



Town of Carrboro

Town Hall
301 W. Main St.
Carrboro, NC 27510

Meeting Agenda Board of Aldermen



Tuesday, May 12, 2015

7:30 PM

Board Chambers - Room 110

7:30-7:40

A. RESOLUTIONS, PROCLAMATIONS, AND ACKNOWLEDGEMENTS

1. **15-0109** Proclamation: National Police Week
Attachments: 2015 National Police Week
2. **15-0150** Proclamation: Public Works Week
Attachments: 2015 national public works week
3. **15-0220** Charge Issued to Recently Appointed Advisory Board Member

7:40-7:45

B. CONSENT AGENDA

1. **15-0222** Approval of Previous Meeting Minutes
2. **15-0144** Consideration of the Creative Carrboro Arts Initiative Moving Forward

PURPOSE: The purpose of this item is for the Board of Aldermen to accept the Creative Carrboro Steering Committee's report and approve next steps.

Attachments: Attachment A - resolution - the Creative Carrboro - Copy
Attachment B - CREATIVE CARRBORO-Guiding Principles & Recommendations-020215 Updated

3. **15-0147** The Bazaar (Crafts Market) Agreement

PURPOSE: The purpose of this agenda item is for the Board of Aldermen to consider a monthly craft market at town commons.

Attachments: Attachment A - resolution - the Bazaar
Attachment B - The Bazaar
Attachment C - Town Commons Admin Policy
Attachment D - Market Layout 30 numbered

4. [15-0219](#) Request to Make an Appointment to the Arts Committee

PURPOSE: The purpose of this agenda item is for the Mayor and Board to make an appointment to the Arts Committee.

Attachments: [Attachment A - Appointment Resolution](#)
[Attachment B - Arts Committee Chair Recommendation](#)

C. WORK SESSION

7:45-8:15

1. 15-0221 A Request to Set a Public Hearing for the Temporary Closing of the 100 Block of Weaver Street for a Pilot “Summer Streets” Project

PURPOSE: The purpose of this agenda item is for the Board of Aldermen to consider the idea of a pilot “Summer Streets” project and set a public hearing for the temporary closing of the 100 block of Weaver Street, from 8:00 am to 2:30 pm on various Sundays during the summer of 2015.

Attachments: East Weaver Street Closure
A RESOLUTION SETTING A PUBLIC HEARING ON THE
TEMPORARY CLOSING OF THE 100 BLOCK OF WEAVER STREET

8:15-9:00

2. 15-0154 An overview of Economic Development Goals, Policies, and Strategies for Carrboro

PURPOSE: This report is intended to update the Board on existing economic development guiding principles goals and objectives for Carrboro and to provide data for additional discussion

Attachments: Economic Development Report May 2015
Guiding principles of ED in Carrboro
County ED Plan 2005
Chapel Hill ED Goals
Orange County Economic Development Slideshow
Census Data Comparisons
A RESOLUTION TO UPDATE THE LETF RECOMMENDATIONS

D. MATTERS BY TOWN CLERK

E. MATTERS BY TOWN MANAGER

F. MATTERS BY TOWN ATTORNEY

G. MATTERS BY BOARD MEMBERS

PROCLAMATION
“National Police Week and Peace Officers’ Memorial Day”

WHEREAS, there are approximately 900,000 law enforcement officers serving in communities across the United States, including the dedicated members of the Carrboro Police Department; and

WHEREAS, nearly 60,000 assaults against law enforcement officers are reported each year, resulting in approximately 16,000 injuries; and

WHEREAS, The Congress and President of the United States have designated May 15th as “Peace Officers’ Memorial Day”, and the week in which May 15th falls as “National Police Week”; and

WHEREAS, the members of the Town of Carrboro Police Department play an essential role in safeguarding the rights and freedoms of the Town of Carrboro; and

WHEREAS, it is important that all citizens know and understand the duties, responsibilities, hazards, and sacrifices of their law enforcement officers, and that members of our law enforcement agency recognize their duty to serve the people by safeguarding life and property, by protecting them against violence and disorder, and by protecting the innocent against deception and the weak against oppression; and

WHEREAS, the men and women of the Town of Carrboro Police Department unceasingly provide a vital public service; and

NOW, THEREFORE BE IT RESOLVED that I, Lydia Lavelle, the Mayor of the Town of Carrboro, North Carolina, do hereby proclaim the week of **May 10-16, 2015** as “**Police Week**” and call upon all patriotic, civic, and educational organizations to observe and commemorate law enforcement officers, past and present, who, by their faithful and loyal devotion to their responsibilities, have rendered a dedicated service to their communities and, in so doing, have established for themselves an enviable and enduring reputation for preserving the rights and security of all citizens.

I further call upon all citizens of the Town of Carrboro to observe **Thursday, May 15, 2014**, as “**Peace Officers’ Memorial Day**” in honor of those law enforcement officers who, through their courageous deeds, have made the ultimate sacrifice in service to their community or have become disabled in the performance of duty, and let us recognize and pay respect to the survivors of our fallen heroes.

This the 12th day of May 2015

Lydia E. Lavelle, Mayor

PROCLAMATION
“NATIONAL PUBLIC WORKS WEEK”

WHEREAS, public works services provided in our community are an integral part of our citizens’ everyday lives; and

WHEREAS, the support of an understanding and informed citizenry is vital to the efficient operation of public works systems and programs such as public parks, streets and highways, fleet maintenance, public buildings, and solid waste collection; and

WHEREAS, the health, safety and comfort of this community greatly depends on these facilities and services; and

WHEREAS, the quality and effectiveness of these facilities, as well as their planning, design, and construction, is vitally dependent upon the efforts and skill of public works officials; and

WHEREAS, the efficiency of the qualified and dedicated personnel who staff public works departments is materially influenced by the people’s attitude and understanding of the importance of the work they perform; and

NOW, THEREFORE BE IT RESOLVED that I, Lydia Lavelle, Mayor of the Town of Carrboro, North Carolina, do hereby proclaim the week of **May 17 - 23** as **“NATIONAL PUBLIC WORKS WEEK”** in the Town of Carrboro, and I call upon all citizens and civic organizations to acquaint themselves with the issues involved in providing our public works and to recognize the contributions which public works officials make every day to our health, safety, comfort, and quality of life.

This the 12th day of May 2015

Lydia E. Lavelle, Mayor



Town of Carrboro

Town Hall
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Agenda Item Abstract

File Number: 15-0144

Agenda Date: 5/12/2015

File Type: Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

Consideration of the Creative Carrboro Arts Initiative Moving Forward

PURPOSE: The purpose of this item is for the Board of Aldermen to accept the Creative Carrboro Steering Committee's report and approve next steps.

DEPARTMENT: Recreation and Parks, Planning and Community and Economic Development

CONTACT INFORMATION: Anita Jones-McNair, Patricia McGuire and Annette Stone

INFORMATION:

The Creative Carrboro Steering Committee provided the attached preliminary report during the Board's February 15, 2015 planning retreat for discussion and consideration. Staff added an introductory paragraph highlighting recommended next steps.

FISCAL & STAFF IMPACT: \$ 40,000 Town of Carrboro
 \$ 9,800 Strowd Roses Foundation
 \$ 1,500 Orange County Arts Commission
 \$51,300 Budget total

Initial expenditures \$26,300 for district planning activities and \$25,000 for NEA grant match
Expenditures to date - \$3,564. Budget balance - \$47,736.

RECOMMENDATION: Staff recommends to accept the report and approve next steps.

ATTACHMENT A

RESOLUTION TO ACCEPT THE CREATIVE CARRBORO REPORT AND APPROVE
NEXT STEPS

Draft Resolution No.

WHEREAS, The Creative Carrboro Steering Committee has been involved in gathering and sharing feedback,

WHEREAS, The committee hosted five community meetings, implemented an artist survey, completed a question/answer exchange on Engage Carrboro, developed a project logo, monitored a website and Facebook page and completed a creative business listing, and

WHEREAS, The committee also worked with a UNC Capstone Student Group, and

WHEREAS, The Creative Carrboro Steering Committee completed a preliminary report for consideration.

NOW THEREFORE BE IT RESOLVED, that the Board of Aldermen accept the report and approve next steps - hosting a joint meeting of the Orange County Arts Commission, the Carrboro Arts Committee and the Economic Sustainability Commission to discuss whether they could jointly assume the lead role on the initiative and explore a partnership to re-establish the Arts and Crafts Market.

Adopted this 5th day of May, 2015.

PRELIMINARY REPORT

Guiding Principles and Recommendations for Creative Carrboro

INTRODUCTION

The Creative Carrboro Steering Committee presented this preliminary report to the Carrboro Board of Aldermen for initial consideration at their mid-February planning retreat.

This introductory paragraph has been updated to account for the Board's comments and actions and to reflect staff efforts that have occurred since the report was prepared. At the retreat, Aldermen reviewed and discussed the report and decided there should be a joint meeting of the Orange County Arts Commission and the Carrboro Arts Committee and including the Economic Sustainability Commission to discuss whether they could jointly assume the lead role on the initiative that had been recommended as the task of a new non-profit organization. The balance of funds for this initiative could be considered to help fund this work. Since the retreat, staff work on the reestablishment of the Arts and Crafts Market has continued; a partnership that would use the Town Commons for this purpose is currently being explored. The remainder of this report is unchanged and is expected to serve as a resource for the joint meeting of arts and economic sustainability commissions.

It provides an Overview, Guiding Principles, and Recommendations, as well as specific Comments about the Creative Carrboro Analysis and Recommendations: Final Report previously submitted to the Board by the UNC Public Policy Students in early December 2014.

This preliminary report is a work-in-progress. Several of its recommendations, for example, offer specific strategies that can help accomplish the desired outcomes. For other key goals, however, such as assuring equitable access to community-based art experiences, our Committee likely would delegate the task of researching possible approaches, including discussing those options with local constituencies, and crafting appropriate strategies, to a new community-based non-profit organization—provided such an organization is approved, as described in the Recommendations section of this report. We would be glad informally to advise and/or support that new organization in carrying out this assignment.

In all matters, the Creative Carrboro Steering Committee welcomes suggestions and direction from the Board about the draft Guiding Principles and Recommendations presented here and what might enhance their implementation. We especially think the Board's ideas are important because, as described below, our report advises the continued participation of three of the Town's departments to work individually and/or collaboratively whenever feasible to accomplish the implementation of these Recommendations.

Submitted for the consideration of the Carrboro Board of Aldermen by the Creative Carrboro Steering

Committee: Robert Donnan; Patricia McGuire; Anita Jones-McNair; Art Menius; Annette Stone; Stuart Rosenfeld and Phil Szostak.

PART I—Overview and Goals

After lengthy review of our research and the considerable public input gathered over the past year, the Creative Carrboro Steering Committee realizes that our town can best be served by persistently pursuing three overarching long-term goals:

GOAL 1—Strengthen and sustain Carrboro’s community-wide creative economy. GOAL 2—

Encourage community-based creative placemaking efforts.

GOAL 3—Assure equitable and affordable access for the entire community to participate in Carrboro’s arts programs, and, as needed, in opportunities for creative entrepreneurship.

These closely related community-wide goals appear to be more appropriate, at least at this time, than any efforts to establish a formally or informally designated arts and creativity district within Carrboro’s downtown or even including satellite areas that might be linked to a downtown district.

The fact is, Carrboro’s arts community and creative economy is widely dispersed throughout our town and not concentrated in any one particular area. A community-wide approach will be more inclusive and more fully address the needs and aspirations of all of Carrboro’s residents and creative enterprises.

Accordingly, the Guiding Principles and Strategic Recommendations presented below build upon these goals and also are consistent with community development strategies set forth in earlier Board-approved plans and studies, including: Carrboro Vision 2020 (2000); Creating Carrboro’s Economic Future (2006), Relentlessly Local (2007), and the Local Living Economy Task Force Report (2010).

They also take into consideration: 1) Carrboro’s evolving sense of identity as a keenly creative and entrepreneurial place, especially relevant now in light of accelerating commercial development; 2) the Town’s existing and possible future policies toward proactively guiding how that development takes place; and 3) community discussion about public investment in new creative infrastructure.

PART TWO—Guiding Principles

The Creative Carrboro Steering Committee recognizes that further developing Carrboro’s creative economy

as well as sustaining innovative creative placemaking across our entire community will require the renewal of a long---standing commitment that builds upon and sustains many aspects of the important work already accomplished here in Carrboro over the past three decades.

Moving forward, this patient work will require an ongoing assessment of continually evolving challenges and opportunities. As a first step, the Steering Committee drew upon what Carrboro residents and local creative businesses told us across wide---ranging community conversations in order to develop a set of Guiding Principles. Our intention is that these Guiding Principles underscore and complement the Recommendations also presented in this report.

Moving forward, we believe these Guiding Principles can help Carrboro’s public and private sector leaders continue to adjust to emerging challenges and opportunities that may be beyond the time---frame and scope of our Recommendations. They can help our town’s leaders not only address how things may be changing now but also anticipate and adapt skillfully to how Carrboro continues to change in the future.

The Guiding Principles listed here are grouped thematically, although the order in which they are presented should not imply priority as to their relative importance.

1—GRASSROOTS INNOVATION

- Foster opportunities and establish a supportive environment for artists and creative entrepreneurs to jumpstart and develop their art and/or launch creative enterprises.
- Encourage the ongoing entrepreneurial development of creative and innovative ideas by providing financial and technical assistance and allowing sufficient time to realize results.

2—EQUITY AND INCLUSIVITY

- Promote community---wide access to the arts and creative endeavors.
- Assure broad and equitable program benefits.
- Provide accessible and multiculturally relevant public art. 3—

CREATIVE PLACEMAKING

- Strengthen both our town’s emerging and already well---developed creative assets.
- Sustain and project Carrboro’s distinctive sense of place and localism.
- Connect our community’s cultural history to our contemporary creativity.
- Encourage community---based social entrepreneurship that supports the arts, creativity, and

innovation.

4—CREATIVE CONVERGENCE

- Establish Carrboro as a tourism destination but also focus enthusiastically upon serving local residents.
- Pay special attention to linkages with other closely related economic sectors in Carrboro, such as:
 - Wellness and healing arts;
 - Alternative energy and environmental sustainability; and
 - Local foods and sustainable agriculture.

5—LEADERSHIP

- Cultivate strong advocates for Carrboro as a creative place and for the arts in general.
- Foster the ability of diverse creative champions involved with the arts and creative enterprises in Carrboro to tell their own stories as well as to share Creative Carrboro's ongoing story.

6—LINKS TO RESOURCES AND OTHER PLACES

- Help develop opportunities for regional, statewide, and national collaboration that can strengthen and support Carrboro as a world---class creative community.
- Prospect diligently for appropriate philanthropic and other grant---making opportunities that align with Creative Carrboro's values, goals, and emergent aspirations. For example, Carrboro can prepare for and reapply in December 2015 for the National Endowment for the Arts (NEA) Our Town grant program.

PART THREE—Key Recommendations

Our Creative Carrboro steering committee has organized its slate of strategic Recommendations across four key priorities, each one derived from one or more of the three overarching goals described earlier in this report:

A—Brand Carrboro as a Creative Community

B—Organize and Facilitate Efforts to Support Carrboro's Arts Community and Creative Economy C—

Provide Affordable Living and Working Space for Artists and Creative Enterprises

D—Develop Markets for Carrboro Artists and Creative Enterprises

We limited the number of our Recommendations to those we believe to be the most pragmatic and timely. Accomplishing them will open the door to further assessment and sustained progress. And as with the Guiding Principles, we have grouped them thematically, but the order in which they are presented should not imply priority as to their relative importance.

A—Brand Carrboro as a Creative Community

1. Develop a Carrboro sub---brand, consistent with the recently adopted rubric—“It’s Carrboro: Feel Free”—that can be used to promote the town as “Creative Carrboro” or as “A Community of Arts and Creative Enterprises.” [Goals 1, 2]

We see this strategy primarily as a marketing and branding effort and regard it as more effective and appropriate, at least at this time, than designating an arts and creativity district. Adopting this approach, however, would not preclude establishing an arts and creativity district (or districts) and/or employing branding strategies associated with such districts in the future.

B—Organize and Facilitate Efforts to Support Carrboro’s Arts Community and Creative Economy

2. Provide seed funding—or seek funding from foundations and other organizations, including the Carrboro Tourism Development Authority, to do so—that would help establish a new nonprofit organization that can serve as the hub of arts and creative business activity in Carrboro. The last statement is no longer needed, based on the recommendation of the Board of Aldermen. [Goals 1, 2, 3] The last statement is no longer needed, based on the recommendation of the Board of Aldermen.

The organization’s overall purpose will be to encourage and help coordinate ongoing arts and creative business activity in Carrboro, connecting and facilitating timely conversations among community---based non---profits, businesses, government programs, and individuals. One example would be connecting creative businesses and entrepreneurial artists to the Town’s revolving loan opportunities. Another would be applying the creativity of artists to problems faced by businesses.

The Steering Committee believes such coordination—and, in particular, persistent networking among artists, creative enterprises, the broader business community, and other constituencies across the breadth of our local community—is an essential component underlying any and all efforts to sustain and expand the accessibility, the diversity, and the vibrancy of the Town’s creative placemaking and its overall creative economy.

Moreover, we suggest these networking activities will generate new ideas, strategies, and short-term working partnerships that promote collective impact and successful outcomes.

- a. An initial organizational activity will designate a community---based cross---sector team (see below) to establish and launch the new organization. This interdisciplinary team will:
 - Consider and adopt a name for the new organization from among a slate of possibilities such as: Creative Carrboro, Carrboro Arts and Creative Business Alliance, and the Carrboro Creativity Council.
 - Seek non---profit status under section 501(c) 3 of the Internal Revenue Code.
 - Draft a five---year plan for the organization's work and develop metrics for measuring and assessing the outcomes that result from working partnerships that it encourages throughout the community. These measures can be developed collaboratively and shared widely throughout the community.
- b. Once established and initially staffed, the new organization will:
 - Encourage and promote Carrboro's creative community.
 - Reestablish and coordinate the monthly Artist Market at an appropriate location.
 - Maintain an online inventory of Carrboro artists and creative businesses.
 - Develop and publish a community---wide creative events calendar.
 - Work closely with Carrboro Business Alliance (CBA).
 - Establish a framework for artist residency and artist exchange programs.
 - Raise and distribute funds for non---profit community organizations representing the arts and other creative enterprises.
 - Serve as a convening and information clearinghouse center for the arts, more generally, and for artists and creative enterprises in Carrboro. In so doing, develop and implement an effective communications plan that includes the skillful use of social media.
 - Encourage creative placemaking initiatives in Carrboro, including opportunities to engage and integrate artists more fully in the design and implementation of civic and other community---based projects.
 - Support the commission and community---wide display of public art that addresses the heritage, aspirations, and creative imagination of the entire community.

