

## **ATTACHMENT A**

**A RESOLUTION ACCEPTING THE REPORT ENTITLED:  
“TOWARD A SUSTAINABLE COMMUNITY IN SOUTHERN ORANGE COUNTY”  
Resolution No. 32/2004-05**

WHEREAS, a Council on a Sustainable Community was formed and lead by former Senator Howard Lee as chair and Charlie Fisher as co-chair to develop a sustainable community concept for southern Orange County; and

WHEREAS, Alderman John Herrera served on the Council with over twenty appointed committee members and many volunteers including Alderman Diana McDuffee and James Harris, the town’s Director of Community Development; and

WHEREAS, this Council met over a period of months discussing the economic, societal, and environmental issues that impact sustainability in southern Orange County; and

WHEREAS, the group has completed its work and is now at a point where community input is desired.

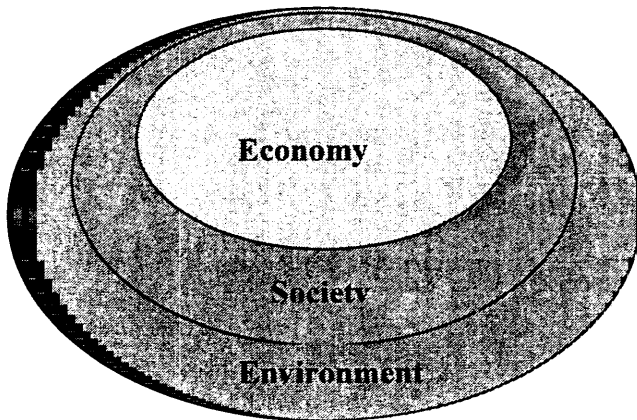
NOW, THEREFORE, THE CARRBORO MAYOR AND BOARD OF ALDERMEN OF THE TOWN OF CARRBORO RESOLVES:

Section 1. The report entitled, “Toward a Sustainable Community in Southern Orange County,” is accepting and referred to the town’s advisory boards for review and feedback to the Board of Aldermen.

Section 2. This resolution shall become effective upon adoption.

# Toward a Sustainable Community in Southern Orange County

*A report from the Council on a Sustainable Community  
Draft for Community Input  
April 15, 2004*



## Introduction

A sustainable community meets our basic resource needs in a manner that can be continued for future generations. A sustainable community means many things to the people who live here. To business owners it means having a healthy economy in which businesses can produce and market their products and services. To parents it means having a safe environment in which to bring up their children, and a wide spectrum of educational opportunities. To workers it means a secure, productive job that is easy to get to. To everyone it means clean air to breathe and clean water to drink; and the opportunity to live in a nurturing community that brings us together to meet our cultural and spiritual needs.

The Council for Sustainable Community has developed a sustainable community concept for southern Orange County. We propose this concept as a starting point for the entire community to come together around a

collective vision for a sustainable future. Once we agree on that vision, we propose government, citizens, business, and civic groups commit to action steps that will achieve the vision. Finally, we propose the creation of an on going Sustainable Roundtable that will coordinate efforts and report on progress.

The Council on Sustainable Community proposes eight mutually supporting elements as the basis for environmental, social and economic sustainability:

1. Compact urban form with increased density and mixed use that fosters walkability, reduces dependence on fossil fuels, accommodates future growth, and provides affordable housing.
2. Local businesses voluntarily adopt sustainable business practices and strive for a “triple bottom line” of environmental, social, and economic outcomes.
3. A sufficient supply of meaningful jobs so that local residents can work close to where they live, thereby maintaining the social diversity necessary for a rich and vibrant community
4. Multiple forms of transportation to increase connectivity and reduce the impacts on air quality, watershed and public health that result from dependence on the automobile.
5. A diverse entrepreneurial structure that supports local firms working together to fulfill economic needs.
6. Life-long learning opportunities for everyone.
7. A Growth Boundary that conserves farmland, protects water supplies, open

space and wildlife habitat, and prevents sprawl.

8. Thriving downtowns that are centers of commerce, and mixed-use neighborhood centers with goods and services in walking distance of most residents

These eight elements reinforce each other in beneficial ways. For instance, having sufficient local jobs reduces commuting and improves air quality. Concentrating development in higher density areas conserves open space. Mixed-use development means more people can live within walking distance of work, shopping, school and recreation. Collaboration between entrepreneurs and the University can leverage our educational system to benefit the local economy. Social diversity means having a rich community resource for creativity and problem solving.

