

**ATTACHMENT A**

**A RESOLUTION ACCEPTING THE *2004 WORK PLAN REPORT***  
**Resolution No. 34/2004-05**

**NOW THEREFORE BE IT RESOLVED** by the Carrboro Mayor and Board of Aldermen  
that the Aldermen have reviewed and accepted the *2004 Work Plan Report*.

**Town of Carrboro  
Board of Aldermen  
Strategic Priorities and Annual Goals**

Approved 16 February 2004

**STRATEGIC PRIORITIES**

- ❖ Diversify revenue stream to maintain ethnic and economic diversity
- ❖ Protect historic neighborhoods and maintain Carrboro's unique identity
- ❖ Improve walkability and public transportation
- ❖ Encourage development that is compact, dense, and appeals to diverse lifestyles and incomes
- ❖ Enhance and sustain quality of life/place issues for everyone

**Diversify Revenue Stream to Maintain Ethnic and Economic Diversity**

Annual Goals

1. Review zoning in Central Business Development
2. Set timeline targets for doubling non-residential square footage
3. Increase non-residential space in Northern Transition Area
4. Improve options for child care businesses
5. Seek new or alternative revenue sources

**Protect Historic Neighborhoods and Maintain Carrboro's Unique Identity**

Annual Goals

1. Review zoning in Central Business Development
2. Strengthen and enforce tree protection ordinance
3. Reduce barriers to, and expand methods for, civic participation
4. Formalize Carrboro's governance principles into coherent statement

**Improve Walkability and Public Transportation**

Annual Goals

1. Take lead on encouraging use of rail corridor
2. Extend and improve transportation to all areas of Carrboro
3. Continue to address traffic safety issues and other barriers to walkability

**Encourage Development that is Compact, Dense, and Appeals to Diverse Lifestyles and Incomes**

Annual Goals

1. Consider minimum density to achieve target density in Small Area Plan
2. Develop mechanisms to ensure availability of new housing stock to diverse economic and social groups

**Enhance and Sustain Quality of Life/Place Issues for Everyone**

**Annual Goals**

1. Enhance characteristics of downtown as cultural, recreational, and economic destination and engine
2. Advance social justice and equity issues in town policies, operations, and budget
3. Continue efforts to build greenway system and protect creeks

Expand opportunities for recreational activities and fitness

## 2004 – 05 Work Plan

Approved 13 April 2004

| Diversify Revenue Stream to Maintain Ethnic and Economic Diversity |                                             |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| Project                                                            | Department                                  | Target Date   | Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Review Zoning in Central Business District                         |                                             |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Assess barriers and make recommendations                           | Community and Economic Development/Planning | January 2005  | The business climate assessment is an ongoing process. The Community and Economic Development Department and the Orange County Department of Economic Development Department have conducted a series of focus group discussions to look at issues that would prohibit businesses, including home occupations, from being successful in Orange County and Carrboro. The focus groups included retail, manufacturing, agriculture development, design, architects, and home occupations. Five of the seven people participating in the home occupation group were from Carrboro. Comments pertaining to Carrboro will be presented to the Carrboro Downtown Development Commission (DDC) for discussion and for recommendations to be included in 2005-06 Community and Economic Development Department work plans. |
| Consider transitional zoning in fringe areas of downtown           | Planning                                    | December 2004 | Board reviewed on June 8, 2004. Committee appointments made June 22, 2004. B1-F subcommittee has met four (4) times since August 3 to discuss creating a new fringe commercial district. Land Use Ordinance (LUO) Amendment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