- Facilitate artist and creative business networking.
 - Establish and maintain ongoing relationships with targeted organizations addressing the arts and creative enterprises in other locations throughout Orange County and the Triangle.
 - Develop, track, and regularly report outcome measures relevant to specific goals and objectives that target: 1) Strengthening Carrboro’s creative economy; 2) Encouraging local creative placemaking efforts; and 3) Assuring equitable access to Carrboro’s diverse arts assets and creative entrepreneurship opportunities.
- c. Initial efforts to foster the new organization—as well as its ongoing governance—can be provided by but not be limited to representatives of the following entities (appointed by the Board of Aldermen):
- Carrboro Arts Committee
 - Carrboro Economic Sustainability Commission
 - Carrboro Recreation and Parks Commission
 - Carrboro Tourism Development Authority
 - Carrboro Business Alliance
 - The ArtsCenter
 - Carrboro Board of Aldermen
- d. Recreation & Parks staff initially might support the task of creating and launching this new organization (five hours weekly), but ultimately the responsibility of sustaining its ongoing work will require at least a 20---hour per week position (an independent contractor or part---time Town employee) reporting to its governing board.
3. Encourage the Carrboro Business Alliance to establish and support a creative business networking group from among its membership. This group would operate more informally than the new organization described above. It is expected, however, that the two groups would work closely together, when the opportunity arises. (Goal 1]

C—Provide Affordable Living and Working space for Artists and Creative Enterprises

4. Support the development of affordable housing that addresses the creative needs of artists.
- The needs of artists, however, will need to be addressed within the larger context of affordable

housing for other core constituencies in Carrboro, as well. [Goals 1, 2, 3]

5. Continue to explore options for providing and/or supporting the provision of affordable shared or co---working space for artists, creative freelancers, and creative microenterprises. [Goals 1, 2, 3]
6. Explore using New Market tax credits to create artist workspace(s), a makerspace, and creative business infrastructure in applicable areas of town. [Goals 1, 2, 3]
7. Explore how small business permitting and approvals could be expedited for creative enterprises. [Goal 1]
8. Continue to provide and further expand affordable access to art---making instruction and art---making opportunities for the entire community. The Town’s Recreation and Parks Department provides a good example of how to do this well. It will be desirable, however, to consider whether expanded art---making opportunities might be situated across additional geographic locations. [Goal 3]

D—Develop Markets for Carrboro Artists and Creative Enterprises

9. Restore and sustain the monthly Artists Market at an appropriate location. [Goals 1, 2]
10. Increase awareness of and applications to the Town’s existing revolving loan fund among creative businesses. [Goal 1, 3]
11. Add the UNC students’ creative business GIS map to the Town website, expand and maintain it. [Goal 1]
12. Explore improvements in local wayfinding (for arts and creative enterprises) and signage regulations. [Goals 1, 2]
13. Develop a Carrboro Business mobile app that profiles local creative businesses. [Goal 1]

If requested by the Board, the Creative Carrboro Steering Committee gladly will provide greater detail and additional information about any of our Guiding Principles and Recommendations.

PART FOUR—The Steering Committee’s Reflections on UNC Public Policy Students’ “Creative Carrboro Analysis and Recommendations: Final Report”

Our Creative Carrboro team benefited greatly from the research efforts of the UNC Public Policy Students and their excellent report both to us and, subsequently, to the Town Board of Aldermen in early December 2014. Even given the high quality of their work, however, the Creative Carrboro Steering Committee felt it important to share with the Board of Aldermen a brief selection of further

comments, interpretations, and clarifications:

1—Our initial charge to the students early in the fall semester constrained them to a focus on the economic development aspects their research. Our overarching research question, moreover, also limited them to considering only whether it might be advisable to establish an arts and creativity district in Carrboro.

Since that time, however, our Creative Carrboro steering committee, influenced by own research, the students' work, and by broadly based citizen input, moved away from the district approach. It also became clear that the challenge of holistically and equitably developing Creative Carrboro is as much a question of community development (creative placemaking) as it is economic development.

2—We also wish to make the following observations about the students' final report:

- In their report, the UNC students liberally interpreted Carrboro's Vision 2020 plan, adopted in 2000, to assert that it mandates an "Arts and Creativity District." This, however, is not exactly the case. Vision 2020 merely calls for support of arts and culture, consistent with prior strategies. The student report, moreover, does not make much use of the earlier Creating Carrboro's Economic Future (2006) or Local Living Economy (2010) studies, which contain valuable observations and recommendations for the Town.
- Their report also somewhat indiscriminately alternates back and forth among various terms for arts districts, such as "arts and cultural districts" and "creative industries or businesses districts." Ultimately, the intent that emerged through our public dialogues has been to develop targeted strategies that can strengthen and provide more equitable access to local arts and creative industries across the entire community.
- The students write that Creative Carrboro submitted Our Town applications on behalf of this project. The unsuccessful NEA Our Town grant applications were, in fact, collaborations with The ArtsCenter as lead applicant with the Town of Carrboro as its partner. Similarly, Carrboro's Restaurant Overlay (EAT) makes possible restaurants adjacent to residential districts rather than limiting them, as the students report.
- The students overstate their claim that "affordable workspace for all types of artists" exists in Carrboro. In fact, attendees at our public meetings, survey respondents, and others told us that affordable workspace in Carrboro is in short supply and not readily available to artists and creative entrepreneurs, especially at the entry---level.
- The students accepted an assertion by a single local business owner that their property taxes increased by 109% in a single year. The Committee investigated and found that the property was

sold, substantially improved, and then resold in 2007 to the current owner but the new appraised price was not recorded by the tax office until 2009 when the valuation went from \$188,313 to \$383,393.

- While reporting that 29 out of 31 creative businesses surveyed, or 93.5%, were satisfied with Carrboro's business climate, some implied disappointment that this satisfaction did not come from the direct actions of town government. The Creative Carrboro team believes, however, that this high level of customer---driven satisfaction is something to be celebrated and a hallmark of a healthy local business environment.
- Similarly, the student team finds the report that 25 of 31 businesses expect to expand, and three of the other six would like to expand. The Creative Carrboro team believes that this finding, too, is cause for congratulations.
- As noted in our Recommendations, the existing Carrboro Revolving Loan funds appear to be sufficient for local creative business needs. Even so, we envision there can be better marketing of the availability of these funds to qualifying creative businesses.
- There presently are no specific tax reliefs or exemptions or credits that address for---profit Artist/Creative/Cultural enterprises. Also, state law does not allow local bills. Accordingly, an outright local property tax rebate for creative businesses is not currently allowed by North Carolina General Statutes. There may be economic development tax credits, but the historic tax credit has been repealed. It is possible, however, to envision a scenario where the Town might lease back certain space for art galleries, maker spaces, etc.—perhaps similarly to the way the Town currently leases property for parking.

APPENDIX—Key Definitions

Most of the key definitions for our study are based upon the work of RTS, Inc. the Carrboro---based economic development consulting firm formerly led by Dr. Stuart Rosenfeld, who is a member of our Creative Carrboro Steering Committee. We also shared these definitions with the UNC student team to help guide their research and analysis.

Creative Enterprise—Any company or non---profit organization for which the primary value of its products or services is rooted in their emotional or aesthetic appeal to the customer.

Creative Asset—Any useful or valuable item, facility, or service whose primary value is rooted in emotional or aesthetic appeal to community members and is intended for the community's use (i.e.,

catering, stages, galleries, etc.).

Creative Economy—The creative industries within a local or regional location that span all forms of original art, their applications in the design of products, services, and places, and the value chain that supports all of these enterprises.

Creative Convergence—We define creative industries based on the importance of aesthetics and emotional appeal to the success of the products and services they offer. Many other sectors of the economy, however, also include enterprises that meet that criterion. In Carrboro, these sectors include tourism, information technologies, wellness and healing arts; alternative energy and environmental sustainability; and local foods and sustainable agriculture.

Creative Placemaking—Within the context of overall community and economic development, creative placemaking is an approach that brings together community partners from the public, private, and nonprofit sectors to strategically shape the physical and social character of a particular neighborhood, town, or region through the arts, design, and other cultural activities. With creative placemaking, artists, designers, and cultural organizations become more fully integrated into civic and commercial activity, helping to develop effective organizations and institutions, create and market new and improved products and services, and sustain more livable and prosperous towns, counties, and regions. Developing and displaying public art—including murals, performances, and special events—and providing more accessible and affordable arts programming also helps build bridges among the diverse ethnic, cultural, and other social groups within a specific community.

Makerspace—Makerspaces (also known as hackerspaces) are community---operated workspaces where people with common interests—often in computers, machining, technology, science, and the digital arts—can meet, socialize, and collaborate. The focus is on designing and making things with lots of hands---on learning, creation, and innovation through participation. Makerspaces may or may not address niche markets, targeting levels of ambition with projects and familiarity with tools.

Triangle makerspace facilities currently include: 1) The Makery at the Kidzu Children's Museum in Chapel Hill, which invites children to mix up real materials, tinker with real tools, and play with new ideas and processes; 2) Raleigh Makerspace, which provides inventors, artists, and hobbyists with access to design software and manufacturing equipment; and 3) SplatSPACE in Durham which provides various workzones dedicated to 3D printing and vinyl cutting, electronics, woodworking, gaming and robotics, laser cutting, and audio/visual production. SplatSPACE also offers all kinds of classes and workshops, ranging from crochet to basic circuitry.



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Agenda Item Abstract

File Number: 15-0147

Agenda Date: 5/12/2015

File Type: Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

The Bazaar (Crafts Market) Agreement

PURPOSE: The purpose of this agenda item is for the Board of Aldermen to consider a monthly craft market at town commons.

DEPARTMENT: Recreation and Parks

CONTACT INFORMATION: Anita Jones-McNair

INFORMATION: Meghan and Duncan Morgan approached staff about the idea of coordinating a monthly arts and crafts market. A crafts and arts market is encouraged in the Vision 2020 document. Also, during the Creative Carrboro initiative, the idea was echoed numerous times. The Creative Carrboro Steering Committee recommended to restore and sustain a monthly artists market in the report to the Board of Aldermen.

FISCAL & STAFF IMPACT: Waive rental fees and a Staffing cost for 5 days - \$420

RECOMMENDATION: Staff recommends to approve the agreement.

ATTACHMENT A

RESOLUTION FOR THE TOWN OF CARRBORO TO PARTNER WITH HIGH STREET
DESIGN TO OPERATE THE BAZAAR AT TOWN COMMONS

Draft Resolution No.

WHEREAS, Duncan and Meghan Morgan approached the Town of Carrboro about the idea of coordinating a monthly arts and crafts market at Town Commons, and

WHEREAS, A crafts and arts market is encouraged in the Vision 2020 document, and

WHEREAS, during the Creative Carrboro feedback phase, the idea of providing an arts and crafts market was echoed numerous times, and ,

WHEREAS, The Creative Carrboro Steering Committee recommended to restore and sustain a monthly artists market.

NOW THEREFORE BE IT RESOLVED, that the Board of Aldermen agree to partner with High Street Design to operate the Bazaar at the Town Commons the third Sunday of each month beginning July 19th and ending November 15, 2015.

Adopted this 5th day of May, 2015.

NORTH CAROLINA
ORANGE COUNTY

AGREEMENT WITH THE TOWN OF CARRBORO

THIS AGREEMENT is made and entered into as of the ___ day of May, 2015 by and between the Town of Carrboro (hereinafter "the Town") and High Street Design, located at 105 Fidelity Street A38 in Carrboro, NC (hereinafter, "the Attendant").

WHEREAS the Town has a structure that can provide shelter for the operation of a market, as well as for other public uses and events, commonly referred to as the "Town Commons" located behind the Town Hall at 301 West Main Street in Carrboro on land owned by the Town for this purpose and;

WHEREAS the Attendant is a for profit organization, with substantial experience in organizing, advertising, and operating a market designed to provide an opportunity for local artisans, crafters and vendors with a monthly venue to educate, sell goods and offer exhibits, demonstrations, music and children's activities directly to consumers, to the benefit of both;

WHEREAS the Attendant proposes to organizer and operate such a market, to be known as "The Bazaar" at the Town Commons pursuant to the terms of this Agreement.

Now, in consideration of the premises and the mutual promises contained herein, the parties to this agreement hereby agree as follows:

1. The Attendant shall operate and manage The Bazaar on the third Sunday of each month beginning in July 2015: July 19, August 16, September 20, October 18 and November 15. The Bazaar will be open from 1:00 p.m. until 6:00 pm. The Bazaar organizers and artisans, crafters and vendors may begin setting up at 12:00 p.m. and must be off the site by 7:00 p.m.
2. The rental fee shall be waived and electricity and bathrooms will be available during the Attendant's use of the Town Commons for the Bazaar.
3. The parties agree that, except for those times stated in paragraph 1 above that the Bazaar is operated at the Town Commons by the Attendant as per this agreement, the Town may use the site for other activities. The Town will inform the Attendant, in writing and as far in advance as is reasonably possible, of any potential conflicts with the Attendant's use of the Town Commons, so that the Attendant may be able to respond and accommodate any requests that may infringe upon regular market activities.
4. The Town recognizes and expects that Attendant will perform its obligation under this agreement by acting through one or more persons. Duncan Morgan and Meghan Truesdell Morgan of 105 Fidelity Street A38, Carrboro, NC 27510 are designated by the Attendant as its authorized representatives, either one of whom may act on behalf of the Attendant. The Attendant shall notify the Town in writing of any changes in the identity of its designated representative(s).

5. The Attendant shall be responsible for all aspects of the operation of the Bazaar, including without limitation advertising, promotion, collection of fees, and enforcement of the operating rules and regulations. The Attendant shall provide the Town with a written copy its rules and regulations for the operation of the market on or before June 22; such rules and regulations shall be consistent with the Town's rules, regulations and policies for the use of the Town Commons.
6. The Attendant shall be allowed to keep all fees paid by local artisans and crafters and offset expenses incurred by the Attendant in the operation of the Bazaar.
7. The Bazaar shall operate under the following rules and regulations which may be modified or supplemented from time to time by the mutual agreement of the parties:
 - a. The Bazaar will be available to local artisans, crafters and vendors selling various arts and craft items, food and beverages including beer and wine. The Attendant, and/or artisans, vendors and crafters shall be responsible for obtaining all State and local permits or approvals which may be necessary in order to sell food, beverages, beer and/or wine at the Bazaar, and shall provide the Town with proof of the appropriate permits/licenses prior to the Bazaar each month.
 - b. Local artisans, crafters and vendors who sell in the market may have assistants or employees helping them. However, for each space rented in the market there must be in attendance at least one person who has had substantial personal, "hands on" involvement in all phases of the production of the items sold or service.
 - c. Each vendor shall be responsible for cleaning up the area surrounding such vendor's vehicle.
 - d. All food and beverage items sold must comply with state and local health regulations. The Bazaar must provide general liability insurance with a minimum limit of \$1 million general liability coverage endorsed to name the Town as an additional insured and provide a certificate for documentation. Local artisans, crafters and vendors are encouraged to label foods containing possible allergens, specifically nuts.
 - e. Local artisans, crafters and vendors shall be required to post the prices of all items sold in a fashion easily legible to prospective purchasers.
 - f. Local artisans, crafters and other vendors shall be charged a space rental fee. The Attendant will charge \$30 for uncovered space and \$50 for covered space per month. The Attendant shall provide the Town with a written copy of any and all additional fees

which Attendant proposes to charge artisans, crafters or vendors at the Bazaar on or before June 22. The Attendant shall collect these fees.

8. The Attendant shall have the authority to operate the Bazaar and enforce the policies including the authority to require local artisans, crafters and vendors to leave the Town Commons if they refuse to abide by these policies. The Attendant shall administer and enforce these policies fairly and equitably and shall establish its own procedures to resolve disputes concerning the interpretation of any of the foregoing policies. However, nothing contained herein is intended to curtail or abridge in any way the right of any person to bring to the attention of the Town any market policy or any interpretation of such policy or other decision by the Attendant, with which such person disagrees.
9. The Town shall use its best efforts under the law to ensure that the Bazaar site is kept free of parked vehicles not belonging to vendors on Sunday mornings. The town shall post appropriate no parking signs and shall, to the extent authorized by law, arrange to have violators towed away.
10. Within sixty days (by January 14, 2016) after the close of the Bazaar season, the Attendant shall furnish the Town with a written treasurer's report on the operation of the Bazaar for the previous season. This report shall include, among other pertinent information, a statement of the gross receipts of the Bazaar, and the expenditures made by the Attendant with regard to the Bazaar for such matters as publicity and other expenses incurred to run the Bazaar.
11. Subject to the remaining provisions of this paragraph, this agreement shall be effective May 5 through November 15, 2015. This agreement may be modified, in writing signed by the Town and the Attendant, from time to time by mutual consent of the parties and may be terminated by either party upon 30 days written notice to the other party sent by certified mail.
12. The official Town Policy-for the use of the Town Commons is attached hereto as Attachment A.
13. The diagram attached as Attachment B included provides a visual layout during the Bazaar.
14. The Town reserves the right to terminate this Agreement immediately should the Attendant breach the Agreement or fail to adhere to the Town Policy for the use of the Town Commons, and/or allow vendors at the Bazaar to breach the Agreement or violate the Town Policy for the use of the Town Commons.

THIS AGREEMENT is executed this _____ day of _____, 2015.

TOWN OF CARRBORO

The Bazaar

BY:_____

BY:_____

ADMINISTRATIVE POLICY				
TOWN OF CARRBORO				
NORTH CAROLINA				
DEPARTMENT	NUMBER	REVISION	EFFECTIVE DATE	PAGE OF
Administration	420-19	2	07/01/05	1 4
SUBJECT	PREPARED BY		APPROVED BY	
Use of Town Commons			Town Manager	

1.0 PURPOSE

To establish a procedure to govern the usage of the Town Commons.

2.0 GUIDELINES

The Town Commons is operated by the Recreation and Parks Department as a public facility to serve the citizens of Carrboro and Orange County. The intent of this facility is to provide a community meeting place for recreation activities, community events and markets, but only to the extent that such activities and events can be held during times that do not interfere with the normal operation of Town Hall and under circumstances (in time of frequency of use and manner of operation) that do not impose an unreasonable burden upon adjoining businesses and neighborhoods.

3.0 ORGANIZATIONS AFFECTED

All departments and external users of the Town Commons.

4.0 REFERENCES

Chapter 14 of the Carrboro Town Code.

5.0 DEFINITIONS

Town Commons - Parcel of land owned by the Town of Carrboro lying adjacent to the Carrboro Town Hall, bounded on the west by Bim Street, on the north by the Town Hall parking lot, on the east by Laurel Street and on the south by private property.

Town Sponsored Event- The Town Manager or designee shall determine whether any event is a town-sponsored event, considering all relevant factors related to the town's participation in or control over the event. However, the presence of one or more of the following factors shall generally lead to a determination that an event is town-sponsored:

- The Town expends town funds for the planning and/or staging of the event, or
- The Town anticipates receiving revenue from the staging of the event, or
- The Town makes a substantial in-kind contribution toward the planning and/or staging of the event, or
- The Town exercises substantial managerial control over the planning and/or

staging of the event
Fourth of July Celebration and other events conducted by the Recreation and Parks Department or other town departments fall into this category.

Town Commons Reservation – an individual, group or business reserves the area for a certain day and time and pays the applicable fees.

Gathering or Assembly - See 5(F).

6.0 REFERENCES

Chapter 14 of the Carrboro Town Code.

7.0 USE OF TOWN COMMONS

- A. Use of the Town Commons shall be subject to the provisions of Chapter 14 Town Code. Among other relevant provisions Section 14-20 restricts commercial activity.
- B. The Town Commons shall be open for use from 9:00 am. - sundown every day, except as otherwise provided herein.
- C. The Town Manager or designee may determine that it is necessary to keep persons temporarily off the lawn area of the Town Commons for the purpose of maintaining, improving, or preventing damage to the same.
- D. The Town Manager may enter into an agreement allowing a private person or group to reserve the Town Commons every Saturday from the second to last Saturday in March until approximately the third Saturday in December open from 7:00 am to 12:00 noon. The market may begin setting up at 5:30 am and will be off site by 1:00 pm. Additionally, the Wednesday market will operate from 5:00 to 7:00 pm. The market will begin set-up at 4:00 pm and will be off site by 8:00 pm. This market will not operate on July 4th or October 31st nor interfere in the set-up of Town events. The Craft Market will take place on the second and fourth Sundays of April through December. The market will also take place on the third Sunday of December. The market will operate from 1:00 to 5:00 pm. Among other provisions, any such agreement shall provide:
 - That a market manager may be provided by the applicant in lieu of a facility supervisor employed by the Town.
 - That the applicant shall carry sufficient liability insurance and list the Town as an additional insured. Insurance is needed if the event includes major physical activity and moderate/severe exposure to participants; expected attendance of over 500; large amounts of cash (\$1000+) or quantities of merchandise will be brought onto Town Property; and food will be served, sold and/or given to the general public. If the reservation requires insurance, the event sponsor must sign the reservation contract to hold harmless, defend and indemnify the Town of Carrboro, provide general liability insurance with a minimum limit of \$1 million general liability coverage endorsed to name the Town as an additional insured and provide a certificate for documentation.
 - That either party can withdraw from the arrangement upon 30 days notice.

