

A regular meeting of the Carrboro Board of Aldermen was held on Tuesday, February 15, 2000 at 7:30 p.m. in the Town Hall Board Room.

PRESENT AND PRESIDING:

MAYOR
ALDERMEN

Michael Nelson
Joal Hall Broun
Mark Dorosin
Jacquelyn Gist
Diana McDuffee
Allen Spalt
Alex Zaffron
Robert W. Morgan
James E. Spivey
William Morgan

TOWN MANAGER
DEPUTY TOWN CLERK
TOWN ATTORNEY

REQUEST FOR FINANCIAL ASSISTANCE

Jackie Hayes, representing the Chapel Hill Preservation Society, asked the Board to consider donating \$200 towards a February 27, 2000 Community Dinner. Ms. Hayes explained that the scheduled dinner is a community-wide festival celebrating the diversity of arts and artists in American Culture.

MOTION WAS MADE BY JACQUELYN GIST AND SECONDED BY ALLEN SPALT THAT A \$200 DONATION BE MADE IN SUPPORT OF THE FEBRUARY 27, 2000 COMMUNITY DINNER. VOTE: AFFIRMATIVE ALL.

APPROVAL OF MINUTES OF PREVIOUS MEETING

MOTION WAS MADE BY JACQUELYN GIST AND SECONDED BY DIANA MCDUFFEE TO APPROVE THE FEBRUARY 08, 2000 MINUTES WITH THE FOLLOWING CORRECTION:

1. The removal of Mark Dorosin's affirmative vote for the resolution entitled "A RESOLUTION PROPOSING BENEFITS FOR THE MAYOR AND THE BOARD OF ALDERMEN."

VOTE: AFFIRMATIVE ALL.

REPORT CONCERNING THE LOT CONFIGURATION AND LAYOUT OF THE CHEEK SUBDIVISION

At its February 8, 2000 meeting, the Board of Aldermen requested the town staff to prepare a report outlining the relationship between the lot configuration and layout of the proposed Cheek Subdivision and the town's land use ordinance. The Zoning Division prepared and submitted the report for Board consideration.

The following resolution was introduced by Alderman Jacquelyn Gist and duly seconded by Alderman Diana McDuffee.

A RESOLUTION ACCEPTING THE REPORT ENTITLED: "A REPORT CONCERNING THE LOT CONFIGURATION AND LAYOUT OF THE CHEEK SUBDIVISION IN RELATION TO THE LAND USE ORDINANCE AS REQUESTED BY THE CARRBORO BOARD OF ALDERMEN"
RESOLUTION NO. 107/1999-2000

BE IT RESOLVED by the Aldermen of the Town of Carrboro that the Aldermen accept the report entitled: "A Report Concerning the Lot Configuration and Layout of the Cheek Subdivision in Relation to the Land Use Ordinance as Requested by the Carrboro Board of Aldermen"

The foregoing resolution, having been submitted to a vote, received the following vote and was duly adopted this 15th day of February, 2000.

AYES: Joal Hall Broun, Mark Dorosin, Diana McDuffee, Michael Nelson, Jacquelyn Gist, Allen Spalt, Alex Zaffron

NOES: NONE

ABSENT/EXCUSED: NONE

TREE CUTTING AT THE VILLAGE SELF STORAGE SITE

Alderman Spalt voiced concern regarding trees being cut at the Village Self Storage site. He had requested, and received, a report from staff regarding the matter. Alderman Spalt stated that when staff is reviewing the tree protection ordinance, two additional questions should be considered:

1. What impact does the phasing of a project have on the Town's efforts to protect trees?
2. How to address the Land Use Ordinance policies which are in conflict, i.e., tree protection policies verses allowed tree cutting policies?

By consensus, the Board requested that the staff report regarding this matter be distributed to the Mayor and Board.

WORKSESSION: 2000-2001 ACTION AGENDA

The Mayor and Board of Aldermen received a copy of the notes from the Annual Retreat. Remaining in this planning process, is the selection of projects to be included in the 2000-2001 Action Agenda. The purpose of this worksession was for the Board to select the projects for the Action Agenda.

The document the Board scrutinized to select projects for the 2000-2001 Action Agenda is as follows:

OBJECTIVES AND ACTION ITEMS FOR TOWN OF CARRBORO 2000-2001 GOALS

GOAL #1: PROMOTE ENVIRONMENTALLY RESPONSIBLE POLICIES AND PRACTICES

The Town should provide the leadership to be and encourage others to be good stewards of the environment. This includes how the Town chooses to grow and develop and conduct commerce, as well as how the Town carries out its own responsibilities.

OBJECTIVE #1: PROTECT AND RESTORE WATERWAYS AND WATERSHEDS.

