



# **Morrisville Town Council**

Work Session

October 15, 2026, 6:00 PM

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**1. Call to Order**

**2. Discussion Items**

2.a [Financial Stability Through Analytics Presentation](#)

Paul Huessard, Strategic Performance Manager

[2026-336-0 PRES Financial Stability Through Analytics Work Session.pdf](#)

2.b [Capital Investment Program 4-year Major Update](#)

Jeanne Hooks, Director of Management Services

Mark Spanioli, Town Engineer

Byron Hayes, Chief Financial Officer

[2026-352-0 PRES FY2028-2032 CIP Major Update.pdf](#)

**3. Adjournment**

# Town Council Agenda Item Report

Agenda Item No. 2.a

Submitted by: Paul Huessard

Submitting Department Administration

Meeting Date: October 15, 2026

## **SUBJECT**

Financial Stability Through Analytics Presentation

## **Recommendation:**

Receive information regarding how Town staff helps Morrisville pursue financial stability and proposed new methodologies to support this goal.

## **Updates/History of Briefing:**

N/A

## **Executive Summary and Background Information:**

Staff will present analysis surrounding ways that the Town promotes financial stability and examine two proposed methodologies, Geospatial Analysis and the Strong Towns Financial Decoder.

## **Advisory Board/Committee Review:**

None

## **Insert Date of Advisory Board/Committee Review:**

## **Advisory Board/Committee Recommendation and/or Vote:**

None

## **Potential Options:**

Receive information or ask questions.

## **Staff Recommendation:**

None

## **ATTACHMENTS**

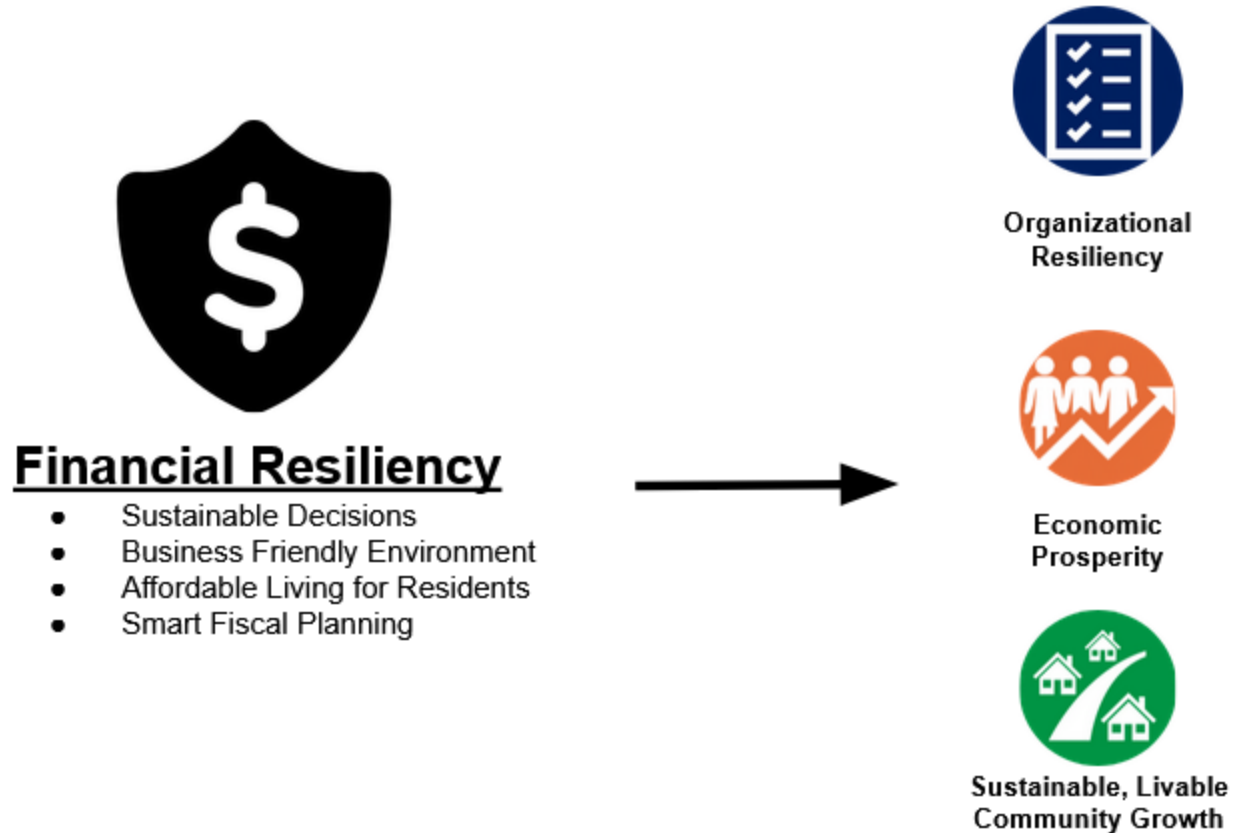
- [2026-336-0 PRES Financial Stability Through Analytics Work Session.pdf](#)

# Financial Stability through Analytics: Geospatial Analysis and Smart Towns Decoder

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Town Council Presentation \* October 15, 2026  
Paul Huessard, Strategic Performance Manager

# Financial Resiliency in Morrisville



# Geospatial Analysis

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Potential applications and limitations

# What is geospatial analysis?

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- Using maps, location data, and geographical information to identify trends and make projections.

# How we have already used Geospatial Analysis...

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- Identifying the ideal spot for a new public safety station based on travel times and incident frequency.
- Projecting the traffic impact on closing a road for a construction project.
- Determining optimal locations for public transit stops.
- Assist with development of the Land Use Plan.

# What can geospatial analysis do for us?

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- Support decisions behind investing in certain locations
- Sampling land use types (what kind of revenue growth occurred over time)
- Convey increases in tax revenue
- Value per Acre Analysis

# What can geospatial analysis NOT do for us?

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- Predict incoming development (i.e. tell us where developers will want to open businesses, housing, etc.)
- Forecast future tax revenue without making significant assumptions

# What's the cost?

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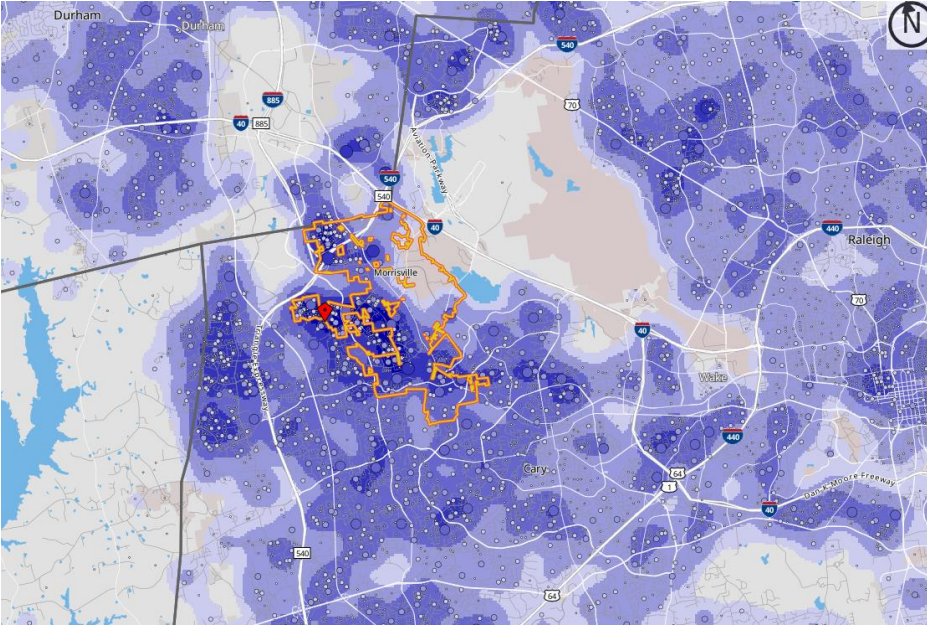
- Staff time
  - Training & learning curve to develop expertise
  - Acquiring datasets
  - Building out GIS layers
  - Running models and verifying results
  - Analyzing the results and generating recommendations
  - Consultant time
- Potential resources as well
  - Certain analysis tools require credit usage
  - Consultant fees

# Staff Recommendation

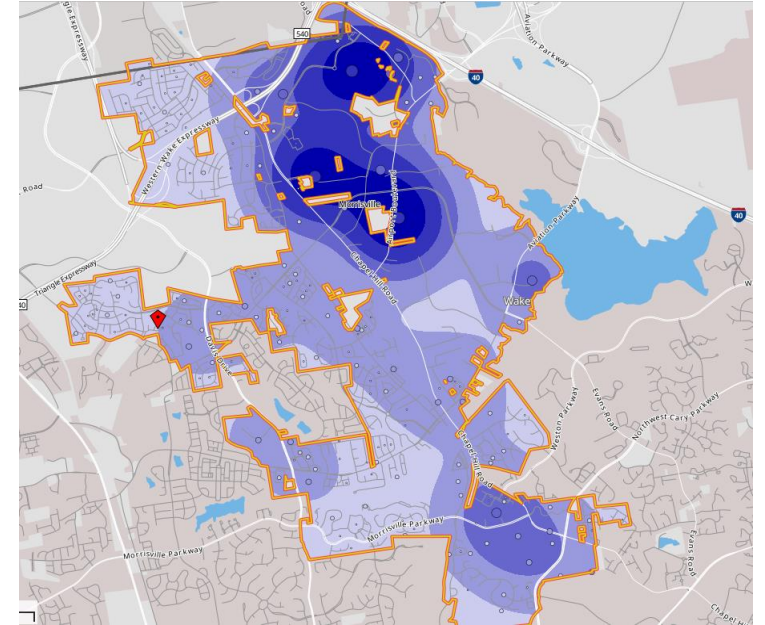
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- One tool in the kit.
- There are applications, but it needs to be the right tool for the right job.
- Determine what Council's interest is:
  - If there are certain problems or focus areas that Council would like to receive information on, let staff know and we can evaluate whether geospatial analysis makes sense.
  - If Council is more interested in a general suite of geographical data that speaks to financial changes, we can provide that.