- That no activity of the applicant may conflict with a town—sponsored event, and any such event shall have precedence over use of the Town Commons by the applicant.
 - That the applicant agrees to all other guidelines and ordinances applicable to use of the Town Commons.
 - That the Town is not obligated to renew any reservation under this paragraph in future years.
- E. The Farmers’ Market will be permitted when conditions allow parking on the lawn with light weight vehicles adjacent to the gravel path that arcs across the lawn from one structure to the other. These vehicles will not be permitted on the lawn when conditions are such that a tire imprint of a half inch or greater will occur. The Farmers’ Market Manager will determine the suitability of parking on the lawn for the market. Any damages to the Town Commons ground resulting from this parking will be corrected at the market’s expense. The Town Manager or his designee will determine suitability for other events.
- F. Electronic amplification of sound shall be allowed only if and to the extent reasonably necessary to reach or communicate a message to the target audience within the boundaries of the Town Commons. In other words, electronically amplified sound shall be directed, and the volume controlled, such that the audience within the Town Commons can be reached without creating a disturbance beyond the boundaries of the Town Commons.
- G. No reservation shall be required for spontaneous *gatherings*. If however, an individual or group would like to ensure the exclusive use of The Town Commons for activities or events, a reservation is recommended.

8.0 PAYMENT OF FEES

- A. The Town Commons or any portion thereof may be reserved on a first come first served basis by any person or organization who resides or any organization that has a place of business in Orange County. Individuals must come to the Recreation and Parks Administrative office to reserve the Town Commons, sign the form and pay fees. A rental contract will be given after completing the reservation process including guidelines for use.
- B. Whenever the Town Commons is reserved, the applicant shall pay
- \$100 for 0-4 hours
 - \$150 for 4 or more hours

Town Commons may be reserved for free if town staff does not work during the event, no public access to Town Hall bathrooms, no money is exchanged during the event, no electricity used, the event is open to the public, reservations limited to no more than once per month by any one group and subject to insurance guidelines.

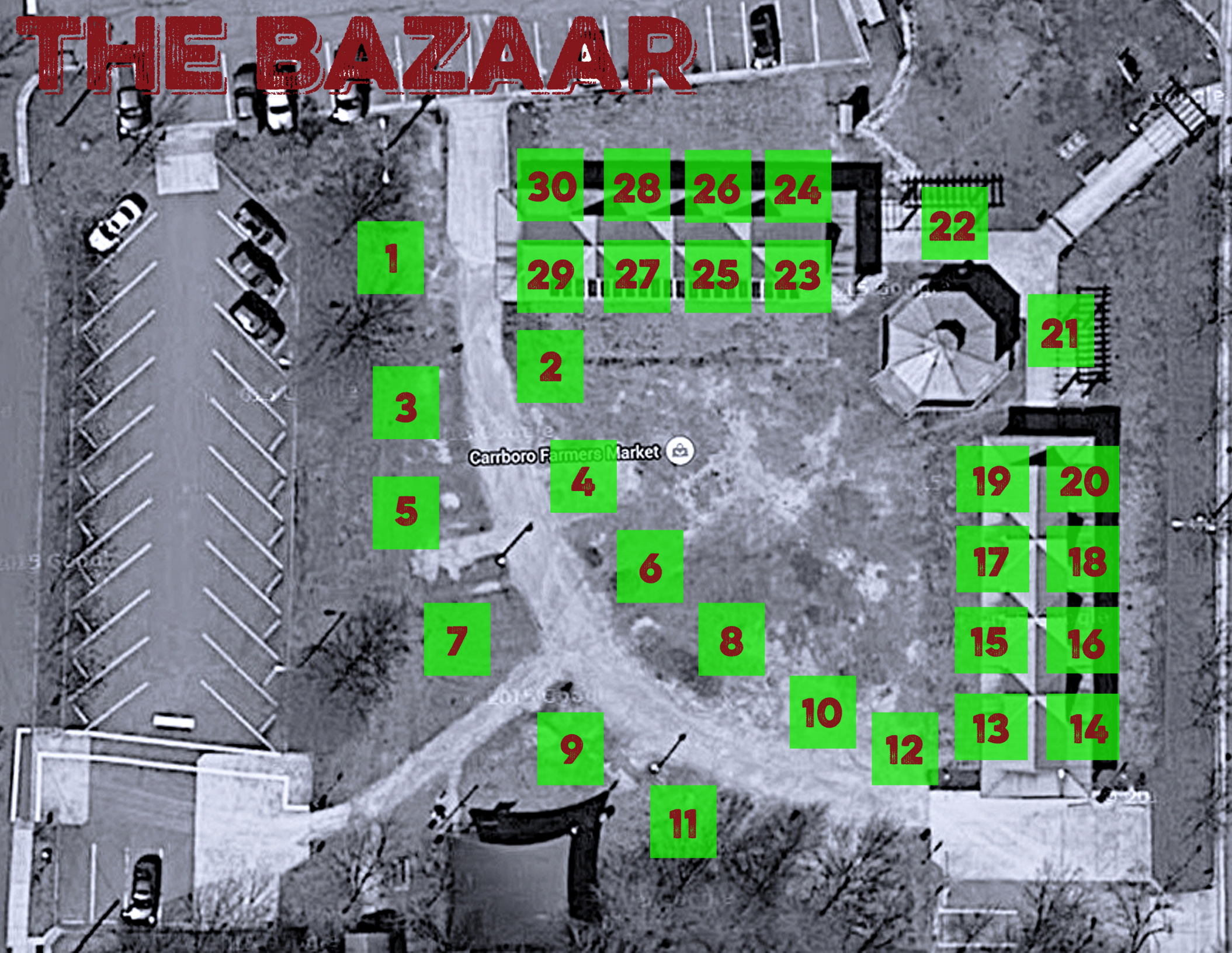
Renters may voluntarily opt to pay a \$50.00 fee in addition to the reservation fee for cleaning prior to rental. This service is subject to a ten day advance request and staff availability.

An additional fee of \$25 is charged if the event is approved to sell goods and services.

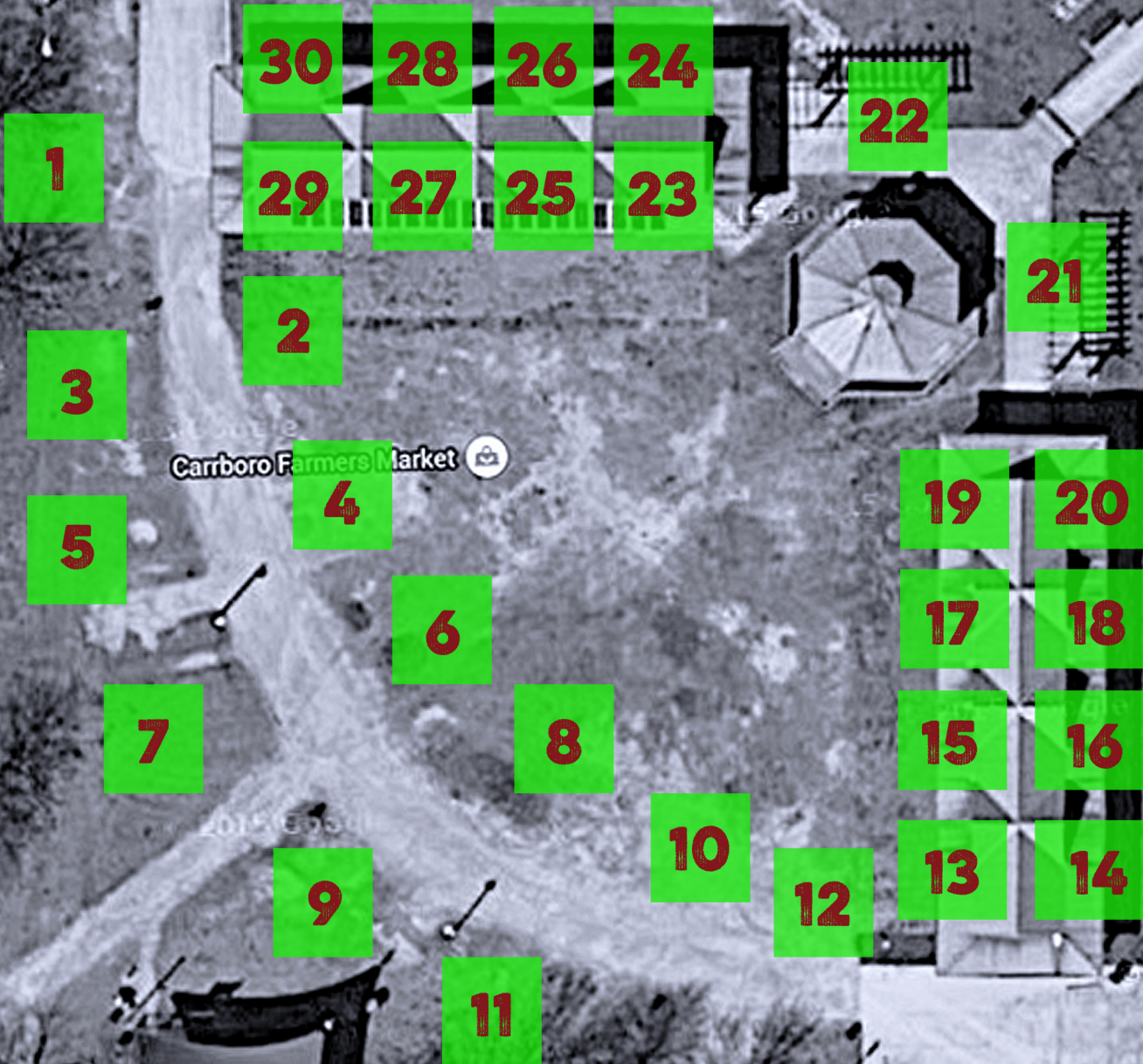
- C. Recreation and Parks staff may require the organizers of events expected to draw more than 100 vehicles to the area of the Town Commons to provide parking attendants to protect adjoining properties from improper parking.
- D. The person or organization reserving the facility shall be responsible for cleaning it prior to leaving the premises. All trash must be placed in the dumpster. Failure to clean the site, parking areas and adjacent streets will result in the Town charging the responsible person or organization for the direct cost of cleaning the site.
- E. The person or organization reserving the facility may request, and the Town may provide at the requesting party's expense, off duty police officers to assist in crowd and traffic control.

9.0 CANCELLATIONS AND REFUNDS

- A. The applicant must notify the Recreation and Parks office immediately if a cancellation is needed.
- B. A full refund is given if weather prohibits the event and the organizer does wish to reschedule. The applicant must notify the office the next business day if a refund or transfer day is needed.
- C. Cancellation requests received more than three (3) days prior to the event date - a refund less a \$5.00 administrative fee or full credit or transfer reservation.
- D. Cancellation requests received within the three (3) day window prior to the reservation - a 50% refund less a \$5.00 administrative fee or full credit or transfer reservation.



THE BAZAAR





Town of Carrboro

Town Hall
301 W. Main St.
Carrboro, NC 27510

Agenda Item Abstract

File Number: 15-0219

Agenda Date: 5/12/2015

File Type: Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

Request to Make an Appointment to the Arts Committee

PURPOSE: The purpose of this agenda item is for the Mayor and Board to make an appointment to the Arts Committee.

DEPARTMENT: Town Clerk

CONTACT INFORMATION: Cathy Wilson, 919-918-7309

INFORMATION: The Arts Commission currently has one vacant at-large seat. Jay Parker is the current chair of the Arts Committee and provided a recommendation form for the Board's review. The attached resolution appoints Mary Norkus to the Arts Committee.

FISCAL & STAFF IMPACT: N/A

RECOMMENDATION: It is recommended that the Mayor and Board adopt the attached resolution.

ATTACHMENT A

**A RESOLUTION MAKING APPOINTMENT(S) TO THE
ARTS COMMITTEE**

THE BOARD OF ALDERMEN HEREBY APPOINTS THE FOLLOWING APPLICANT(S)
TO THE ARTS COMMITTEE:

Seat Designation	Appointee	Term Expiration
Member	Mary Norkus	2/2016

Section 2. This resolution shall become effective upon adoption.

To Board Chairs: Please summarize applications as received; contact each applicant for any update one year after last contact; when positions are open, invite each applicant to attend a board meeting prior to making a recommendation.

ADVISORY BOARD NAME: Arts Committee

Name: Mary Norkus
Date of application/last contact: 3/25/15
Summary of qualifications:

Advisory Board Chair reconfirmed applicant's interest in serving by phone or e-mail.

☒ Yes ☐ No (Briefly
explain: email)

Applicant attended Advisory Board meeting prior to BOA review.

☒ Yes (Date: thrice) ☐ No (Briefly
explain: Twice presenting info about Dance Co.)

Applicant has demonstrated a clear understanding of the time commitment, roles and responsibilities of serving on the Advisory Board.

☒ Yes ☐ No (Briefly
explain: _____)

In addition to your comments above, please check other qualities that the applicant offers that would help the Advisory Board meet its goals for community representation. Please

To Board Chairs: Please summarize applications as received; contact each applicant for any update one year after last contact; when positions are open, invite each applicant to attend a board meeting prior to making a recommendation.

ADVISORY BOARD NAME: Arts Committee

note that candidates who do not meet any of these qualities are still eligible for appointment. Please communicate any urgent needs and priorities for Advisory Board composition to your Board of Aldermen Liaison.

☐ Gender diversity

☐ Racial or ethnic diversity

☐ Age range diversity

☐ Neighborhood/geographic diversity

☒ Occupation, experience or special skills

☒ Previous public service or community involvement

☐ Other: _____

To Board Chairs: Please summarize applications as received; contact each applicant for any update one year after last contact; when positions are open, invite each applicant to attend a board meeting prior to making a recommendation.

ADVISORY BOARD NAME: Arts Committee

Applicant(s) recommended at this time (1 per open seat)

Applicant 1: Mary Porter
Outstanding qualifications: Life-long professional personal commitment to the arts. Very energetic and experienced with Board / Committee work. Leadership qualities
How applicant compliments current board composition: Specifically - Connection w dance community. Generally - connection to our community as a whole. Experience with our schools
Other comments: I've known Mary personally for 20+ years. She's a hard worker, extremely intelligent and highly motivated by service work

Applicant 2: _____
Outstanding qualifications: _____

How applicant compliments current board composition: _____

Other comments: _____

Applicant 3: _____
Outstanding qualifications: _____

How applicant compliments current board composition: _____

Other comments: _____



Town of Carrboro

Town Hall
301 W. Main St.
Carrboro, NC 27510

Agenda Item Abstract

File Number: 15-0221

Agenda Date: 5/12/2015

File Type: Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

A Request to Set a Public Hearing for the Temporary Closing of the 100 Block of Weaver Street for a Pilot "Summer Streets" Project

PURPOSE: The purpose of this agenda item is for the Board of Aldermen to consider the idea of a pilot "Summer Streets" project and set a public hearing for the temporary closing of the 100 block of Weaver Street, from 8:00 am to 2:30 pm on various Sundays during the summer of 2015.

DEPARTMENT: Public Works

CONTACT INFORMATION: George Seiz, 918-7427

INFORMATION: At the April 21 meeting the Board of Aldermen requested that staff consider the idea of a pilot "Summer Streets" project which would involve the closing of the 100 block of East Weaver St. on a series of Sundays during the summer of 2015.

The initial request was to close East Weaver for every Sunday from June 1 - July 1. Town staff is suggesting that a Sunday in each month of June, July and August be considered and more specifically the 3rd Sunday to possibly coincide with another event such as a craft market. Spreading the time frame over three months broadens the pilot period for getting better feedback and is also better in terms of the town being able to provide staffing (traffic control set-up, Police assistance). This suggested change was met with approval from the Carrboro Bicycle Coalition who has expressed interest in having a pilot project of this nature.

The following information is also submitted for consideration:

- 1) The requested events will be from 8:00 am to 2:30 pm, however, it will be necessary to close down the road at least ½ hour before (as people gather) and re-opened ½ hour after (time to clear the street).
- 2) Traffic control and protection requires the merging of the two westbound lanes on Main Street and the some lane closures at the intersection of N. Greensboro and Weaver. It will take 3-4 Public Works employees to set up and tear down the traffic control (warning signs, traffic cones, large barricades and an arrow board).
- 3) Because the closure period extends into the late morning when traffic typically picks up on Sunday, one or two Police Officer may be required to help with traffic control and pedestrian crossing (e.g. keep intersections at Weaver & Greensboro, Weaver & Roberson clear). It cannot be guaranteed that on-duty police officers will

Agenda Date: 5/12/2015

File Type:Agendas

In Control: Board of Aldermen

Version: 1

be available to assist so it may be necessary to bring in off-duty officers. The need for police officers can be reviewed after the first event closure.

4) Some litter patrol and clean-up of the street and right-of-way may be needed at the conclusion of the event depending on activities within the closure

5) There are six parking spaces in the 100 block of Weaver St, which would not be used for business parking while the street is closed.

6) The Century Center is host to many Sunday events (e.g. religious meetings, fundraisers) during these months and may take place during a portion or all of the proposed closing period.

7) In recent years for closures of this nature (Open Streets, Music Festival) flashing message boards announcing the event and road closure have been put in place roughly seven days in advance of the event. The cost for renting two message boards for a week is about \$1,040.

The Economic Community Development Director spoke with several businesses adjacent to East Weaver and received positive comments about the potential closures with the exception of the comments from the Carr Mill Mall management. Town staff is not aware if any specific proposed activities within the closed area. It is suggested that information about any planned activities be provided before approving any of the closures.

FISCAL & STAFF IMPACT: Town staff budgets for overtime and rentals for various special events and costs for the closures as proposed would be absorbed by the Town. Estimated costs for traffic control and protection area as follows:

Cost per Sunday closing:

Public Works Overtime -	\$400 - \$550
Equipment (trucks/fuel) -	\$140
Arrow Board rental for Main St lane closure -	\$250
Message Board weekly rental	\$1,040
Off Duty Police Officer (s)	<u>\$240</u>
Roughly \$2,000 to \$2,200 per Sunday	

RECOMMENDATION: Town staff will need to know which Sunday, or Sundays, the Board would prefer for the trial street closing so the public hearing information can be completed and proper notice given.