1. Review standards for frequency of gas stations and convenience stores (750 feet, check with Chapel Hill) and perform a needs assessment for gas stations and convenience stores.
2. Review allowable commercial uses and other non-residential uses in the watershed and their impact on the appearance on entryways to the Town.
3. Complete a Stormwater Facilities Inventory/EPA Requirement. (Staff)
4. Take steps to return Bolin Creek to its original state; educate the citizenry regarding existing environmental policies and practices; enforce existing environmental policies and practices.
5. Adopt regulations/standards to implement stormwater quality provisions.

OBJECTIVE #2: REDUCE TOXIC CHEMICAL USE IN TOWN.

1. Implement the Town's Integrated Pest Management policy.
 - a. Promote reduction of pesticides used on lawns.
 - b. Promote the decreased use of pesticides by profit and nonprofit organizations in the Town's jurisdiction.
 - c. The Town to lead by example; educate citizenry by sponsoring workshops, performing demonstrations, develop informational packet for distribution; etc.
2. Youth board to address this issue as one of its projects.

OBJECTIVE #3: DECREASE SOLID WASTE GOING INTO THE LANDFILL

1. Decrease the amount of solid waste.
2. Encourage neighborhood-recycling programs.
3. Develop (Public Works & Administrative Services) a plan/outline of what a consultant would study [*what incentives could be used*] to decrease solid waste in the following sectors: single family residential; multi-family residential (pay as you throw option?); commercial uses (pay as you throw option?).
4. Encourage businesses to sell recyclable products.

OBJECTIVE #4 IMPROVE AIR QUALITY.

1. Address this issue in concert with the public transportation and walkable communities' objectives.
2. Implement and enforce the new EPA guidelines.
3. Consider the regulation of lawn mowers and leaf blowers

OBJECTIVE #5 ENSURE TREE PROTECTION AND PRESERVATION.

1. Conduct an urban forestry study to evaluate the effectiveness of the Town's tree ordinance and policies. [Investigate securing some type of grant to fund the study and investigate the possibility of having graduate students, from the surrounding universities, conduct the study under staff guidance.] (STAFF)

2. Consider implementing a program for tree planting [encourage businesses/corporations (Duke Power) to donate saplings for distribution to participants in the program].
3. Review the existing tree ordinance for appropriate standards requirements, sufficient enforcement policies, and suitable penalty amounts.

OBJECTIVE #6 EDUCATE THE PUBLIC ON AND ENHANCE ENFORCEMENT OF ENVIRONMENTAL POLICIES AND PRACTICES.

1. Identify specific target groups for both educational and enforcement training.
2. Examine and re-access enforcement capacity and sanctions.
 - a. Present a proposal and/or a process to *prevent* violations *before* violations transpire. (STAFF)

OBJECTIVE #7 PROVIDE AND PROTECT GREEN SPACE

1. Consider Shaping Orange County's Future – Growth Management policies. (STAFF)

GOAL #2: PROVIDE EFFECTIVE AND EFFICIENT AND RESPONSIBLE GOVERNMENT

The purpose of Town government is to deliver responsive and fiscally responsible service to its citizens. These services enhance the safety, health and general welfare of the citizens of the community. Its commitment to serve balances various community needs with municipal resources.

OBJECTIVE #1 ORGANIZE AND MANAGE STAFF AND OPERATIONS IN THE MOST EFFICIENT AND EFFECTIVE MANNER.

1. Implement the financial and personnel/management information system and re-engineer the related work processes. (STAFF)
2. Revise personnel ordinance to be more user friendly. [STAFF; done]
3. The Board voiced a commitment to having a Management Audit done. [BOARD: *a*) to schedule board discussion (cost of study; time required to perform study; IOG to provide examples of a management study (OWASA's; etc.) of this issue within 60 days; *b*) to determine what the proponents of the audit would be -- is the town organization structured appropriately; what are possible retention practices that could be implemented; input is required from entire staff]

OBJECTIVE #2 PROVIDE FOR STAFF SATISFACTION AND RETENTION.

1. Improve training and development opportunities for staff by offering joint programming with Orange County and the Town of Chapel Hill.
2. Establish a citizen's task force to review and recommend ways to retain Town employees rather than hiring a consultant (include Town employees on task force).
3. Review the personnel policy and consider adopting it as an ordinance to provide additional job security for Town employees.
4. Conduct a Benefits and Compensation Study (review entry level pay; investigate cost and other factors associated with providing childcare). (STAFF)

OBJECTIVE #3 IMPROVE FINANCIAL PLANNING TO MINIMIZE THE TAX BURDEN AND INCREASE REVENUE.