We recommend the following process for achieving the over-arching goal of a sustainable community:

1. Stakeholders discuss the eight elements proposed by the Council for a Sustainable Community. The entire community arrives at a consensus on a vision that balances environmental, social and economic needs.
2. The Council for a Sustainable Community has proposed a menu of action steps in each of the eight elements. These steps should be added to and prioritized, and then government, civic, and business groups should take responsibility for their implementation.
3. Establish an ongoing "Sustainability Roundtable" that brings key stakeholders together regularly to review and update goals, strategies and actions. The roundtable will track progress toward sustainability goals and offer periodic reports to stakeholders.

## ***Potential Action Steps and Progress Benchmarks for Achieving our Vision of a Sustainable Community***

### **Vision 1: Compact urban form with increased density and mixed use that fosters walkability, reduces dependence on fossil fuels, accommodates future growth, and provides affordable housing.**

Growing awareness of rapidly declining reserves of fossil fuels, in addition to the accumulation of evidence of a multitude of negative impacts of dependence on the automobile prompts the community to reassess planning policy. Environmentally sustainable urban form calls for greater density, mixing of uses, supportive transit services and bike & pedestrian infrastructure. Current municipal density restrictions not only obstruct achievement of compact urban form, they also prevent creation of a tax base sufficient to fund infrastructure and amenities. In conjunction with the Growth Boundary (see Vision 7) they cause housing prices to escalate out of reach of much of the workforce.

A community visioning process is convened to develop strategies to achieve, incrementally over time, a more compact and vibrant community, balancing the need for greater density & intensity with the desire to maintain human scale, integrate natural areas throughout the towns, and provide a sufficient stock of workforce housing.

#### **Potential Action Steps**

1. Area governments alter zoning to implement consensus vision of desired growth patterns.
2. Increase the density at transportation nodes and corridors in order to mitigate restrictive effects of Urban Growth Boundary on growth and insure there will be affordable housing
3. Support greater mixing of uses – commercial, residential, schools, cultural/media centers

4. Allow taller buildings in order to enable greater intensity of uses and increase residential density while reducing impervious surface
5. Accommodate high demand for housing through provision of diverse housing options for everyone, including students living off-campus.
6. Add new school facilities incrementally in redevelopment projects.

#### **Potential Progress Benchmarks**

1. Average zoning density within Urban Growth Boundary
2. Density of target areas
3. Availability of affordable housing options
4. Quantity of mixed use development.

### **Vision 2: Sustainable business practices voluntarily adopted by local businesses to achieve a “triple bottom line” of environmental, social, and economic outcomes.**

Orange County businesses serve as a model for the nation in voluntarily adopting sustainable business practices. The Chamber of Commerce, consulting with UNC, serves as an education clearinghouse on sustainable business practices. The Chamber also offers, in partnership with national non-profit organizations, a sustainable business certificate program for local businesses that adopt practices contributing to the environmental and social sustainability of the community. Collaborative efforts are formed with local governments and non-profit groups to address specific area needs. A majority of Chamber member businesses have completed the programs and received certificates of business sustainability.

#### **Potential Action Steps**

1. Chamber of Commerce creates task force including UNC faculty, staff and students in appropriate departments to develop sustainable business seminars, courses & materials
2. Chamber of Commerce engages national non-profits active in sustainable practices as partners in developing criteria for sustainable business certification.

### Potential Progress Benchmarks

1. Number of local businesses participating in sustainable practice educational programs.
2. Number of local businesses receiving sustainable business certification.
3. Energy conservation
4. Wage levels
5. Number of local businesses participating in sustainable practice educational programs, as part of new initiative proposed by the Council on Sustainable Community
6. Number of local businesses receiving sustainable business certification as part of new initiative proposed by the Council on Sustainable Community.

### **Vision 3: A sufficient supply of meaningful jobs so that local residents can work close to where they live, thereby maintaining the social diversity necessary for vibrant community.**

There is broad recognition of the deleterious effects on the area's environment and social fabric resulting from lower wage earners having to live elsewhere while commuting to Orange County for their jobs, and high wage earners living in Orange County but commuting to employment in RTP and other Triangle locations.

In response, our community begins to increase the number of jobs filled by residents and decreases the number of residents who work in adjoining counties. This progress is spurred by a meaningful increase of the affordable housing stock, and the creation of new higher wage jobs.

The entire community benefits from social diversity. In addition to jobs, our community leverages our myriad resources to provide a seamless system offering personal achievement to all, regardless of status, background or age.

### Potential Action Steps

1. Designate downtown Chapel Hill and Carrboro 'Workforce Housing Development Zones.' Rework density regulations to allow multi-story, multi-unit rental and condominium projects. Expedite reviews to

reduce cost and uncertainty. Provide reduced fee and tax incentives to encourage development and keep costs low.