If the Board of Aldermen chooses to move ahead with this request, it is recommended that the Board adopt the

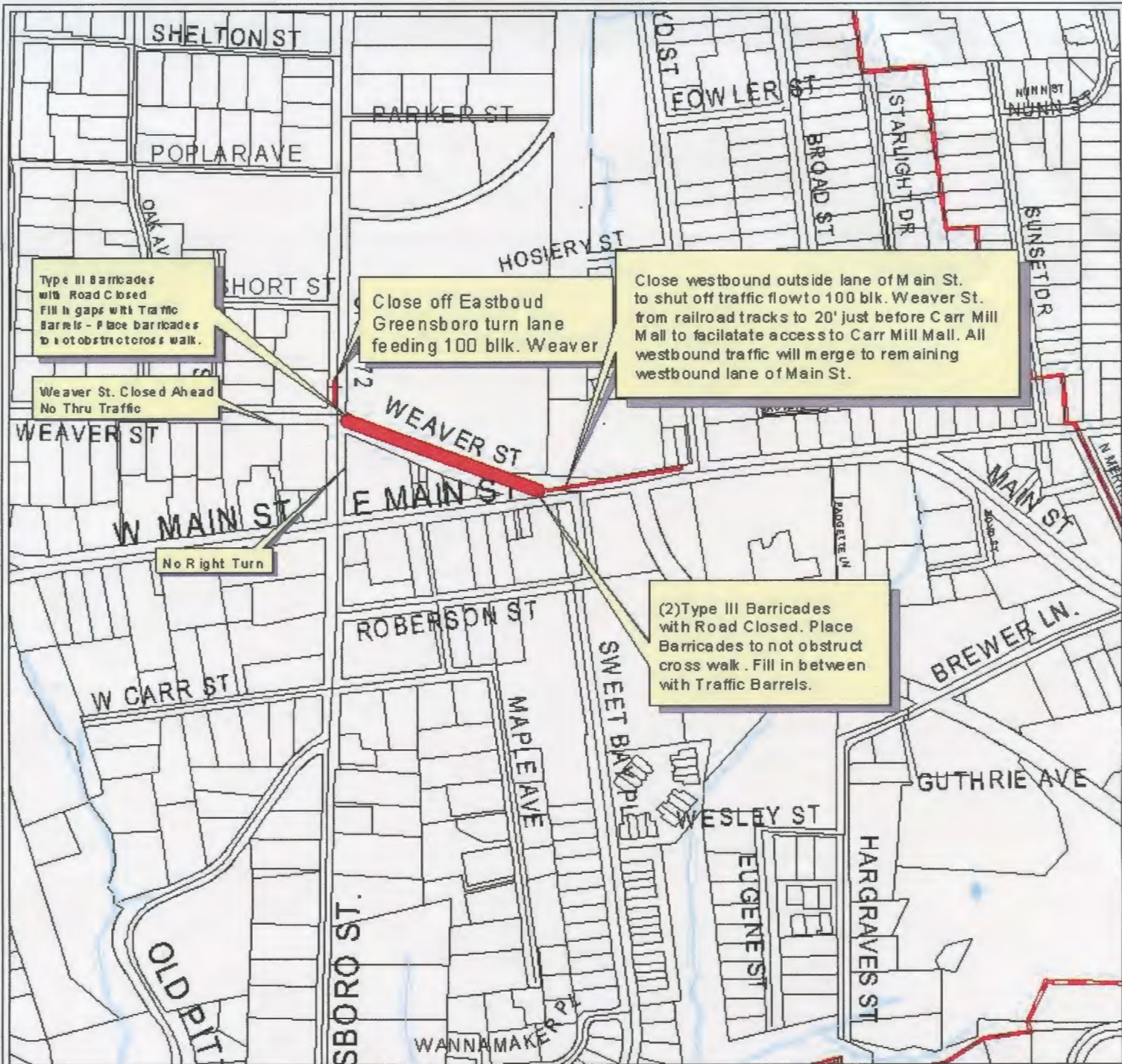
Agenda Date: 5/12/2015

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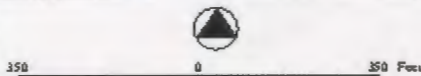
In Control: Board of Aldermen

Version: 1

attached resolution setting a public hearing.



100 blk. Weaver St. Closure



NC State Plane Coordinate System (NAD83)



TOWN OF GREENSBORO
301 W. Main St.
Greensboro, NC 27410

11 March 2004
David Payton, Public Works
919-418-7412

FOR REFERENCE ONLY: THIS MAP IS NOT A CERTIFIED SURVEY

The map was made because of data conditions and does not represent a survey. It is for informational use only. The map is not to be used for any purpose other than that for which it was prepared. The map is not to be used for any purpose other than that for which it was prepared.

- Text Street Names
- Streets
- Carrboro City Limits
- Streams
- Water Bodies
- Parcels

A RESOLUTION SETTING A PUBLIC HEARING ON THE TEMPORARY CLOSING OF THE 100
BLOCK OF WEAVER STREET

BE IT RESOLOVED, by the Board of Aldermen of the Town of Carrboro that May 26, 2015 at 7:30 pm is hereby set as the date for a public hearing on the proposal that the 100 block of Weaver Street be temporarily closed from 8:00 am until 2:30 pm on the following Sunday(s) to allow a pilot “open streets” project by temporarily closing the street to motor vehicle traffic. Dates to be temporarily closed:
_____, _____, _____, _____, 2015.



Town of Carrboro

Town Hall
301 W. Main St.
Carrboro, NC 27510

Agenda Item Abstract

File Number: 15-0154

Agenda Date: 5/12/2015

File Type: Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

An overview of Economic Development Goals, Policies, and Strategies for Carrboro

PURPOSE: This report is intended to update the Board on existing economic development guiding principles goals and objectives for Carrboro and to provide data for additional discussion

DEPARTMENT: Economic and Community Development

CONTACT INFORMATION: Annette D. Stone, AICP Economic and Community Development Director 919-918-7319

INFORMATION:

This report is an overview of existing Town of Carrboro economic development plans, policies, and goals from three primary Town planning documents; 1) Vision 2020, 2) Creating Carrboro's Economic Future, and 3) Local Living Economy Task Force Recommendations. Also included is a brief overview of economic development goals for Orange County and Chapel Hill to help in understanding the larger economic ecosystem for the community.

The data is provided as a means of measuring existing stated goals and identifying future goals and aspirations. Additional data collection will be needed as the planning process moves forward. No specific conclusions or recommendations are included in this report. It is the intention of this report to be a starting point for updating the Town's economic development plans and strategies including the Local Living Economy Task Force Recommendations.

FISCAL & STAFF IMPACT: There is no significant fiscal or staff impact at this time.

RECOMMENDATION: The staff recommends the Board review the report, provide feedback for additional information needed and forward the report to the ESC for continued study.



The State of Economic Development in Carrboro, NC

May 2015

This report is an overview of existing Town of Carrboro economic development plans, policies, and goals from three primary Town planning documents; 1) Vision 2020, 2) Creating Carrboro's Economic Future, and 3) Local Living Economy Task Force Recommendations. Also included is a brief overview of economic development goals for Orange County and Chapel Hill to help in understanding the larger economic ecosystem for the community.

The data is provided as a means of measuring stated goals and identifying future goals and aspirations. Additional data collection will be needed as the planning process moves forward. No specific conclusions or recommendations are included in this report. It is the intention of this report to be a starting point for updating the Town's economic development plans and strategies including the Local Living Economy Task Force Recommendations.

An Overview of Policies

Attached is a collection of recommendations from the three primary documents that serve as guiding principles for economic development in Carrboro (Attachment 2). Vision 2020 was adopted by the Board of Aldermen in December of 2000 and was a community driven planning process that set out to establish guiding principles for growth and development through the year 2020. It had a large number of citizen volunteers who were instrumental in facilitating and collecting ideas, visions, covering numerous topics and Town services including economic development.



The first objective in the Economic Development portion of Vision 2020, Section 3.1 - *“With the population of Carrboro expected to increase during the Vision2020 period, additional commercial development should be anticipated both downtown and in peripheral areas. Carrboro should seek to reduce the tax burden on single-family owners by increasing the percentage of commercial space in town.”* Reducing the tax burden on owners of single family residential of Carrboro has been a central and reoccurring theme in many of the Town’s policies. The goal to double the percentage of commercial space in the downtown and accomplish this by building up thereby increasing density can be found in Section 3.2 of Vision 2020.

Creating Carrboro’s Economic Future Report was submitted in 2006 to the Board of Aldermen set out to expand opportunities for citizens to have “more good jobs” and to “pursue meaningful work.” From the Creating Carrboro’s Economic Development Future report *“There is no doubt that Carrboro has achieved the goal it set almost twenty years ago, in its previous economic development plan, to become an entertainment district. But that was then and this is now; town leaders today recognize that Carrboro has the potential, and even the imperative, to be much more than a place where residents and others spend their leisure time. It needs to become a town where there are more good jobs and more opportunities for citizens and others to pursue meaningful work.”*

Leaders also recognize that if the town is to continue to remain such a vibrant community it needs additional resources. Without additional tax revenue from businesses, the continuation of Carrboro’s high level of services will require an increasing burden on residents.” Previously in Vision 2020, the stated goal was to relieve tax burdens on single family owners, Creating Carrboro’s Economic Future expands the goal to include all residents, owners and renters.



The Local Living Economy Task Force was created by the Board of Aldermen to investigate and evaluate strategies by which the Town of Carrboro could help foster the development of a sustainable, locally owned and run economy. The Task Force came out with its recommendations in May of 2010. The document has specific recommendations, including Branding, which was also a recommendation of Creating Carrboro's Economic Future. All task force recommendations have been addressed and are continually considered in Town initiatives.

Orange County and Chapel Hill

Orange County last updated their Economic Development Plan in 2005 (Attachment 3). That plan, which was Advisory Board driven, had an aggressive goal to create 5,000 new private sector jobs in Orange County and add \$125,000,000 in new commercial property by June 2010.

Chapel Hill's Economic Development Goals were updated as part of the [Town's 2020 Plan](#), which can be found on the Chapel Hill's website and a summary is attached here (Attachment 4). Chapel Hill's focus is similar in finding an appropriate ratio of commercial to residential development, "*Evaluate optimal ratio for office, retail and residential uses to meet Chapel Hill 2020 plan goals.*" In addition, Chapel Hill's effort in working toward lessening the cost to the tax payer includes a stated cost/asset management goal.

How Are We Doing?

Carrboro has been tracking the amount of commercial square footage permitted and built since the year 2000 when the Vision 20/20 Plan was adopted. The original stated goal was to double the commercial square footage in the downtown, also there was a general overall goal to increase commercial tax base throughout the



entire town. This report can be found on the Town's website under the Planning and Inspections Department webpage ([Active Projects](#)).

To date the Town has increased commercial square footage by 31% throughout the entire jurisdiction. There are additional projects that have been permitted, but not yet built, that would increase total commercial square footage by 55%. However, at the same time residential projects have continued to be approved and the overall percentage of residential (90%) to commercial (10%) has held steady since 2004.

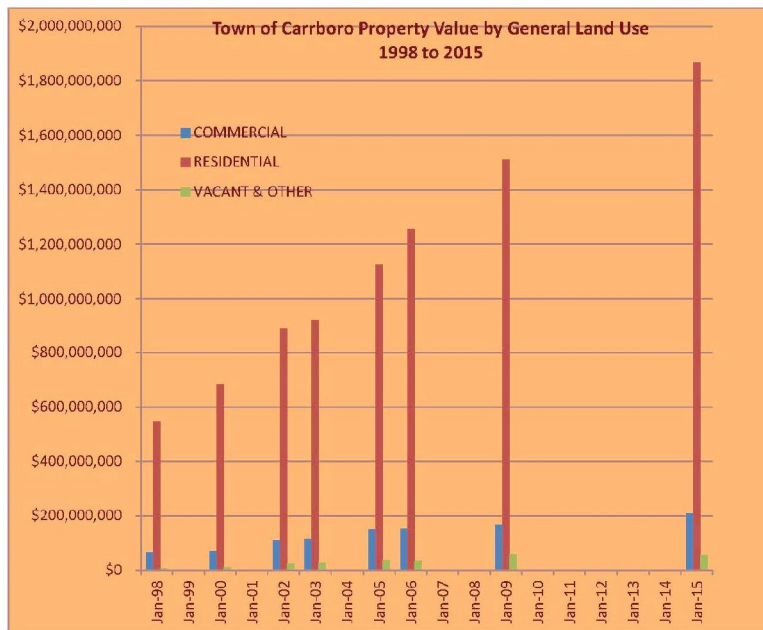
The following table represents the cost to taxpayers per capita since 2002 for Town services.

Year	Property Valuation	Tax Rate	Tax Levy	Population	Per Capita	Adjusted Inflation	Percentage Commercial
2002	\$1,036,750,609	0.6568	\$ 6,823,845	17456	\$ 390.92		
2003	\$1,072,172,066	0.6852	\$ 7,359,660	17585	\$ 418.52	\$ 398.35	
2004	\$1,128,465,441	0.6852	\$ 7,750,451	17648	\$ 439.17	\$ 411.49	10%
2005	\$1,152,569,042	0.7148	\$ 8,260,004	17797	\$ 464.12	\$ 425.48	
2006	\$1,373,291,304	0.6244	\$ 8,588,393	18000	\$ 477.13	\$ 436.12	11.50%
2007	\$1,596,838,299	0.6244	\$ 9,639,881	18200	\$ 529.66	\$ 448.33	10.23%
2008	\$1,538,585,984	0.6537	\$ 10,048,754	18611	\$ 539.94	\$ 465.37	10.58%
2009	\$1,581,966,677	0.6863	\$ 10,824,131	19479	\$ 555.68	\$ 463.51	
2010	\$1,915,872,793	0.5894	\$ 11,213,669	19891	\$ 563.76	\$ 470.92	
2011	\$1,939,126,061	0.5894	\$ 11,386,243	19582	\$ 581.46	\$ 484.58	
2012	\$1,972,777,796	0.5894	\$ 11,708,787	19582	\$ 597.94	\$ 494.76	
2013	\$2,003,172,468	0.5894	\$ 11,754,299	19582	\$ 600.26	\$ 502.18	
2014	\$2,088,514,087	0.5894	\$ 11,792,234	20908	\$ 564.01	\$ 510.21	10%

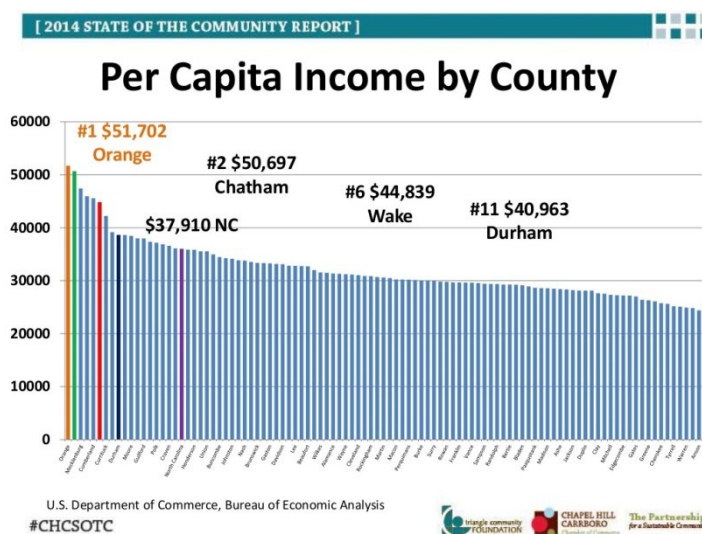
Table 1

Using the adjusted for inflation number, taxpayers are paying 10% more for Town services in 2014 than paid in 2002. In 2014, taxpayers paid \$564.01 per capita, however they received \$1019 per capita in services.

The following chart shows the changes in values in properties over time by general land use categories.



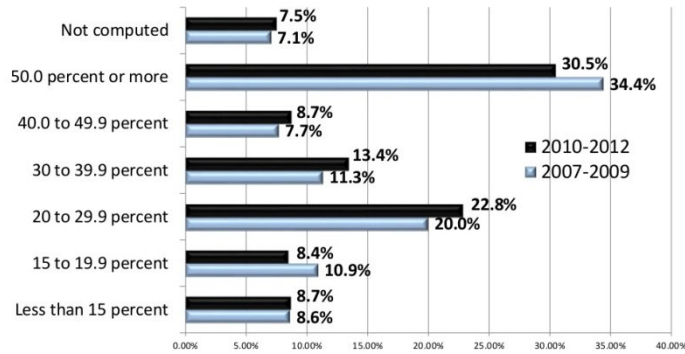
The Chapel Hill/Carrboro Chamber of Commerce annually produces a report known as State of the Economy. The slideshare can be found in its entirety at <http://slidesha.re/1vSYcaT>. The following are a few select slides that illustrate some of the economic and social conditions in Carrboro/Orange County for 2014.



Orange County has the highest per capita income of any county in the state.

[2014 STATE OF THE COMMUNITY REPORT]

Orange County Gross Rent as a Percent of Household Income



U.S Census Bureau

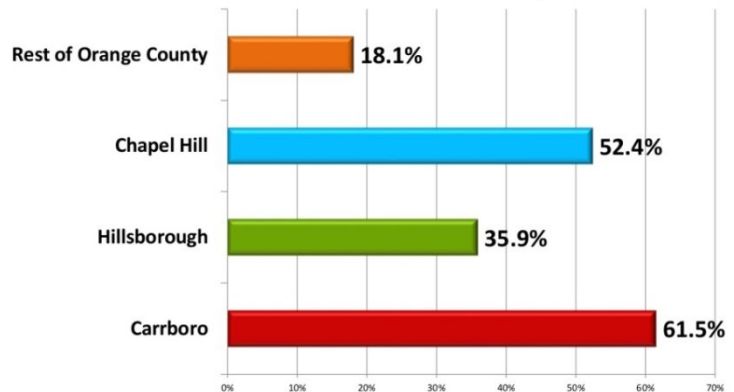
#CHCSOTC



Between 2010 and 2012 30.5% of people who rent spent 50% or more of their household income on rent.

[2014 STATE OF THE COMMUNITY REPORT]

Percent Renter-Occupied



U.S Census Bureau

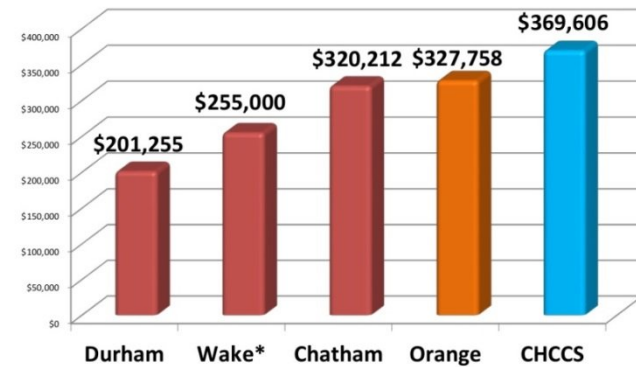
#CHCSOTC



61.5% of the homes in Carrboro are renter occupied.

[2014 STATE OF THE COMMUNITY REPORT]

2013 Average Home Price by County



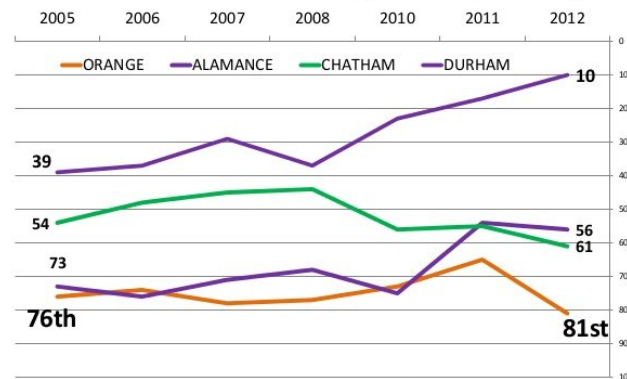
Triangle Multiple Listing Service
#CHCSOTC



Orange County and the Chapel Hill Carrboro School Districts have some of the highest property values in the Triangle Region.