- A. *IMPROVE THE TOWN'S LONG-RANGE FINANCIAL STABILITY.*

- B. MINIMIZE THE TAX RATE THROUGH RESPONSIBLE PLANNING AND BUDGETING.**
- C. PLAN GROWTH TO MINIMIZE THE BURDEN ON TAXPAYERS.**
 - 1) Review the Land Use Ordinance to determine whether or not regulations exist that are conflict with or hinders this goal)*
 - 1. Set up a capital improvement plan finance task force (to include staff, citizens and Board members) to develop a 5-year CIP financing plan; to investigate new/alternative revenues to fund capital expenditures; to identify funding/revenue options prior to Board-scrutiny of the CIP, including local option taxes. Staff to present annual status report to Board regarding CIP items.
 - 2. The Town should consider selling the parking lot adjacent to the Community Center using the proceeds to purchase the leased parking lot on South Greensboro Street.
 - 3. Examine the revenue-generating possibilities of the Community Center.
 - 4. Examine and support the school system's public facilities ordinance as a way to plan growth, i.e., adopt Orange County's Adequate Facilities Ordinance..
 - 5. Examine what services cost for new residential development, counting only things the Town pays for (look at infill vs. new development.)
[Staff to present a study to determine if development pays for town services.]
 - 6. Consider allowing consumption of alcohol at the Community Center so that that facility may be used for weddings, etc. (get a legal opinion on the liability of this).
 - 7. 2000 CENSUS. (Staff)
 - 8. Revise the privilege license ordinance. (Staff)
 - 9. Annexation feasibility study. (Staff)

OBJECTIVE #4 PROVIDE ACCESSIBLE, USER-FRIENDLY COMMUNICATIONS AND SERVICES TO THE PUBLIC.

- 1. Improve provisions to serve the Latino community.
[Get a copy of Chapel Hill's "Frequently Asked Questions" brochure; work with Latino Central to get a translator; EMS staff to speak Spanish.]
- 2. Educate the public about and enforce the Town's policies, practices and ordinances.
- 3. Consider setting up a Town radio station with music and public information. {The FCC has approved low-powered radio stations.}
- 4. Develop a Town government web page. (Staff)
- 5. Adopt a communication plan. (Staff)

GOAL #3: BUILD STRONG SENSE OF COMMUNITY

Civic renewal and neighborhood vitality is mutually dependent. By working together with town government, citizens can enlarge their sense of identity beyond their individual neighborhoods, learn about and contribute to the overall well being of the community, increase the effectiveness of programs that need citizen cooperation, and nurture relationships between citizens and their civic institutions so that citizens can begin to believe the Carrboro's government is listening to its citizens. People working together for the common good and being actively involved in local democracy can have a tangible effect on the community as a whole as well as individual neighborhoods.

OBJECTIVE #1: INCREASE CITIZENS' ABILITY TO PARTICIPATE, SUPPORT, AND PROMOTE COMMUNITY-SPONSORED PROGRAMS THAT SERVE THE TOWN AND THE COMMUNITY.

1. Use the Community Center to offer classes (language, citizenship, etc.) to draw people downtown.
2. Adopt a Vision 2020 Report (Staff)
3. Revitalize Community Building Committee and Neighborhood Forum
4. Establish a community mini grant fund to support citizen programs that serve the community at-large.

OBJECTIVE #2: ENHANCE THE DOWNTOWN AS CARRBORO'S SOCIAL, CULTURAL AND ECONOMIC ENGINE.

1. Explore other opportunities to partner other citizen groups for funding facilities using the dance floor model.

OBJECTIVE #3: PROVIDE FOR RETENTION OF BUSINESSES THAT PROVIDE FOR SOCIAL AND CULTURAL VITALITY.

OBJECTIVE #4: DEVELOP AND IMPLEMENT PROGRAMS TO INCREASE YOUTH PARTICIPATION IN THE COMMUNITY.

1. Establish a youth committee to increase involvement by youth.
(Youth projects should be scheduled for a 1-year commitment only, to ensure youth commitment)
2. Sponsor a 2020 visioning session with citizens under the age of 18.

OBJECTIVE #5: DEVELOP AND IMPLEMENT PROGRAMS TO INTEGRATE IMMIGRANTS AND OTHER NEWCOMERS INTO THE COMMUNITY.

GOAL #4: ENCOURAGE THE DEVELOPMENT OF AFFORDABLE HOUSING

The Town of Carrboro has historically enjoyed a diverse citizenry. This diversity is threatened by the lack of new affordable housing. The Town needs to promote policies and practices that provide new affordable housing.

OBJECTIVE #1: INCREASE ANNUALLY THE NUMBER OF AVAILABLE HOUSING UNITS (INCLUDING RENTAL UNITS) FOR HOUSEHOLD EARNING 80% OR LESS OF THE MEDIAN INCOME.

1. Establish a revolving loan fund for down payment assistance or second mortgages to support homeownership.
(Consider alternative loan sources other than typical banking institutions.)
2. Monitor the amount the Town contributes to affordable housing with a goal of one cent on the tax rate.
(In the budget, staff is to identify the monetary amount dedicated to affordable housing)
3. Develop ways to reduce fees and other barriers when developing affordable housing.
4. Encourage OWASA & governing bodies to reduce/waive fees for entities that develop affordable housing.
5. Encourage opportunities for groups to sponsor affordable housing.
(Staff to determine what other groups have done to promote affordable housing, i.e., what are the roadblocks, what are the successes; sponsor a meeting to receive this information, encourage groups to work together to achieve this goal.)