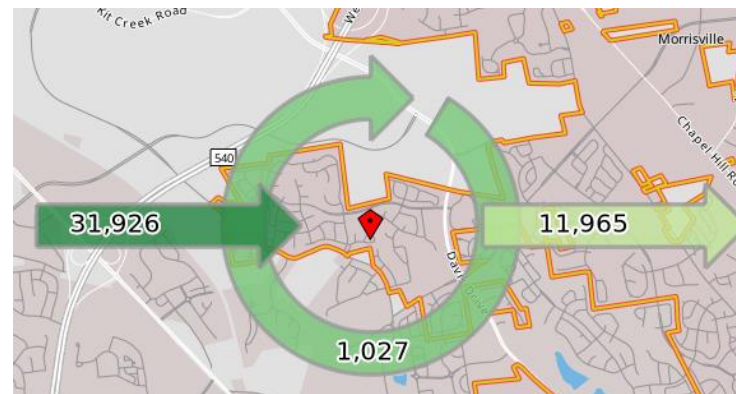
# Demographic Report



Where Morrisville's  
population works



Where Morrisville's  
jobs are concentrated



Morrisville job inflow/outflow

# Data Informed Decisions

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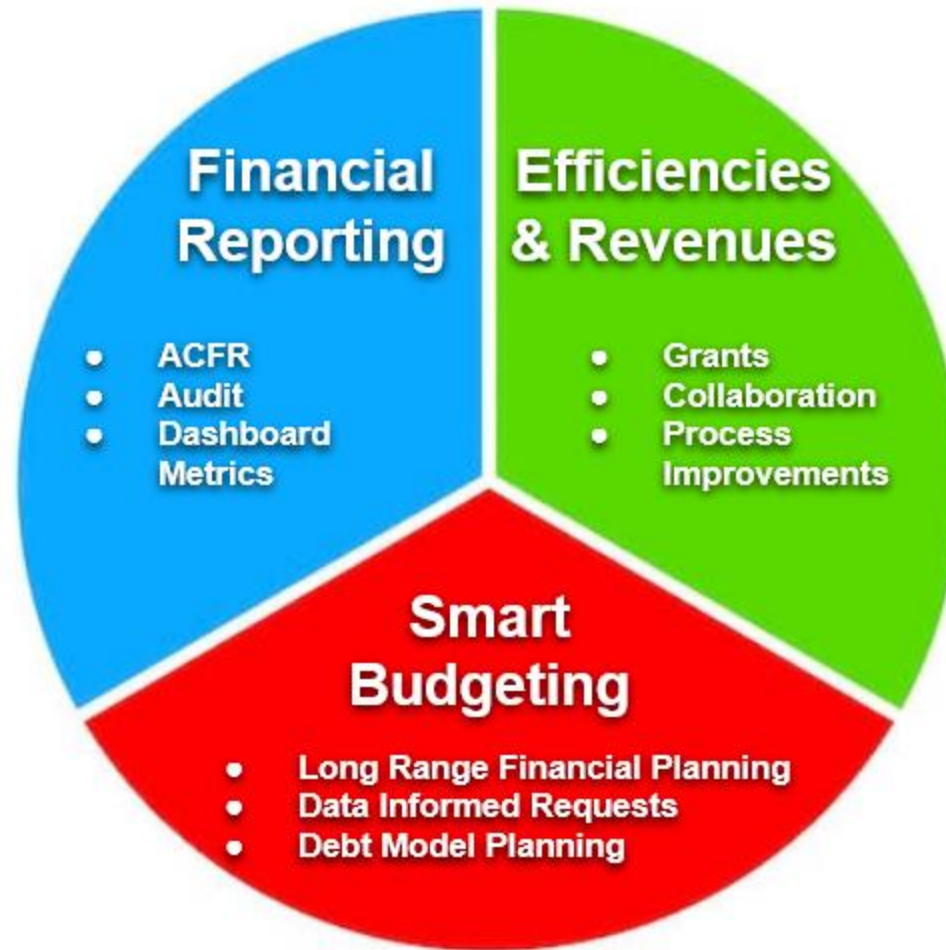
Evaluation of other tools

# Data Informed Decision Making

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- Financial data is useful, but like geospatial analysis, it is a tool that needs to be applied purposefully.
- Data integrity is crucial: The wrong tool in the wrong situation can be dangerous.
- Even if it is the right tool, there can also be challenges if it is interpreted incorrectly.

# Other Tools to Promote Financial Stability



# Strong Towns Finance Decoder

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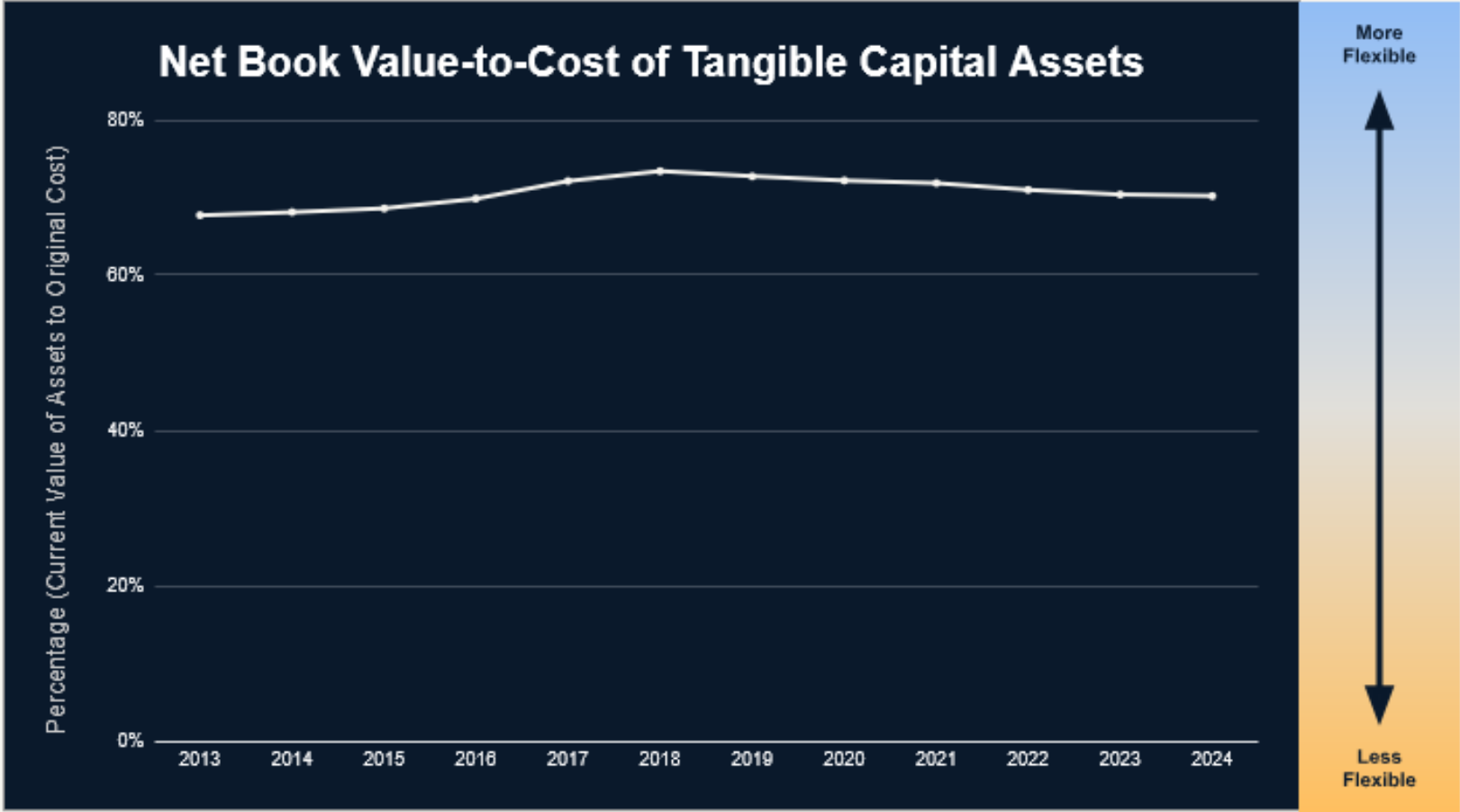
- Has been discussed as another tool for consideration
- Has much of its data manually entered from Morrisville's Annual Comprehensive Financial Report (ACFR)
- Community analysis tool
  - “Understand whether your city is on track to keep its development, service, and growth promises.”