[2014 STATE OF THE COMMUNITY REPORT]

Sales Tax Per Capita Rankings



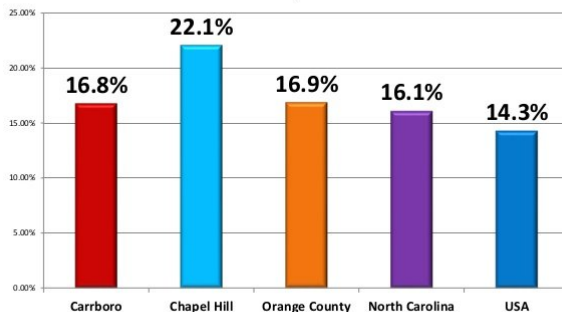
John Locke Foundation
#CHCSOTC



Orange County ranks 81st in the state for sales tax collections per capita

[2014 STATE OF THE COMMUNITY REPORT]

Percent of Persons Living Below Poverty Level



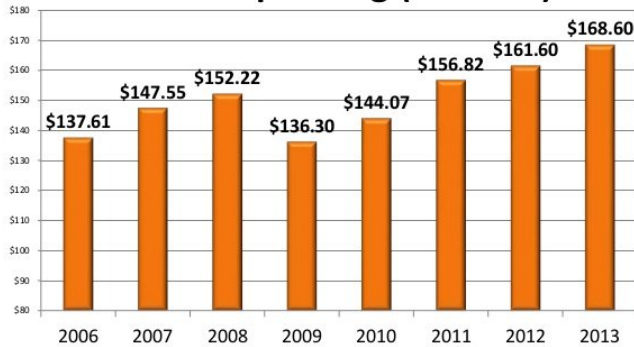
U.S. Census Bureau
#CHCSOTC



Carrboro is slightly higher in numbers of persons below the poverty level than the State.

[2014 STATE OF THE COMMUNITY REPORT]

Orange County Tourism Spending (millions)



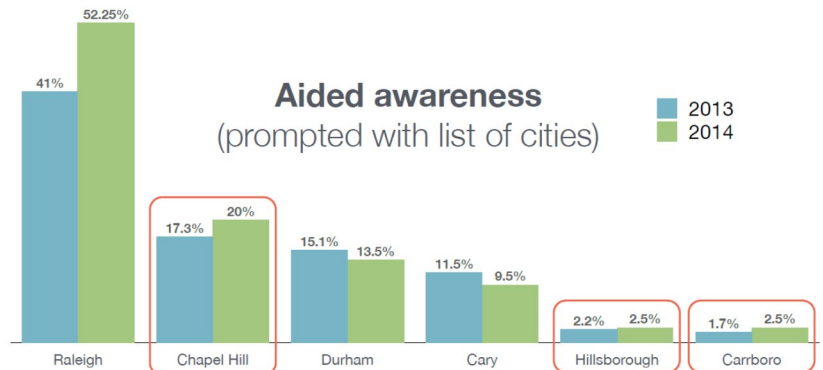
The Tourism industry is growing in Orange County.

NC Department of Commerce
#CHCSOTC

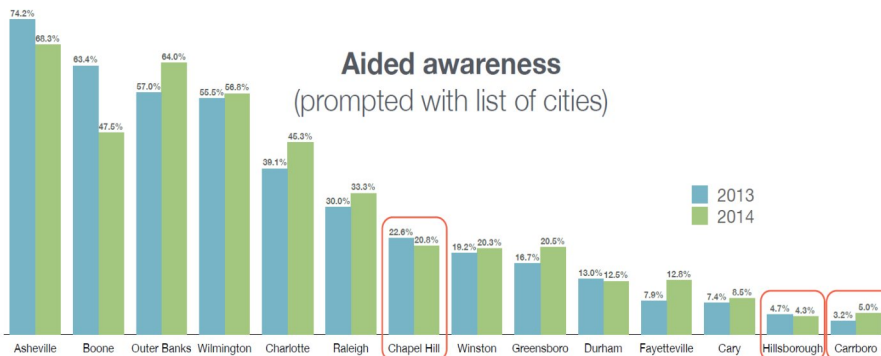


If traveling to **the Triangle for business**, in which city would you choose to stay overnight?

Awareness of Carrboro brand by business travelers has increased 32% between 2013 and 2014.



When thinking of **quick overnight getaways** in NC, which of the following destinations would you consider?



Awareness of the Carrboro brand by leisure travelers has increased by 36% between 2013 and 2014.



How is Orange County doing?

Based on information received from the State of NC's Employment Security Commission, Orange County job growth from 2005 through 2014 was approximately 5,846 positions (*source Orange County Economic Development*). Which would indicate the Orange County meets its goal of 5000 new jobs.

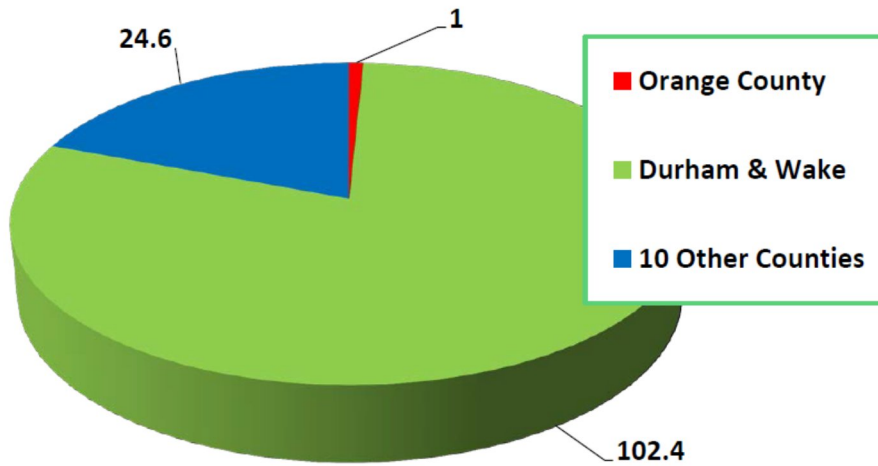
Complete data is not available in regards to the amount of new investment since 2005, but Steve Brantley of the Orange County Economic Development Department provided examples of major new and expanding industrial "development, in terms of jobs and taxable and non-taxable investment are for example;

- AKG North America's 2011 warehouse expansion of \$3 million and 90 new jobs.
- GE Industrial Energy Solutions' \$12 million expansion and transfer of 100 jobs from Salisbury to Mebane/Orange County.
- MeadWestvaco's 2012 \$7 million expansion and 100 new jobs.
- Morinaga's ongoing project in 2014-2015 to investment an initial \$48 million and employ 90 (phase one).
- UNC Health Care (\$200 million, 300 employee hospital in Hillsborough), and all of the UNC additions and renovations on campus.

Keeping up with UNC's many university and hospital developments, which do create jobs, but are not taxable property, is a huge dollar investment and jobs growth. The eventual departure of Blue Cross Blue Shield and its announced relocation of 900 Chapel Hill-based jobs over to the Durham campus should be netted out of the jobs number for Orange County.

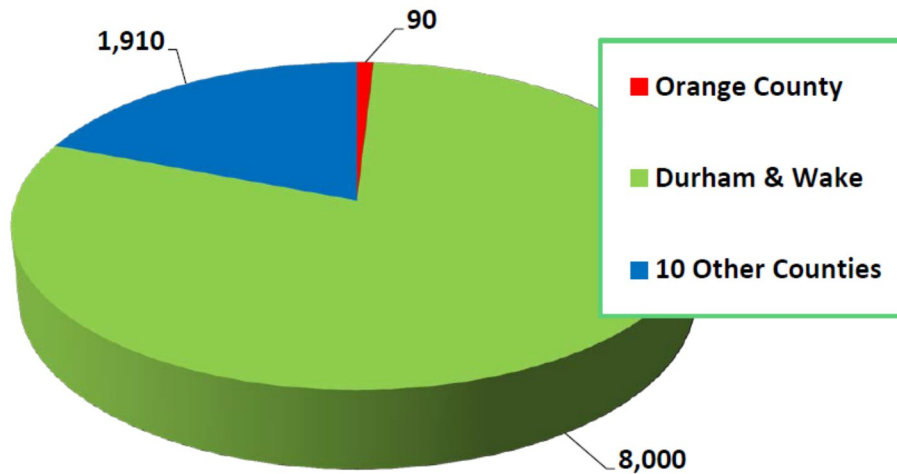
The following slides are from an Orange County Economic Development presentation and represent 2011/12 figures (Attachment 5).

New & Expanding Companies



Research Triangle Regional Partnership

New Jobs Over Next 5 Years



Research Triangle Regional Partnership

Additional Economic Development data from the 2013 Census Estimates can be found in Attachment 6 comparing Carrboro, Chapel Hill, Orange, Wake and Durham counties.



What Now?

The Board of Aldermen by Resolution (Attachment 7) directed the ESC to begin the work of updating the Local Living Economy Task Force Recommendations and establishing updated goals and objectives for economic development. The Economic Sustainability Commission has begun this work with the intention of following the BALLE handbook “Growing Local Living Economies: A grassroots approach to Economic Development.” The BALLE Handbook covers the following topics;

- I. Vision
- II. Indicators
- III. Assets
- IV. Leakages
- V. Business Alliances
- VI. Building Blocks
- VII. Local Purchasing
- VIII. Entrepreneurship
- IX. Community Capital
- X. Meta-Business
- XI. Public Policy
- XII. Moving Forward

Staff is providing this report as a benchmark for the planning process and to assist the Board and ESC in affirming current and updating/creating new vision statements, policies and goals in regards to economic development for the Town of Carrboro. The ESC is meeting the fourth Wednesday of each month to work through the Handbook to update the Local Living Economy Task Force Recommendations. This report serves as a starting point for data collection and discussion on updating of this plan.

This report was compiled by Annette Stone, AICP, Economic and Community Development Director for the Town of Carrboro and submitted to the Board of Aldermen for review on May 12, 2015.

Guiding principles of Economic Development in Carrboro

A. Vision 2020

3.1 ECONOMIC DEVELOPMENT

With the population of Carrboro expected to increase during the Vision2020 period, additional commercial development should be anticipated both downtown and in peripheral areas. Carrboro should seek to reduce the tax burden on single-family owners by increasing the percentage of commercial space in town.

3.2 Nature of Development

In the interest of environmental preservation, new commercial development must minimize negative environmental impact, it must emphasize appropriate buffers, and it must not compromise the integrity of established neighborhoods.

3.3 Downtown Vitality

Downtown Carrboro should be nurtured as the social, cultural and economic center of our community. The downtown should include public social spaces as well as a mix of business types.

3.21 The town should develop a plan to govern the continuing development of downtown. Toward this end, the town should adopt the following goals:

- To double commercial square footage in the downtown from that existing in the year 2000.
- To accommodate additional square footage by building up, not out.
- To increase the density of commercial property in the downtown area.
- To improve the downtown infrastructure (e.g. parking facilities, sidewalks, lighting, shading) to meet the needs of the community.
- To develop transit and traffic initiatives which enhance the viability of downtown.

3.22 Carrboro should encourage the development and placement of architecturally significant commercial and civic buildings.

3.23 Other downtown commercial activity could include restaurants, entertainment venues, technology companies, lodging, and offices.

3.24 Frequent, accessible public transit is necessary for a thriving downtown.

Multi-modal access to downtown should be provided. As traffic increases, Carrboro should consider perimeter parking lots served by shuttles to bring people downtown.

- 3.25 Walkability should be encouraged downtown and pedestrian safety and comfort should be a goal. The town should improve lighting and shading, and create auto barriers.
- 3.26 Carrboro should continue to use the revolving loan fund to support the development of locally owned and operated businesses and encourage micro- enterprises through education and loans.
- 3.27 Carrboro should consider pedestrian-only spaces downtown.
- 3.28 Carrboro encourages a variety of appropriate residential developments – single-family, multi-family, SROs, et cetera – in the downtown especially as part of mixed-use developments.

3.4 New Commercial Growth

Opportunities for new commercial growth exist primarily in four areas: downtown, across from the Carrboro Plaza Shopping Center, within the commercial core of a village mixed- use development, and within new office/assembly conditional use developments. The latter two options are most obviously appropriate in the transition areas, but may be approved throughout the town's jurisdiction.

3.31 Shopping Centers

- 3.311 Before creating new shopping centers, the town should encourage those that exist to maximize their potential by adding stories when and where practical.
- 3.312 All shopping centers should be connected to residential areas with increased pedestrian access.

3.5 Technology

- 3.41 The town should research ways to support telecommuting.
- 3.42 Carrboro should continue to explore new technologies and should actively recruit private companies to supply Carrboro with the most up-to-date technology available, encouraging its distribution throughout the town.
- 3.43 Carrboro should help local businesses grow and expand by taking full advantage of the Internet and other new technologies that become available.

3.6 Home Businesses

Carrboro should encourage small, low-impact home businesses. The town should revise ordinances to remove any unnecessary obstacles to appropriate home businesses, and should encourage developers to accommodate home businesses in all new developments.

3.7 Economic Diversity

- 3.61 While our citizens may not be able to meet all of their consumer needs in Carrboro, it is important that the town encourage the widest possible diversity of locally operated businesses. The objective is a balanced portrait of convenience: a movie theater, overnight accommodations, home businesses, technology, retail, a variety or department store, restaurants and entertainment.
- 3.62 Carrboro is a town rich in economic diversity. The town should strive to continue this tradition by adopting ordinances and policies that recognize diverse employment types and pay scales.
- 3.63 The town should encourage the development of underutilized property in the downtown

B. Creating Carrboro's Economic Future

1. Economic development in Carrboro should:
 - a. ease the tax burden on residents by encouraging more and different types of commercial projects;
 - b. respect the environment;
 - c. promote downtown as a high-density, vibrant, and walkable urban core with a unique character;
 - d. support an atmosphere that allows creative people and enterprises to prosper;
 - e. recognize that Carrboro has the opportunity to encourage a wider range of commercial projects outside of downtown;
 - f. create jobs that pay at least a living wage with benefits; and
 - g. provide citizens with more local choices for goods, services, and workplaces
2. Key Recommendations –
 - a. Improve the Development Process and Land Use Ordinances to Support Economic Development
 - b. Branding Carrboro
 - c. Target “Best Bets” and Market the Town’s Assets
 1. UNC-CH spin-offs and associations
 2. National and state non-profits and associations
 3. Professional, technical and education services companies
 4. Creative companies
 5. Green oriented companies
 6. Entrepreneurial start-ups from UNC-CH and Duke (what the?) :)

7. Retail – with an emphasis on high quality experiences
8. Hwy 54/Jones Ferry Road
9. Northern Transition Area
- d. Enhance Carrboro's Assets
 1. Creative Carrboro
 2. Enhancing Downtown

C. Local Living Economy Task Force Recommendations

RECOMMENDATION 1: Think Local First Campaign

The best way to influence buying habits that foster a sustainable, locally-owned, locally-sourced and -run economy is to educate the community via a Think Local First campaign.

We recommend a long-term initiative with multiple components designed to help citizens understand the importance of buying local and to showcase how easy it is to do. Elements of the campaign include:

- Creating a Think Local First brand
- Identifying and promoting local businesses through advertising
- Promotions and industry campaigns (i.e., natural health, automotive, trades)
- Community events including forums, yard sales and co-branding with other organizations

Every attempt was made to create events and initiatives that are inclusive and are of value to the many local business sectors and demographic subsets of the Carrboro community. In many cases, there are opportunities for volunteer involvement in the planning and execution of items. These recommendations are based on concepts included in Small-Mart Revolution but were developed with an eye to leveraging Carrboro's unique character. Most items meet several objectives that have been established to improve local buying. The success of each component and the overall campaign will be measured using a combination of owner-reported business metrics and participation data.

The members of the Local Living Economy Task Force respectfully ask the Board of Aldermen to look closely at this project and investigate items that could be led by the Town, enabling it to walk its talk on the local economy. We also ask members help in continuing the dialog by reaching out to community and business groups to encourage them to participate in or take responsibility for a component of the campaign.

RECOMMENDATION 2: Town to Consider Local Options for Banking, Investment, and Procurement

A vibrant and sustainable local living economy requires exploration and support of more locally-based banking options for the Town's services and investments and to serve our residents and businesses.

Local banking options are key to:

- Keeping capital local
- Enabling more locally focused lending

Town exploration and support of locally-based banking services and increased procurement of local goods and services aligns political will with public need. Large institutions such as the Town have a significant impact on local banks and businesses. Directing Town banking and purchasing activities to them will make them more sustainable.

We recommend that the Town investigate:

- Options for local banking investment, including the possibility of becoming an institutional member of and depositing some town money with Latino Community Credit Union, which will open a new branch at Carrboro Plaza later this year.
- Support locally focused lending by charging the Economic Sustainability Commission to develop a methodology to follow and measure local lending (for shelter, transportation, college and business) by our locally-owned banking institutions
- Expand local procurement of goods and services by identifying needs and prioritizing local sources for procurement

Local focus can be measured by volume of local lending to residents and businesses and other behavioral measures.

RECOMMENDATION 3: Town Maintenance and Promotion of the Revolving Loan Fund

A sustainable, thriving local living economy requires partnership between the town, local business, and local investors. Small business (the creator of more than 50 percent of jobs in the United States) is in a credit crunch with low loan availability and high cost.

The Carrboro Revolving Loan Fund is the Town's most effective current method of stimulating the creation and development of locally-owned businesses. Continuous improvement of the loan process and an expanded scope and volume of loans are measurable means of Town support.

We recommend that the Town direct the Economic Sustainability Commission and the Economic and Community Development Office to:

- Conduct a full review of the CRLF qualification process and loan portfolio, including:
- Measures of success

- Identification and prioritization of new types of business compatible with local living economy that could be targeted through CRLF
- Integration of business needs survey results
- Pursue stimulus funds for expansion of this program.
- Investigate the creation of a private investment fund for local business creation and development.
- Expand existing local business surveys to assess current needs (capital, land, space) for expansion and success.

RECOMMENDATION 4: Town Pursuit of Stimulus Funds

Federal and State stimulus funds are available to municipalities to aid in the creation, development, and support of small local businesses. Those municipalities who choose to apply for these funds will be taking a proactive step in supporting their respective local living economy.

Given the poor state of the U.S. economy and record level unemployment, the Federal Government instituted the \$862 billion American Recovery and Reinvestment Act of 2009 to stimulate the economy by increasing federal spending and cutting taxes. Approximately \$ 6.1 billion of this funding has been made available to North Carolina—35 percent of which is tax cuts. Funds awarded through contracts and grants are meant to shore up the North Carolina economy and provide jobs. A breakdown of the State's stimulus funds can be found here: www.ncrecover.gov/investments/default.aspx.

We recommend that the Town begin by investigating the following funding opportunities:

- Community Development Block Grants (CDBG's): \$6.9M available
- Transportation/Infrastructure Improvements: \$70M available
- Energy Efficiency and Conservation: \$37M available
- Weatherization: \$131M available

In addition, the Town should make a concerted effort to publicize the services and resources offered by the following local business support organizations:

- The Small Business and Technology Development Center (SBTDC)
- Orange County JobLink Career Center
- Durham Tech's Small Business Center
- SCORE Chapel Hill Carrboro
- Council for Entrepreneurial Development (CED)
- Carrboro Revolving Loan Fund (CRLF)
- Orange County Small Business Loan Program
- Midway Business Center
- \$30 billion in federal Stimulus funds being redirected to community banks for small business loans

RECOMMENDATION 5: Town Branding and Marketing

Effective branding influences consumer behavior. Everything else being equal, consumers will regularly gravitate to or embrace a brand which has come to embody the traits or characteristics they value most.

