

# 2008 Board of Aldermen Retreat Follow-Up Report

(2-28-08)

Economic Development Goal	Activity Prior to BOA Retreat	Post-retreat / Current / Proposed Activity	Timeline for Proposed Activity
1. Explore Green Collar business development (green svcs. / infrastructure and vocational job opp.s)		<p>Town staff are working with the SBTDC on a proposal to expand the Carboro Business Challenge Program (started in 2007) in the 08-09 budget to include the subject area "<i>Greening Your Business</i>".</p> <p>It will be a holistic, realistic approach to looking at real costs as well as long-term financial and non financial "pay backs" for existing businesses to embrace green business practices or new green businesses to get started.</p> <p>Areas of focus will be include organizational assessment, waste reduction, energy efficiency, water efficiency, toxics and hazardous substances, travel, product life-cycles, building design and construction, related areas of interest, and "taking next steps".</p> <p>Up to 15 participants will be invited to participate in this session.</p>	<p>A funding proposal for this item will be included as a budget expansion item and can be discussed at that time.</p>
2. Complete downtown parking plan in context of providing multi-modal access to downtown	In addition to previous studies and the ongoing activities of the Parking Task Force, the town initiated a parking supply and demand study with the UNC Dept. of City in Regional Planning in January 2008.	<p>A brief update of the students' work was provided to the Board at their 2/12/08 meeting and the Board's feedback was incorporated back into the study.</p> <p>This study, when finished, should give</p>	<p>The students should complete their work by the end of the spring semester and are tentatively scheduled to present their findings to the Board and staff on April 15<sup>th</sup>.</p> <p>The Board may wish to discuss the</p>

		the Board and staff a better understanding of what the real parking issues are downtown. It will also suggest to us how we might address the need for additional parking and/or reduce demand for parking through multi-modal approaches to moving our citizens around as they seek to do business, recreate, and live.	findings and direct staff over the summer to flesh out plans that might increase parking supply or reduce / shift demand through various means.
3. Assess / improve entrepreneurship	The Board provided funding in last year's budget for entrepreneurial training of up to 30 individuals and businesses. This program was executed through the SBTDC and was very successful based on feedback from the participants.	Staff propose to continue this training. Last year's funding came through the Revolving Loan Fund. Staff proposes that funds to continue this program come out of the general fund.	This program, any other programs, and funding for them can be discussed in the context of 08-09 budget discussions.
4. Sponsor small business networking nights and/or charrette of home-based business owners		Staff propose scheduling an initial meeting of a few home-based businesses to discuss support systems as well as services they may need to be more efficient or to take their business to the next level.  There are many resources available that could be provided to this group through Durham Technical Community College or the SBTDC for example.	If this meeting is successful, additional meeting(s) will be scheduled based upon the desires and interests of those who have participated.
5. Create Local living Economy Task Force (includes 1, 39,45,62,77 from big table)		A Local Living Economy Task Force or other body tasked with the same goals would presumably explore the ways in which the Town could support the development of an economically and environmentally sustainable local economy that would serve as many local purchasing needs as possible. The ESC, whose membership is appropriately broad and whose charge already includes many of these goals, might be an appropriate vehicle to carry out these	Staff is waiting for the Board of Aldermen to give further clarification on how to approach this issue.

	goals.		
6. Ensure sufficient funding for economic development (incl. 65 and 66 from big table)	The annual budget is being developed and includes a number of proposals involving economic development. The Board of Aldermen will have the opportunity to prioritize these proposals within the context of the needs of the Town as a whole.	08-09 budget process	
7. Explore development of green business revolving loan fund (rephrased 67 from big table)	The current Revolving Loan Fund can currently meet this need.  Extra effort should be made to reach out to current and potential green businesses and let them know that this resource is available.	This can began immediately and staff is already pursuing different methods / avenues of outreach.	
8. Increase commercial zoning (incl. 18, 26, 50, and 78 from big table)	<p>Carbboro's various commercial zones generally cover the downtown as well as commercial nodes located near arterial intersections such as NC 54 / Main Street and NC 54 / Jones Ferry. There is also a neighborhood commercial zone at the intersection of Homestead Road and Old NC 86 and limited commercial is allowed in the Winmore VMU.</p> <p>The Northern Study Area Plan Implementation Review Committee (NSAPIRC) met over the past year and has made recommendations focused on the expansion of commercial land use activities within the Northern Study Area.</p>	<p><b><u>Possible Timeline</u></b> February 12, 2008</p> <p><b><u>Possible Timeline</u></b> Board receives and discusses recommendations / proposal from NSAPIRC and directs staff to prepare a schedule for implementing recommended map and text amendments with priority placed on targeted rezonings.</p> <p>BOA receives and reviews proposed schedule and adopts resolution</p>	<p><b><u>Possible Timeline</u></b> February 12, 2008</p> <p>March 4, 2008</p>

