regular basis. Data from the North Carolina League of Municipalities annual salary survey can be used in conjunction with internal data collected regarding council member salaries.

### **Mayoral Fixed Allowance**

The Mayor's position, in particular, can have such a significant bearing on the Town's future that a reasonable fixed allowance may be considered, in addition to the salary, to reimburse the Mayor for travel and other expenses of the office. The Mayor may serve as a liaison to several county and state agencies, commissions, boards, and task force groups which can have a positive impact on the Town. Often there can be a significant amount of time spent on travel for serving in these roles to keep informed and involved with organizations for the benefit of the Town. The Town of Holly Springs has been very fortunate to have had very active Mayors in the past and the Council may want to consider an additional fixed allowance to reimburse the incumbent for the additional time, travel and personal expenses incurred in the course of performing his official duties.

A "fixed allowance" is considered something other than a "salary" and may be provided by the Town Council. A fixed allowance established during a term of office should not be increased during the term of office.

### **RECOMMENDATIONS**

A policy could be drafted for adoption and to be effective at the beginning of the next budget year along the following, if the Council so desires:

- Town Council salaries are subject to be studied every year using salary study data.
- Town Council members may receive reimbursement for travel expenses incurred in connection with the performance of their duties at the current mileage rate for the year (current practice.)
- Town Council members shall receive the same cost-of-living adjustment that is approved in the annual budget (current practice.)
- Town Council may establish an additional fixed allowance for the Mayor that is subject for review.
- If the Town Council desires to increase the allowance of any elected official, it must do so after the term of office, which may be just prior to that elected official's being sworn into office after a re-election (between terms.)

### **Action:**

**2c. Council Meeting Decorum and Media Training** -- Councilman Dickson mentioned this as a retreat meeting topic, expressing concern, particularly, over how the Council and staff are perceived by the viewing public on social media, television and on video-on-demand. "With more traditional media and social media focus on Holly Springs government, we are at greater risk of losing citizen trust in our efforts," he said. "We need to make a positive and trustworthy impression on the public whether they attend entire town meetings in person or if they only tune in once a month for five minutes," he added.

In discussion, Council members agreed that it would be a good idea to have a training workshop to assist Council and staff in having a certain "media awareness" during meetings and to help everyone:

- feel more confident about delivering an effective interview or speech;
- improve media and in-person communications skills;

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- conduct and behave with media savvy during Council meetings; and
- learn how to deal with media one-on-one.

The issue of meeting decorum was discussed by Council.

For staff, Mr. Simmons has been emphasizing during our staff meetings for Council meeting presenters to always behave in a practiced manner and to treat others with professional respect. You will notice staff members at the podium have begun to refer to each other as Ms. Clapp and Ms. Parrish as opposed to Gina and Kendra. This is not an effort to be unapproachable, unfriendly or stiff, but a subtle message to all listening that those speaking are highly specialized professionals who are experts.

Similarly, staff will be addressing Council members with an extra measure of respect. If this communication is reciprocated, the meeting atmosphere may be an environment of professionalism and decorum that gains and maintains trust in the work that is done in town hall.

To help Council meet a similar goal, Councilman Dickson suggested the following ideas:

- Consistent adherence to meeting protocol. Three minutes is three minutes for everyone, regardless of who they are. When one speaker is given more time than others, it could be interpreted as favoritism or bias.
- Respect for citizen speakers. Whether we know the speaker or not, each person should be treated equally. Comments which expose personal relationships with the speakers should be avoided since it could be perceived as favoritism or bias by the general public.
- Respect for staff members. The same principles apply as citizens. Exhibiting more than a professional relationship with a staff member could be perceived as expressing favoritism or bias for the staff recommendation.

Councilman Dickson said, “We are no longer a small town government which can conduct meetings in a casual manner. One small innocent comment can have a long, negative shelf life in social media. I am not suggesting a stuffy, faceless style of government, but a more professional format. I am guilty of contributing to this in my prior terms; however, during my four years as a private citizen again, I became uncomfortable with this casual style. If we act like it is serious business, then citizens will interpret our efforts as serious and thorough.”

There was much discussion as the mayor and members of the Council discussed ways they could increase the public’s trust by finding a balance between familiarity and formality. The Council would be interested in having a consultant watch some of their meeting video and offering tips on how they could improve behaviors that would promote citizen trust.

All agreed that some degree of formality is necessary, but no one wants to be unapproachable or so formal that citizens do not feel welcomed at Council meetings.

**Direction:** The Council agreed among themselves that they would have a more professional manner during meetings and adhere to protocols that would treat people fairly and equally. Media training would be helpful.