2. Designate existing commercial and office corridors "Job Creation Zones." Density regulations have been relaxed to allow more dense development of appropriate businesses offering local employment opportunities.
3. Work to provide workforce housing that is close to jobs and transportation
4. Address causes of decline of African American population in the community
5. Eliminate minority achievement gap in our schools.
6. Use cultural events as a way to celebrate our cultural differences.
7. Create additional services for growing Latino population.
8. Provide daycare services that are affordable to those with modest incomes.
9. Recognize senior citizens as an untapped resource
10. Use Carolina North as a community asset to help achieve employment and housing goals.
11. Optimize, in conjunction with other initiatives, housing availability for workers at Carolina North. Design university housing stock to reflect the diversity of employees who live and work at Carolina North.

Local governments, partnering with the University, are actively involved in recruiting business partnerships to Carolina North that offer high wage technical, professional and managerial positions.

### Potential Progress Benchmarks

1. Number of Orange County residents working outside Orange County
2. Number of Orange County jobs filled by Orange County residents
3. Vehicle miles Traveled
4. Jobs per worker
5. Number of jobs for mid-aged women
6. Reduction in decline of African American population in our community
7. Number of minorities in management positions.
8. Minority achievement in schools.
9. Number of new jobs created
10. Availability of affordable housing

## **Vision 4: Multiple forms of transportation to increase connectivity and reduce the impacts on air quality, watersheds and public health that result from dependence on the automobile.**

A system of public transportation that is convenient, reliable, comfortable, and safe replaces dependence on the automobile. It provides increased connectivity between commercial, recreational, educational and institutional destinations. In addition, there are transit options for people who work in Chapel Hill and Carrboro and live in other communities including Hillsborough, Pittsboro, Chatham and Durham Counties. Transit is made economically viable by greater residential density.

Carolina North is the catalyst for the development of rail transit in Chapel Hill. The existing Norfolk Southern Rail corridor is upgraded to accommodate passenger rail operations that provide access to key destinations within the community (including downtown Chapel Hill and Carrboro) and region as well as links with Intercity High-speed service. As the rail corridor is improved and passenger service established, compact, mixed-use, high-density communities are simultaneously revitalized and/or developed around rail stations. Parking and bus service for commuters from surrounding rural areas is also provided at these rail stops.

### **Potential Action Steps**

1. Local governments, University, NC Department of Transportation, and private companies provide funding to expand bus routes and frequencies; links to educational, training, and commercial opportunities are increased; dedicated bus lanes ensure punctual service
2. Transit service, and bike and pedestrian infrastructure are expanded concurrently with new development
3. Local governments increase their role in regional transportation projects and work with Triangle Transit Authority to reduce traffic congestion by improving transit between urban centers

4. A robust marketing campaign informs the public about transportation alternatives including bike and pedestrian routes
5. Fixed-guideway corridors are dedicated for future public transportation
6. Local governments, developers, and University provide network of bike & pedestrian paths that are well marked, safe, and practical for getting around Chapel Hill, Carrboro and campus
7. Bus stops are built in safe, well-lit areas; riders are assured safe walking passage between bus stop & home or destination.
8. Local governments and State provide funding for transit providers to adopt alternative fuel technology to reduce emissions
9. Policy adopted to encourage development of Park & Ride lots for employee commuter use.
10. Parking reduced at the high schools; amenities provided in order to reduce off-campus trips during the day. Walk and bike zones created in close proximity to schools. Public transportation used to serve areas further away.
11. Towns & County work together to site schools where public transport exists.
12. 300 to 500 new parking spaces provided in a new structure for future needs in downtown Chapel Hill and for the UNC Arts Commons
13. University and local governments work together to establish a plan and identify local, state & federal funding sources for rail development at Carolina North
14. Towns and the County modify their zoning to accommodate desired density and development patterns at rail nodes.
15. Governments and business community work together through the Regional Triangle Research Partnership to address the challenges faced from the April 15 declaration of the region as an air pollution non-attainment area.
16. The concept of dedicated local funding sources is supported, through the Regional Transportation Alliance, to address infrastructure deficiencies.
17. Study impact of a local airport serving Chapel Hill and Carrboro to determine whether it is economically, socially and environmentally sustainable.