	affirming schedule.	
Fall 2008	Report to JPA partners on NSAPIRC (Optional )	
Spring of 2009	Proceed to JPA partners for review with rezoning proposals if needed. Joint Land Use Plan and rezoning Amendments if needed.	
2009	Staff proposes to fold modifications of existing commercial zones in with other comprehensive LUO modifications. The inter-local work group on water conservation, which consists of staff from local units of government in Orange County plus OWASA, has drafted a report and will be making water conservation recommendations for local boards to consider.	Board Scheduled to receive report on March 18 <sup>th</sup> . Staff will follow up as directed by the Board.
Spring worksession	Spring worksession for BOA to further clarify desired changes / outcomes	
Spring / Summer 2008	As part of review, any proposals resulting from worksession will be forwarded to various advisory boards as directed by the Board for review / discussion.	
As early as Fall 2008	Proposed VMU modifications discussed with owners of applicable parcels / possibly modified as a result.	
As early as Spring / Summer of 2009	Staff proposes to process proposed VMU modifications along with NSAPIRC material within context of comprehensive LUO revision (as noted under item 8).	

9. Regulate land uses and activities based on water usage (look at OWASA policy tools)	Article XI - "Supplementary Use Regulations" - limits water use for manufacturing / assembly and associated retail uses and motor vehicle related uses. Carriboro has adopted water use restrictions as generally recommended by OWASA.	
10. Explore ways to encourage commercial / office / businesses to locate in VMUs (see 56 from big table)	The NSAPIRC recommends the following modifications to the current VMU standards to encourage development: 1) <i>require</i> minimum commercial components; 2) <i>eliminate</i> the minimum tract size for VMU developments; 3) examine tract size minimum and maximum for commercial requirements in the VMU; 4) Streamline the permitting process for commercial and VMU developments by preparing a form based code for the entire NSA; 5) Target and rezone specific tracts for VMU development	

## **2008 Retreat Notes**

**Jan. 27-28, 2008**

(approved by Phil Boyle, facilitator)

### **Retreat Goals and Objectives**

1. ***Clarify mutual expectations and obligations*** – identify what board members expect of each other, what the board expects of staff, what staff expect of the board, and ways in which board and staff members can best meet these expectations.
2. ***Explore policy goals and directions*** – engage board and staff members in discussing policy goals for downtown parking and economic development.
3. ***Strengthen board and staff connection*** – strengthen the governing relationship between board and staff members.

### **Sunday, January 27, 1:30 pm – 5:00 pm**

- 1:30 Welcome and Getting Started**
- 1:45 Who Are We? – “Our Coats of Arms**
- 2:30 Why Are We Here? – Goals and Objectives, Expectations and Concerns**
- 3:15 What Members Expect from Their Service and Experience as a Public Official**
- 4:00 What Members Expect from Each Other**
- 4:45 Reflection**
- 5:00 Adjourn**

### **Monday, January 28, 8:30 am – 4:30 pm**

- 8:30 Welcome and Getting Started**
- 8:45 Public Values and Choices – Implications for Boards and Staff in Crafting Public Policy**
- 10:00 Downtown Parking Policy**
- 11:00 Economic Development Policy Goals and Direction (cont. after lunch)**
- 4:15 Wrapping Up – Summary, Decisions, Reflections**
- 4:30 Adjourn**

### **Further Discussion on Retreat Goals and Objectives** **(Mixed Staff / BOA groups)**

#### **Goals and Objectives**

1. Make specific progress on parking and economic development
2. Merge Board members w. dept. heads → build comfortable working relationships
3. Set clear benchmarks and measurable goals and objectives with respect to economic development
4. Board members would like good feedback from staff.
5. Get participation from all members
6. Help staff to better understand the Board’s goals and expectations
7. Achieve a better, commonly-conceived direction for economic development and receive the resources required to pursue this goal.
8. Receive better direction on how new tasks and projects are supposed to fit into the context of baseline town operations / existing programs.