**3a. Co-Working Space** -- Ms. Mizelle explained the potential for creating co-working space within the vacated police station building on Ballentine Street. There would be a lease agreement that would spell out terms, but basically it would be a two-year term since the Town may need the building in the future. Once here and successful, the leasor may be able to find another location.

**Action:** The Council approved a motion to direct staff to enter into negotiations with Craig McAnsh, owner of MOJO Co-working.

**Motion By:** Sack

**Second By:** Dickson

**Vote:** Unanimous

**3b. Re:Imagine Downtown** – Ms. Clapp explained that the Village District Area Plan is reaching its 10<sup>th</sup> anniversary this year. Over the past 15 years, the Town has made several millions of dollars in investment in the downtown area; several private investment projects have been completed; and several public and private projects are pending.

Now is the time for us to re:Imagine our vision for our downtown, she said.

She provided an overview of the State of Downtown and discussion followed to collect ideas on how to transform downtown Holly Springs into the vibrant destination that we know it has the potential to be. Ms. Clapp noted that staff would also like for the Council to discuss the longevity of the current plan and need for a new master plan to create a blueprint or strategy for success moving forward as well as the idea of creating a downtown CIP fund.

Josh Dunbar, chairman of the Chamber of Commerce board of directors, addressed the Council and said the Chamber would be excited to help the Town share information about what it was doing to promote development downtown.

**Action:** The Council approved a motion to direct staff to reevaluate the Town's development regulations and infrastructure reimbursement policies for the Village District.

**Motion by:** Sack

**Second by:** Dickson

**Vote:** Unanimous.

**Additional Direction:** Council would like a public information campaign to promote that the Town has heard from the development community regarding downtown development obstacles and is responding by examining its regulations and wants everyone to know that downtown Holly Springs is open for business.

At this time, the Council recessed for the evening and resumed the retreat with a Saturday morning session at 9 a.m. Saturday, Feb. 21. A quorum was established as the mayor and all five Council members were in attendance.

**5a. North Main Athletic Complex** – Mr. Huffman explained that the economic impact of the North Main Athletic Complex can be calculated by extrapolating the impact of activities that are being held at Womble Park. Mr. Huffman reported to the Council, estimating that NMAC would generate approximately \$6.8 million for the community from athletic events during the year. Additional revenue would be generated by concerts or non-athletic events at the facility. He added information about the similar economic impact and use of other facilities.

He noted that all of the Town's facilities have an impact on the community, and all agreed it was an exciting time to be in Holly Springs.

**Action:** None. For Council information.

**5b. Capital Projects** – Mr. Weeks presented the Council with hard copies of the updated Capital Improvement Plan representing top priority projects, funded and unfunded, for the next five years. He noted that the projects represent millions of dollars in improvements that are needed, wanted or recommended and that the objective of staff and the Council is to pull out the priority projects for funding and implementation as the Town is able.

**Action:** None. For Council information and reference.

**5c. Priority Projects** – Ms. Parrish addressed the Council reporting that immediate upcoming projects include transportation, utility, sidewalk, public safety and park projects.

She presented a list of proposed General Fund and Utility Fund project priorities for 2015.

Based on funding available and need, eight priority transportation projects were listed: Main Street Extension; Avent Ferry Road widening from the bypass to Piney Grove-Wilbon Road; downtown street improvements; NMAC signal on Main Steet; Sunset Lake Road at Main lane improvements; NMAC bypass access; and cemetery improvements.

Sewer Project priorities are Earp Street resurfacing; Middle Creek force main; Utleigh Creek discharge upgrade; Avent Ferry pump station and force main; East side regional pump station; dry bed for pump station cleaning; Bass Lake gravity sewer diagnostic;

Water Project priorities Duke Energy waterline and a booster pump station upgrade for the Harnett County water supply.

There are a lot of unfunded projects: Avent Ferry Road widening from Piney Grove-Wilbon Road to Cass Holt Road; Holly Springs Road widening; Sunset Lake Road widening from Lockley to Kenmont; Main Street widening from Holly Springs road to Oak Hall Drive; Sugg

Farm internal road network; Avent Ferry Road for Mims Road; Innovate Way; Grigsby Avenue from Valleyfield to Sugg Farm; Ballenridge greenway connection under bypass; Main Street sidewalk from Oakhall to NMAC; a pedestrian over or underpass on the bypass; and Avent Ferry Road sidewalk at Holly Glen, Holly Glen Phase II and Braxton Village.

During discussion, it was noted that the Utley Creek plant upgrade stands to save residents millions of dollars in water and sewer rates that will not need to be increased. Because of the permission to continue discharging into Utley Creek, the Town can manage the future more cost-effectively while improving the quality of the water habitat for wildlife.