### **Potential Progress Benchmarks**

1. Minutes to destinations
2. Frequency of buses
3. Number of routes/neighborhoods served by public transportation
4. Vehicle miles traveled
5. Bicycle miles traveled
6. Ridership of buses
7. Number of regional and intercity destinations served by rail
8. Improvement in air quality
9. Decrease in fossil fuel consumption
10. Level of noise pollution
11. Improvement in stormwater quality
12. Percent of students and staff walking and biking to schools.
13. Percent ridership of school buses and mass transit
14. Number & extent of transit corridors dedicated for future use.

### **Vision 5: A diverse entrepreneurial structure that supports local firms working together to fulfill economic needs.**

This vision has 4 components:

#### **1. Cluster of Entrepreneurs**

The greater Chapel Hill area is developing a diverse entrepreneurial structure and a system among its small firms to work together in order to reach national and global markets. Many of these enterprises cluster around entrepreneurial opportunities created by UNC research and other local innovations. Both economic and social entrepreneurs are encouraged and supported.

These enterprises are supported by public-private organizations that provide training, support services, access to capital, and assistance in identifying opportunities and coordinating contracts. In addition, there is a second ring of support services, such as office cleaning and packaging manufacturing, which is also provided by small companies connected by the support network. These companies are also entrepreneurial, and offer an opportunity to upgrade this type of work by providing ownership opportunities to service workers.

The University of North Carolina recently received a major grant from the Kauffman Foundation to foster a campus-wide

entrepreneurial culture. The Carolina Entrepreneurial Initiative is founded on the belief that most entrepreneurs do not emerge from traditional business schools, but instead from the social, arts and scientific programs. The program will feature internships with local startup companies and internships with non-profits for those interested in social innovation and venturing.

#### **Potential Action Steps**

1. Invest in workforce skills
2. Develop workforce to take advantage of jobs, and develop jobs to take advantage of workforce
3. Develop cooperative education and internship opportunities to interest students to local employment options
4. Invest in an infrastructure for innovation
5. Develop different format for economic development beside the Economic Development Commission
6. Develop public/private support organizations
7. Develop business incubators related to the entrepreneurial strategy
8. Coordinate support organizations to focus on the entrepreneurial strategy
9. Leverage relationship with UNC
10. Develop necessary infrastructure
11. Provide clustered office and flex space
12. Place fiber optic lines etc
13. Develop a social infrastructure for collaboration
14. Local governments & employers develop trust and accessibility by hiring minorities as department heads
15. Recruit businesses that address social needs
16. Create opportunities and incentives for people to live close to where they work.
17. Through the Carolina Entrepreneurial Initiative:
  - \* Inspire students to become entrepreneurs
  - \* Teach them how to become entrepreneurs
  - \* Connect them with alumni mentors, academic experts, and private industry
  - \* Create new ventures, new knowledge and new attitudes
18. UNC creates a Carolina Innovations Laboratory as an incubator "that inspires students to work, play, dream, conduct experiments, convert their ideas into action with the support of seasoned

entrepreneurs” located initially in Chapel Hill’s business district and then permanently on the Carolina North campus.

19. Starting in the spring of 2005, UNC will host an annual Carolina Entrepreneurial Initiative Celebration.

20. Working with DTCC, Kenan-Flagler and the Friday Center, the Chamber creates a Small Business Certificate program.

#### Potential Progress Benchmarks

1. Number of companies supported by entrepreneurial cluster
2. Commute time
3. Employment rate of diverse cultures
4. Number and type of classes offered by new community college
5. Number and diversity of new jobs created
6. Commercial tax collection
7. Number of new companies established
8. Capital invested in new and expanding companies
9. Number of spin-offs from UNC retained in Orange County

**2. Sustainability principles utilized in planning, architecture & transportation at Carolina North to create a thriving international destination for research, education and entrepreneurial activity, as well as an attractive social and cultural destination for diverse groups.**

#### Potential Action Steps:

University, area governments, community college, public schools, state and regional transportation agencies, and other institutions work in partnership to:

1. Resolve transportation issues (the rail line provides an appealing option to serve employees)
2. Optimize housing availability within Carolina North for people working there
3. Conserve significant quantity of open space on the property now & in the future
4. Create ownership forms at Carolina North that contribute to the tax-base and limit competition with existing businesses in community
5. Increase the availability of training for people who will work at Carolina North
6. Provide infrastructure to accommodate future technological capacity needs

7. Provide other public infrastructure needs to serve the resident community, including a public school site.

#### Potential Progress Benchmarks

1. Number of UNC spin-offs which locate and stay in Orange County
2. Percentage of Carolina North employees that are also residents of Orange County
3. Level of wealth creation in Orange County
4. Tax revenue generated from Carolina North
5. Amount of alternative transportation (public transit, bike, walk) usage to/from Carolina North
6. Levels of transit service and congestion on existing roads
7. Number of designated Chapel Hill/Carrboro city school sites
8. Ratio of jobs per worker. (There are 88.5 jobs for every one hundred workers in Orange county and 140 jobs for every 100 workers in Durham County.) [?]