6. Facilitate the development of single-room occupancy units.
(Develop a relationship with the Skills Development Center; Town to sponsor meeting to pull interested parties together to discuss this issue.)
7. Support multiple-use projects.
8. Increase the stock of non-student affordable rental units.
9. Focus affordable housing efforts on working individuals and families.
(Re-institute the “R-SIR” zoning district; rezone for apartments; define needs and build consensus on those and define approaches for future development keeping in concert with the 2020 Vision; develop a detailed housing plan - applicable to #6, 7, 8)
[Board to schedule meeting (MINI-RETREAT) to discuss ALL ITEMS under GOAL #4]
9. When the Town purchases land, a percentage should be set aside for affordable housing.
10. The Town should consider adopting an affordable housing goal in the land use ordinance to use when considering rezoning requests and conditional use permits requests.
11. Subsidize land trust units at a rate of \$5,000 per unit and encourage Orange County and Chapel Hill to subsidize at a rate of \$5,000 per units.
(The number of subsidized land trust units will cap at the number that does not exceed the proposed 1 cent. tax.)
12. Review the parking requirements for single-room occupancy housing.

OBJECTIVE #2: ENCOURAGE ALTERNATIVE BUILDING METHODS THAT REDUCE HOUSING COSTS.

1. Form a task force, to include representatives from the building community and landlords, to make recommendations for lowering housing costs.

OBJECTIVE #3: FOCUS AFFORDABLE HOUSING EFFORTS ON IDENTIFIED TARGET POPULATIONS.

1. Increase the percentage of Town employees who live in the Town.
(To be voluntary; not mandatory)
2. Increase the stock of non-student affordable rental units.
3. Encourage the University to house more of its undergraduate and graduate students.
4. Encourage the University to provide more affordable housing for students, staff and faculty.
5. Consider creating a housing subsidy as Town employee benefit.

OBJECTIVE #4: REDUCE THE GOVERNMENT’S IMPACT ON HOUSING COSTS.

GOAL #5: ENCOURAGE ECONOMIC, SOCIAL AND CULTURAL DIVERSITY AND VITALITY

The safety, health and general welfare of all citizens of Carrboro are affected by policies and practices of all levels of government in different ways. The Town should explore opportunities to enhance this goal and delete policies or practices that discourage this diversity

OBJECTIVE #1: INCREASE WAGES FOR LOW-WAGE TOWN WORKERS, DEFINE AND ESTABLISH A LIVABLE WAGE.

(Get copy of County’s livable wage ordinance; staff develop policy for board consideration; review contracts)

OBJECTIVE #2: PROVIDE AND ENCOURAGE VIABLE BUSINESS OPPORTUNITIES FOR POOR PEOPLE.

(Alderman Gist to write ordinance regarding micro-lending in concert with the revolving loan fund)

OBJECTIVE #3: INCLUDE MORE DIVERSITY IN TOWN-SPONSORED EVENTS AND ACTIVITIES, AND ON TOWN BOARDS.

1. All Town informational signs should be printed in English and Spanish.
(Staff to present a resolution to define which signs.)
2. Incorporate ethnic traditions in town-sponsored events.
3. Involve the Town in traditional ethnic celebrations.
4. Redesign community outreach to successfully broaden minority and other under-represented groups in the community.
5. Provide Spanish classes for the Town's emergency response workers and others needing such classes.
6. Promote Spanish and English classes for citizens needing to learn either language.

OBJECTIVE #4: BE MORE SENSITIVE TO ALL RELIGIOUS GROUPS.

(This matter to be a Board meeting agenda item later in the year.)

OBJECTIVE #5: INCREASE SUPPORT FOR ARTS AND OTHER CULTURAL ACTIVITIES.

1. Establish town endowments for the arts.
(Mayor Nelson to investigate the endowment idea prior to bringing this matter back to the Board.)
2. Establish a "Friends of the Community Center" group to raise funds for the community center.
(Recreation & Parks staff to investigate the establishment of the group; structuring of the group; information on the different funding sources/foundations; bring back to the board.)
3. Establish a Carrboro writer in residence and artist in residence program.
(Mayor Nelson to refer this matter to the Arts Commission.)

OBJECTIVE #6: PROVIDE SUPPORT AND ENCOURAGEMENT FOR MINORITY-OWNED BUSINESSES.

(Staff to provide the Board of Aldermen and the public with a list of minority-owned businesses in Orange County.)

GOAL #6: PROMOTE, DEVELOP AND SUPPORT A BROAD-BASED ECONOMIC VITALITY

Carrboro shall enhance its ability to provide a wide range of economic development opportunities to nurture a continuance of a diverse economy. By strengthening the economic viability of the Town, the life of the community will be enhanced and the Town will build a stronger sense of identity.