The consistent use and promotion of a Town graphic and tagline provides a visual hook to uniquely identify those businesses, programs, events, products, people and the physical environment that define our community. Properly developed, this graphic and tagline could embody the unique traits and characteristics of the community (i.e. quality, successful, unique, healthy, committed, beautiful, funky, leading edge, fun, historic, active.)

Brands can convey positive or negative feelings. A successful town brand is one which reflects the best attributes of a community. When a successful brand is applied to a new and unproven business, product, or event the goal is for the positive attributes of the brand to be passed on so potential consumers choose to engage, try, or participate.

We recommend that the Board contract with a professional advertising firm to develop a Town graphic and tagline and to advise on how it might best be used.

See reference: Appendix A:

POLICYMAKERS: Branding and Marketing Effort ATTACHMENT B-11

RECOMMENDATION 6: Support of Local Economy Business Network

Local business networks play a leading role in building and sustaining a local living economy. The Town should leverage these networks in all its initiatives as it seeks to strengthen and grow the local business economy.

It is imperative that local businesses take a leadership role in the development of a local living economy. Without their intimate involvement up front, initiatives undertaken by concerned citizens or local government often fail when not embraced by the business community.

An engaged, local economy business network is best able to take the pulse of the business community. It will likely have the most current information available, and is therefore able to accurately give voice to businesses needs while simultaneously addressing those needs in partnership with Town advocates, local government and the community at large.

The Town has a wealth of resources at its disposal to aid local business networks in their efforts to grow the local living economy.

See reference: Appendix A:

Support Local Economy Business Network ATTACHMENT B-12

INVESTING IN INNOVATION

Orange County Economic Development Commission
Five-Year Strategic Plan: 2005-2010



The Economic Development Commission (EDC) gratefully acknowledges the efforts of the more than 120 county residents who contributed over 1500 volunteer hours to help craft a strategic vision for economic development in Orange County. The EDC particularly thanks the work group co-chairs who gave so freely of their time and energy.

The plan has been endorsed by the Orange County Board of Commissioners, the Carrboro Board of Aldermen, the Chapel Hill-Carrboro Chamber of Commerce, and the Hillsborough/Orange County Chamber of Commerce. The plan has also been presented to the Hillsborough Town Board, the Chapel Hill Town Board, the Orange County School Board, and the Chapel Hill Carrboro School Board; formal support is anticipated from these bodies as well.

Letter from the EDC Chair

At its annual board retreat in October 2002, the Orange County Economic Development Commission (EDC) resolved to complete a new strategic plan to guide the organization. A subcommittee formed to work with staff on development of the planning process. The group engaged Leslie Scott Stewart of the UNC-Chapel Hill Office of Economic Development to assist in the effort.

In the period since the last economic development strategic plan was adopted in 1996, several plans and studies were completed within the towns of Orange County and the surrounding region. The EDC decided to build directly on that work to help frame the issues for the county's current planning process. The EDC also decided to undertake a web-based survey on broad questions related to the Orange County economy.

The EDC used the summary and the survey results as background information for an Economic Development Summit for Orange County, held on January 7, 2004 at the Friday Center and attended by 120 people. Following a keynote speech by Mary Jo Waits, Associate Director of the Morrison Institute for Public Policy at Arizona State University, participants broke into four groups to prioritize and develop 5-year strategies.

Based on the small group work, four key areas emerged:

- Business Climate
- Infrastructure
- Workforce Development
- Quality of Place

After lunch, participants attended an initial work group session (based on individual interest) in the four issue areas.

The four work groups continued to meet during the months of February through June, 2005, with each group meeting at least eight times. In addition, the co-chairs of the work groups have met five times to consider the overall strategy, and the Directors of the EDC have devoted substantial portions of sixteen meetings over the past two years. Conservatively, we estimate the number of volunteer hours involved in the strategic planning effort to date to exceed 1,500.

We are pleased to present this document, and encourage you to help us refine and further strengthen the economic development five-year plan for Orange County. Please forward any comments or suggestions to the Orange County Economic Development Commission via email (edcmail@co.orange.nc.us) or telephone the office at 919-245-2325. You may also submit comments to:

Economic Development Commission
P.O. Box 1177
Hillsborough, NC 27278

We look forward to hearing from you and working together to attain our goal of creating 5,000 new private sector jobs and \$125,000,000 in new commercial tax base by June 2010.



Ruffin Slater
Chair, Economic Development Commission
July 2005

Strategic Vision for Orange County
Orange County Economic Development Commission Five-Year Plan:
2005-2010

EDC Mission: Our purpose is to make Orange County a smart, innovative place – a great place in which to live and work. We encourage public-private investments to provide jobs for county residents and to increase the non-residential tax base. Through these investments, we enhance the financial well-being and quality of life of county residents, and the ability of their local governments to provide high-quality services.

Overall Goal: To create 5,000 new private sector jobs in Orange County and add \$125,000,000 in new commercial property by June 2010

Justification for Goal: Orange County has wonderful assets*, including:

- a well-educated workforce (almost 57 percent of adults are college graduates)
- historically low unemployment (3.6 percent in May 2005)
- high per capita income (4th out of the 100 counties in North Carolina)
- public schools that rank among the highest in the state on various performance measures
- the University of North Carolina at Chapel Hill, consistently rated as one of the nation's top research universities
- proximity to two major airports
- location approximately midway between the Piedmont Triad and the heart of the Research Triangle, with interstate highway connections to both
- vibrant and distinct towns (Chapel Hill, Carrboro, Hillsborough, and part of Mebane)
- protected rural areas, parks, and greenways

But the County has challenges* as well:

- a tax base primarily composed of residential property (86.4 percent of total assessed value)
- location within EPA non-attainment region due to ground level ozone
- heavy reliance upon public sector for jobs (44.7 percent of all jobs are in government sector)
- retail sales per capita well below the state average
- high housing prices; average home sales price of \$279,996
- cost of living (at 111.8 percent of national average) well above neighboring counties
- perception among many business owners that the county is not business-friendly
- continuing underemployment**
- under 60 percent of county workers employed within the county
- about 40 percent of county jobs filled by residents of other counties

*All data reported are most recent available as of June 2005.

**Underemployment includes workers overqualified for available jobs, those working part time because full time employment is not available, and discouraged workers no longer looking for work.

By creating 5,000 new jobs (and working to ensure that at least 75 percent of those jobs are filled by county residents) and encouraging new investments in commercial property, the EDC can begin to address some of the challenges. Further, we need to make sure that county residents are able to move into the new jobs. And we need to help stop the leakage of retail sales dollars out of the county.

Workgroups: Coming out of the Economic Summit in January 2004, participants identified four areas that needed work:

- 1) **Improved Business Climate** (to enable businesses to create the needed jobs)
- 2) **Infrastructure** (to ensure that businesses can flourish)
- 3) **Workforce Development** (to make sure workers have the skills needed to assume the new jobs)
- 4) **Quality of Place** (to ensure that Orange County remains a great place to live and work)

Volunteer workgroups formed around each of these areas, and they have developed goal statements as follows:

Business Climate: By June 2010, public-private partnerships will have formed to create a stronger business climate and Orange County will have a clear set of guidelines and regulatory standards designed to sustain and nurture existing businesses, encourage entrepreneurship, and attract targeted employers.

Infrastructure: By June 2010, infrastructure will be in place to support the county's economic development goals of increasing the commercial tax base and retaining and attracting targeted businesses.

Workforce Development: By June 2010, effective systems will be in place to train and support residents and those who work in Orange County. At least 75 percent of all new jobs in the county (for both new and expanding businesses) will be filled by county residents.

Quality of Place: By June 2010, Orange County will have thriving partnerships ensuring that the county is a great place in which to live and work, attracting and retaining the creative community of innovators, artists and civic leaders that will drive the desired economy.

Overview of Orange County Economic Vision

Overall Goal:

Create 5,000 new private sector jobs and increase the assessed value of non-residential property by \$125 million in Orange County by June 2010

Business-focused strategies:

Business Climate: Public private partnerships will have formed to create a stronger business climate and Orange County will have a clear set of guidelines, standards and procedures designed to sustain and nurture existing businesses, encourage entrepreneurship, and attract targeted employers

Infrastructure: Infrastructure will be in place to support the county's economic development goals of increasing the commercial tax base and retaining and attracting targeted businesses.

Worker-focused strategies:

Workforce Development: Effective systems will be in place to train and support residents and those who work in Orange County. At least 75 percent of new jobs in the county – for both new and expanding businesses – will be filled by county residents.

Quality of Place: Orange County will have thriving partnerships ensuring that the county is a great place to live and work, attracting and retaining the creative community of innovators, artists and civic leaders that will drive the desired economy.

Business Climate: Public private partnerships will have formed to create a stronger business climate and Orange County will have a clear set of guidelines, standards and procedures designed to sustain and nurture existing businesses, encourage entrepreneurship, and attract targeted employers.

- A) Develop clear criteria defining desirable businesses for the next five years
- B) Identify barriers
- C) Provide outreach, recognition and/or expedited service to new and existing businesses that meet the development criteria.
- D) Form partnerships both within and outside the county to create a stronger business climate and market the changes to existing and potential employers
- E) Focus public education efforts on sustainability issues, looking at the social, economic and environmental contributions of local businesses

Workgroup on Business Climate

Overall Strategy: By June 2010, public-private partnerships will have formed to create a stronger business climate and Orange County will have a clear set of guidelines, standards, and procedures designed to sustain and nurture existing businesses, encourage entrepreneurship, and attract targeted employers

Why the strategy is critical: Orange County is widely viewed as being unfriendly to business. Regardless of whether the perception reflects reality, it creates a difficult environment for business retention and expansion, for business recruitment, and for entrepreneurship. By improving the business climate, Orange County can demonstrate its support for the private sector creation of good jobs and increased commercial tax base. This investment will, in turn, result in increased tax revenues to support quality education and enhanced government services.

Key Sub-Elements and Action Steps:

A. Develop clear criteria defining desirable businesses for the next five years, including agricultural businesses

- 1) Utilize community values as expressed in previous planning efforts (and Economic Summit) as basis for promulgating criteria for desirable businesses

Potential criteria include¹:

- Builds upon or supports existing assets in the county
- Creates high quality jobs for Orange County residents (jobs pay well, offer career advancement potential, offer good benefits)
- Increases commercial tax revenues (property and/or sales tax)
- Creates minimal impact on the environment
- Possesses viable business plan
- Preference for local ownership
- Commitment to remain in county
- Preference for headquarters
- Growth potential, particularly jobs
- Preference for business in one of ten industry clusters identified in Research Triangle Regional Partnership's competitiveness plan (Staying on Top)².

- 2) Engage in open discussion with elected boards, business groups, and other community organizations to develop criteria
 - Identify and justify RTRP clusters with potential in Orange County
 - Inventory existing assets in county
- 3) Develop a consensus for these criteria

¹ The following are potential businesses/sectors: life sciences/medical technology effort; capture and retain commercialization of technology out of UNC; agricultural biotechnology focus; tourism, conferences and sports tournament, including cross marketing opportunities between urban and rural attraction; agricultural entrepreneurship (with associated loan program?)

² The areas are pharmaceuticals; biological agents and infectious diseases; agricultural biotechnology; pervasive computing; advanced medical care; analytical instrumentation, nanoscale technologies; informatics; vehicle component parts; logistics and distribution.

B. Identify barriers

- 1) Convene focus group(s) with business owners and design/development professionals. If defined as a barrier, examine development ordinances to ensure they are not discouraging business

C. Provide outreach, recognition, and/or expedited service to new and existing businesses that meet the development criteria. The focus of public regulatory bodies should be making projects that fit the criteria work, giving clear expectations and timelines for project approval. (One possibility, establish economic development facilitator to work with business clients)

- 1) Establish recognition/reward program for businesses that meet desired criteria
- 2) Conduct outreach to businesses meeting criteria (in cooperation with Chambers of Commerce, Research Triangle Regional Partnership, and N.C. Department of Commerce)
- 3) Clarify approval processes –development approval and business permitting process should be clear, concise and timely
- 4) Target loan pool and any available incentives to businesses meeting criteria
- 5) Document work by ED staff as facilitators assisting companies through the development, planning, and permitting process

D. Form partnerships both within and outside the county to create a stronger business climate and market the change to existing and potential employers

- 1) Work with UNC to:
 - Document requirements of UNC spin-off businesses, including spec sheet for basic facility needs
 - Obtain list of UNC spin-off companies needing space in the near future
 - Document any appropriate facilities and those that could be retrofitted
 - Develop an economic development portal and single point of contact
- 2) Encourage Chambers of Commerce, UNC, County, and Town economic development organizations to meet at least semi-annually to develop collaboration on issues of common concern (Tasks include enhancement of existing shopping districts and identification of future employment zones, e.g., existing/zoned commercial areas, Economic Development Districts, transit corridors)
- 3) Increase funding for EDC to enhance its website and develop other marketing materials
- 4) Form public-private committee of 100

E. Focus public educational efforts on sustainability issues, looking at the social, economic and environmental contributions of local businesses

- 1) Continue and expand the Orange County Business Expo
- 2) Conduct educational campaign around issues of sustainability (in coordination with Council for a Sustainable Community). Examples include print/radio media, op-ed pieces, meeting with editorial boards, connecting buyers and suppliers, speaker's bureaus
- 3) Enhance Buy Local Campaign to increase retail sales and keep sales tax revenue in Orange County

Infrastructure: Infrastructure will be in place to support the county's economic development goals of increasing the commercial tax base and retaining and attracting targeted businesses.

- A) Extend water and sewer into all three Economic Development Districts
- B) Establish adequate information networks throughout the towns and county
- C) Encourage participation and input as appropriate in area plans and projects
- D) Provide input and encourage participation in updated county land use plan and concomitant tools
- E) Encourage compact and higher density development in areas served by water and sewer
- F) Encourage mixed use projects that support walkable communities
- G) Promote public transportation, alternative modes of transportation, and encourage carpooling and park-and-ride participation
- H) Support Schools Adequate Public Facilities Ordinance

Workgroup on Infrastructure

Overall Strategy: By June 2010, infrastructure will be in place to support the county's economic development goals of increasing the commercial tax base and retaining and attracting targeted businesses.

Why the strategy is critical: Infrastructure helps support desired growth patterns and economic goals. Orange County and its municipalities have led the state in establishing an urban growth boundary that limits expansion of utilities to prevent low-density sprawl throughout rural areas. Area governments now need to encourage and accommodate higher density in appropriate areas, including the county's three Economic Development Districts.

Key Sub-Elements and Action Steps:

A. Extend water and sewer into all three Economic Development Districts

- 1) Continue to facilitate expansion of water, sewer, and other utilities to Buckhorn Economic Development District
- 2) Continue to facilitate expansion of water, sewer, and other utilities to the Hillsborough Economic Development District
- 3) Continue to work with the City of Durham to establish a water and sewer extension agreement for the Durham/Eno Economic Development District while maintaining high standards for development in the EDD and remaining sensitive to the nearby Eno River State Park
- 4) Meet with property owners
- 5) Revisit permitted uses (primary and secondary, other standards)
- 6) Revisit developable square footage in each EDD

B. Establish adequate information networks (e.g., high-speed Internet, cellular towers) throughout the towns and the county

- 1) Encourage the expansion of affordable high-speed Internet access, fiber-optic lines, and other high-speed communication networks to rural and unserved/underserved areas
 - Endorse/support Master Telecommunications Plan (MTP)
 - Support extension of cable Internet access to rural areas/subdivisions
 - Support wireless areas (ex. Carrboro, UNC, etc.)

C. Encourage participation and input as appropriate in area plans and projects (i.e. storm water plans, plans for the physical infrastructure of Carolina North, including transportation elements for Phase I)

- 1) Stay abreast of current planning issues and provide input as required
- 2) Promote maintenance and development of adequate storm water and solid waste reclamation and environmental practices
- 3) As appropriate, provide input into Carolina North infrastructure, such as transportation (including rail and parking) and synergy with surrounding areas

D. Provide input and encourage participation in updated county land use plan and concomitant tools, including provisions for transfer of development rights, to conserve and protect resources and open space

- 1) Encourage the adoption of ordinances and policies transferring development rights from rural to urban areas (to conserve rural areas and farmland)

E. Encourage compact and higher density development in areas served by water and sewer

- 1) Review and revise as needed permitted land uses in EDDs and activity nodes to encourage the desired businesses identified by Business Climate work group
- 2) Ensure continued collaboration between municipalities and the county to maintain the Urban Growth Boundary to prevent low-density sprawl in rural areas
- 3) Promote redevelopment and re-use of underused and vacant properties
- 4) Coordinate and enhance housing and transportation options in downtown areas
- 5) Support towns in exploring parking needs for downtowns
- 6) Inventory water supply resources and agreements

F. Encourage mixed use projects that support walkable communities

- 1) Create opportunities and incentives for people to live close to their workplace
- 2) Examine efficacy of establishing rural activity nodes

G. Promote public transportation, alternative modes of transportation, and encourage car pooling and park and ride participation to reduce reliance on single occupant vehicles

- 1) Promote telecommuting and flex-time (ex. EPA reward program)
- 2) Preserve land and right-of-ways around existing and future rail line and/or other transportation corridors that could serve as a future mass transit rail line
- 3) Promote density strategy integrating economic development and transportation
- 4) Work to site schools near high-density residential areas, redevelopment sites, and existing transportation networks
- 5) Work to promote high density development along transportation corridors
- 6) Work to expand service area, service hours and frequency, and ridership for area public transportation services
- 7) Promote and develop alternative and regional transportation infrastructure
- 8) Work with employers on travel demand management strategies

H. Support Schools Adequate Public Facilities Ordinance to ensure appropriate pace of development

- 1) Permit residential development in accordance with School Adequate Public Facilities Ordinance
- 2) Build and open schools in accordance with School Adequate Public Facilities Ordinance

Workforce Development: Effective systems will be in place to train and support residents and those who work in Orange County. At least 75 percent of new jobs in the county – for both new and expanding businesses – will be filled by county residents.

- A) Form partnerships with Durham Tech, UNC-Chapel Hill, the Chapel Hill/Carrboro Schools, Orange County Schools, and others to provide adequate training and education to enable county workers to obtain high quality jobs
- B) In coordination with the Business Climate working group, help communicate the types of jobs the county wants and expects to create so that workers can develop realistic career expectations and obtain appropriate training
- C) Promote access to living wage jobs that offer benefits and career advancement potential
- D) Ensure county workers and those preparing for the workforce access to transportation, child care, elder care, and affordable housing
- E) Develop and nurture partnerships that support workers and their families at all stages of their lives and provide opportunities for lifelong learning and retraining in response to changing economic conditions

Workgroup on Work Force Development

Overall Strategy: By June 2010, effective systems will be in place to adequately train and support residents and those who work in Orange County. At least 75 percent of all new jobs in the county (for both new and expanding businesses) will be filled by county residents.

Why the strategy is critical: As the cost of living (particularly the cost of housing) has increased in the county, it has become difficult for low- and moderate-income workers to live here. Without more training and support, county workers will be unable to support themselves and their families and will be forced to seek various forms of public and private assistance to meet their basic needs for food, shelter, clothing, and transportation. In the long run, these workers may choose to leave the county, which may result in a worker shortage for certain businesses.

Key Sub-Elements and Action Steps:

A. Form partnerships with Durham Tech, UNC Chapel Hill, the Chapel Hill/Carrboro Schools, Orange County Schools, and others to provide adequate training and education to enable county workers to obtain high quality jobs (*i.e. jobs that pay a living wage and offer comprehensive employee benefits and career advancement potential*).