**Action:** The Council approved a motion to endorse the staff's list of General Fund and Utility Fund priority projects as described above.

**Motion By:** Sack

**Second By:** Dickson

**Vote:** Unanimous

**6a. Growth Web pages** – Ms. Powell said that, of all the events that can generate rhetoric and misinformation, new development and growth top the list. While some welcome growth as part of living in a thriving economy where their home values are either stable or on the rise, jobs are secure and public amenities abound, others are more reticent, worried that growth is outpacing infrastructure and creating burdens on the public.

With development on the uptick and all the varied responses to this progress, the Town's Department of Public Affairs and Communications has planned a communications strategy to create a repository for information on the Town Web site. A working title for the section is "A Growing Strategy," which evokes a sense of purpose and deliberateness to our growth.

Ms. Powell went over an outline detailing the communications initiative to create a Web section with a long list of sub-pages. Each page will have a lead story, and the articles will serve a dual purpose in being one of several in a series of articles to be published in the monthly newsletter and in *Suburban Living*. The articles, by necessity, will be simple and short. More detailed information will be on supporting tertiary pages in the Web section. It will be important that our messages not get lost in the message, she said.

This will be an ongoing communications initiative, but the Web section will debut with initial articles and artwork this spring. The goals will be to:

- Create a growing volume of information in response to community rhetoric
- Not to persuade, but to provide information in the face of misinformation.
- Provide elected officials accurate information as a resource to share with constituents.
- Validate all the varied responses people have to growth, but then illustrate that all our decisions are done with "Only Good Intent."

In discussion, Council members offered specific points and angles to cover within the pages. Members felt it would be good to get the information out no later than end of April to get ahead of the warmer development season.

Some Council members suggested that the words "growth" and "growing" not be used because of their negative connotations for some.

**Consensus:** Creating the topic-specific Web section is a good strategy that should be pursued and implemented by the end of end of April.

**6b. The Holly Springs Brand** – Ms. Powell explained that she assisted Ms. Mizelle, who served as project lead during a six-month brand identity study for the Town of Holly Springs and that the project team was ready to present final design and catch phrase/tagline options for consideration of the Council.

The Town retained the consulting firm of Streetsense of Bethesda, MD to conduct the study and to provide to us not only a logo, but – if possible – a family of logos that could be used in all of our different applications like the television channel, stormwater program, farmers market, business community, etc.

The Streetsense team travelled to Holly Springs where they became steeped in the community, its history and its people. They met with town officials and members of a citizens

advisory task force on the brand. The branding process was described in greater detail during a Feb. 11 special meeting of the Council and the citizens committee, but in the end, the Streetsense firm embraced staff's idea to celebrate the name of Holly Springs, providing two design options and supporting a third, staff-generated design option:

- Option 1: a holly motif with the tagline, "Branching out. Growing strong."



- Option 2: a water/springs motif with the tagline, "The Source of Opportunity."



- Option 3: a holly and springs motif with the tagline, "the Source." [The image below represents modifications made to the art and the tagline to read, "Discover the Source."]



During the branding workshop, the committee and Council members compared all three designs and leaned toward the holly and springs motif, which happened to be the staff-generated design and theme. The committee members offered input for refining the art and text to make them better:

- Add holly berries, if it would look appropriate.
  - green berries were added, and they look great
- Make the green of the holly leaves brighter.
  - done
- The tagline, "the Source." is too mysterious and artsy.
  - Mr. Simmons suggested "Discover the Source." The phrase captures the essence of what our citizens see in Holly Springs today and what is historically significant, too. (**see attached brand story**)
- There needs to be a brand story that explains why we like this image
  - Done. **See attached.**
- The committee and Council liked the versatility of "the Source" as a family of taglines for the Town's programs and facilities. Instead of a family of logo images that are related and shared, we would have a family of tagline phrases: *Discover the source of farm fresh goodness*



*at the Holly Springs Farmers Market; Discover serenity at Bass Lake Park; Grow Your Business at the Speed of LightSource (fiber optic;) Get the Facts... Go to the Source for the Town's Web site; Discover the breath-taking beauty of Sugg Farm.*

- They liked the motion of the water and the positioning of the holly leaf and how it seems to indicate progress
- There was a concern about Cary's use of a similar color scheme in its way-finding signs
  - The green/blue scheme is uniquely suited to the name Holly Springs.
- There was a request to show all three options to the Council in one side-by-side comparison at the Council's winter retreat Feb. 20-21.
  - There was little or no apparent support for the first two design options, but they were included in the Council retreat materials for discussion and consideration.

After much discussion, Ms. Powell reported, the committee members were supportive of the holly and springs motif and Discover the Source tagline. There was clear consensus that the committee recommended endorsement of the brand package by the Town Council at the retreat.