OBJECTIVE #1: DOUBLE THE NONRESIDENTIAL SQUARE FOOTAGE IN TOWN TO CREATE NEW AND EXPANDED OPPORTUNITIES FOR ECONOMIC DEVELOPMENT AND CONSIDER THE TOWN'S ROLE IN BUSINESS INFRASTRUCTURE, SUCH AS INFORMATION TECHNOLOGY.

1. Develop and implement a comprehensive plan encompassing infrastructure, land use and regulatory structures:
 - a) Create a downtown development plan with a long-term goal of doubling the nonresidential square footage in town to create new economic development opportunities.

(Board members to be involved with workgroup; Board to approve the process.)

2. Have meeting with members of the development community and communicate Board's commitment to addressing obstacles created by Board decisions (parking, setbacks, infill, etc.).
3. Look at the land use ordinance provisions that will impact the infill development in developed areas.

(Board discuss the development of a comprehensive policy regarding road and sidewalk connectivity; densities of infill.)

[INFILL ISSUES TO BE DISCUSSED DURING HOUSING MINI-RETREAT.]

4. Review recreation points in lieu of facilities provisions of the land use ordinance.

(Planning Board, Recreation & Parks Committee, & staff to examine the use of the recreation points system and its effectiveness for providing usable recreational facilities; where are we (the Town) now?, what works?, what doesn't work. The Planning Board to present a report considering the legal aspects.)

[Board: Is the Board of Aldermen satisfied with the point system? What does the Board want the developers to do?]

5. Develop a visual concept for commercial centers in the small area plan to "sell it" visually. (Staff)
6. Develop a memorandum of understanding with UNC for the development of the Horace William Tract that outlines win/win policies compatible with the Town's "Vision 2020" and the "Downtown Vision". (Staff)
(Staff to address "annexation" quickly; i.e., investigate annexing subdivisions and/or the developed tracts abutting the Horace Williams Tract. Desired outcome: to annex the developed tracts and the Horace Williams Tract simultaneously.)

OBJECTIVE #2: ENCOURAGE A SUPPORTIVE BUSINESS ENVIRONMENT.

1. Recruit new non-retail businesses
2. Retain and support information technology and music industries; Consult with and research what other communities have done to attract and retain information technology and music businesses.
[Develop a task force (comprised of a cross section of business owners, lending institutions, staff, etc.) to examine all existing information and propose some solutions.]
3. Support home businesses.
(Planning Board to examine what Land Use Ordinance barriers exist that are prohibitive; homes businesses need to be monitored careful to ensure that home business owners are registered.)
4. Encourage other uses for the Farmers' Market on non-market days (flea market, swap market, etc.)
5. Encourage local institutions and groups to support and strengthen local businesses.
[Town to ensure that it is supportive of local and minority businesses; create a local currency (Carrboro Cash) as incentive to shop in Carrboro; James Harris to order kit from Ithaca, New York for \$45; Community Building Committee to undertake this project –Mark Dorosin]
6. Evaluate and support public safety programs in the Midway area (get a status report on cooperative efforts with other jurisdictions).

- (Police Chief to present a brief report.)
7. STAFF – Adopt a “Downtown Vision”.

GOAL #7: PROMOTE A SAFE, EFFICIENT AND VIABLE INFRASTRUCTURE FOR THE TOWN’S HEALTHY GROWTH

OBJECTIVE #1: PROMOTE A COMPREHENSIVE APPROACH TO CREATING A WALKABLE COMMUNITY.

1. Reconsider use of automobiles in the downtown.
[Transportation Planner & TAB to review traffic pattern at the triangle area (from the Point down Weaver Street and Main Street to Greensboro Street) in the downtown; i.e., no turn left, one-way traffic pattern, roundabouts, narrower streets.]
2. Consider multiple approaches to pedestrian access as developed for Glen Lennox.
(Transportation Planner to present status report for pedestrian access to Carrboro Plaza and review the Glen Lennox report, look at the median strips at Willow Creek and Carrboro Plaza; whose the holdup; who needs to be contact regarding the delay; bigger stop signs at Poplar and 54, Oleander and 54.)
3. Provide a free electric shuttle in the downtown during peak business hours.
4. Hold a bus system summit with the University and Town of Chapel Hill to analyze the need for more service, where and the maximum ability to provide that service.
(Carrboro be lead entity; Board of Aldermen attend TAB Transit Forum; summit date scheduled for the end of March beginning of April.)
5. Work with Chapel Hill Transit to decrease the waiting time for buses.
6. Work with Triangle Transit to provide express buses from Carrboro to the airport.
(Publicize that fact the Triangle Transit Authority provides service to the airport; loading in Chapel Hill)
7. Adopt a revised Transit Memorandum of Understanding. (Staff)

OBJECTIVE #2: MINIMIZE INFRASTRUCTURE COSTS.