- 1) Conduct an inventory of existing vocational and language programs at area high schools
- 2) Develop vocational courses in secondary schools that focus on skill needs for existing and new jobs while ensuring continued training for all levels of jobs in the service sector (*i.e. child care, food preparation, etc.*)
- 3) Continue discussions with Durham Tech to ensure the Orange County satellite campus will offer a curriculum that provides training for existing and anticipated jobs in Orange County
- 4) Continue to ensure appropriate training programs via county participation in Work Force Development Board while providing training for all level of jobs in the service sector (*i.e. child care, food preparation, etc.*)
- 5) Connect industry leaders with the higher education community to develop strategies for maintaining industry training and support
- 6) Develop cooperative education and internship opportunities with UNC Hospitals and other major employers
- 7) Work with RTRP to establish a regional alliance to develop a strategic plan for curriculum support to targeted clusters

B. In coordination with Business Climate work group, help communicate to potential workers the types of jobs the county wants and expects to create so that workers can develop realistic career goals

- 1) Develop outreach plan that builds on the Business Climate Work Group's definition of desirable businesses.
- 2) Work with RTRP to develop a regional workforce coordination strategy to anticipate and support the changing needs of business

C. Promote access to living wage jobs that offer benefits and career advancement potential

- 1) Develop an accurate living wage rate for Orange County that reflects child care, housing, transportation and other costs. Promote this living wage rate to employers

- 2) In partnership with other agencies, recognize county businesses that offer family friendly employment, such as
 - Living Wage
 - Benefits
 - Child Care
 - Health and Wellness Programs
- 3) Promote these benefits and develop incentives for employers offering them
- 4) Perform inventory/survey of existing Orange County jobs that pay the living wage and determine training level needed to fill these jobs

D. Ensure county workers and those preparing for the workforce access to transportation, child care, elder care, affordable housing, and healthcare

- 1) Improve access to affordable child care by:
 - Encouraging employers to provide financial support for employees' day care costs
 - Working to ensure child care meets employer/employee needs
 - Promoting adequate after school programs
 - Ensuring an adequate supply of child care providers exist, particularly for evening, weekend, and sick children
- 2) Improve access to affordable elder care by:
 - Encouraging employers to provide financial support for employees' elder care costs
 - Working to ensure elder care meets employer/employee needs
 - Promoting access to affordable elder day care
- 3) Provide diverse housing options for Orange County workforce, especially in areas close to jobs and transportation
- 4) Encourage increased number of affordable housing units (for example, support existing affordable housing providers, offer density bonuses, require affordable housing in developments of a certain size, etc.)
- 5) Support transportation to major employers and training programs by
 - Work with employers to ensure adequate affordable transportation to employment centers
 - Supporting transportation programs such as Wheels to Work
 - Developing rural transportation linkages, including park and ride lots, in conjunction with Infrastructure Work Group

E. Develop and nurture partnerships that support workers and their families at all stages of their lives and provide opportunities for lifelong learning and retraining in response to changing economic conditions

- 1) Encourage employers to
 - Develop apprenticeships
 - Develop on the job training programs
 - Provide skills upgrading
 - Provide educational assistance
 - Offer flex-time and/or telecommuting
- 2) Increase availability of early childhood education, English as a Second Language, vocational and avocational training, and continuing education opportunities

Quality of Place: Orange County will have thriving partnerships ensuring that the county is a great place to live and work, attracting and retaining the creative community of innovators, artists and civic leaders that will drive the desired economy.

- A) Enhance urban character by connecting and supporting existing plans for increasing the commercial tax base and for revitalizing the downtown areas of Carrboro, Chapel Hill and Hillsborough
- B) Enhance rural character by supporting local agriculture markets and supporting complementary conservation and management tools
- C) Enhance historic character by supporting organizations' efforts to preserve and promote historic structures
- D) Provide lifelong learning opportunities, from early childhood through senior citizens
- E) Welcome and promote greater inclusiveness and diversity
- F) Promote hipness by focusing on the uniqueness of each municipality and the county as a whole

Workgroup on Quality of Place

Overall Strategy: By June 2010, Orange County will have thriving partnerships among government, business, the not-for profit sector, UNC, and congregations ensuring that the county is a great place in which to live and work, attracting and retaining the “creative community” of innovators, artists and civic leaders that will drive the desired economy.

Why the strategy is critical: Stated simply, place matters. As Mary Jo Waits pointed out in her presentation at the 2004 Economic Development Summit:

- The natural environment is important
- But natural features aren’t enough – urban amenities are required as well
- Lifestyle choice matters
- Being a smart, innovative place matters
- Intangibles such as “hipness,” tolerance, entrepreneurial culture are part of the calculation

“The creative heart and soul of the economy will continue to be tied to place”

Key Sub-Elements and Action Steps:

A. Enhance urban character by connecting and supporting existing plans for increasing the commercial tax base and for revitalizing the downtown areas of Carrboro, Chapel Hill and Hillsborough.

- 1) Promote eclectic mix of vibrant businesses in downtown.
- 2) Work to include public spaces, art, and parks during the construction of public facilities and in approval of large development/redevelopment projects (e.g. public arts projects at Homestead Aquatics Center and Southern Community Park, also Southern Human Services Center).
- 3) Target incentives to businesses that enhance quality of place (e.g. arts and entertainment) and encourage towns to do likewise
- 4) Connect existing neighborhoods and commercial districts with sidewalks and/or bike paths
- 5) Update County bike plan to accommodate recreational usage
- 6) Encourage mixed use development that includes neighborhood retail shops
- 7) Work with local organizations to provide forums for public input on issues such as parks and open space

B. Enhance rural character by supporting local agriculture through efforts such as making farming more profitable by encouraging local markets and supporting complementary conservation and management tools.

- 1) Revise zoning regulations to encourage value-added agricultural businesses
- 2) Support farmers markets in multiple locations near population or employment centers
- 3) Promote agritourism
- 4) Support regional value-added processing facility(ies)
- 5) Expand funding for conservation easements, purchase of development rights

C. Enhance historic character by supporting organizations’ efforts to preserve and promote historic structures.

- 1) Support and promote historic preservation and heritage tourism

- 2) Encourage new businesses to locate in underutilized or abandoned historic buildings or older commercial centers (ex. Old Bellvue Mill, Daniel Boone, North Hills, Hillsborough Commons)
- 3) Encourage Durham Tech satellite campus to offer historic preservation technical skills training
- 4) Emphasize importance of historic preservation when acquiring property for conservation and recreation through Lands Legacy program
- 5) Target historical buildings for revitalization and bring together interested parties to envision joint occupancy (i.e. Bellvue Mill). Also include local communities in visioning process for these structures.

D. Provide life-long learning opportunities (early childhood—senior citizen)

- 1) Increase availability of pre-school, English as a Second Language, vocational and avocational training, continuing education opportunities, and other learning options for all ages (coordinate with Work Force Development).
- 2) Support public libraries in multiple convenient/accessible locations
- 3) Promote computer literacy and wireless capability throughout the County

E. Welcome and promote greater inclusiveness and diversity

- 1) Work with Human Rights and Relations Department to promote community dinners, community book clubs/discussion groups, community awards, etc.
- 2) Celebrate cultural differences and work to address specific needs of all cultural and ethnic populations (with Human Rights and Relations)
- 3) Establish incubators and enhance support services for
 - Innovative and socially responsible businesses (e.g., ventures supporting for profit and non-profits)
 - Minority and women-owned businesses
- 4) Promote diversity of affordable housing options and ensure open housing laws enforced
- 5) Provide a wide variety of social and recreational opportunities for youth (ex. Skate parks, summer internships, volunteer, and work opportunities, teen clubs, etc.)

F. Promote hipness by focusing on the uniqueness of each municipality and the county as a whole.

- 1) Promote tourism and festivals (e.g., promote artists' studio spaces as year round destinations, Hog Day, A Taste of Orange, Pow-Wow, Ag Heritage Festival, etc.)
- 2) Develop a community of events Internet portal to highlight cultural, community, artistic, and other events (a "one-stop shop" for community outreach)
- 3) Enhance arts organizations and increase community funding for the arts (ex. establish non-profit art gallery in Carrboro to benefit Arts Center)
- 4) Encourage development of venues that promote informal interaction and exchange (ex. Weaver St. Market, River Park)
- 5) County and municipal governments develop a master plan including acquisition of land for parks, greenways and open space (focus for example on developing Eno River greenway connecting downtown Hillsborough with West Hillsborough, Eno River State Park, and cultural sites in between)

WORKGROUP VOLUNTEERS

Business Climate

Margaret Cannell, Co-Chair

Aaron Nelson, Co-chair

Fletcher Barber

Craig Benedict

Karen Christy

Mark Crowell

Emily Dickens

James Harris

Margaret Hauth

Ron Ilinitch

Donna McCaskill

Sally McKenzie

Nathan Milian

Dorothy Pennell

Scott Radway

Jeff Reid

Van Welch

Hillsborough/OC Chamber of Commerce

Chapel Hill/Carrboro Chamber of Commerce

Cooperative Extension Service

Orange County Planning

Petra Leads

UNC Chapel Hill

Town of Chapel Hill

Town of Carrboro

Town of Hillsborough

SBTDC

Kane Realty/University Mall

News of Orange

Carr Mill Mall

Employment Security Commission

Radway-Weaver

UNC Chapel Hill

Orange Enterprises

Infrastructure

Keith Cook, Co-chair

Paul Snow, Co-chair

Craig Benedict

Paul Burleson

Ed Harrison

Todd Jones

Karen Lincoln

Patrick McDonough

Beth Myers

Al Terry

Interinvest International

Analytical Consultants

Orange County Planning

BB & T

Town of Chapel Hill

Orange County Information Systems

Orange County Planning

Triangle Transit Authority

BB & T

Orange Public Transportation

Work Force Development

Teresa Smith, Co-chair

Bob Ward, Co-chair

Robert Dowling

Paul Fendt

Robert Gilmore

Tracy Hager

Maria Hitt

Virginia Knapp

Malinda Marsh

Greg Petty

Michele Rivest

Yvette Smith

Child Care Services Association

CCB

Orange Community Housing and Land Trust

Adult Educator

Orange County Social Services

Chapel Hill/Carrboro Chamber of Commerce

Orange County Health Department

Chapel Hill/Carrboro Chamber of Commerce

Orange County Social Services

Fifty Plus Magazine

OC Partnership for Young Children

Orange County Social Services

Quality of Place

Bobby Clapp, Co-chair

John Delconte, Co-chair

Rene Campbell

Heather Delisle

Marty Mandell

Chris Moran

Michele Rivest

Martha Shannon

Cathleen Turner

Duke Health System

Compass Communications

CHOCVB

UNC Chapel Hill

Volunteer

IFC

OC Partnership for Young Children

Orange County Arts Commission

Alliance for Historic Hillsborough

Council Goals

Expand incubator and co-working spaces in downtown or in development corridors

Continue performance based business recruitment strategies

Adopt strategies for adding office and retail tax base (2016 Goal)

Evaluate optimal ratio for office, retail and residential uses to meet Chapel Hill 2020 plan goals (2016 Goal)

Expand small business loan program (2016 Goal)

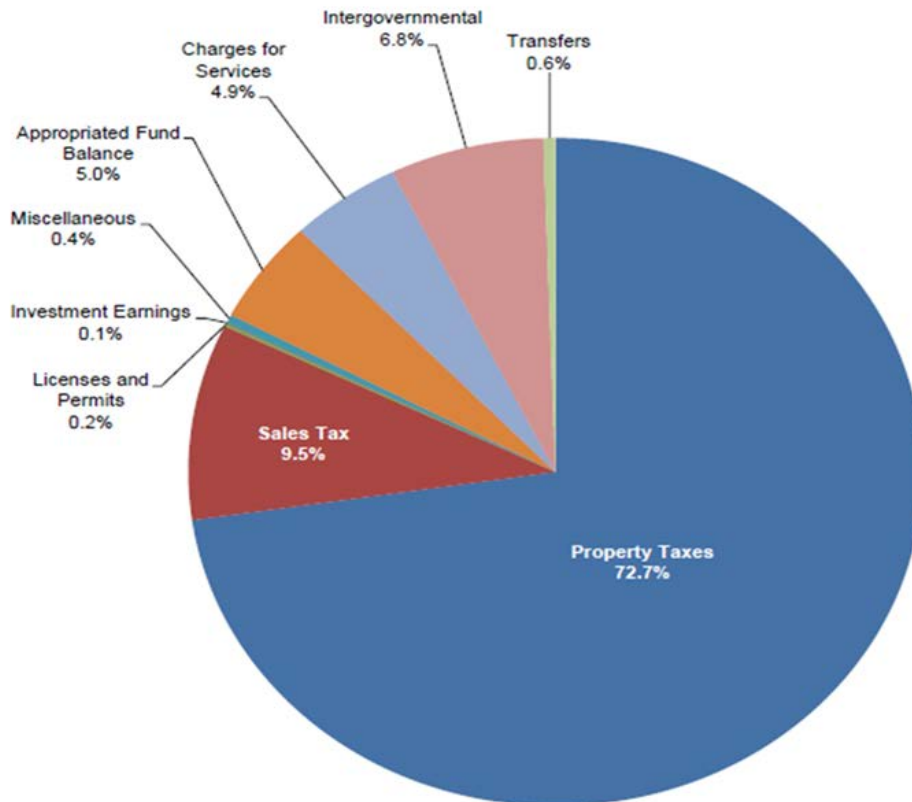
Other Economic Development goals:

- Continue to facilitate developments/redevelopments and market property, especially in the Ephesus-Fordham, downtown, and Glen Lennox focus areas.
- Continue working with Jason Damweber on our asset management strategy
- Work with LaUNCH to continue efforts in innovation and entrepreneurship (host LaUNCH office hours to become better acquainted with participants, attend 1 Million Cup when hosted at LaUNCH).
- Continue to build and change Chapel Hill's brand in the region through marketing and sponsorship opportunities. (Web site, regional marketing)
- Work with the new Office of Housing and Community, and the Council, to evaluate our Housing market and seek new and innovative opportunities for affordable housing development. This work will be based on a framework of
 - 1) Economic trends and our growth over a 30 year period
 - 2) Statistics of housing market and affordable housing market demand
 - 3) Regional growth, targeting our market growth and future demand)
 - 4) Building a model for sustainable affordable housing



Orange County's General Fund Revenues

General Fund Revenue by Category



Categories

Property Taxes	72.7%
Sales Tax	9.5%
Intergovernmental	6.8%
Appropriated Fund Balance	5.0%
Charges for Services	4.8%
Transfers	0.5%
Miscellaneous	0.4%
Licenses & Permits	0.2%
Investment Earnings	<u>0.1%</u>
	100%

Source: Orange County Tax Office



Orange County Taxes & Revenues

Fiscal Year 2014-2015

- Taxable value of all property in Orange County:
 - **\$15.6 billion**
 - **\$7 billion** of additional property, owned by a unit of government, university, church, etc., is not taxed.

<u>Source</u>	<u>Taxable Value</u>	<u>Percent</u>
Commercial	\$1,991,488,926.00	12.76%
Apartments	\$451,682,464.00	2.89%
<u>Residential</u>	<u>\$13,160,887,135.00</u>	<u>84.35%</u>
Total	\$15,604,058,525.00	100.00%

- Total Orange County revenues from all sources:
 - **\$200,428,111**



Orange County Taxes & Revenues

- **Total annual revenue from property taxes:**
 - **\$143,836,920** (including motor vehicles)
- **County residential taxpayers pay:**
 - **84.0% of total property taxes**
 - **60.5% of all county revenue**
- **Hillsboro's Walmart:**
 - **12% of the County's annual retail sales tax collected.**
 - No single retailer in Alamance County adds more than 1%.
- **Orange County's property tax rate:**
 - **3rd highest in N.C.**
 - Only two other N.C. counties rank higher - Scotland County at \$1.03 and Northampton County at \$0.92



Orange County's Competitive Challenges

Competitive Challenges

- Tax base needs to be more diversified, with less reliance on residential taxpayers; insufficient volume of retail, commercial and industrial taxpayers. Prospective businesses consider property taxes as a variable cost when making site location decisions among competing areas.
- Unsustainable level of **“retail sales tax leakage”**, or, loss of our County's wealth (#1 per capita income in N.C.), to adjacent counties. County ranks **81st among all N.C. counties in “retail sales tax collected per capita”**.
- Very competitive regional environment regarding business recruitment.
- County's late entry into business & industrial recruitment, cost to fund site development & infrastructure, and lack of existing industrial buildings.
- Faster review and approval process of projects in adjacent counties.
- Effects of a past statewide reputation as a “no/slow growth” community.
- Higher land prices, compared to our competition.
- Underemployment & need for more blue collar jobs at a living wage.

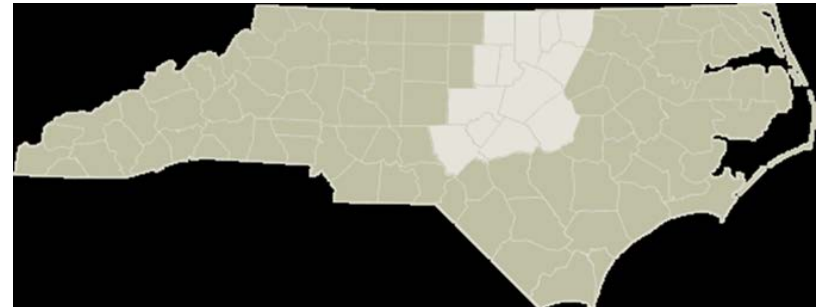


Research Triangle Regional Partnership



- One of 7 statewide non-profit agencies established in the 1980s by the State of N.C. to assist the N.C. Department of Commerce in regional marketing & economic development.
- Orange County was one of 13 member counties in the RTRP until 6/30/14, when the N.C. General Assembly ceased State funding.

- **The RTRP reported on 1/30/13 that new and expanding businesses had announced \$5.1 billion in investment in the 13-county region since 2009.**
- **For FY 2011-2012 the RTRP announced that 128 new and expanding firms in the 13-county region had announced 10,000 jobs and \$1.6 billion in investment.**





Orange County's Share in FY 2011-2012

RTRP's Results for FY 2011-2012

13 member counties shared in the recruiting success of:

- **128 new and expanding businesses (27% international)**
- **10,000 new jobs**
- **\$1.6 billion in new investment** (over the next 5 years)

What was Orange County's Share?