# ATTACHMENT C-2

| Project                                                                               | Department                                    | Target Date   | Status                                                                                                                                                                                                                                                                                                                                                                |
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| Move forward on revised parking standards                                             | Planning                                      | May 2004      | The Board of Aldermen adopted downtown parking ordinance modifications on May 18, 2004.                                                                                                                                                                                                                                                                               |
| Set Timeline Targets for Doubling Non-Residential Square Footage                      |                                               |               |                                                                                                                                                                                                                                                                                                                                                                       |
| Develop measure to track progress and track residential and commercial square footage | Community & Economic Development/<br>Planning | December 2004 | Current additional square footage data has been collected and a format for progress report on the goal of increasing square footage has been explored. Baseline square footage data is being collected.                                                                                                                                                               |
| Complete downtown circulation study                                                   | Planning/Community & Economic Development     | February 2005 | First draft presented to Board on October 12. Data collection is 80% complete. The traffic feasibility evaluation is 20% complete.                                                                                                                                                                                                                                    |
| Determine if any zoning changes are needed in downtown                                | Community & Economic Development/<br>Planning | Ongoing       | <ul style="list-style-type: none"> <li>Downtown parking modifications adopted May 18</li> <li>Additional conditional use zones created; adopted May 25</li> <li>Small restaurants (less than 1,500 square feet) allowed with a zoning permit; adopted June 22</li> <li>B-1F Zone subcommittee formed to recommend a new B-1F (fringe) zone in the downtown</li> </ul> |
| Increase Non-Residential Space in Northern Transition Area                            |                                               |               |                                                                                                                                                                                                                                                                                                                                                                       |
| Identify areas for commercial development (May require text amendment)                | Planning/Community & Economic Development     | May 2004      | New conditional use zones adopted May 25, 2004.                                                                                                                                                                                                                                                                                                                       |
| Develop strategy to approach the County                                               | Planning/Community & Economic Development     | Ongoing       | Worksession tentatively scheduled for December 7 to identify possible commercial areas and to discuss strategy.                                                                                                                                                                                                                                                       |

## 2004 – 05 Work Plan

Approved 13 April 2004

| Diversify Revenue Stream to Maintain Ethnic and Economic Diversity |                                             |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| Project                                                            | Department                                  | Target Date   | Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Review Zoning in Central Business District                         |                                             |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Assess barriers and make recommendations                           | Community and Economic Development/Planning | January 2005  | The business climate assessment is an ongoing process. The Community and Economic Development Department and the Orange County Department of Economic Development have conducted a series of focus group discussions to look at issues that would prohibit businesses, including home occupations, from being successful in Orange County and Carrboro. The focus groups included retail, manufacturing, agriculture development, design, architects, and home occupations. Five of the seven people participating in the home occupation group were from Carrboro. Comments pertaining to Carrboro will be presented to the Carrboro Downtown Development Commission (DDC) for discussion and for recommendations to be included in 2005-06 Community and Economic Development Department work plans. |
| Consider transitional zoning in fringe areas of downtown           | Planning                                    | December 2004 | Board reviewed on June 8, 2004. Committee appointments made June 22, 2004. B1-F subcommittee has met four (4) times since August 3 to discuss creating a new fringe commercial district. Land Use Ordinance (LUO) Amendment to establish 60-day moratorium on new                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| <b>Project</b>                                                                        |  | <b>Department</b>                             | <b>Target Date</b> | construction scheduled for October 26.                                                                                                                                                                                                                                                                                                                                |
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| Move forward on revised parking standards                                             |  | Planning                                      | May 2004           | The Board of Aldermen adopted downtown parking ordinance modifications on May 18, 2004.                                                                                                                                                                                                                                                                               |
| <b>Set Timeline Targets for Doubling Non-Residential Square Footage</b>               |  |                                               |                    |                                                                                                                                                                                                                                                                                                                                                                       |
| Develop measure to track progress and track residential and commercial square footage |  | Community & Economic Development/<br>Planning | December 2004      | Current additional square footage data has been collected and a format for progress report on the goal of increasing square footage has been explored. Baseline square footage data is being collected.                                                                                                                                                               |
| Complete downtown circulation study                                                   |  | Planning/Community & Economic Development     | February 2005      | First draft presented to Board on October 12. Data collection is 80% complete. The traffic feasibility evaluation is 20% complete.                                                                                                                                                                                                                                    |
| Determine if any zoning changes are needed in downtown                                |  | Community & Economic Development/<br>Planning | Ongoing            | <ul style="list-style-type: none"> <li>Downtown parking modifications adopted May 18</li> <li>Additional conditional use zones created; adopted May 25</li> <li>Small restaurants (less than 1,500 square feet) allowed with a zoning permit; adopted June 22</li> <li>B-1F Zone subcommittee formed to recommend a new B-1F (fringe) zone in the downtown</li> </ul> |
| <b>Increase Non-Residential Space in Northern Transition Area</b>                     |  |                                               |                    |                                                                                                                                                                                                                                                                                                                                                                       |
| Identify areas for commercial development (May require text amendment)                |  | Planning/Community & Economic Development     | May 2004           | New conditional use zones adopted May 25, 2004.                                                                                                                                                                                                                                                                                                                       |
| Develop strategy to approach the County                                               |  | Planning/Community & Economic Development     | Ongoing            | Worksession tentatively scheduled for December 7 to identify possible commercial areas and to discuss strategy.                                                                                                                                                                                                                                                       |

