

**A RESOLUTION GIVING THE TOWN STAFF DIRECTION  
REGARDING THE COMMUNITY LEADERSHIP TRIP TO  
MADISON, WISCONSIN IN SEPTEMBER 2006  
Resolution No. 153/2005-06**

WHEREAS, the Community Leadership Council has planned a trip to Madison, WI, for September of this year, and

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE TOWN OF CARRBORO:

Section 1. The Board has received a presentation from members of the Community Leadership Council regarding the trip to Madison, Wisconsin.

Section 2. The Board gives the following direction to the town staff:

## MEMORANDUM

TO: Mayor Mark Chilton and Members of the Carrboro Board of Aldermen

FROM: Robert Dowling, Interim Co-chair, Community Leadership Council  
Scott Maitland, Interim Co-chair, Community Leadership Council

DATE: May 24, 2006

RE: Intercity Visit and Leadership Conference, in Madison, WI September 24-26

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Thank you for the opportunity to share some information with you about the planned Madison Intercity Visit and Leadership Conference and to formally invite your active participation in the September trip and our planning process.

### The Community Leadership Council

Today we write you as the interim co-chairs of the Community Leadership Council (CLC). The CLC and its fiscal agent, the Foundation for a Sustainable Community, are the organizing and funding organizations of the Madison trip.

On the recommendation of the 2004 Report of the Council on a Sustainable Community (CSC), the Chapel Hill-Carrboro Chamber of Commerce incorporated the Foundation for a Sustainable Community to “promote and advance the triple bottom line of community sustainability – environmental protection, social equity and economic prosperity.” Carrboro was officially represented on the CSC by Alderman John Herrera and the final report was drafted by Carrboro’s Ruffin Slater and James Carnahan.

In 2005, the Foundation created the Community Leadership Council (CLC) to continue to advance sustainability issues, to prioritize objectives in the 2004 Report, to develop a shared reference point among community leaders and to plan an implement a community-inclusive intercity visit. The CLC’s first chair was Charlie Fisher of Carrboro.

Carrboro is officially represented on the CLC by Mayor Mark Chilton and Manager Steve Stewart and was previously represented by Alderman Diana McDuffee before her retirement from the Board of Aldermen. Unlike the Public Private Partnership (PPP), which preceded the CLC, we are a much larger and more diverse organization of community leaders and we are committed to much broader community involvement in both the planning and participation on our intercity visit in September. A full list of members of the current Community Leadership Council is attached (Attachment 1)

### **Why Madison?**

The CLC’s Intercity Visit Site Selection Committee explored the possibility of traveling to many communities, including Northampton, Massachusetts, Fayetteville, Arkansas, Princeton, New Jersey, and Santa Barbara, California before narrowing the selection to finalists Athens, Georgia, Ann Arbor, Michigan, and Madison, Wisconsin.

The CLC’s main interests are in a community with a major research university (with medical center if possible), a university research park, a thriving downtown, a strong arts community and

an interest in hosting us. These criteria made Madison the best choice. The case for Madison was made stronger with Mayor Kevin Foy and Chancellor James Moeser's strong support for Madison after speaking with their counterparts about our proposed trip. Our advance trip to Madison in March of this year confirmed Madison as a great selection for our trip. (Attachment 2)

For Carrboro specifically, the Madison Trip offers the opportunity to learn about many key issues facing Carrboro, including how Madison is balancing environmental and social objectives with economic development opportunities; what lessons can be learned from the development and operation of their current research park and their new park in concept planning stages; and how Madison integrated a new performing arts facility into an existing downtown on main street; the process for adopting their inclusionary zoning ordinance how its working; and what systems they use for town and university collaboration.

### **What We Hope to Learn in Madison**

The Intercity Visit Planning Committee, chaired by Carrboro's Mariana Fiorentino, has been busy reviewing materials and discussing draft agendas and will meet again this month. The Committee is currently recommending that the visit focus on two major issues – downtown (re)development and the UW Madison Research Park. In the attached advance trip briefing you'll read more about these two issues and similarities between Madison and the Carrboro-Chapel Hill community.