1. Approve a Municipal Agreement with NCDOT for the Hillsborough Road/Old Fayetteville Road improvements. (Staff)
2. Develop plans for improvements in communication and technology and infrastructure. (Staff)
3. Explore the location of public facilities.
4. Create a public facilities campus.
(UNFINISHED WORK BY STAFF)

OBJECTIVE #3: ENCOURAGE THE UNIVERSITY TO PROVIDE MORE AFFORDABLE HOUSING FOR STUDENTS, STAFF AND FACULTY.

1. Encourage University to participate in co-op housing
(REFER TO THE HOUSING MINI-RETREAT)

OBJECTIVE #4: PROVIDE ACCESSIBLE INFRASTRUCTURE.

1. Narrowly examine the implications of the connector road policy on neighborhood stub-outs.
(REFER TO THE HOUSING MINI-RETREAT)

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By consensus, the Mayor and Board agreed to remove **GOAL #4: ENCOURAGE THE DEVELOPMENT OF AFFORDABLE HOUSING** from the review process because a Housing Mini-Retreat is to be scheduled. The matter of scheduling the Housing Mini-Retreat was referred to the Agenda Planning Committee with instructions to schedule the Housing Mini-Retreat as soon as possible.

The Mayor and Board decided that each member would cite their top priority item from the 1999-2000 Planning Retreat Goals and Objectives. The results are as follows:

**ALDERMAN ZAFFRON:**

**GOAL #6: PROMOTE, DEVELOP AND SUPPORT A BROAD-BASED ECONOMIC VITALITY**

- OBJECTIVE #1: DOUBLE THE NONRESIDENTIAL SQUARE FOOTAGE IN TOWN TO CREATE NEW AND EXPANDED OPPORTUNITIES FOR ECONOMIC DEVELOPMENT AND CONSIDER THE TOWN'S ROLE IN BUSINESS INFRASTRUCTURE, SUCH AS INFORMATION TECHNOLOGY.**
1. Develop and implement a comprehensive plan encompassing infrastructure, land use and regulatory structures:
    - a) Create a downtown development plan with a long-term goal of doubling the nonresidential square footage in town to create new economic development opportunities.
- (Board members to be involved with workgroup; Board to approve the process.)

**ALDERMAN DOROSIN:**

**GOAL #3: BUILD STRONG SENSE OF COMMUNITY**

- OBJECTIVE #4: DEVELOP AND IMPLEMENT PROGRAMS TO INCREASE YOUTH PARTICIPATION IN THE COMMUNITY.**
1. Establish a youth committee to increase involvement by youth.  
(Youth projects should be scheduled for a 1-year commitment only, to ensure youth commitment)

**ALDERMAN BROWN:**

**GOAL #2: PROVIDE EFFECTIVE AND EFFICIENT AND RESPONSIBLE GOVERNMENT**

- OBJECTIVE #3 IMPROVE FINANCIAL PLANNING TO MINIMIZE THE TAX BURDEN AND INCREASE REVENUE.**
- A. IMPROVE THE TOWN'S LONG-RANGE FINANCIAL STABILITY.**
  - B. MINIMIZE THE TAX RATE THROUGH RESPONSIBLE PLANNING AND BUDGETING.**
  - C. PLAN GROWTH TO MINIMIZE THE BURDEN ON TAXPAYERS.**
    - 1) *Review the Land Use Ordinance to determine whether or not regulations exist that are conflict with or hinders this goal)***
1. Set up a capital improvement plan finance task force (to include staff, citizens and Board members) to develop a 5-year CIP financing plan; to investigate new/alternative revenues to fund capital expenditures; to identify funding/revenue options prior to Board-scrutiny of the CIP, including local option taxes. Staff to present annual status report to Board regarding CIP items.

**MAYOR NELSON:**

**GOAL #4: ENCOURAGE THE DEVELOPMENT OF AFFORDABLE HOUSING**

**ALDERMAN McDUFFEE:**

**GOAL #7: PROMOTE A SAFE, EFFICIENT AND VIABLE INFRASTRUCTURE FOR THE TOWN'S HEALTHY GROWTH**

**OBJECTIVE #1: PROMOTE A COMPREHENSIVE APPROACH TO CREATING A WALKABLE COMMUNITY.**

4. Hold a bus system summit with the University and Town of Chapel Hill to analyze the need for more service, where and the maximum ability to provide that service.  
(Carrboro be lead entity; Board of Aldermen attend TAB Transit Forum; summit date scheduled for the end of March beginning of April.)