9. Receive clear Board decisions that staff can run with.
10. Participate in improved feedback loops.
11. For both Board and staff to more fully appreciate the complex impacts of policy decisions.
12. Appreciate that consensus is better, but not absolutely necessary.
13. Figure out a more concise decision-making process.
14. Clarify and delineate differences in values as they relate to guiding principles.
15. Clarify policy on downtown development issues.
16. Achieve better partnership / teamwork between staff and Board.
17. To walk away with guiding principles and understanding of what it will look like when the rubber hits the road.
18. Discuss alternative mechanisms for community input.
19. BOA and staff should share information in a timely fashion about sensitive, developing situations in the community.

### **Concerns**

1. Resources
2. Workload
3. Getting beyond talk (because not making decisions is a policy choice, too).
4. Having to choose between values.
5. Not sure if large group is the best vehicle for staff and board to discuss / share serious issues.
6. Worried about ability to chart a course where we will all be going in the same direction.

### **What Board and Staff Members Expect from their Service and Experience as Public Officials**

#### **Board Members Want The Following Out of Being Elected Officials:**

- To have an influence on what the town looks / feels like
- To facilitate and participate in this democracy / community
- To advocate for important causes
- To be forward thinking
- To sustain confidence in government through access and transparency and honesty
- To help provide for a healthy community
- To be able to articulate our positions
- To share and receive good information
- To mentor fellow Board members
- To live up to commitments
- To make the town affordable for everyone
- To create a sustainable community where our children can grow up
- To ensure equal access to government

#### **Staff Members Want The Following Out of Being Appointed Officials:**

- To feel that our work makes a difference in the lives of people in this community and the people with whom we work.

- To have policy recommendations (and choices) reflect our best professional judgment and analysis.
- For there to be a consideration of available resources when adding new expectations (of staff) to existing expectations.
- Support from Board when we fulfill our obligation of enforcing written laws and policies adopted by the Board.
- Increased awareness and involvement in local government.

### **What Board and Staff Members Expect from each Other**

- ❖ Communication / Transparency
  - For all parties to share all relevant information / to have the same knowledge base and to know how decisions were made
  - That no decisions have been made *before* the meeting / discussion
- ❖ Good Accessibility to Government
  - Which is to say, to the Board, to staff, and to the rules / ordinances that govern the town
- ❖ No Unwritten Rules
- ❖ Greater Policy Clarity
  - The more questions the Board asks staff the more comfortable staff will feel offering additional comments.
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- ❖ Respect for Boundaries
  - Important for Board and staff to understand and communicate when they feel that individuals in either group have crossed the line . . . e.g. when a request or action runs counter to existing policies / ordinance(s).
- ❖ New Commitments should be Linked to Resources
  - e.g. budget and staff availability
- ❖ Follow-Through
  - If you say you're going to do something, then do it.
- ❖ Notice of Staff Successes as well as Accountability for Failures
  - Some staff feel that they only hear from the Board when there's a complaint.
  - May require special creativity with Police Dept. / a few other dept.s
- ❖ Understanding of Implications of Night Meetings
  - Staff work all task force, advisory board, etc. meetings and this has serious implications for family – work balance (and retention)
- ❖ Encouragement to be Creative / Innovative
  - Staff try to do these things and to generally be forward thinking, but can always use encouragement.

- ❖ Understanding that Good (Policy) Implementation Takes Time To Do Properly
- ❖ Recognition of Conflicting Interests
  - That have been expressed by various boards / board members over time and that staff don't always know how to weigh the various values in conflict.
- ❖ Expansion of Organizational Strengths
  - Expand what the town does well while recognizing where we have come from.
- ❖ Recognition that bright, dedicated, innovative people work in the public sector by choice.

#### **Ways in Which Board and Staff Members Can Meet Each Other's Expectations**

- Find ways to resolve issues / problems without creating a new task force or committee. Work instead within the existing framework(s).
- Better manage items on the quarterly calendar (add some / remove some).
- Find additional ways to measure what we're doing.
- Encourage staff to be more forthcoming about existing workload(s).
- Board members to show more support at town / staff events (e.g. retirements) and provide same level of appreciation to all staff members.
- Consider timing of proposed projects.
- Clarify whether proposed projects / ideas are supported by the majority of the Board (explore that question before major work is assigned).
- Partnership of support between manager and management team.
- Partnership between staff and Board with an understanding of the roles of each.
- Give staff latitude / ability to be creative in carrying out policies.
- Recognize that staff has important input that should be considered in policy-making process.
- For Board to understand that staff are carrying out duties to the best of their professional abilities and available resources.