Additional issues we are currently planning on exploring in Madison include are the arts (including their new performing arts complex downtown), town/gown issues (including their unique community-based approach to addressing university "edge" issues), workforce housing (including their inclusionary zoning ordinance), environmental issues (including watershed, air quality and rural farm land preservation), and social issues (including homelessness, education, farmers market and workforce development).

The agenda has not yet been set and we welcome feedback as the agenda is finalized.

It is important to note that the Madison visit is not intended to be a retreat where leaders for our community go off and make decisions. The trip is instead an opportunity to learn how another progressive community is addressing many of the issues that are important to us and to learn about things we may be interested in discussing as a community when we return. It is also an opportunity to build relationships needed for our communities to address current and future challenges and opportunities.

Members of the Intercity Visit Planning Committee currently include James Carnahan (Village Project), Robert Dowling (OCHLT), Rev. Rick Edens (United Church of Chapel Hill), Jean Holcomb (Viking Travel), Manager Cal Horton (Chapel Hill), Jonathan Howes (UNC Chapel Hill), Scott Maitland (Top of the Hill), Aaron Nelson (Chamber and Foundation), Liz Parham (Chapel Hill Downtown Partnership), Erika Petty (Foundation for a Sustainable Community), Bernadette Pelissier (Sierra Club), Manager Steve Stewart (Carrboro), Jon Wilner (ArtsCenter), Councilmember Bill Thorpe (Chapel Hill), and Scott Radway (Radway and Weaver).

**Where We are Today?**

Chancellor James Moeser, Mayor Kevin Foy and Mayor Mark Chilton have agreed to serve as the honorary co-chairs of the intercity-visit.

We are holding 85 seats on three flights, have reserved 65 hotel rooms and are making ground travel, dining and other accommodations. We are capping this year's trip at 90 participants.

We have set the price of the trip at \$1095 for a standard double occupancy and \$1245 for single occupancy. We currently project the trip to cost us \$1326 per person.

We have created a \$10,000 scholarship fund for the visit to increase the accessibility of the trip to the broader membership of our community and are assembling a scholarship review committee and application form.

We have a draft itinerary and agenda (Attachment 3)

Once we finalize the agenda we will work with our committee and volunteers to coordinate with speakers and presentations.

As of May 25, we have 43 individuals who have contacted us to express their interest in attending.

**A Little History of Local Intercity Visits**

In 1985 the Public Private Partnership (PPP) organized our community's first intercity visit to Lexington, Kentucky. The creation of the PPP and the intercity visit were spurred by a visit from Lexington's community leadership and Lexington's invitation for reciprocal visit.

Since that first trip our community has traveled to six other college communities including Bloomington (University of Indiana), Boulder (University of Colorado), Princeton (Princeton University), Charlotte (University of North Carolina Charlotte), Champaign-Urbana (University of Illinois) and Ann Arbor (University of Michigan). Our most recent trip was to Ann Arbor, Michigan in 1997. Each trip has had an average of 100 participants from Carrboro, Chapel Hill and Orange County (the most in attendance was 140).

Chancellor's Michael Hooker's illness in 1998, his death in 1999 and the subsequent appointment of an interim chancellor understandably postponed PPP trip planning. The PPP disbanded in 2003 though they had not officially met in several years.

**What They Learned on Previous Visits**

There are many community institutions and practices that owe their beginnings to previous intercity visits. Here are a few that participants of previous visits identified:

1. the creation of the Chapel Hill Community Design Commission;
2. the renovation of Memorial Hall;
3. the plan to create the University's Arts Common;
4. the creation of a Chapel Hill downtown service district tax;

5. the creation of the original Chapel Hill-Carrboro Downtown Commission (though it only operated as the Chapel Hill Downtown Commission); and
6. the creation of the recently retired Chapel Hill Transit trolleys

Previous participants report that while they learned a lot about the communities they visited and brought back some good ideas, they also benefited greatly from the relationships and partnerships built among community leaders on the trip.

