

ATTACHMENT A

A RESOLUTION APPOINTING THE RETREAT PLANNING COMMITTEE
Resolution No. 39/2005-06

BE IT RESOLVED that the Board of Aldermen hereby;

Section 1: Appoints the following Aldermen to the Retreat Planning Committee:

Section 2: Selects _____ as the retreat dates.

2005 Strategic Priorities and Goals

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 CBD
2. Set timeline targets for doubling non-residential square footage
3. Increase non-residential space in NTA
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 CBD
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 policy, operations, and budget
3. Continue efforts to build greenway system and protect creeks
4. Expand opportunities for recreational activities and fitness

2005 Retreat Notes

Day 1 Agenda

- 1:00-1:15 Opening remarks by Mayor; review agenda and ground rules
- 1:15-2:00 Financial update
- 2:00-3:30 Working together as a Board: reflections on past year
- 3:30-3:45 Break
- 3:45-5:40 Update on 2004 Strategic Priorities and Goals
 - Accomplishments
 - Areas for improvement
 - Ways to measure
- 5:40-5:55 Next steps and Day 1 evaluation

Areas for improvement in how Board functions

- Better representation on intergovernmental committees
- Getting more information about where other members are coming from in order to understand interests before taking positions
- Thinking about long-term consequences of decisions
- Bringing in views of those who disagree so they don't feel disenfranchised from town government
- Continue to refine focus of worksessions
- Better communicate our progress on various initiatives to citizens and show how various interests have been incorporated into decisions
- Seek advisory committee member diversity (perspectives on issues, part of Carrboro where they reside)
- Revisit advisory boards roles and responsibilities

2004-2005 Work Plan Report

Under "Assess barriers and make recommendations," include Planning Board (not just DDC)

Doubling Non-residential Square Footage

- track by tax base and square footage downtown commercial square footage

Under "Protect Historic Neighborhoods"

- Vernacular architectural design standards - March worksession

(neighborhood associations may not be right group)

What services and where? New transit route - Lake Hogan Farms or whole area

Under “Enhance and Sustain Quality of Life”

- maximize use of Century Center - reservation system too complicated; customer service issues - complaints

Extend wireless to Midway

Include wireless requirement in development guidelines

Info on proposed school, Twin Creeks Park

Day 1 Evaluation

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Comfortable chairs	Need more chairs
Staff presentations	Hard to hear over HVAC
Board members focused on priorities and goals review	
Good food and space	

Day 2 Agenda

- 9:00-10:00 Presentation "Creating a Sustainable Carrboro" by Mike Luger
- 10:00-12:00 Discussion of Carrboro's sustainability: Where are we strong? What are we lacking?
- 12:00-1:00 Lunch
- 1:00-4:30 What strategies do we want to put in place to build and maintain a sustainable community?
- 4:30-4:55 Next steps and retreat evaluation

Create brand - *Sustainable Carrboro*, being clear about image and branding (defining who we are in regional economy - niche, not transformation)

Focus on sustainable economic development - jobs, income, wealth, and opportunity for all

Need to decide on type of businesses to promote, recruit and where to locate them (Carolina North)

CREATE A PLAN TO ATTRACT BUSINESSES

1. Development close relationship w/ technology experts at UNC and Duke
2. Invite Department of Commerce to Carrboro to show "product"
3. Find creative ways to connect Carrboro to cultural centers - Washington, New York, Atlanta
4. Consider incentives and subsidies, e.g., subsidizing loft space

Strengths

1. Proximity to universities, state capital
2. Arts and entertainment
3. Quality of life
4. Public transportation and walkability
5. Wireless access (commercial and residential)
6. Nonprofit presence?
7. Progressive reputation
8. Spaces for small start-ups
9. School system
10. Cultural diversity
11. Future additional capacity

NEEDS

1. More Class A office space in downtown
2. Space for mid-size companies
3. Available land for commercial and mixed use
4. Cultivate partnerships with entrepreneurship programs, Department of Commerce, Ted Abernathy and Charlie? - technology and science
5. Decide whether or not to market Carrboro
6. Decide how to best channel increased capacity
7. Economic sustainability plan, vision, goals and what it takes to get there
8. Communicate economic sustainability plan so people understand choices and tradeoffs
9. Be creative about economic growth approach
10. Strategic, smart rezoning

WE SEEK BUSINESSES THAT ...