#### **Results of BOA Discussion on Parking Principles (w. a few questions / ideas)**

1. Encourage people to walk (and try to understand their willingness to walk).
2. New development shouldn't compromise existing businesses.
3. Preserve a level of access that allows businesses to continue to function.
4. How many / much business(es) depend on public access (parking and/or transportation)?
5. Free public parking is important to small businesses.
6. Encourage people to come downtown, but not necessarily drive downtown unless they really need to.
7. Parking pressures could lead to end of system of shared / general parking.
8. Explore question of resident-only parking in downtown neighborhoods.
9. Focus on parking issues during times of peak demand.
10. Unbundle parking from housing / commercial development.
11. Explore multi-modal solutions (e.g. free bike programs).
12. Increase frequency / intensity of (public transportation) service rather than extend service coverage area.
13. Explore neighborhood  $\leftarrow \rightarrow$  downtown shuttle service.



**Table Showing Economic Development Policies / Goals / Actions from Official TOC Documents (including those added to the list at this retreat):**

1. Add Economic Sustainability guidelines to Environmental Sustainability items; e.g., incentive to use local contractors, offer living wage—applicable to commercial and residential	21. Create summary document to aid finding information in LUO by zone
2. Address parking needs through database of existing parking relationships and further study of building a structure	22. Develop more comprehensive economic development web site
3. Adopt recommended brand identities	23. Develop tailored marketing packets for “best bets”
4. All Shopping Centers should be connected to residential areas with increased pedestrian access.	24. Direct delivery: both Orange County farm system and Carrboro Farmers Market
5. Assess/improve entrepreneurship	25. Diversify revenue stream to maintain ethnic and economic diversity.
6. Assist artists with business skills	26. Double commercial square footage, build up not out, increase density of commercial property, improve infrastructure(parking, sidewalks lighting & shading) develop transit and traffic initiatives.
7. Bilingual staff for Economic Development office	27. Downtown commercial activity could include restaurants, entertainment venues, technology companies, lodging and offices.
8. Business plan competition	28. Encourage a variety of appropriate residential developments (single-family, multi-family SRO's etc) in the downtown especially as a part of mixed-use development.
9. Conduct exit interviews with companies leaving Carrboro	29. Encourage development that is compact, dense, and appeals to diverse lifestyles and incomes.
10. Consider "pedestrian-only" spaces downtown.	30. Encourage small, low-impact home businesses, revise ordinances to remove any unnecessary obstacles, encourage developers to accommodate home businesses in all new developments
11. Consider separate guidelines to enable creative development, sustainable design practices, green architecture	31. Encourage the development and placement of architecturally significant commercial and civic buildings.
12. Continue the tradition of being a town that is rich in economic diversity by adopting policies/ordinances that recognize diverse employment types and pay scales.	32. Encourage the development of underutilized property in the downtown area.
13. Continue to explore new technologies, actively recruit private companies that will supply and distribute the most up-to-date technology throughout town.	33. Encourage the widest possible diversity of locally operated businesses with a balanced portrait of convenience (movie, overnight accommodations, home businesses, technology, retail, variety/dept store, restaurants and entertainment.
14. Continue to promote walkability and public transportation	34. Encourage walkability, improve pedestrian safety/comfort, improve lighting, shading and create auto barriers.
15. Continue using the revolving loan fund to support locally owned and operated businesses and encourage micro-enterprises through education and loans.	35. Enhance and sustain quality of life / place issues for everyone.
16. Coordinate innovative public events	36. Establish a “creative economy” advisory council
17. Create a Creative Economy web site	
18. Create a new business/office/assembly area that would allow certain types of light manufacturing, flex space, and office uses subject to performance standards	
19. Create incubator for nonprofits in Carrboro (virtual, not physical)—technical assistance for long-term operational sustainability	
20. Create parking table that outlines parking requirements by use rather than by 4-digit number	