# Strong Towns Finance Decoder

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- Seven metrics recommended by Canadian Association of Government Finance Officers (CAGFO).
- Metrics rely upon certain assumptions with how information is presented in finance documents.
- These assumptions do not always line up with North Carolina standards for what is included in certain items, presenting challenges for applying them to Morrisville.

# Highlight: Net Book Value to Cost of Capital Assets



**What it is:**  
The current value of the city’s physical assets compared to their original cost.

**What it tells you:**  
This indicates how well the city is maintaining its infrastructure. A low value means assets are aging and wearing out.

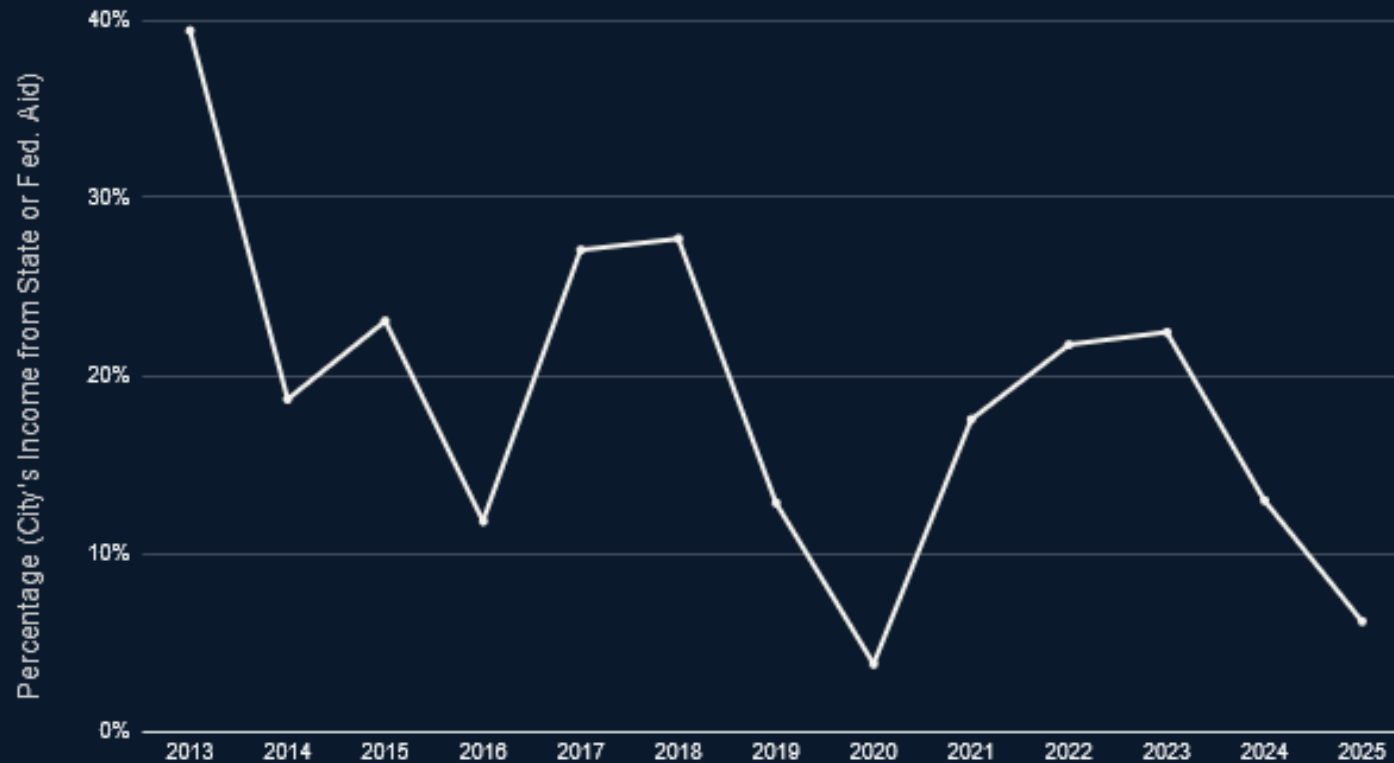
**What the trend shows:**  
A declining trend means the city is falling behind on maintenance. A stable or rising trend suggests it is keeping up.

# Concerns: Net Book Value to Cost of Capital Assets

- The metric description says this represents the current value of a city's physical assets compared to its original
- The data that it pulls from the ACFR is related to all capital assets.
  - Includes new buildings, land, and other elements that add value.
  - Does not include operational assets (under \$5000)
  - Does not include large scale public assets (sidewalks, streets, etc.), which Strong Towns confirmed it is intended to measure.
- May present misleading picture of “whether the city is falling behind on maintenance.”

# Highlight: Transfers to Revenue

**Government Transfers-to-Total Revenue**



More  
Vulnerable

Less  
Vulnerable

**What it is:**

The share of the city's income that comes from state or federal aid.

**What it tells you:**

High dependency on outside funding makes the city vulnerable to political or economic shifts beyond its control.

**What the trend shows:**

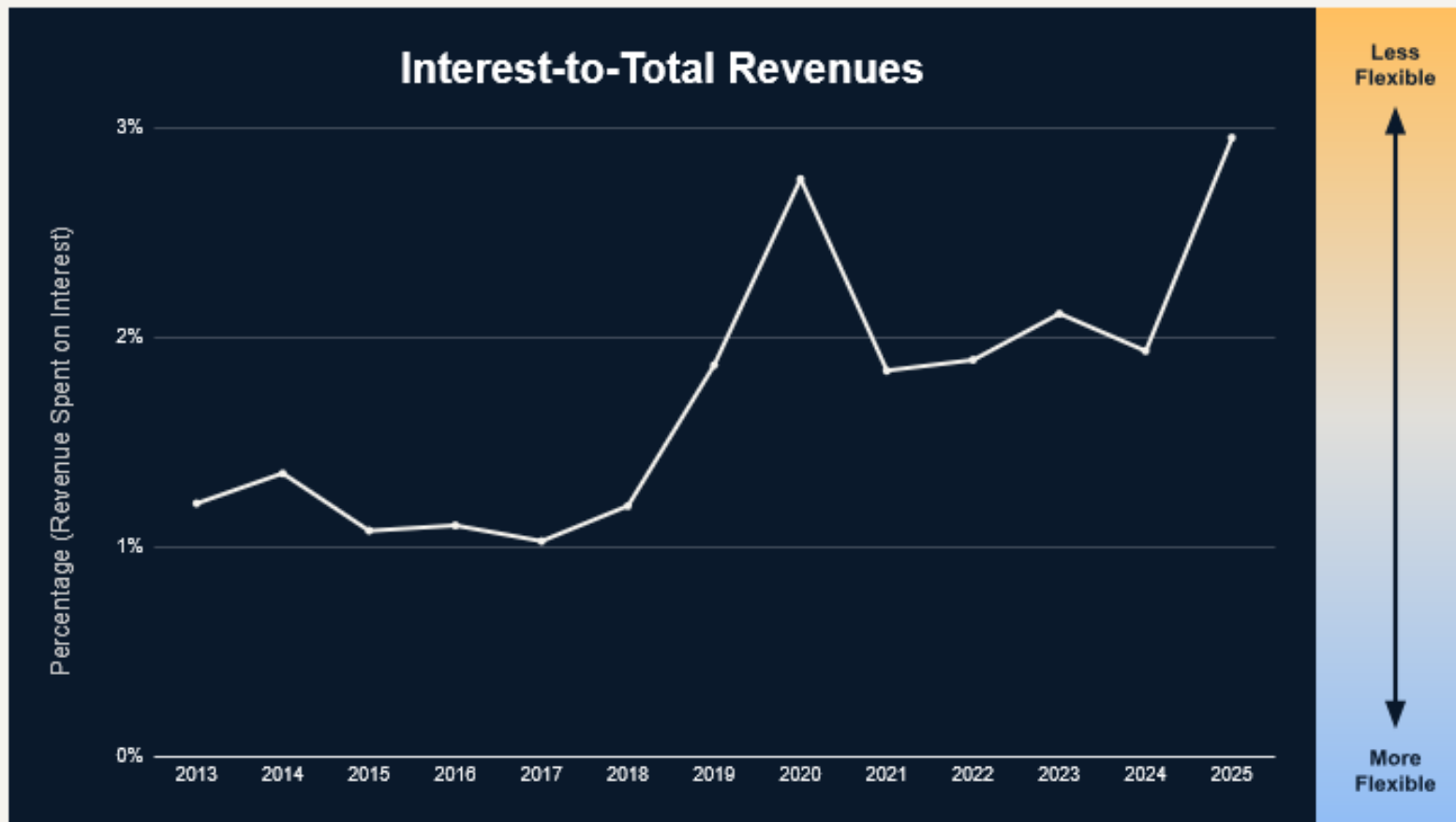
If the trend is rising, the city is becoming more dependent on outside help. If it's falling, the city is strengthening its local revenue base.