| Project                                                                                                 | Department          | Target Date   | Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Improve Options for Child Care Businesses                                                               |                     |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Request Board to establish task force                                                                   | Board of Aldermen   | May 2005      | Appointments made September 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Seek New or Alternative Revenue Sources                                                                 |                     |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Provide list and action needed for implementation                                                       | Management Services | November 2004 | To be folded in Capital Improvement Plan (CIP) process                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>PROTECT HISTORIC NEIGHBORHOODS AND MAINTAIN CARRBORO'S UNIQUE IDENTITY</b>                           |                     |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Review Zoning in Central Business Development                                                           |                     |               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Assess barriers and make recommendations                                                                | Planning            | Ongoing       | Adopted ordinance relating to building heights, active recreational facilities requirements, and sidewalk width requirements in downtown commercial zoning districts                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Consider transitional zoning in fringe area of downtown                                                 | Planning            | December 2004 | B-1F Zone subcommittee formed to recommend a new B-1F (fringe) zone in the downtown.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Conduct comprehensive Land Use Ordinance review (Develop process to simplify and establish consistency) | Planning            | February 2005 | <ul style="list-style-type: none"> <li>Staff LUO review and summary of modifications to be discussed in February 2005 worksession.</li> </ul> <p>The following subject areas will be included as part of the Comprehensive LUO review:</p> <ul style="list-style-type: none"> <li>Stream buffer requirements comprehensive modification</li> <li>Recreation points- modifications</li> <li>Lighting Standards modification (per NTAAC report)</li> <li>Tree Protection Ordinance modifications</li> <li>Affordable housing payment-in-lieu</li> <li>Review current ordinance for density bonus or potential down zoning to achieve target density in Small Area Plan</li> </ul> |