1. are university spin-offs including alumni
2. offer mid-level, mid-tech jobs as well as high and low-paying
3. offer livable wage jobs
4. provide upward path of opportunity
5. take advantage of current skill level in community and develop - in at ground level and progress
6. contribute to "knowledge creation" end of economic development spectrum
7. are good corporate citizens and contribute to larger community
8. provide benefits for employees
9. reinforce quality of life - arts, entertainment, of interest to creative class
10. support all lifestyles by having nondiscriminatory policies
11. offer opportunities for students - internships
12. are gentle on the environment
13. integrate local growers (niche agriculture) and craft people
14. support public/alternative transportation and reduce parking demands
15. maximize return on public investments
16. adhere to three (3) sustainability principles as outlined in Dr. Johnson's report
17. help diversify portfolio of local businesses
18. are locally or sole-owned, rather than chains to support sense of community, good corporate citizen, good employer

TYPE OF BUSINESS

1. National or state nonprofit headquarters
2. Policy think tank
3. Design firm
4. Recording industry (studio, distribution, publishing)
5. Educational/training institute, i.e., Chicle
6. University spin-off
7. Information producers
8. Publishing
9. Service distribution (Netflix)
10. Computer software
11. Hotel, bed/breakfast
12. Assemblage
13. Flex space - small office attached to large storage or garage
14. Theatre - movie/multi use
15. Financial investors/brokers
16. Bowling alley
17. Children entertainment/recreation
18. Center for Sustainable Development
19. Technology support center

How can we build on what we already have, i.e., brains, creativity, proximity to university, railways?

WHAT NEEDS TO BE DONE TO ATTRACT BUSINESSES?

1. Develop *green door* relationship w/ UNC
2. Redirect revolving loan efforts to entrepreneurial spin-offs
3. Ensure staff capability (skills) in place to work with new businesses
4. Ensure support for sustainability plan integrated in all departments and advisory boards
5. Research needs of organizations Town wants to attract
6. Research costs/benefits of attracting businesses
7. Identify barriers to attract businesses and ways to overcome
8. Ensure advisory boards retooled to meet efforts
9. Assess land use policies to determine whether additional commercial and mixed use zoning is needed
10. Assess whether five (5) acre cap is appropriate along w #9 above
11. Decide on strategy for providing technology infrastructure
12. Attract library branch to downtown
13. Determine coalitions we need to build w/ Chapel Hill and Orange County
14. Explore changes in ordinance that would attract desired business - (support childcare facilities)
15. Expand and market marriage of creative and technology talent pools

1-15 Explored

1. a. Meet w/ UNC reps to get their ideas about what we can do to make ourselves attractive to UNC enterprises - Jess White/Tony Waltrop - Mike to meet with Jess White (2/16); Mike and Steve to learn criteria for labs, what Board needs to do to support this type of development; Board to discuss green door concept
- 4.a. Mechanism to look at sustainability holistically to ensure interests have been considered - Department of Sustainability and/or expand role of Human Services, Environmental advisory board, sustainability coordinator based in Manager's Office - create sustainability checklist; way to encourage projects that have met goals - schedule Spring worksession how to integrate sustainability into departments

March agenda item to discuss inventory - sustainability, access to town services
(Herrera to help with abstract)

9. a. Discuss Padgett Lane/Brewer Lane/Cameron Avenue development at March 8 worksession and identify any areas with connectivity problems or need rezoning to commercial to support sustainability efforts for future discussion
- 9b. Discuss possible refinement of Small Area Plan to consider commercial and mixed use in Northern Transition Area and look at how property adjacent to Horace Williams Tract will interact. - April worksession

Consider possible areas still available and whether "floating" areas meets needs or whether it needs to be pinned down - April worksession

15. a. Research model (Alex), identify audience, determine what we have to offer, develop marketing strategy (see Lab 3000 web site) - Board discussion

Next Steps

Staff will take remaining items 1-13 and bring proposed plan of action back to Board.
Board will receive original list.

Board will discuss #13 at future meeting to explore ways to communicate w/ Chapel Hill and Orange County around interdependent development issues (under #7).

EVALUATION

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Mike Luger—really knows Carrboro	Background noise
Format worked well—we got to talk about issues we don't normally talk about	Consider dividing up over two weekends
Good food	Computer, audio visual placement
Theme: Day 1 setting the stage/Day 2 topic	Would be helpful to have broader sustainability discussion (SWOT analysis, etc.) with greater staff participation
Peg's facilitation helpful	