# Concerns: Transfers to Revenue

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- Metric description states this shows how “dependent” we are on external government funding.
- Does not separate “nice to haves” from “need to haves.”
- A decrease for us probably does not represent “city strengthening its local base,” but rather just not having as much grant funding coming in.
- Strong Towns confirmed this metric is probably more aimed at governments relying on external funding for large projects like Water Reclamation Facilities or Treatment plants.

# Metric: Interest to Total Revenue



## What it is:

The percentage of annual revenue spent on interest payments.

## What it tells you:

This shows how much of the budget is consumed by past borrowing. The higher the percentage, the less room for services, maintenance, or investment.

## What the trend shows:

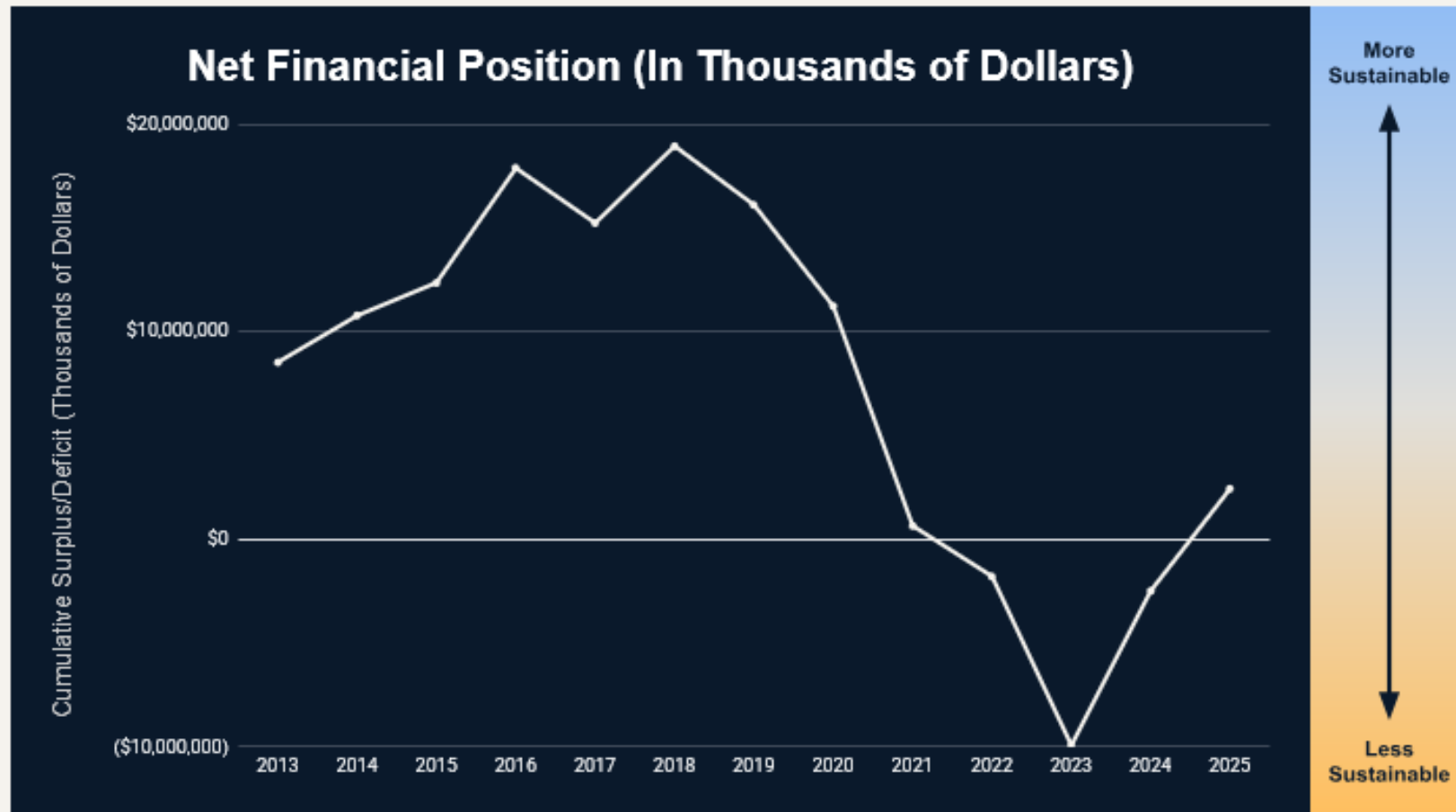
An increasing trend limits future choices and can crowd out basic services. A decreasing trend improves flexibility and budget health.

# Concerns: Interest to Total Revenue

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- Metric description states it shows how much of budget is consumed by past borrowing.
- Leaves out principal, only focuses on interest.
- Flexibility, or the percentage of budget involved in total loan repayments, is a SOG recommended metric that probably examines this concept more effectively.

# Metric: Net Financial Position



## What it is:

The difference between the city's financial assets (like cash and receivables) and its liabilities (like debt and pensions). This is the cumulative surplus/deficit that the city has accumulated through successive budget cycles.

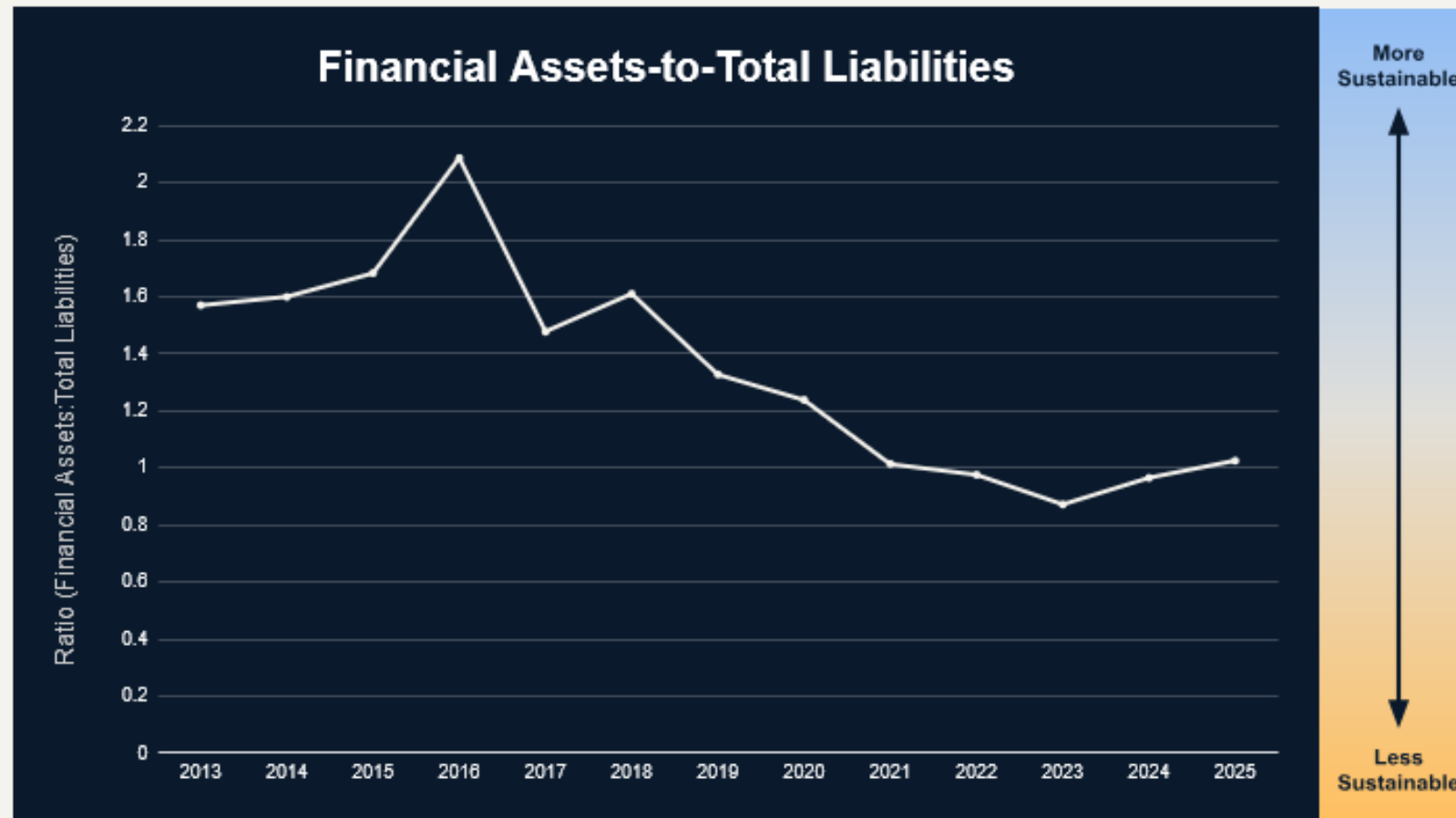
## What it tells you:

A positive net financial position suggests the city has more financial assets than obligations and is in a better position to weather downturns, invest in infrastructure, or respond to emergencies without resorting to borrowing or service cuts. If this number is negative, the city has spent more than it has saved and is relying on future revenue to pay past bills.