Council members also preferred logo image No. 3 with the Discover the Source tagline as recommended by the committee. There was much discussion about the blue and green color combination and how the Town of Cary Parks and Recreation Department uses a similar combination; however, the consensus was that green and blue suited Holly Springs.

**Action:** The Council approved a motion to endorse Logo Option #3, a blue water and green holly leaf image with the tagline "Discover the Source."

**Motion by:** Sack

**Second by:** Williams

**Vote:** Unanimous.

**7. Transportation** – Ms. Parrish addressed the Council and outlined a number of upcoming transportation improvement projects that would be designed to ease traffic congestion and safety issues in Town. The reality is there are about \$20 million worth of projects that are immediate needs but there is not that kind of funding available.

There are options and ideas, which were detailed and discussed, including the possibility of using a transportation bond or installment financing to put in place a large sum of money that could parlay state funding and make it come more quickly and go farther. Another reality is that there is no reasonable means of coming up with a solution without more thought and consideration of all aspects of the issue, including the potential impact on taxpayers in any scenario.

**No Action.** The report was for information only but future meetings may revisit these same projects. A list of the top projects that have been identified is attached.

**9. Adjournment:** There being no further business for the weekend, the 2015 Winter Retreat of the Holly Springs Town Council was adjourned following a motion by Councilman Sack, a second by Councilwoman Williams and a unanimous vote.



itted on Tuesday March 17, 2015,

NCCMC



## Holly Springs Brand Story

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Imagine colonial settlers, tired and thirsty from making their way through the thick forest lands of North Carolina. They sought what we all seek – a place to live where they could survive and their children could thrive.

And, here, near where the high school is today, a group of them discovered a cool, clear, refreshing source of water... a source of life. They discovered this wonderful resource just a few feet away from a road in a time when roads were not that common. And *this* road! This road would take them all the way to Avent's Ferry where they could cross or go along the Cape Fear River!

Yes. This was a wonderful place to settle down. Beneath the shade of two enormous wild holly trees, they had discovered a source of water, so necessary for sustaining the life of a community, and a major transportation artery, so necessary for making sure they had access to everything else they would need.

Holly Springs is grounded in a heritage of colonial land grants, agriculture and early enterprise like tailors, turpentine stills, grist mills and a railroad. At the same time, Holly Springs is very progressive, pursuing 21<sup>st</sup> century development like bio-technology, forward-thinking health care expansion and a creative sports and leisure economy. Young creative minds are attracted here, but they share little in common with those who have lived here all their lives. There is no common history, no common shared experiences, no common culture or heritage.

Like the two holly trees in the beginning of her story, Holly Springs has two histories – a “far history” when not much changed from one decade to the next spanning from that first colonial settlement, through the Revolutionary War, the Civil War, two World Wars and into the late 20<sup>th</sup> century; and a “near history” that represents the most progressive time in Holly Springs’ life, spanning just the past 25 years since about 1990 when the population rose dramatically from 900 to nearly 30,000 today.

The key when developing Holly Springs’ community brand was to recognize what it is that connects together those who associate themselves with the town’s “far history” and those of her “near history.” It’s the one thing we all have in common: It’s our name... our wonderful, pretty name.

Holly Springs’ brand is to celebrate a name that brings to mind clear, refreshing water and dark green leaves that provided comfort, beauty and shade. Just as the early settlers found the holly-covered springs to be a source of life-giving water, today’s residents find Holly Springs to be a source of many good things that improve the quality and completeness of their lives: our premier park system, our abundant housing choices, our thriving business community, and our shared “near history.”

*Discover the Source* of all the things that make Holly Springs what it has wanted to be for two centuries: your hometown.

## *A Picture to Tell Our Story*

With its lively, swirling electric blue water in motion and its modern stylized holly springing forth from the source, the Holly Springs Discover the Source image says in one glance, “Holly” and “Springs.” But this appealing image also says: *new growth, progress, going forward together, growing in the right direction, sustainable, cool, refreshing, beautiful, in action, fresh, life, clean, energy, new, exciting.* The water represents the kinetic energy from which all we have in our community is created. It is the Source. The holly tells our human story. Look at the bright green new-growth leaf alone. Does it not appear “excited and happy” and “so glad to be here?” The old growth leaf seems to be the stronger, greener branch on which the new growth relies, and it welcomes the new growth leaf as a part of itself. It is the mature growth that bears the fruit of the plant, but the mature leaf seems to know that the new growth will make it better and stronger. The new growth is growing in a different direction than the mature leaf. Yet, it completes the circle, and the two sprigs remain connected as a branch. This brand image depicts our “far history” tradition and our “near history” new growth coming together as a single community. It’s our story.