**3. Business Growth in Chapel Hill and Carrboro is encouraged, leading to an increased commercial tax revenue base, mitigating tax burden on local residents.**

Local government policy has increased the commercial tax base, effectively decreasing the percent of tax burden falling on residential property taxes. Other area governments have joined Carrboro in setting goals for commercial tax base growth, identifying the type and kind of commercial growth desired, areas in which it will be focused and processes to encourage it. Since commercial property generates more tax revenue than the cost of required government services, while residential development costs more than the revenues added, this is an effective and efficient way to provide public funds.

An understanding of the economic benefits of locally owned business spurs a particular emphasis on preserving and encouraging these important community resources.

This kind of growth allows increased local government spending on desired infrastructure and social programs without increasing residential tax rates. This in turn allows lower income families to afford home ownership, enables more fixed income residents to retain



their property, and alleviates a growing burden on the middle class.

The farms of Orange County are thriving with the support of UNC buying Orange County agricultural products.

#### Potential Action Steps

1. Commercial tax growth goals are developed and adopted by local governments.
2. Principles developed to identify the types of businesses that are desired by the community.
3. Local real estate transfer tax implemented to provide funding for schools, economic development and affordable housing, while the impact fee on new development is phased out.
4. Appropriate infrastructure to lure and retain businesses is provided by area governments, University, and Chamber of Commerce (pleasant working environments near restaurants, walking paths, a transparent development process for new construction or refurbishments, technological bandwidth and access, reliable and affordable utilities, etc.)
5. Business incubators developed to tap and develop financial resources to nurture a climate for entrepreneurship. (Carrboro's \$1 million community fund is a great example.)
6. Locally owned businesses are encouraged because they retain 40% of revenues in the community, compared to only 15% for national chains.
7. Infrastructure for tourism, conferences, sports tournaments encouraged by area governments (additional hotel facilities, meeting space, B&Bs, etc.)
8. Improved zoning, regulatory structure, and infrastructure (hi-speed bandwidth, etc.) provided by area governments to encourage development of an economically thriving area
9. Ordinances transferring density from rural areas to urban areas provide economic incentives for farmers to continue farming while reducing sprawl.
10. Lobby for regional tax base sharing

#### Potential Progress Benchmarks

1. Commercial property tax base
2. Sales tax revenues

3. Percentage of Orange County residents working outside Orange County
4. Percentage of Orange County jobs filled by Orange County residents
5. Median wages
6. Revenues on Franklin Street and other transportation nodes
7. Percentage of Orange County resident's retail and entertainment revenues retained by Orange County businesses
8. Economic health of Orange County farmers
9. Number of visitors per year
10. Visitor spending

**4. A full spectrum of utility infrastructure provided to meet desired growth patterns, economic goals, and resource conservation objectives.**

#### Potential Action Steps

1. Utility infrastructure provided to compact growth areas (e.g., economic development district around Efland) by local utilities (energy, water & sewer, phone cable, cellular service, solid waste collection, recycling etc.)
2. Provision of utility needs of poor, rural communities in county assured by area governments
3. Participation in the "Million Solar Roofs" initiative intensified by area governments
4. Maintenance of adequate water supply and adoption of gray-water and storm water reclamation practices by Orange Water & Sewer Authority (OWASA)
5. Measures taken by OWASA to reduce the environmental risk of failing septic systems in rural areas.
6. Resolution by County of long-term solid waste issues, including increase in levels of waste reduction and re-use, and reduction of need for land disposal and transfer of solid waste
7. Assurance of stable, predictable funding to support solid waste goals, infrastructure and activities
8. Telephone and wi-fi infrastructure expanded by local telecom providers to meet communication needs of the future

#### Potential Progress Benchmarks

1. Percentage of households adequately served by utilities
2. Ratio of recycled tonnage to total waste

3. Level and stability of funding for solid waste infrastructure and activities
4. Potable water usage
5. Quality of storm water discharged to environment
6. Digital bandwidth
7. "Wi-fi" accessibility
8. Energy efficiency of buildings and homes
9. Energy consumption from utilities

## **Vision 6: Life-long learning opportunities for everyone.**

Chapel Hill/Carrboro and Orange County schools provide superior education. The school systems are successful in enabling all students, from pre-kindergarten through high school, to acquire the knowledge, skills and insight necessary to live rewarding, productive lives. There is a moral and social commitment to do all that is possible to ensure that every student attains a well-rounded education tailored to his or her life goals. Sufficient classroom space exists within the community. Educational opportunity is expanded by the new Durham Technical Community College (DTCC) campus, life-long learning capacity enhanced by the Friday Center and Not-for-profit educational opportunities within the area. .