### **Date Selection**

As you can imagine, setting a date was difficult and we aimed for dates that worked for our community as well as the Madison leadership.

We plan to fly to Madison on Sunday morning, September 24 and return the evening of Tuesday, September 26.

We are aware that September 24 is the first day of the Muslim Ramadan and is also a Jewish Holiday Rosh Hashanah II. We are also aware that Sunday morning is an historic day of worship for many Christian people in our community.

In advance of setting the dates, we checked with local religious leaders including the director of NC Hillel and confirmed that Rosh Hashanah II is not a significant holiday in the modern Jewish tradition and that scheduling travel on that date was unlikely to cause a conflict for many in our community.

We will certainly make accommodations for anyone who would prefer not to travel on Sunday, September 24 and will arrange for air transportation on Monday morning. We will also make necessary accommodations for those observing Ramadan and for those with any other dietary restrictions.

### **An Invitation**

We would like to invite each of you to join us on the 2006 Intercity Visit and Leadership Conference to Madison, Wisconsin this September. We think we have a lot we can learn from and share with Madison. Please also consider joining us in planning a successful trip and in helping us spread the word to make this the most inclusive and diverse of all of our intercity visits.

**2006 Community Leadership Council Membership (Attachment 1)**

**Co-Chair Robert Dowling**, Executive Director, Orange Community Housing and Land Trust

**Co-Chair Scott Maitland**, Proprietor, Top of the Hill Restaurant and Brewery

**Susan Anderson**, Chair, Inter-Faith Council for Social Services

**Delores Bailey**, Executive Director, EmPOWERment, Inc.

**Fred Black**, Consultant and Community Volunteer

**Bill Bunch**, Chair, Foundation for a Sustainable Community

**Moses Carey**, Orange County Board of Commissioners (to be replace by Barry Jacobs)

**James Carnahan**, Chair, The Village Project

**Craig Chancellor**, President, Triangle United Way

**Mark Chilton**, Mayor, Town of Carrboro

**Mac Clarke**, Chair, OWASA Board of Directors

**Rick Edens**, Co-Pastor, United Church of Chapel Hill

**Mariana Fiorentino**, President, Terra Nova Global Properties

**Charlie Fisher**, Chair, Chapel Hill-Carrboro Chamber of Commerce

**Kevin Foy**, Mayor, Town of Chapel Hill

**Scott Gardner**, Local Government and Business Relations Manager, Duke Power

**Bob Greczyn**, President and CEO, Blue Cross Blue Shield of North Carolina

**Jim Heavner**, President, VilCom

**Cal Horton**, Manager, Town of Chapel Hill

**Jonathan Howes**, Special Assistant to the Chancellor, UNC Chapel Hill

**Winkie LaForce**, Chair, El Centro Latino

**Howard Lee**, Chair, North Carolina Board of Education

**Mark Marcoplos**, Builder and Local Environmentalist

**James Moeser**, Chancellor, UNC Chapel Hill

**Aaron Nelson**, Executive Director, Chapel Hill-Carrboro Chamber of Commerce

**Gary Park**, President, UNC Hospitals

**Bernadette Pelissier**, Chair, Orange/Chatham Sierra Club

**Roger Perry**, President, East West Partners

**Ruffin Slater**, General Manager, Weaver Street Market

**Steve Stewart**, Manager, Town of Carrboro

**Lisa Stuckey**, Chair, Chapel Hill-Carrboro School Board

**Judith Wegner**, Chair, UNC Faculty Council

**Jon Wilner**, Executive Director, The ArtsCenter

## **Madison Advance Trip Briefing to the CLC (Attachment 2)**

On March 23-25 Jonathan Howes, Tracy Hager, Jean Holcomb, and Aaron Nelson took an advance trip to Madison, Wisconsin.