C-3



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|----------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                          |                                           |                       |                                                                                                                                                                                 | <ul style="list-style-type: none"><li>• Review current ordinance to ensure adequacy of regulations</li><li>• Review current ordinance improve the clarity of existing ordinance</li></ul> |
| <b>Project</b>                                                                                           | <b>Department</b>                         | <b>Target Date</b>    | <b>Status</b>                                                                                                                                                                   |                                                                                                                                                                                           |
| Strengthen and Enforce Tree Protection Ordinance                                                         |                                           |                       |                                                                                                                                                                                 |                                                                                                                                                                                           |
| Review ordinance to assess weaknesses and make recommendations                                           | Planning                                  | February 2005         | Tree inventory complete; include tree protection as part of LUO review.                                                                                                         |                                                                                                                                                                                           |
| Reduce Barriers to, and Expand Methods for, Civic Participation                                          |                                           |                       |                                                                                                                                                                                 |                                                                                                                                                                                           |
| Increase Internet accessibility via online customer service requests with feedback                       | Information Technology                    | November 2004         | Project has not been started. November 30 anticipated completion date.                                                                                                          |                                                                                                                                                                                           |
| Conduct neighborhood meetings                                                                            | Community & Economic Development          | April 2005            | Neighborhood leaders have been identified and meetings are being scheduled.                                                                                                     |                                                                                                                                                                                           |
| Formalize Carboro's Governance Principles into Coherent Statement                                        |                                           |                       |                                                                                                                                                                                 |                                                                                                                                                                                           |
| Prepare draft for Board review                                                                           | Aldermen Broun and Herrera                |                       |                                                                                                                                                                                 |                                                                                                                                                                                           |
| <b>IMPROVE WALKABILITY AND PUBLIC TRANSPORTATION</b>                                                     |                                           |                       |                                                                                                                                                                                 |                                                                                                                                                                                           |
| Take Lead on Encouraging Use of Rail Corridor                                                            |                                           |                       |                                                                                                                                                                                 |                                                                                                                                                                                           |
| Support Carolina North proposal related to use of corridor                                               | Board of Aldermen                         |                       |                                                                                                                                                                                 |                                                                                                                                                                                           |
| Use all appropriate forums to show support                                                               | Board of Aldermen                         |                       | Letter written October 23, 2000                                                                                                                                                 |                                                                                                                                                                                           |
| Extend and Improve Transportation to All Areas of Carboro                                                |                                           |                       |                                                                                                                                                                                 |                                                                                                                                                                                           |
| Work with Chapel Hill Transit to identify potential new routes and explore increased shared-ride service | Planning                                  | Ongoing               | Discussed expansion of services on September 28, 2004 at partners meeting. <ul style="list-style-type: none"><li>o Refer to Public Transportation Committee (ongoing)</li></ul> |                                                                                                                                                                                           |
| Continue to Address Traffic Safety Issues and Other Barriers to Walkability                              |                                           |                       |                                                                                                                                                                                 |                                                                                                                                                                                           |
| Implement sidewalk bond                                                                                  | Planning/Management Services/Public Works | Phase I – Summer 2005 | Construction bids are anticipated by May 2005; if available, staff will work with                                                                                               |                                                                                                                                                                                           |

|                                                                                                                             |            |                              |                                                                                                                                                                                                                                                                                                              | Local Government Commission) LGC to issue bonds. <ul style="list-style-type: none"><li>• First round of sidewalk meetings with property owners underway</li><li>• Sidewalk improvement design to commence following the second round of meetings</li><li>• Construction anticipated to start in the Summer 2005</li></ul> |
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| Project                                                                                                                     | Department | Target Date                  | Status                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                           |
| Use circulation study findings and Active Living by Design walkability audit as guides for improvements                     | Planning   | December 2004 – DOT Response | Met with NCDOT on September 21, 2004 to discuss downtown signal operation improvements; NCDOT to investigate improvements <ul style="list-style-type: none"><li>• Referred to Downtown Circulation Study</li><li>• Coordinate volunteer walkability audit for remaining areas throughout the Town.</li></ul> |                                                                                                                                                                                                                                                                                                                           |
| Police Department will continue monitoring and enforcement                                                                  | Police     | Ongoing                      | Police Chief to attend TAB meeting to discuss speed neighborhood enforcement issues                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                           |
| ENCOURAGE DEVELOPMENT THAT IS COMPACT, DENSE, AND APPEALS TO DIVERSE LIFESTYLES AND INCOMES                                 |            |                              |                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                           |
| Consider Minimum Density to Achieve Target Density in Small Area Plan                                                       |            |                              |                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                           |
| Review current ordinance for density bonus or potential down zoning                                                         | Planning   | February 2005                | Address as part of the Comprehensive LUO Review                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                           |
| Develop Mechanisms to Ensure Availability of New Housing Stock to Diverse Economic and Social Groups (Diverse Demographics) |            |                              |                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                           |
| Move forward with small house ordinance                                                                                     | Planning   | N/A                          | <ul style="list-style-type: none"><li>• Size-limited/affordable substitution LUO amendments adopted March 23, 2004</li><li>• Payment-in-lieu mechanism for affordable housing to be developed</li></ul>                                                                                                      |                                                                                                                                                                                                                                                                                                                           |