### Potential Action Steps

1. Increase number of teachers certified in their areas of specialty
2. Sustain well-trained workforce for both workforce development and advanced education.
3. Increase number of programs to connect students with jobs
4. Increase number of internships and co-ops in partnership with employers
5. Increase soft skills training, English as a Second Language training, and Advanced Placement classes
6. Implement the Chapel Hill-Carrboro City Schools strategic plan on the schedule indicated
7. Build and open new school facilities that are needed consistent with the theme of the Schools Adequate Public Facilities Ordinance. Renovate, remodel and upgrade existing school facilities. Relocate Chapel Hill-Carrboro City Schools central office.

8. Reduce footprint of schools (reduce total acreage for school sites).
9. Adopt policy to construct school buildings that save energy, provide a healthful learning environment, and minimize their environmental impact (e.g., US Green Building Council's LEED[need to spell out] standards)
10. Incorporate schools into redevelopment projects, site them close to transportation, and allow mixed use and higher density residence to be built around them
11. Technologically equip schools for the future
12. Increase percentage of students coming to school on foot versus private transportation.
13. Value Orange County schools as a resource for southern Orange County.

### Potential Progress Benchmarks

1. Minority achievement gap for African American and Latino students
2. Matriculation rates
3. Drop out rate
4. Student satisfaction rate
5. Parent involvement and satisfaction rates
6. Percent of students entering the workforce or pursuing college education
7. Level of differentiated instruction, resources and curriculum
8. Standardized tests results such as SAT and ACT.
9. Student/Teacher Ratio
10. Average distance to school for students and teachers
11. Percent of students and staff walking and biking to schools.
12. Percent ridership of school buses and mass transit outside of areas accessible by walking and biking
13. Enrollment at DTCC Orange County campus
14. % reduction in underemployment of minorities.

## **Vision 7: A Growth Boundary that conserves farmland, protects drinking water, open space and wildlife habitat, and prevents sprawl.**

In the '70's and '80's our elected officials had the foresight to create an Urban Growth

Boundary. This Urban Growth Boundary promotes sustainability by protecting farmlands and open space from sprawl and encouraging more livable urban spaces. It also protects our watershed and our water supply. The Urban Growth Boundary not only protects open space, it also exerts pressure on local governments to make a direct reckoning of what needs to be done within the boundary to foster economic and community vitality. It provokes important discussions about affordable housing and infrastructure spending

#### Potential Action Steps

1. Area governments maintain the de-facto Urban Growth Boundary – the Rural Buffer Zoning and Urban Services Agreement that limits expansion of utilities, in order to prevent low density “sprawl” development throughout rural areas
2. County and Municipalities expand their acquisition of land for parks, greenways (recreational space) and open space (conservation areas) throughout the towns, and protect Watersheds and wetlands from development.
3. OWASA works with local governments to protect watersheds and develop water conservation practices throughout the community

#### Potential Progress Benchmarks

1. Acres of open space conserved
2. Acres of parkland and miles of greenways & trails within the towns
3. Water supply capacity

### **Vision 8: Thriving downtowns that are centers of commerce and culture, and “corner store” mixed-use neighborhood centers that put goods and services in walking distance of most residents**

This vision has 2 components:

1. **Downtown Chapel Hill is a Cultural Magnet and Downtown Carrboro is a Center for Community Arts**

Downtown Chapel Hill is a cultural magnet. Memorial Hall is lit up with several banner shows a week. The Varsity and Carolina Theaters, along with the Planetarium, are bustling, and there is excitement about the coming Arts Common. The development of mixed-use residential, retail, office and outdoor gathering space on Parking Lots 2 and 5 together with adequate parking attracts destination shoppers to big-name stores. The Ackland and Chapel Hill Museums, along with historic walking tours, bring daytime visitors downtown. The theaters and restaurants bring in nighttime visitors. Bed and breakfasts in historic buildings welcome weekend visitors from outside of the immediate area. Some historic buildings provide independent and assisted living for senior citizens. Tables dress up the street corners. There are streetlights and hanging baskets that lend a very quaint look. Visitors can either conveniently travel around downtown on a trolley system or walk via the pedestrian walkway to a wide variety of restaurants and specialty shops.