While in Madison they toured the university, their research park, downtown and State Street. They saw their conference center, downtown performing arts center and art museum, and visited five hotels. They were also able to meet and get information from the following individuals:

Madison Mayor  
Madison Economic/Community Development Director  
Dane County Executive's Chief of Staff  
Dane County Assistant to the County Executive  
Madison Chamber President  
Madison Chamber Economic/Community Development Director  
Madison Visitors Bureau President and Staff  
UW Madison Research Park Director and Associate Director  
UW Madison Director of Planning and Landscape Architecture  
UW Madison Special Assistant to the Chancellor

The leadership of Downtown Madison Inc was out of town and unable to meet with the advance team. The advance team recommends additional contacts need to be made in advance of our trip including neighborhood, environmental, arts and downtown groups as well as African-American and Latino community leaders as we plan our event. Some of these have already been made by phone.

Some reflections:

First, the Madison leadership is enthusiastic and excited to host us. We think we have a lot in common and a lot we can learn from each other. Talking to their Chamber and other leaders often felt like we were looking in the mirror. They share a similar political outlook, challenges and hopes for their community, their university and their citizens.

**State Street** – a beautiful downtown street with 1, 2 and 3 story buildings – very similar in many ways to Franklin Street/Main Street. There are new residential buildings (7-10 story) being built one block off – it was interesting to see the scale in person. They have a downtown streetscape project on the way and other redevelopment activities with an active Downtown Madison Inc., a downtown merchants association, and a BID (business improvement tax district). They recently finished opened a new multi-million dollar performing arts center on State Street and will have opened a new art museum by the time we arrive in September.

**Downtown** – theirs is much bigger than ours and includes the state capital. Interesting to note were the tremendous number of new residential condos being built in the downtown, the impact of a stunning new performing arts center (akin to Memorial Hall in function, not appearance) and art museum, the location of a children's museum downtown, how downtown and the University interact, and how they address panhandling and homelessness. They also have a huge farmers market every Saturday on the capital grounds.

**Research Campus** – We toured their research park and were given a preview of the new park they are planning that will include a mix of uses including residential and retail. The current park, begun in the 1980s, was developed with mostly office buildings and parking lots. The park does include on-site daycare. The City of Madison has created a design commission of local citizens with authority to approve

new site plans for buildings in the park. Park officials estimated that they pay \$4,000,000 in local property tax annually. They are using JJR as a consultant – the original consultant for the Horace Williams Property.

**Transit** – Their extensive bus system is free for faculty, staff and students. The Mayor and others are looking at an electric trolley and/or a regional rail system.

**The University** – About 20 million square feet and growing with nearly 40,000 students. The campus includes a hospital and medical school. Madison is under about as much construction as we are (I saw at least five active cranes). Their campus is not as attractive as ours and after years of infill, it is more dense and urban, with some very attractive quads. They have similar tensions that we have on neighborhood border issues and have creative solutions to address them. Their master plan consultant is Ayres Saint Gross, with whom we are very familiar.

**Town/Gown** – Like Chapel Hill and Carrboro, the city has zoning control and approval of buildings. Madison has created official joint university/neighborhood committees that vet and approve any development in their district before it goes to their Council. In fact, like our community, there are two communities, Madison, and a much smaller municipality, Shorewood Hills, within the city boundaries of Madison. Other items worth exploring – their formal and informal channels of communication and cooperation, 80,000 person Halloween celebration, park and ride systems, athletic events and their unique approach to University/municipal edge issues.

**Sustainability** – Madison and Dane County are a progressive communities interested in all of the aspects sustainability. Workforce housing is on their agenda and they have an inclusionary housing ordinance. There is an organization called Sustain Dane (they are in Dane County) which is a consortium of 250 organizations that are working on sustainability issues. Madison is repositioning itself on economic development to do it in a way that supports their other sustainability objectives. The County is working to balance the needs and interests of a very rural county with a very urban center.