## What the trend shows:

A downward trend means the city is growing more reliant on borrowing or deferring payments. An upward trend means it's becoming more financially secure.

# Metric: Financial Assets to Total Liabilities



## What it is:

The city's financial assets—such as cash, receivables, and other short-term holdings—divided by its total liabilities. This is a different way of presenting the Net Financial Position.

## What it tells you:

This ratio shows whether the city has enough liquid financial resources to cover what it owes. A ratio below 1 means it would not be able to pay off its liabilities using only its financial assets, which is a sign of financial stress.

## What the trend shows:

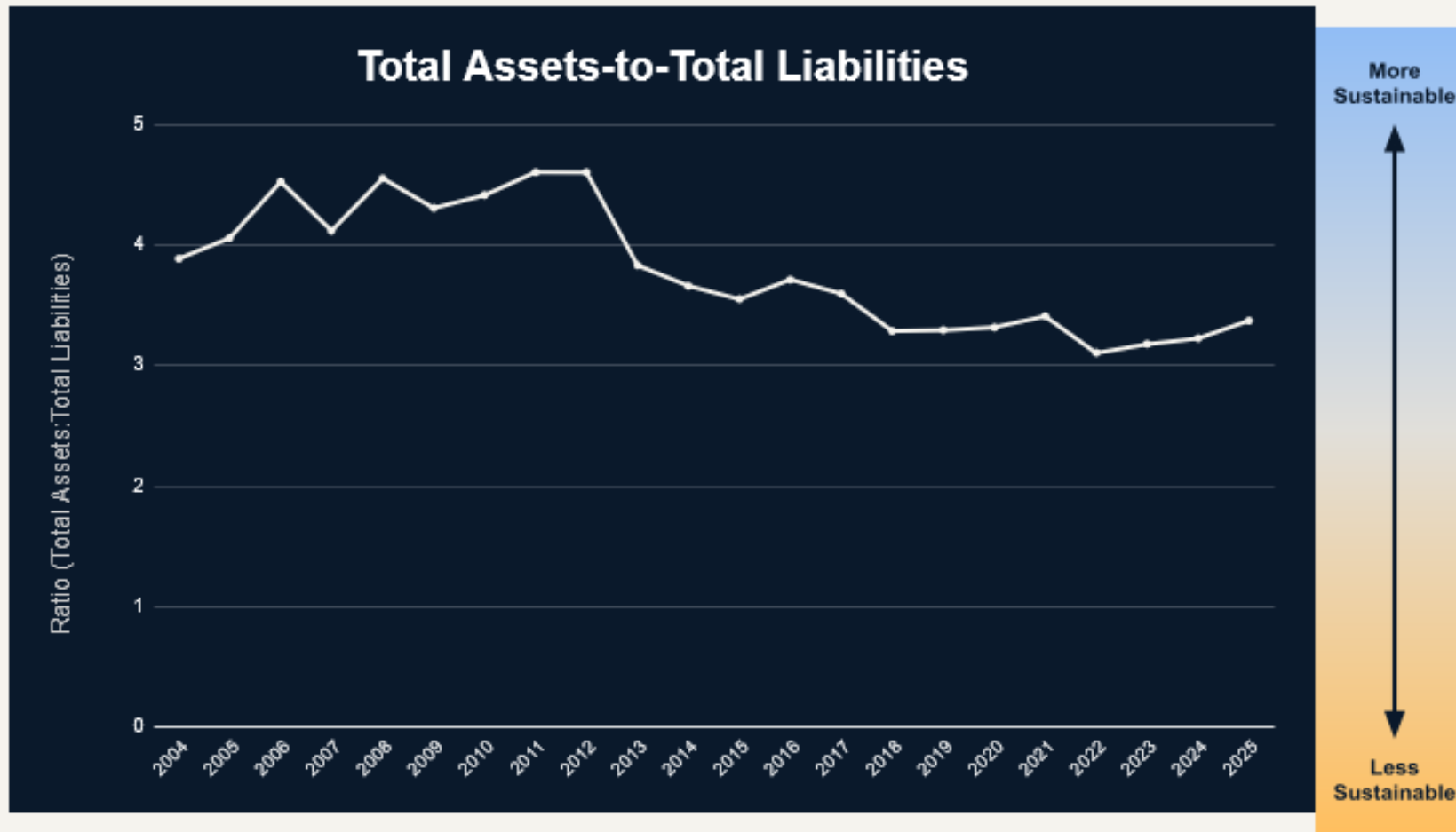
A rising trend means the city is improving its financial buffer. A falling trend suggests the city is becoming less able to handle its obligations without borrowing or cutting services.

# Concerns: Net Fin. Post./Assets Over Liabilities

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- Same data, one expressed as number and other as ratio. Liquid assets only.
- Metric description states that a ratio below 1 is a sign of "financial distress" and is "less able to handle its obligations without borrowing or cutting services."
- Municipalities often do incur more liabilities than liquid assets; Cary, for example.
- No realistic scenario where we must use all liquid assets to immediately pay off debts.

# Metric: Total Assets to Total Liabilities



## What it is:

The value of all the city's assets (including infrastructure) divided by its total liabilities.

## What it tells you:

A ratio above 1 means the city owns more than it owes (solvent). Below 1 means it owes more than it owns (insolvent).

## What the trend shows:

A downward trend means the city is becoming less solvent. An upward trend shows improving financial resilience.

# Concerns: Total Assets to Total Liabilities

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- Ratio version of ACFR's "Net Total Position"
- Not inherently problematic, but the ratios mentioned in the description are not particularly realistic for Morrisville (or any Wake County town).
- Description notes downward trend indicates concerns with solvency, but we would caution against viewing the small dips that Morrisville has as a sign of deteriorating financial health.

# Metric: Net Debt to Total Revenue

Net Debt-to-Total Revenues



Less Sustainable

More Sustainable

## What it is:

The total liabilities the city owes compared to how much revenue it collects in a year.

## What it tells you:

This shows how many years of income it would take to pay off all debts if every dollar went to debt repayment.

## What the trend shows:

If the ratio is rising, debt is growing faster than income—this is unsustainable. If it's falling, the city is gaining control of its obligations.

## Note:

If this graph shows a flat line at 0 after inputting your city's numbers, this means that the city has a net surplus (no net debt).

# Concerns: Net Debt to Total Revenue

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- “This shows how many years of income it would take to pay off all debts if every dollar went to debt repayment.”
- Not a realistic scenario.
- Description states that rising ratio indicates an "unsustainable" model. While debt cannot rise forever, the vast majority of the time when a ratio rises above 0 here, it's because we planned for and pursued a large scale capital investment, generally very carefully.

# Other Concerns

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- Strong Towns confirmed that data can be freely sourced and edited by anyone with seemingly no oversight or confirmation process.
- Descriptions are similarly open to being changed at any time with no oversight or confirmation process.
- Potential to generate unfounded concern within public and additional work for town staff due to misunderstandings of what data mean, or mistakes during data entry.

# Staff Recommendations

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- We work with different local governments and a variety of reputable third-party agencies (GFOA, SOG, NCLM, Financial Advisors) to ensure that the metrics we use are relevant and accurately assess what we are trying to measure.
- Determine what Council's interest is:
  - If Council indicates they are interested in additional reporting or information on certain topics, inform staff what the question is.
  - If Council is more interested in general financial health information, in an easy to visualize format, we can work towards that.
- Staff will work to make sure we are using the “best tool for the job.”

# Potential Options

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- We provide a Quarterly Financial Report
  - Presented as an Administrative Report to Council & is Posted on the Financial Services Department website.
  - Could expand it to allow for additional topics that may interest Council and publicize it more.
- Financial Health Portal
  - Could develop a more visualization heavy page with best practices that delivers a simplified overview of Town's financial health status.
  - Similar to Strong Towns presentation, but with North Carolina focused metrics.

# Questions?

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# Town Council Agenda Item Report

Agenda Item No. 2.b

Submitted by: Jeanne Hooks

Submitting Department Administration

Meeting Date: October 15, 2026

## **SUBJECT**

Capital Investment Program 4-year Major Update

## **Recommendation:**

Received information, discuss, and provide input to establish the process to move forward.

## **Updates/History of Briefing:**

N/A

## **Executive Summary and Background Information:**

The Capital Investment Program (CIP) establishes the policy framework for evaluating, selecting, prioritizing, and executing projects within a fiscally responsible, fundable 5-year plan. Its purpose is to drive meaningful, visible investments that produce positive outcomes for the community. The CIP policy adopted by Council guides Staff and the process for managing an effective investment program, one that remains financially sound while delivering tangible projects aligned with community needs. As outlined in the policy, a major program update occurs every four years, making 2027 the next scheduled update. Morrisville has benefited from a strong CIP policy framework that has resulted in responsible planning & execution of projects balancing both capacity with affordability.