Carrboro's downtown is the center for community arts. Music is performed at Cats Cradle, Temple Ball, ArtsCenter, and Weaver Street Market. Artists are at work at Bleeker Street Studios and new artists lofts. The ArtSchool has an enlarged menu of classes and has brought back community theater. Regular Friday and Saturday dances take place at the Century Center. Cultural events and festivals celebrate the diversity of the community. There is an arts market and bazaar, and regular cultural celebrations and parades. Quirky historical tidbits are commemorated. Main Street is bustling with a new pedestrian-friendly streetscape and the redeveloped ArtsCenter property. The hip culture found in downtown Chapel Hill/Carrboro ultimately attracts a dynamic, entrepreneurial set.

#### Potential Action Steps – both towns

1. Develop a vision statement for the downtown areas that explicitly indicates what the community wants to accomplish and the kind of businesses they want to attract to the downtowns.
2. Encourage neighborhood “corner store” retail and service nodes to supply everyday

- needs within walking distance in residential areas
3. Establish concerted marketing plan to attract new businesses downtown
  4. Expand and enhance transportation alternatives to bring people downtown
  5. Coordinate & enhance public transportation options within the downtowns
  6. Change regulations to accommodate bed and breakfasts in appropriate areas
  7. Initiate a community wide effort to address needs of disaffected teenagers who frequent the downtown
  8. Encourage housing in the downtowns
  9. Make the regulatory government more sympathetic to the needs of business
  10. Continue to develop pedestrian-friendly infrastructure
  11. Redevelop under-used downtown properties with an eye toward cultural uses
  12. Enhance arts organizations as community institutions; increase community funding for arts; create fundraising & marketing collaboration among arts organizations
  13. Increase volunteer participation and involvement from throughout the community
  14. Enhance cultural diversity
  15. Integrate students and youth; provide after-school programs related to arts; support student art displays, theatrical performances, and film festivals
  16. Encourage street performers and develop a wide spectrum of festive & educational events
  17. Incorporate arts into social problem solving; use arts to create dialogue and provide opportunities to uplift people.

#### Potential Action Steps – Chapel Hill

1. Support implementation of UNC Arts Common
2. UNC create an Arts Director (analogous to the Athletic Director) to coordinate and publicize the expanding arts, entertainment and lecture offerings.
3. Improve Parking (see component 2 below)
4. Develop Parking Lots 2 and 5
5. Have a direct path to lead to Memorial Hall. Work with the University as to the landscape and look.
6. Creatively display history of Chapel Hill and University along sidewalks and paths between Chapel Hill Museum and Crooks. .

7. Have a community center on Franklin Street for all ages and ethnic backgrounds with classes and opportunities for everyone to mix generations and cultures.

#### Potential Action Steps – Carrboro

1. Revitalize Main Street streetscape according to *New Vision for Downtown Carrboro Plan*.
2. Institute Tax Increment Financing district or other vehicle to provide funding.
3. Consider a "Mercado Central" project as a potential use.
4. Develop a hotel in Carrboro so that visitors can stay close to the action.
5. Develop Organizational Capacity
6. Identify two or three annual cultural events that would feature the school-based ArtsCenter.
7. Create opportunities and programs that reflect the full spectrum of the diversity of residents.
8. Establish a Carrboro Book Festival.
9. Develop a Carrboro library and media center equipped with latest technology (e.g., wireless internet) and plenty of sitting space including an outdoor courtyard.
10. Reinvigorate community theater.

#### Potential Progress Benchmarks

1. *Number of downtown restaurant sales*
2. *Number of downtown retail sales*
3. *Amount of parking*
4. *Number of ethnically diverse restaurants and retail options*
5. *Residential population within downtown zones*
6. *Percentage of Orange County residents' retail, restaurant, and entertainment revenues retained by Orange County*
7. *Percentage of retail, restaurant and entertainment revenues spent at locally owned businesses*
8. *Number of children in after-school arts programs*
9. *Number of ethnic and racially diverse cultural events*
10. *Level of arts funding*
11. *Number of volunteers in arts organizations.*

#### **2. Downtown Transportation and Parking**

There is a need to balance the long-term goals of reducing reliance on the automobile with shorter-term strategies that ensure the economic health of downtown. While we continue to work for mass transit options that are more convenient, safe, reliable and accessible to more people, we must meanwhile insure that downtown businesses have short-term parking so they can effectively compete for customers with nearby local and regional centers. That will help with economic sustainability, induce more shopping in the community and reduce congestion and emissions otherwise produced by trips to outlying centers.