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|                                                                                                             |                                                                         |                    |               | following staff meeting with builders/developers in Summer 2004                                     |
|                                                                                                             |                                                                         |                    |               | • Address as part of the Comprehensive LUO Review                                                   |
| <b>Project</b>                                                                                              | <b>Department</b>                                                       | <b>Target Date</b> | <b>Status</b> |                                                                                                     |
| Continue funding nonprofits                                                                                 | Community & Economic Development                                        | N/A                | Complete      |                                                                                                     |
| <b>ENHANCE AND SUSTAIN QUALITY OF LIFE/PLACE ISSUES FOR EVERYONE</b>                                        |                                                                         |                    |               |                                                                                                     |
| Enhance Characteristics of Downtown as Cultural, Recreational, and Economic Destination and Engine          |                                                                         |                    |               |                                                                                                     |
| Expand wireless network                                                                                     | Information Technology                                                  |                    |               | Presentation to Board made on September 21. Future updates provided via <i>Board-Manager Memo</i> . |
| Explore increased sidewalk dining                                                                           | Community & Economic Development                                        | Ongoing            |               | DDC to explore areas; scheduled for November 11, 2004.                                              |
| Use circulation study as guide for improvements                                                             | Planning                                                                | Spring 2005        |               | Contingent on completion and adoption of circulation study                                          |
| Explore ways to maximize use of Century Center (Report to the Board on marketing efforts)                   | Recreation and Parks                                                    | Ongoing            |               | Marketing efforts provided in July 26 <i>Board-Manager Memo</i> .                                   |
| Create business-friendly environment that encourages development that reflects the character of Carboro     | Community & Economic Development                                        | Spring 2005        |               | To be scheduled for Development Review and included in LUO review                                   |
| Advance Social Justice and Equity Issues (Sustainable Communities) in Town Policies, Operations, and Budget |                                                                         |                    |               |                                                                                                     |
| Schedule Sustainability Report                                                                              | Community & Economic Development                                        | October 2004       |               | Scheduled for October 5                                                                             |
| Explore implementation, i.e. , use of recycled products                                                     | Public Works<br>Management Services<br>Community & Economic Development | April 2005         |               | Recycled products project draft circulating                                                         |
| Minority and Women Business Development (MWBD)                                                              | Management Services                                                     |                    |               | Under review                                                                                        |
| Continue Efforts to Build Greenway System and Protect Creeks                                                |                                                                         |                    |               |                                                                                                     |
| Review current ordinances to ensure adequacy of regulations and improve the clarity of existing ordinances  | Planning                                                                | February 2005      |               | Address as part of the Comprehensive LUO Review                                                     |

| Project                                                                            | Department                                       | Target Date  | Status                                                          |
|------------------------------------------------------------------------------------|--------------------------------------------------|--------------|-----------------------------------------------------------------|
| Pursue acquisition of Adams Tract                                                  | Planning/Manager's<br>Office/Management Services | October 2005 | Closing on Adams Tract pending                                  |
| Continue to seek Metropolitan Planning<br>Organization (MPO) and other grant funds | Planning                                         | Ongoing      | \$1.66 million obtained for Bolin and<br>Morgan Creek greenways |
| Expand Opportunities for Recreational Activities and Fitness                       |                                                  |              |                                                                 |
| Use updated Master Plan as guide                                                   | Recreation and Parks                             | June 2005    | Work group and staff will interview three<br>firms in October.  |
| Publicize new initiatives                                                          | Recreation and Parks                             | N/A          | Continuing effort                                               |