During this work session, Staff will review key topics looking for input & general consensus where appropriate outlining:

1) policy & process drivers, 2) the proposed timeline, 3) introduce critical thinking tools for project prioritization, 4) initiate solicitation of big picture community interests from Staff's & Council's perspective, and 5) outline methods for effective public engagement. This session marks the official kick-off of a major CIP update, which will continue through a series of work sessions, forums, exercises, and decision points from October through February, aligning with the development of the operational budget.

## **Advisory Board/Committee Review:**

None

## **Insert Date of Advisory Board/Committee Review:**

**Advisory Board/Committee Recommendation and/or Vote:**

None

**Potential Options:**

Received information, discuss, and provide input to establish the process to move forward.

**Staff Recommendation:**

None

**ATTACHMENTS**

- [2026-352-0 PRES FY2028-2032 CIP Major Update.pdf](#)

# CIP Major Update Planning FY28–FY32

Town Council Work Session \* October 15, 2026

Jeanne Hooks, Director Management Services

Byron Hayes, CFO

Mark Spanioli, P.E., Director of Engineering

Optimize capital investments through strategic planning and budgeting



# Capital Planning Overview – One of Two Sessions

## Goals

01

### CIP Policy Process Overview

Review policy driven  
process, prioritization tools,  
& suggested timeline

02

### Identifying Interests & Influences

Evaluate current project  
concepts & consider possible  
future project needs

03

### Discuss Engagement

Provide feedback on  
engagement approach



# CIP Policy Overview

01

## Section Objectives:

- Review Core Policy Drivers
- Differentiating Capital from Operating
- Refresh on the Process & Timeline
- Discuss Council's Prioritization Tools
- Address Questions & Affirm the Process

# 5-Year CIP Policy Drivers

## Aligning Capital with Strategy

The capital investment plan sets the policy framework for selecting, prioritizing, and executing projects within a fundable 5-year plan. It drives investments that produce positive community outcomes.



01

**Strategic Alignment with Goals, Plans, & Community Needs**

02

**Financial Stewardship & Long-Range Funding Model Development**

03

**Public Infrastructure Maintenance, Continuity, & Investment**

# What Qualifies as a Capital Project

- Typically Large, non-recurring expenditures
- Onetime expense that would otherwise distort the annual operating budget if included
- Does not include maintenance related items and some large equipment.
- Long-range operating impacts from onboarding new facilities are addressed through the annual operating budget process (see slide 7)

## Distinguishing capital vs operating



### OPERATING EXPENSES

Operating expenses are recurring cost to cover operations annually.



Routine Maintenance



Employee Wages



Supplies



Service Agreements



### CAPITAL PROJECTS

Typically multi-year projects that end when complete.



Useful life-cycle expectancy > 5-years



Asset value is typically greater than \$100,000 and requires more than 12 – 18 months to construct or implement



Typically requires use of debt, or combination with reserve funds



May be a grant-funded project



VS

# 5-Year CIP Prioritization Process/Timeline

## The Advantages of a CIP Plan

- Fosters public agreement on projects & enhances community understanding
- Enhances cooperation & communication within & between government entities
- Prevents inefficient use of resources
- Contributes to maintaining financial stability

**Oct**

### Plan & Project Interests

Establish CIP Process  
Align with Policy  
Consider Future Project Interest  
for Guidance



**Dec**

### Community Engagement & Prioritization Exercises

Conduct engagement to gather  
community interest  
Use offline exercise to discern  
Council's common project interests



**Nov**

### Refine Project Concepts & Post Audit Model Updates

Incorporate Key Influences, study  
outcomes, & consider readiness  
factors



**Jan - Feb**

### Prioritization Final & 5-Year CIP Scenarios

Use financial instruments to  
protect investments against  
market and currency fluctuations  
& complete prioritization



# Developing Project Concepts

Capital Investment Program (CIP)

Evaluating project elements aids in optimizing capital distribution, managing upcoming operating costs, and enhancing long-term financial outcomes, all while facilitating the creation of a sustainable and fundable CIP. Before the Council's Prioritization Exercises, Staff will compile and present a Summary Matrix outlining these considerations for each project concept.

Making informed decisions for a strong and sustainable future.



01

## CIP Project Evaluation Criteria

Staff applies the criteria to each project concept generating an initial rating as a starting point for evaluation. Council will receive a Project Concept Summary Matix with details.

02

## Community Engagement

Staff will collect community project interests by using a combination of charettes and interactive forums to determine key community needs & interests.

03

## Prioritization Exercises

Council will individually use online prioritization tools to identify common projects where there is shared interest and noted areas of less consensus for discussion.

04

## Final Prioritization

Using the collective data from exercises, criteria, and community input, Council will create a prioritized project list for staff to use in developing funding model scenarios.

# Council Prioritization Toolbox



# Project Evaluation Criteria – The Starting Point

- ❑ Council-approved CIP Policy Identifies the standardized evaluation criteria & weights
- ❑ Staff uses the criteria to assess new project ideas based on their potential community benefits
- ❑ Designed to minimize bias and enhance accountability
- ❑ Council employs additional prioritization methods to refine & test criteria ratings & priorities
- ❑ This process highlights which options provide the greatest benefit considering cost, urgency, and impact
- ❑ Helps determine the reasons one project may be prioritized over others

| Criterion                                                                                                                                                                                    | Weighted |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <b>Safety:</b> Degree a project eliminates, prevents, or reduces an immediate hazard to safety                                                                                               | 11%      |
| <b>Fiscal Efficiencies:</b> How a project contributes to savings in Town’s operational and/or capital spending                                                                               | 11%      |
| <b>Improving Existing Asset:</b> Project improves an existing Town asset                                                                                                                     | 11%      |
| <b>Continuity of Service:</b> Necessity of project to maintain existing levels of service and/or prevent service interruptions                                                               | 10.5%    |
| <b>Funding Availability:</b> Level of external funding sources available to support the project                                                                                              | 10.5%    |
| <b>Strategic Goals:</b> Extent to which a project advances initiatives and objectives                                                                                                        | 10%      |
| <b>Mandates:</b> Project addresses a federal, state, or local mandate, including previous Town actions and associated commitments                                                            | 10%      |
| <b>Economic Impact:</b> How a project enhances economic development in Town, directly or indirectly adds to the tax base, or enables revenue generation through user fees or similar charges | 9%       |
| <b>Emerging Services:</b> : Responsiveness to public demand for new programs and services                                                                                                    | 8.5%     |
| <b>Project Readiness:</b> Degree of shovel readiness                                                                                                                                         | 8.5%     |

# Paired Comparison Exercise

### Paired Comparison

Which project should we prioritize?

**Project A**  
Tennis Facility with Lights

Estimated Cost \$8.5M

Community Impact High

VS.

**Project B**  
New Community Center

Estimated Cost \$5.2M

Community Impact Medium

**Project C**  
Road Resurfacing

Estimated Cost \$3.7M

Community Impact High

VS.

**Project D**  
Park Improvement

Estimated Cost \$2.1M

Community Impact Low

**Project E**  
Intersection Improvement & Traffic Signal Upgrades

Estimated Cost \$1.6M

Community Impact Medium

VS.

**Project F**  
Town Hall Facility

Estimated Cost \$4.3M

Community Impact High

Comparison 1 of 10

- Complete online individually
- Clarifies group preferences
- Minimizes bias
- Produces a defensible ranking



# Eisenhower Quadrants Exercise

### EISENHOWER EXERCISE

A PRIORITIZATION TOOL FOR CAPITAL PROJECTS

**1 IMPORTANT NOT URGENT**  
SCHEDULE  
High impact, long-term value. Plan and schedule these projects.

**2 IMPORTANT AND URGENT**  
DO FIRST  
Critical projects with immediate impact. Do these projects now.

**3 NOT IMPORTANT NOT URGENT**  
SCHEDULE LATER  
Low impact, not time-sensitive. Consider resourcing or scheduling later.

**4 NOT IMPORTANT BUT URGENT**  
DELEGATE  
Low impact but time-sensitive. Delegate these projects if possible.

Focus your time and budget on the projects that deliver the greatest value.

- Accomplished collaboratively
- Sharpens focus on urgent matters
- Promotes collective thinking over individual priorities

Note: In both exercises, Council is provided with project concept summaries & community input.

# Council Prioritization Exercises – Layering Perspectives



## 02

# Influences & Project Overview

### Section Objectives:

Discuss key factors affecting cost, schedule, and elements that need additional review before setting priorities.

Separating out ongoing projects (those currently active but with future commitments to account for) from projects needing to be reconsidered and new proposals to evaluate.

01

## Parks Master Plan

Report is in the final stages of data assessment on current services to gauge met & unmet needs offering guidance for ongoing and upcoming projects.

Council is scheduled to review the report in November.

02

## Comprehensive Transportation Plan

Certain project concepts have previously been incorporated into the CIP.

Additional study areas are being addressed through the Intersection Improvements component of the CTP Update.

03

## Future Phases Town Center Visioning

Updates would guide remaining development, defining district boundaries, land-use layouts, economic development strategies, Public-Private-Partnership options, taxing districts, and affordable housing needs.