**Collaboration** – They have an organization called the Collaboration Council (similar to our Community Leadership Council) that includes “a cross section of leaders of Dane County’s business, government, education and non-profit communities.”

**Arts** – There is strong focus on the arts in the community and at the university. The arts anchor downtown with two new stunning facilities on State Street. They are a must tour when we visit. The state has a “Percent for Art Program” and Madison is just launching a public art campaign called “Cows on Parade” with large cows throughout the city decorated by local artists.

**Diversity** – We did not learn much about diversity issues while in Madison and will need to do further research on the subject.

**Housing** – Madison has an Inclusionary Zoning Ordinance and we are interested in learning more about the process of adopting it, the ordinance specifics, how it is working and how much affordable housing they have been able to generate.



**Draft Itinerary (Attachment 3)**  
**Intercity Visit and Leadership Conference - Madison, Wisconsin**  
**September 24-26, 2006**

**Sunday, September 24**


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7:45-9:30am	Rolling Check in
9:05 – 12:18pm	Northwestern Flight 1689 through Detroit – 40 seats on hold
9:51 – 12:44pm	United Flight 7101 through Chicago – 25 seats on hold
10:29 – 1:58pm	American Flight 4079 through Chicago – 20 seats on hold
12:40 – 2:20pm	Staggered Shuttles to Hotel
1:20 – 2:50pm	Check-in, Concourse Hotel
3:00 – 3:50pm	Welcome and Orientation, Concourse Hotel
4:00 – 5:00pm	Community and Campus Bus Tour
5:30 – 7:30pm	Joint Orange/Dane Leadership Reception, Menona Terrace
7:30pm – until	Free Time

**Monday, September 25**


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7:30 – 8:00am	Breakfast, Concourse Hotel
8:10 – 9:50am	Session 1 – Downtown Madison and State Street
9:50 – 10:00am	Snack Break
10:00 – 11:30am	Session 2 – Community Sustainability (Concurrent Sessions) Workforce Housing, Arts, Town/Gown, Environment, Social Issues
11:30 – 12:10pm	Walk Down State Street
12:10 – 1:10pm	Lunch, Memorial Union
1:10 – 1:20pm	Break
1:20 – 1:40pm	Bus to Research Campus
1:50 – 3:50pm	Session 3 – University Research Park
4:00 – 4:20pm	Bus to Overture Center & Snack
4:20 – 5:20pm	Overture Center Tour
5:20 – 6:30pm	Free Time
6:30 – 8:00pm	Dinner with Speaker, Concourse Hotel
8:10 – until...	Optional Activity

**Tuesday, September 26**


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7:30 – 8:00am	Breakfast, Concourse Hotel
8:10 – 8:30am	Session 4 Warm-up/Frame-up
8:30 – 9:30am	Session 4 Lessons to Take Home (breakout sessions), Concourse Hotel
9:40 – 10:20am	Group Reporting, Concourse Hotel
10:20 – 11:00am	Wrap-up and Conclusions
11:00 – 12:00pm	Buffet Lunch and Hotel Check-out, Concourse Hotel
12:00 – 1:20pm	Staggered Shuttles
12:20 – 1:40pm	Rolling Airport Check-in
1:35 – 6:38pm	Northwest Flight
2:02 – 7:00pm	United Flight
2:30 – 7:11pm	American Flight

**COMMUNITY LEADERSHIP COUNCIL TRIP**

Alderman Coleman expressed concern about the upcoming Chamber of Commerce trip to Madison, Wisconsin because it would not be accessible to citizens and it is scheduled during Rosh Hashanah.

Mayor Chilton stated that the Town Manager and himself are scheduled to go on this trip.

It was the consensus of the Board to schedule a Board discussion of this matter.

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