**ALDERMAN GIST:**

**GOAL #3: BUILD STRONG SENSE OF COMMUNITY**

**OBJECTIVE #1: INCREASE CITIZENS' ABILITY TO PARTICIPATE, SUPPORT, AND PROMOTE COMMUNITY-SPONSORED PROGRAMS THAT SERVE THE TOWN AND THE COMMUNITY.**

3. Revitalize Community Building Committee and Neighborhood Forum

**ALDERMAN SPALT:**

**GOAL #2: PROVIDE EFFECTIVE AND EFFICIENT AND RESPONSIBLE GOVERNMENT**

**OBJECTIVE #3 IMPROVE FINANCIAL PLANNING TO MINIMIZE THE TAX BURDEN AND INCREASE REVENUE.**

- A. IMPROVE THE TOWN'S LONG-RANGE FINANCIAL STABILITY.**
- B. MINIMIZE THE TAX RATE THROUGH RESPONSIBLE PLANNING AND BUDGETING.**
- C. PLAN GROWTH TO MINIMIZE THE BURDEN ON TAXPAYERS.**
  - 1) *Review the Land Use Ordinance to determine whether or not regulations exist that are in conflict with or hinders this goal)*
4. Examine and support the school system's public facilities ordinance as a way to plan growth, i.e., adopt Orange County's Adequate Facilities Ordinance.

The next action taken, by consensus, by the Mayor and Board was to remove items from the 1999-2000 Planning Retreat Goals and Objectives. The results of that action are as follows:

| CUTS/REMOVALS |           |                                                                                                                                               |
|---------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| GOAL          | OBJECTIVE | ACTION ITEM                                                                                                                                   |
| #1            | #2        | Items 1(a) and 1(b) are addressed in item 1(c).                                                                                               |
| #1            | #3        | #1. Decrease the amount of solid waste                                                                                                        |
| #1            | #3        | #2. Encourage neighborhood-recycling programs                                                                                                 |
| #1            | #4        | #3. Consider the regulation of lawn mowers and leaf blowers.                                                                                  |
| #1            | #5        | #2. Consider implementing a program for tree planting.                                                                                        |
| #1            | #5        | #3. Review the existing tree ordinance for appropriate standards requirements, sufficient enforcement policies, and suitable penalty amounts. |
| #1            | #6        | Item #2 becomes Item #1; sub-item (a) remains sub-item (a); item #1 becomes sub-item (b).                                                     |
| #2            | #2        | #3. Review the personnel policy and consider adopting it as an ordinance to provide additional job security for Town Employees.               |
| #3            | #1        | #4 combined with #3.                                                                                                                          |
| #5            | #3        | Items #2 and #3 combined with #4.                                                                                                             |
| #5            | #5        | #1. Establish town endowments for the arts.                                                                                                   |
| #5            | #5        | #3. Establish a Carrboro writer in residence and artist in residence program.                                                                 |
| #7            | #1        | #3 and #5 become subsets of #4.                                                                                                               |
| #7            | #1        | #6. Work with Triangle Transit to provide express buses from Carrboro to the airport.                                                         |
| #7            | #1        | #1. To be removed and combine with Goal #6, Objective #1, Action Item #1.                                                                     |

Additionally, Goal #7, Objective #2, Item #3 should read: "Explore the *co*-location of public facilities."

The next action taken, by consensus, by the Mayor and Board was to cite items from the 1999-2000 Planning Retreat Goals and Objectives which have budgetary implications or are time sensitive. The results of that action are as follows:

**GOAL #1: PROMOTE ENVIRONMENTALLY RESPONSIBLE POLICIES AND PRACTICES**

**OBJECTIVE #3: DECREASE SOLID WASTE GOING INTO THE LANDFILL**

3. Develop (Public Works & Administrative Services) a plan/outline of what a consultant would study [*what incentives could be used*] to decrease solid waste in the following sectors: single family residential; multi-family residential (pay as you throw option?); commercial uses (pay as you throw option?).

**[ACTION: Request for Proposals (RFP) to be developed during this fiscal year; cost of work to be included in next fiscal year's budget.]**

**GOAL #2: PROVIDE EFFECTIVE AND EFFICIENT AND RESPONSIBLE GOVERNMENT**

**OBJECTIVE #1 ORGANIZE AND MANAGE STAFF AND OPERATIONS IN THE MOST EFFICIENT AND EFFECTIVE MANNER.**

3. The Board voiced a commitment to having a Management Audit done. [BOARD: a) to schedule board discussion (cost of study; time required to perform study; IOG to provide examples of a management study (OWASA's; etc.) of this issue within 60 days; b) to determine what the proponents of the audit would be -- is the town organization structured appropriately; what are possible retention practices that could be implemented; input is required from entire staff]

**[ACTION: Develop RFP by December 2000.]**

**OBJECTIVE #2 PROVIDE FOR STAFF SATISFACTION AND RETENTION.**

4. Conduct a Benefits and Compensation Study (review entry level pay; investigate cost and other factors associated with providing childcare). (STAFF)

**OBJECTIVE #3 IMPROVE FINANCIAL PLANNING TO MINIMIZE THE TAX BURDEN AND INCREASE REVENUE.**

**A. IMPROVE THE TOWN'S LONG-RANGE FINANCIAL STABILITY.**

**B. MINIMIZE THE TAX RATE THROUGH RESPONSIBLE PLANNING AND BUDGETING.**

**C. PLAN GROWTH TO MINIMIZE THE BURDEN ON TAXPAYERS.**

- 1) *Review the Land Use Ordinance to determine whether or not regulations exist that are conflict with or hinders this goal)*

1. Set up a capital improvement plan finance task force (to include staff, citizens and Board members) to develop a 5-year CIP financing plan; to investigate new/alternative revenues to fund capital expenditures; to identify funding/revenue options prior to Board-scrutiny of the CIP, including local option taxes. Staff to present annual status report to Board regarding CIP items.