Capital Investment Program (CIP)

# Major Project Studies

- ❑ Project studies play a crucial role in assessing needs.
- ❑ They undergo a thorough evaluation and consultation process to identify priority areas for future investments, concentrating on specific planning sectors, often including community outreach.



# Other Small Study Areas to Consider

## **Aligning Capital with Strategy**

Minor study areas can serve as an effective initial step to inform future project planning, gain a clearer understanding of cost elements (both construction and programming), and assist in securing alternative funding from other sources. It is anticipated that more extensive studies will overlap with these smaller initiatives.

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## **Sidewalk Gap Assessment Ph 3**

Collaborating with a consultant to identify sidewalk gaps across town, develop a prioritization process and gather data. CTP development did not include given this effort was already underway.

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## **Sustainability Plan 2.0**

The updated Plan will build on the Town's climate leadership by establishing a community baseline, setting targets, assessing risks, and recommending practical strategies to strengthen resilience, equity, and quality of life.

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## **Comprehensive Space Needs Study (\$125K Est Cost)**

Given discussion of a Community Center and Town staffing needs in the future, the first step is a comprehensive space needs study to evaluate current assets and determine future space needs.

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## **Harris Mills Property Feasibility Study (\$75K Est. Cost)**

Being intentional to assess feasibility of various use types on this Town-owned property to meet community needs. This study can include all town-owned property to develop a master plan.

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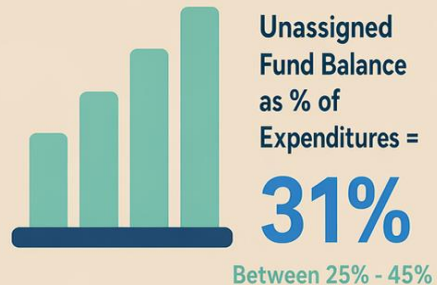
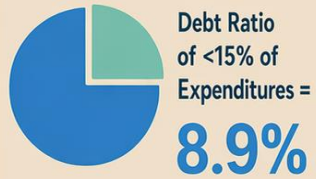
## **Town Hall Drive/Church Street Corridor Study**

Land-use changes from Town Center and other developments differ from conditions when the corridor was built. Impacts also stretch over to Church Street. A corridor study would help ensure design and connectivity meet current and future needs and is supported largely influenced by CTP.

# Market & Fiscal Condition Snapshot

Capital Investment Program (CIP)

## Fiscal Capacity/Affordability Indicators



Source: FY2025 ACFR – Pending FY2026 Audit Completion for Update & Capital Debt/Reserve Model

## Construction Market Condition



### 1 Material Costs Rising

**8.9%**

Construction material costs increased sharply by 8.9% compared to August 2025.



### 2 Labor Pressures Persist

**87%**

of respondents surveyed by NCCER indicate sub-contractor labor issues persist despite a softening market.



### 3 Bid Prices Increasing

**3.5%**

Bid prices increased by only 3.5% compared to the previous year, indicating tightening markets.



Budgetary Strains



Scheduling Delays



Uncertainty in Operationalizing Once Complete



Bidding Impacts

### The Impact

Source: Association General Contractors of America (AGC) & National Center for Construction Education & Research (NCCER)

## The Following Active Projects Should be Excluded From the Prioritization Update Yet Remain Included in the Funding Model:

- Projects that have been previously approved, funded, and are currently underway
- Projects recognized as Town responsibilities or planned future commitments

Note: Active projects are shown in abbreviated form. More information is available in the Quarterly Capital Projects Update shared on Oct. 13th Agenda.



# Active Projects – With Factors to Monitor

## Town Center Ph1a (Latest Cost Est. \$28.8M)

Managing within the Budget  
Mitigating Disruptions from Ongoing Construction  
Planning Programming

## Senior Center Expansion (\$1M Latest Cost Est.)

Accounted for Additional Cost Factors  
Transitioning to New Space  
Delay Due to Securing Available Expansion Space Lease

## Cricket Field Upgrade (\$6M Latest Cost Est.)

Time Sensitive for Completion for Cricket Season  
In Process of Negotiating Reconstruction Contract  
Wake County Hospitality Tax Grant is \$2M, Town Share is \$3M

## Sawmill Creek Greenway (\$3M Latest Cost Est.)

Added Cost for Raised Greenway Sections for Stream Crossings  
Over \$967K in Grant Awards for Project Implementation  
\$3M Current Budget Appropriation

## Sidewalk Gaps Ph2 (\$4M Latest Cost Est.)

International Drive & Sorrell Grove Church Road in Progress  
Louis Stephens Drive Habitat Impacts & ROW hurdles

## Public Works Facility (\$20.5M Cost)

Progressing within a \$20.5M Budget  
Monitoring for Unforeseen Relocation Impacts  
Optimizing Use of Existing Facility following Relocation

## Highlights:

*Active projects to monitor  
with potential effects on  
funding model capacity*

*Time sensitive needs*

*Managing delays*

*Possible unknown  
transition impacts*

*Projects not to Include in  
prioritization exercises*



# Active Projects – With Future Impacts

## Airport Blvd Ph1 Extension (\$12.4M Latest Cost Est.)

ROW & Utility Relocation will Require Additional Town Funding  
Exact Cost will be Known at Project Completion by NCDOT  
Responsive Pedestrian Safety  
\$7.2M in Current Budget Appropriation

## Fire Station Two (\$15M Latest Construction Est.)

Preliminary Design in Progress  
Requires Future Finance Planning with NCDOT ROW Funds  
Currently has a \$756K Budget Appropriation Pending Recognition  
of NCDOT ROW Funds

## Wake Tech Park (Design Only Project)

Shovel Ready Design Approach in Progress  
Construction is Future Project (included this portion in  
reprioritization group)  
Currently has a \$450K Budget Appropriation

## WCPSS Cedar Fork Elementary Athletics (\$1M Latest Cost Est.)

Time Sensitive Completion  
Future Lighting Additions/Better Play Requires More Funding  
Responsive Pedestrian Safety  
Current has a \$1.5M Budget Appropriation

## Morrisville Parkway Improvements (\$14.5M/\$5.5M Town Share Latest Cost Est.)

Future LAPP/ SS4A Grant Funding Acquisition is Key Component  
Authorized for Design Only, 65% Plans to Date  
NCDOT Significant Review Times  
Currently has a \$3.2M in Budget Appropriation

## Highlights:

*Active projects with known  
future impacts to plan  
within funding model  
capacity*

*Inflationary factors*

*Transitioning shovel ready  
to construction project*

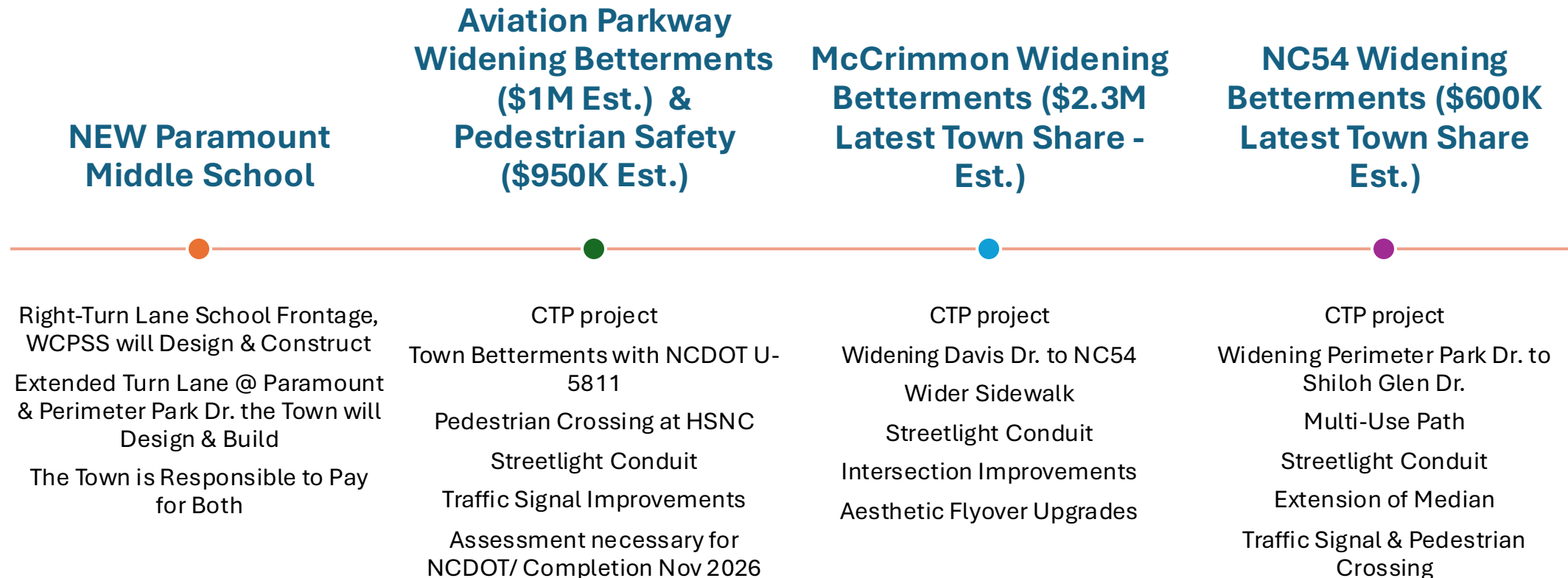
*Time-sensitive impacts*

*Inclusion in CIP to qualify  
for future grants*



# Project Concepts

## Known Future Town Commitments



Note: Staff does not recommend including these in a reprioritization process given the imminent commitments. These projects would be considered in the funding model scenarios.