The development of the Arts Commons at UNC will require additional parking facilities to accommodate patrons. The venues coming on stream, Memorial Hall, Ackland Museum expansion, New Music building with performance halls, Person, Gerard, Smith, Old Playmaker's Theater, will not be served by the existing lots or the one new planned underground parking facility

In Carrboro, redevelopment on existing parking lots creates the need for a downtown parking deck.

#### Potential Action Steps

1. Ensure adequate short-term parking for current and future needs downtown. Construct 300-500 additional spaces to accommodate the expected increased usage and allow downtown businesses to service nighttime visitors to events.
2. Maximize existing resources by securing shared parking agreements with private entities, including churches.
3. Build a new parking structure, possibly on Town Lot 2, that is close to transit services that connect campus venues & events with downtown dining, shopping and recreation
4. Work to ensure that existing and new parking options are convenient, easy to use and accessible, with effective, strategically placed signage
5. Conduct marketing campaign and place signage that lets people know where parking is located
6. Set up a simple merchant parking validation program

7. Explore ways to speed payment and exiting of facilities (such as speed passes or other prepaid options).
8. Provide park-and-ride shuttle alternatives so that those who wish to visit our community for events can utilize park-and-ride lots and spend more time in the community before leaving.

### ***Implementing Our Vision for a Sustainable Community***

#### **Step 1: Governments, citizens, educational institutions, environmental groups, civic groups, and businesses come together around a vision for a sustainable community.**

Over the remainder of 2004, community groups are invited to discuss the eight elements of a sustainable community, participate in developing a community-wide consensus, and make a commitment to a sustainable future.

From May to September, the Council for Sustainable Community is available to make presentations and gather feedback from any interested group. Based on these discussions, the Council for a Sustainable Community will revise and redistribute this report in late 2004.

Once the final report is available, organizations will be invited to make a formal statement of support for the elements of a sustainable community, and to commit to participating in initiatives that foster environmental, social, and economic sustainability.

#### **Step 2 The Council has proposed a menu of action steps in each of the eight elements. These steps should be added to and prioritized, and then government, civic, and business groups should take responsibility for their implementation.**

All sectors of the community have the potential to participate in creating a sustainable future. For example:

1. Local governments could adopt three-pronged sustainability principles to guide their deliberations.
2. The Chamber of Commerce could actively encourage sustainable business principles among its members
3. Environmental, social advocacy and business groups could commit to regular dialogue.
4. The UNC Business School sustainability program could be a key partner in local sustainable business efforts.
5. New projects and redevelopment could be seen as opportunities to create a more sustainable community, showing how business and environmental interests can coincide to help the community.
6. Educational forums could be an on going opportunity to raise community awareness about sustainability issues.

**Step 3: Establish an on going “Sustainability Roundtable” that brings key stakeholders together regularly to review and update goals, strategies and actions. The roundtable will track progress toward sustainability goals and offer periodic reports to stakeholders.**

In the fall of 2004, the Council on Sustainable community will initiate discussions with community leaders regarding the formation of an on-going Sustainability Roundtable. The Roundtable’s mission will be to educate its members on issues, expose them to innovative solutions, provide a forum for regular communication, and foster cooperation at the highest levels. The roundtable will ensure that community sustainability is foremost on the agenda of a broad cross-section of the community.

It’s envisioned that the roundtable will include the leadership of the area's governments, the University, the private sector and public interest

groups. It will be a model public-private partnership.

The roundtable leadership would solicit foundation and other grants for ongoing administrative expenses.

An important function of the roundtable would be to provide regular feedback to the community in the form of an annual Report Card about progress on significant sustainability benchmarks.

### ***About the Council on a Sustainable Community***

The Council on a Sustainable Community is comprised of community leaders who believe that a sustainable community is in all of our interests. Our goal is to foster collaboration among the broadest range of our community towards achieving environmental, social, and economic sustainability for southern Orange County.

To schedule a presentation or provide input into this report, please contact [x@y.com](mailto:x@y.com). Or call \_\_\_\_\_ at 111-1111.

Please consult our website [www.xyz.org](http://www.xyz.org) for the background analysis that went into this report.

**Members of the Council for a Sustainable Community:**

Howard Lee, Chair  
*Chairman, North Carolina Board of Education*  
Charlie Fisher, Co-Chair  
*Principal Lakeside Business Group*  
Mark Zimmerman  
*Principal, ZIMarketing*  
Delores Barely,  
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John Herrera  
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*Former Mayor, Town of Chapel Hill*  
Hector Perez  
*Executive Director, El Centro Latino*  
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*Chapel Hill Town Council*  
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*Chapel Hill Carrboro School Board*  
Scott Gardner  
*District Manager, Duke Energy*  
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