**OBJECTIVE #4 PROVIDE ACCESSIBLE, USER-FRIENDLY COMMUNICATIONS AND SERVICES TO THE PUBLIC.**

3. Consider setting up a Town radio station with music and public information. {The FCC has approved low-powered radio stations.}

**[ACTION: Refer to Agenda Planning Committee to schedule for Board consideration as soon as possible.]**

**GOAL #3: BUILD STRONG SENSE OF COMMUNITY**

**OBJECTIVE #1: INCREASE CITIZENS' ABILITY TO PARTICIPATE, SUPPORT, AND PROMOTE COMMUNITY-SPONSORED PROGRAMS THAT SERVE THE TOWN AND THE COMMUNITY.**

3. Revitalize Community Building Committee and Neighborhood Forum and establish a community mini grant fund to support citizen programs that serve the community at-large.

**GOAL #4: ENCOURAGE THE DEVELOPMENT OF AFFORDABLE HOUSING**

*[ACTION: Refer to Agenda Planning Committee to schedule housing retreat as soon as possible.]*

**GOAL #5: ENCOURAGE ECONOMIC, SOCIAL AND CULTURAL DIVERSITY AND VITALITY**

**OBJECTIVE #1: INCREASE WAGES FOR LOW-WAGE TOWN WORKERS, DEFINE AND ESTABLISH A LIVABLE WAGE.**

(Get copy of County's livable wage ordinance; staff develop policy for board consideration; review contracts)

**OBJECTIVE #2: PROVIDE AND ENCOURAGE VIABLE BUSINESS OPPORTUNITIES FOR POOR PEOPLE.**

(Alderman Gist to assist in drafting a resolution regarding micro-lending in concert with the revolving loan fund)

**OBJECTIVE #3: INCLUDE MORE DIVERSITY IN TOWN-SPONSORED EVENTS AND ACTIVITIES, AND ON TOWN BOARDS.**

5. Provide Spanish classes for the Town's emergency response workers and others needing such classes.

**GOAL #6: PROMOTE, DEVELOP AND SUPPORT A BROAD-BASED ECONOMIC VITALITY**

**OBJECTIVE #1: DOUBLE THE NONRESIDENTIAL SQUARE FOOTAGE IN TOWN TO CREATE NEW AND EXPANDED OPPORTUNITIES FOR ECONOMIC DEVELOPMENT AND CONSIDER THE TOWN'S ROLE IN BUSINESS INFRASTRUCTURE, SUCH AS INFORMATION TECHNOLOGY.**

1. Develop and implement a comprehensive plan encompassing infrastructure, land use and regulatory structures:
  - a) Create a downtown development plan with a long-term goal of doubling the nonresidential square footage in town to create new economic development opportunities.

(Board members to be involved with workgroup; Board to approve the process.)

*[REMARK: This item is time and funding sensitive.]*

**GOAL #7: PROMOTE A SAFE, EFFICIENT AND VIABLE INFRASTRUCTURE FOR THE TOWN'S HEALTHY GROWTH**

**OBJECTIVE #1: PROMOTE A COMPREHENSIVE APPROACH TO CREATING A WALKABLE COMMUNITY.**

4. Hold a bus system summit with the University and Town of Chapel Hill to analyze the need for more service, where and the maximum ability to provide that service.

*[REMARK: This item is time sensitive.]*

Mayor Nelson requested that the department heads comment on items that they consider time sensitive.

Mr. Morgan informed the Mayor and Board that this matter will be presented again at their March 21, 2000 meeting.

The Board reiterated its request that the Agenda Planning Committee schedule the Housing Mini-Retreat as soon as possible and schedule the issue of low-powered radio stations for Board consideration.

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**BENEFITS FOR MAYOR AND BOARD OF ALDERMEN**

Mayor Nelson suggested that a public hearing be scheduled to receive public comment regarding the issue of providing benefits to the Mayor and Board of Aldermen.

By consensus, the Board agreed to Mayor Nelson's suggestion and referred the suggestion to the Agenda Planning Committee.

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MOTION WAS MADE BY JOAL HALL BROUN AND SECONDED BY DIANA MCDUFFEE THAT THE MEETING BE ADJOURNED AT 9:55 PM.

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Michael Nelson, *Mayor*

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James Spivey, CMC; *Deputy Town Clerk*