# Sizable CTP Suggested Project Concepts

Requiring Significant Coordination with Other Partners

## Morrisville Parkway/Davis Drive Improvements

- Turn lane improvements for north & south bound
- Signal upgrades
- High-visibility crosswalk and pedestrian signals
- Future second southbound left-turn lane

## Morrisville Parkway/NC54 Improvements

- Signal upgrades
- High-visibility crosswalks and pedestrian signals
- Second northbound left-turn lane

## Morrisville Carpenter Rd/Davis Dr Intersection

- Need to determine level of improvements
- Safety & congestion management assessment
- Complete CTP major implementation study first

Note: Staff does not recommend including these in a reprioritization process given that the sizable cost cannot be born solely by the Town. These projects would require significant coordination with NCDOT and Town of Cary to develop cost estimates before consideration.

The following are key project concepts to keep in mind as the Town prepares for a prioritization update:

- Current Unfunded Project Concepts
- Projects Shown in Planning Years (Not Linked to Town Commitments)
- New Project Proposals Arising from Master Plans & Emerging Needs

Please note: This is just an initial overview, not a complete list. Staff will continue to develop it as master plan studies are finalized and feedback from the community is gathered. A Project Concept Summary Matrix will be provided prior to Council's Prioritization with ample time to consider.



# Park Project Concepts

## Proposed for Prioritization



= \$2.9M Est. FY2029-30

### New Recreation Expansion Projects

Requires acquisition of property in some cases or use of town property

Activities could include Pickleball courts/ basketball and passive areas

Evaluations are ongoing through Parks Master Plan to add definition later



= \$1M Est. FY2028

### New Indian Creek Trailhead Playground Renovation

Renovation of existing aged playground

Upgrade play structures & surfaces to better meet newer standards & ADA accessibility

Improve use of park/trailhead space



= \$2.5M Est. FY2030

### Cedar Fork District Park Improvements

Improve longer field play by installing sports grade lighting

Increase programming potential for multiple sport related recreational offerings

Update parking & support facilities



= \$6M Est. FY2030

### Marcom Park

Unique recreation facility to include nature trails, canoe launches, a ropes course, & supporting structures

Additional site control is necessary

Currently shown as design in FY30, construction previously unfunded



= \$53M Est. FY2030-32

### Morrisville Community Center - Multipurpose

45,000-sq-ft center in Town Center proximity

Includes a gym, multi-purpose rooms, senior space, and staff offices

Previously suggested in the 2018 Parks Master Plan – previously unfunded construction



= \$5.6M Est. FY2028

### Wake Tech Park – Construction

Design funded in FY27 to inform construction & programming

Opportunity for an 18-acre park offering a permanent disc golf course

Site Coordination with Fire Station 2 & Greenway Cross-sections

Note: These project concepts may be considered in Council's prioritization. The Parks Master Plan included initial community engagement and will be carried forward as community input with this process.

# Connectivity Project Concepts

## Proposed for Prioritization

 = Previously Unfunded

### Triangle Bikeway

Currently at 30% design  
Expected Town-share pending updates  
Significant regional partnership

 = \$2.2M Est.

### Intersections Ph 3

CTP designated projects  
Traffic flow improvements including pedestrian safety upgrades  
Downing Glen Dr at Town Hall Dr & Church Street; Treybrooke Drive & Church Street  
Roundabout at Church Street and Jeremiah St.

 = \$TBD

### New Stirrup Iron Creek Greenway Segments

CTP designated project  
Requires acquisition of ROW & preliminary planning  
Mills Spring to Carrington Mills Road connector

 = \$6M Est. FY2028

### Church Street Sidewalk Gaps

Sizable Project Needing Significant Coordination with NCDOT & property owners  
Complex ROW & utility challenges  
0.7 miles of total segments from north end of Church St. to Morrisville Carpenter Rd.

 = \$TBD

### New Mills Spring Greenway Segments

CTP designated project  
Middle school development will build some portion  
Requires acquisition of ROW & preliminary planning  
Paramount Parkway to Transformation Road/Wake Tech & Connectors

 = \$TBD

### New Sawmill Creek Greenway Extension

CTP designated project  
Requires acquisition of ROW & preliminary planning  
Barbee Road to existing Sawmill Creek Greenway

Note: These project concepts may be considered in Council's prioritization. The CTP process has included initial community engagement and will be carried forward as community input with this process.

# Facility Project Concepts

Proposed for Prioritization



= TBD – Previously Unfunded

## Pugh House

Renovate the historic structure  
Potential uses include meeting space, incubator, or office space  
The facility could be the official welcoming center of Town Center district and be the history center



= \$565K Est. FY2028

## New Demo Surplus Property

Demolition & cleanup of multiple Town owned properties  
Includes utility disconnects, well & septic abandonment, debris removal, & structure demolition  
Incorporate training and controlled burns for staff training



= \$625K Est. FY2028

## New Affordable Housing Project

Utilizing existing Town properties  
Build affordable units for qualifying Morrisville residents  
Work with known partners to leverage grant funding potential



= \$150K Est per Year/5-years

## New HVAC Major Replacements

Lifecycle-driven replacements across a 5-year window  
Major replacements of aging equipment to improve building uptime & efficiency  
Catches up on deferment impacts

Note: These project concepts may be considered in Council’s prioritization. Before Council’s prioritization, community engagement will occur and project concept details will be provided.

# Town Center Project Concepts

## Proposed for Prioritization



= \$1.3M Est. FY2028

### Town Center Ph 1a Commercial Lease Space

Town has retained potential use of 4,000 sq ft of lease space in Town Center

The Town would be responsible for annual lease and upfit cost

Unique opportunity to create a coworking space or business center

Could include staff offices for economic development services



= \$TBD, 2027-29

### Land Acquisition Future Phases

Additional site control will be necessary to plan and solicit future Public Private Partnerships

This is an ongoing initiative and one that utilizes existing reserves to advance



= No Cost to Town

### Traffic Impact Analysis

It is anticipated that Singh (development partner) will conduct a TIA for Town Center

This may inform future needs relating to intersection improvements

Note: These project concepts may be considered in Council's prioritization. Before Council's prioritization, community engagement will occur and project concept details will be provided.

# Key Philosophical Questions for Council to Start Considering

Staff aims to focus Council's discussion on these questions November 10th work session. Based on the feedback received, new project ideas might be developed before the Council's prioritization process.



Is there interest in using a tax increment to support a future Bond Referendum? Ideal projects to consider would be Parks and Transportation as it relates to major update to the master plans.



Should the next 5-year CIP reduce the pace of upcoming capital spending?



What is Council's preference regarding the timeline for the next phase of the Town Center project, immediate or more long-term?



To what extent does Council wish to shape the community's vision of honoring veterans through a potential memorial developed in partnership with MVFM?



How would Council guide the next steps for future cricket enhancements following the Cricket Visioning Assessment and the recent Shiloh Park property acquisition?



Does Council want to move forward with potential options with existing assets (i.e., remaining space at 125 International Drive, Harris Mill, & attic at Parks Admin)?

# Preparing the Prioritization Project List:

Pause for Council Discussion Prompts:

Are there "big picture" interests Council feels are missing where there is consensus for staff to develop & include?

What project concepts do you wish to discuss further or need more information about?





03

## Community Engagement

### Section Objectives:

- CIP Policy targets community input as a key component for developing project concepts and prioritization.
- Provide feedback on the following suggested engagement and education approach.

# CIP Engagement Approach



## Education & Outreach



1

### Interactive Forum(s) – Budgetopia Style

Engage in fun, interactive sessions to share ideas, priorities, and solutions for our community.



2

### Morrisville 101 Session

Learn about Morrisville, our plans, and how the CIP supports a strong future for our Town.



3

### Online Input Tools

Use our online portal to provide input anytime. We'll use existing data and your feedback to guide decisions.



4

### Community Advisory Committee Involvement

Work with our Advisory Committee to ensure diverse voices help shape our priorities.



Your voice. Our community. A better future for all.



# Preparing for Engagement:

## Pause for Council Discussion Prompts:

Considering that all other channels (such as social media, newsletters, and NWIM) are included in the usual outreach efforts, what modifications, additions, or removals should be made to the suggested Big Picture outreach/engagement approach?



# CIP Team

Capital Investment Program (CIP)



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PRCR Director



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Planning Director



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**Eric Pearson**

Senior Capital Projects Manager



**Steven Spruill**

Assist Public Works Director

# Wrapping Up:



Summarize Key  
takeaways



Define next session  
goals & information  
needs



Address any  
final questions