## ATTACHMENT B-6

37. Examine rules currently in place to establish home-based businesses (and see what state requires)—remove disincentives for setting up economically viable home-based businesses
38. Explore local stock with university assistance (business and law schools)
39. Help local businesses grow and expand by taking full advantage of the internet and other new technologies that become available.
40. Highlight and promote article placement and third party testimonials
41. Hire marketing firm to hone recommended brands
42. Implement bid preference policy
43. Improve walkability and public transportation.
44. Initiate contact with local universities other than UNC (e.g., NC Central)
45. Launch Local First campaign
46. List permissible uses by zone
47. Maximize the potential of existing shopping centers with additional stories where practical before creating new shopping centers.
48. New Commercial development must minimize negative environmental impacts, emphasize appropriate buffers and not compromise the integrity of established neighborhoods.
49. Nurture the downtown as the social, cultural and economic center that includes public social spaces and a mix of business types.
50. Opportunities for new commercial exist primarily in four areas: downtown, across from Carrboro Plaza within the commercial core of a VMU and within new O/A conditional use developments with the last two appropriate for the NTA but may be approved throughout the Town's planning area.
51. Organize networks of artists and designers (includes idea of business networks more broadly)
52. Prohibit land uses and activities which would use large quantities of water.
53. Promote infill and redevelopment

54. Promoting cluster and traditional style development, providing for neighborhood-scale commercial uses in residential areas, and developing pedestrian and bicycle networks, will all serve to foster a pedestrian scale community
55. Protect historic neighborhoods and maintain Carrboro's unique identity.
56. Provide incentives to commercial and office businesses that locate in neo-traditional developments
57. Provide multimodal access to the downtown and as traffic increases consider perimeter parking lots with shuttles to bring people downtown.
58. Refine focus of loan fund, including examining criteria
59. Research ways to support telecommuting
60. Streamline development process
61. Town-sponsored small business networking nights; charrette of home-based business owners
62. Undertake leakage analysis and team building
63. Create(s) economic opportunities for Carrboro residents
64. Create Local living Economy Task Force
65. Create BOA-controlled E.D. contingency fund
66. BOA / E.D. travel budget for E.D. conferences
67. Explore Green Collar bus. dev.
68. ED collaborate w. env. planner
69. Continue free parking in Carrboro
70. Sustain & support existing bus.
71. Provide job opp.s for diverse residents
72. Engage & promote community
73. Align e.d. w. environmental efforts
74. New dev. will not have adverse effect on existing bus.s
75. P.m. / weekend neigh. Shuttle to downtown
76. Focus on E.D. efforts / resources that will increase long term tax revenue
77. Provide entrepreneurial opp.s for diverse residents
78. Revisit amt. of land zoned "Commercial"
79. Complete downtown parking plan

**Principles for Evaluating Economic Development Ideas**

1. New development should not harm existing businesses.
2. New development should provide entrepreneurial opportunities for diverse Carrboro residents.
3. New development should provide job opportunities for diverse Carrboro residents.
4. New development should engage and build community.
5. New development should be consistent with our environmental ethic.
6. New development should sustain and protect existing neighborhoods.
7. New development should respect the character and history of our town.
8. New development should support a multi-modal system of transportation and parking.
9. New development should help develop / promote a local living economy.
10. New development should provide long-term tax revenue.

**Consolidated and Prioritized List of Economic Development Ideas**  
**Board Would Like Staff to Look Into**

(all of the following may include or combine numerous items from the large table,  
and in some cases specific connections are noted)

1. Explore Green Collar business development (green svcs. / infrastructure and vocational job opp.s)
2. Complete downtown parking plan in context of providing multi-modal access to downtown
3. Assess / improve entrepreneurship
4. Sponsor small business networking nights and/or charrette of home-based business owners
5. Create Local living Economy Task Force (includes 1, 39,45,62,77 from big table)
6. Ensure sufficient funding for economic development (incl. 65 and 66 from big table)
7. Explore development of green business revolving loan fund (rephrased 67 from big table)
8. Increase commercial zoning (incl. 18, 26, 50, and 78 from big table)
9. Regulate land uses and activities based on water usage (look at OWASA policy tools)
10. Explore ways to encourage commercial / office / businesses to locate in VMUs (see 56 from big table)

**Board Expectations of Staff Following This Retreat**

Within 30 days, the Board would like staff to offer a suggested prioritization of, and timeline for, addressing the above economic development ideas based on current and projected work plans.

According to the approved prioritization and timeline, staff will endeavor to address the following questions as they get to the scheduled presentation on each item / issue:

1. What we are already doing in the areas described in the table above?
2. What is the proposed end result we're aiming at?
3. What is the proposed first step and proposed timeline for completion?
4. How do we propose to tackle logistics and staffing?
5. How does the proposed action plan relate to the 10 principles for evaluating economic development ideas?