- **5% ?**
- **10% ?**
- **15% ?**



Orange County's Share in FY 2011-2012

Orange County's Share in FY 2011-2012

- **1 industrial expansion** (German mfg. firm AKG, in Mebane)
- **90 jobs**
- **\$3 million investment**

Orange County's Performance as a Member of 13 Counties

- 1 company - out of 128 new or expanding companies **(0.8 %)**
- 90 new jobs - out of 10,000 announced new jobs **(0.9%)**
- \$3 million investment - out of \$1.6 billion **(0.2%)**

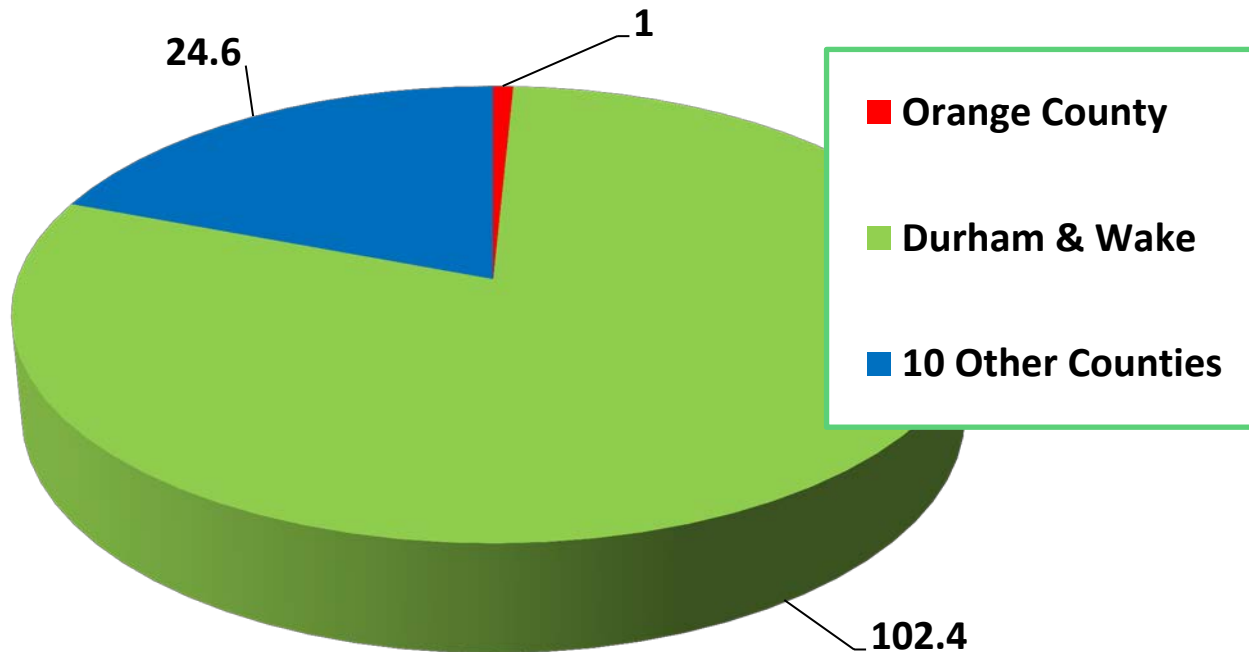
Where Businesses Actually Chose to Locate

- **80% located in just 2 counties – Durham & Wake.**
- **20% located in the remaining 11 member counties.**
- **Ratios for FY 2012-2013 results are similar.**



Orange County's Share in FY 2011-2012

New & Expanding Companies

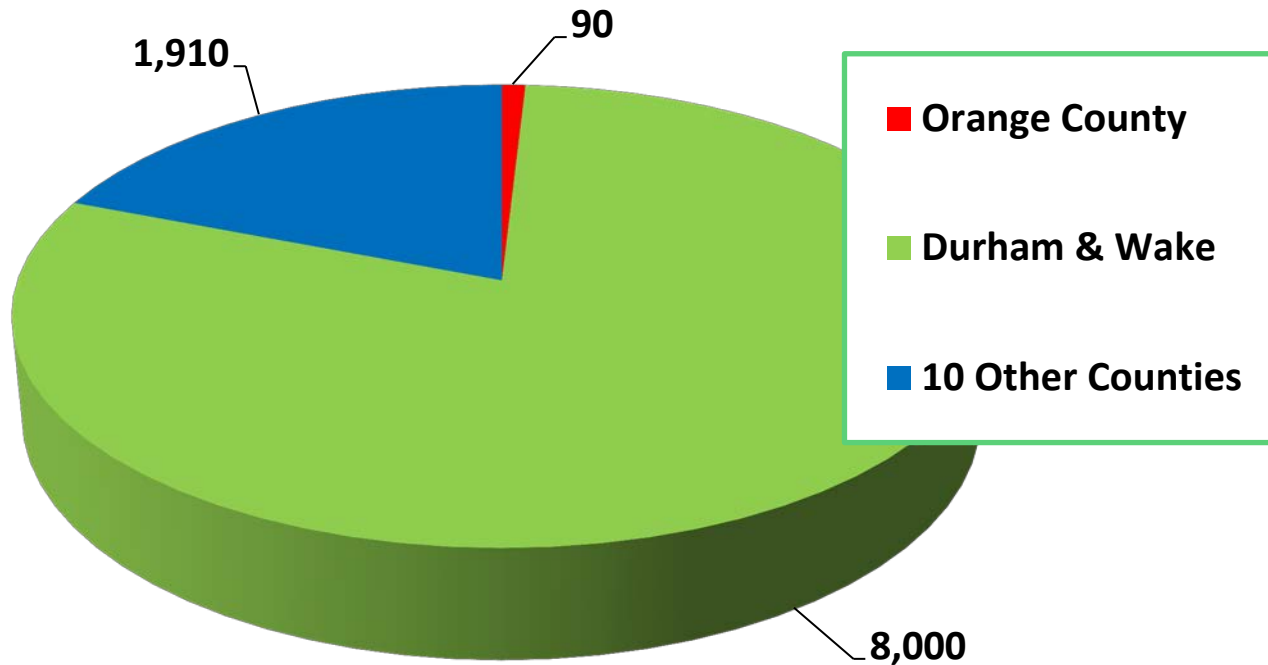


Research Triangle Regional Partnership



Orange County's Share in FY 2011-2012

New Jobs Over Next 5 Years

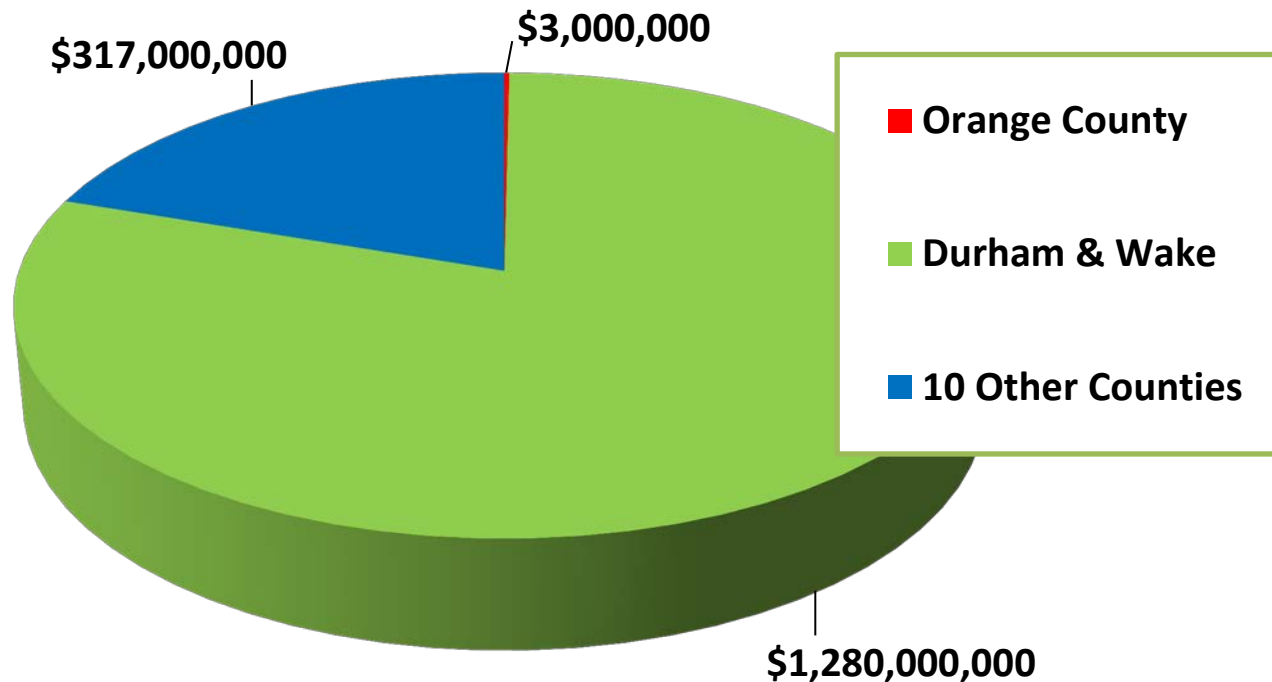


Research Triangle Regional Partnership



Orange County's Share in FY 2011-2012

Investment Over Next 5 Years



Research Triangle Regional Partnership



Morinaga America Foods, Inc.

CASE STUDY

Following is a brief review of Orange County's successful recruitment in 2012-2013 of the Japanese candy manufacturer, Morinaga & Co., Ltd., to the Buckhorn Economic Development District.





Morinaga America Foods, Inc.

CASE STUDY

Morinaga & Co., Ltd. (headquartered in Tokyo, Japan) and Morinaga America Foods, Inc.

- Regional cooperation assisted Orange County, N.C. in successfully recruiting a new industry in 2013 following a competitive 18-month effort.
- Regional economic development partners contributed to the successful attraction of the company.
- Morinaga America Foods, Inc. is now the County's largest new corporate taxpayer.



Morinaga & Co., Ltd.

Company Background

- Founded in Tokyo, Japan in 1899.
- World-class confectionary & candy maker; \$2 billion in annual global sales.
- Over 40 product lines.
- Ranks equal to Kellogg Company in worldwide sales.
- Asia's equivalent to a Hershey's, Mars or Nestle.
- #1 candy company in Japan.
- Japan is the world's 2nd largest confectionery market.





Recruitment of Morinaga & Co., Ltd. by Orange County

February 2012: State of N.C. contacted Orange County for sites.

Competition: Toronto, Portland OR, Philadelphia PA, Richmond VA, Atlanta GA, & 18 competing sites in 12 other N.C. counties.

11 total visits: Japanese Company (including visits by Chairman Morinaga & President Arai from Tokyo) visited Orange County.

March & July 2013: Governor of North Carolina met with Chairman Morinaga and President Arai.

January 2013: Orange County & Atlanta became finalist sites.

September 3, 2013: Company announced plans to establish Morinaga America Foods, Inc. factory in Orange County, N.C.

June 5, 2014: Ground breaking ceremony for “Hi-Chew” factory.

Sept./Oct. 2015: Open House for newly completed facility.



Morinaga's Investment Plans in Orange County

Investment:	\$48 million
Employment:	90 - 120 jobs
Avg. Annual Salary:	\$37,969
Annual Payroll:	\$3.4 million + Health Benefits
Facility Size:	100,000 sq. ft.
Type of Operation:	Production of "Hi-Chew" Candy
Site Size:	21 Acres
The Company has not committed to making any additional investment beyond this initial phase. However, an expansion of equal size is expected to occur in 2-3 years.	



"Hi-Chew" Candy Brand

FRUIT CHEWS

HI-CHEW®



"Hi-Chew" Candy

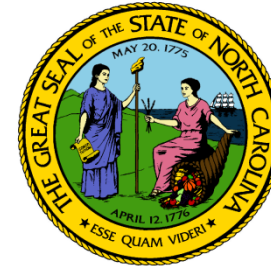
Over 140 Different Fruit Flavors





Key Recruitment Partners

- **Orange County**
 - Board of County Commissioners
 - Manager's Office, Economic Development
 - Planning & Inspections, Visitors Bureau
- **City of Mebane**
- **N. C. Department of Commerce**
- **N. C. Department of Transportation**
- **University of North Carolina at Chapel Hill**
- **Economic Development Partnership of N.C.**
- **Research Triangle Regional Partnership**



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL





Key Recruitment Partners

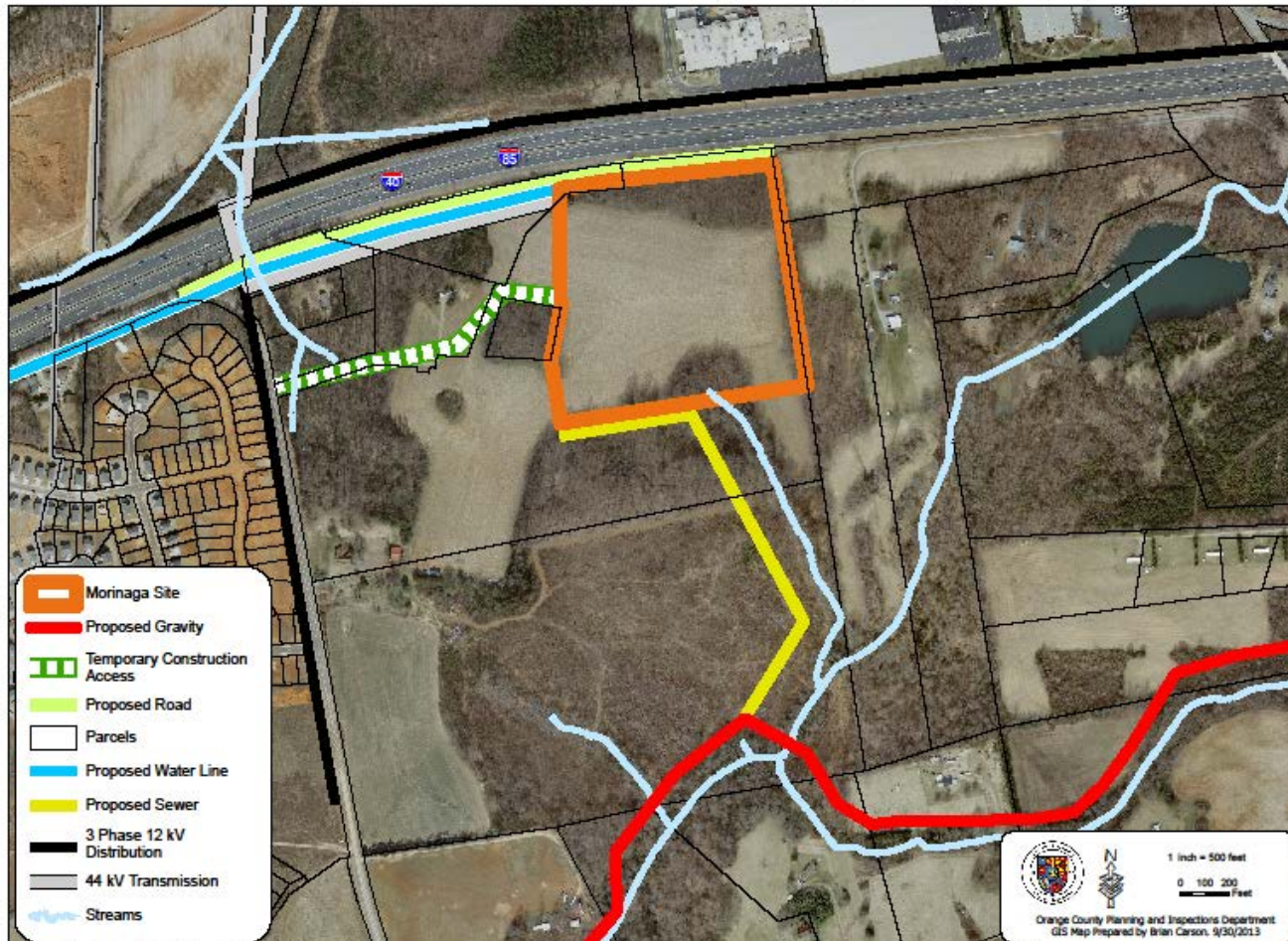
- Office of the Governor of N.C.
- N.C. Community Colleges System
- Durham Technical Community College
- Duke Energy
- PSNC Energy
- InSpec Group





Partners Bring Utilities, Road Access & Worker Training to Morinaga

Site and Proposed Infrastructure for Morinaga Facility (Conceptual Layout)





Morinaga America Foods, Inc.

Orange County's New "Hi-Chew" Candy Factory
\$48 million investment, 90 jobs, 100,000 sq. ft. building





Construction Progress





Morinaga Begins Hiring

Job Fair at Durham Tech: January 28-29, 2015

850 local residents apply for work



Thank you very much.

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Orange County Economic Development
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2013 Census Estimates

	Carrboro	Chapel Hill	Orange	Wake	Durham	NC
EMPLOYMENT STATUS						
Population 16 years and over	15,482	50,133	111,433	714,667	220,713	7,622,230
In labor force	78.80%	57.70%	65.40%	71.20%	67.80%	63.60%
Civilian labor force	78.70%	57.70%	65.30%	71.10%	67.70%	62.50%
Employed	74.40%	53.60%	60.40%	65.50%	62.00%	55.60%
Unemployed	4.40%	4.10%	4.90%	5.60%	5.70%	6.90%
Armed Forces	0.10%	0.00%	0.10%	0.10%	0.10%	1.20%
Not in labor force	21.20%	42.30%	34.60%	28.80%	32.20%	36.40%
Civilian labor force	12,186	28,932	72,774	508,133	149,355	4,762,407
Percent Unemployed	5.50%	7.10%	7.50%	7.80%	8.40%	11.10%
Females 16 years and over	8,204	27,309	59,223	371,152	116,454	3,957,924
In labor force	71.10%	56.10%	61.60%	65.30%	65.00%	58.50%
Civilian labor force	71.10%	56.10%	61.60%	65.30%	65.00%	58.30%
Employed	66.60%	51.70%	57.10%	59.90%	59.80%	52.10%
Own children under 6 years	1,719	2,442	8,190	76,331	23,296	724,660
All parents in family in labor force	59.60%	66.50%	62.20%	65.60%	69.60%	65.80%
Own children 6 to 17 years	3,094	6,541	18,927	155,198	34,931	1,441,117
All parents in family in labor force	74.40%	76.70%	72.70%	73.30%	75.80%	72.00%
COMMUTING TO WORK						
Workers 16 years and over	11,274	26,188	65,525	461,097	133,966	4,227,986
Car, truck, or van -- drove alone	59.50%	60.40%	68.10%	80.10%	75.20%	81.10%
Car, truck, or van -- carpooled	10.90%	8.60%	9.50%	9.20%	12.00%	10.40%
Public transportation (excluding taxicab)	15.30%	11.30%	7.50%	1.10%	3.60%	1.10%
Walked	2.50%	10.10%	5.00%	1.50%	2.90%	1.80%
Other means	6.10%	3.00%	2.90%	1.40%	1.90%	1.30%
Worked at home	5.70%	6.70%	6.90%	6.70%	4.40%	4.40%

2013 Census Estimates

	Carrboro	Chapel Hill	Orange	Wake	Durham	NC
Mean travel time to work (minutes)	(X)	(X)	(X)	(X)	(X)	(X)
OCCUPATION						
Civilian employed population 16 years and over	11,512	26,867	67,302	468,289	136,752	4,234,977
Management, business, science, and arts occupations	60.80%	62.10%	55.30%	49.50%	49.30%	35.70%
Service occupations	18.80%	14.70%	16.30%	14.20%	16.80%	17.60%
Sales and office occupations	13.40%	17.70%	17.70%	23.60%	19.60%	23.90%
Natural resources, construction, and maintenance occupations	3.70%	2.80%	5.70%	6.20%	7.40%	9.60%
Production, transportation, and material moving occupations	3.20%	2.70%	5.00%	6.50%	6.90%	13.20%
INDUSTRY						
Civilian employed population 16 years and over	11,512	26,867	67,302	468,289	136,752	4,234,977
Agriculture, forestry, fishing and hunting, and mining	0.10%	0.00%	0.70%	0.40%	0.40%	1.40%
Construction	5.30%	2.90%	5.40%	5.80%	5.80%	6.80%
Manufacturing	5.00%	4.10%	5.60%	9.50%	6.40%	12.60%
Wholesale trade	0.90%	1.30%	1.60%	2.80%	1.50%	2.80%
Retail trade	6.40%	8.50%	9.10%	10.60%	8.30%	11.70%
Transportation and warehousing, and utilities	0.80%	0.70%	1.50%	3.50%	2.90%	4.30%
Information	3.30%	1.80%	2.00%	2.80%	2.20%	1.80%
Finance and insurance, and real estate and rental and leasing	2.40%	3.80%	4.30%	6.90%	5.40%	6.30%
Professional, scientific, and management, and administrative an	14.40%	14.60%	13.20%	17.50%	14.40%	9.90%
Educational services, and health care and social assistance	43.60%	45.30%	39.70%	21.30%	36.20%	23.60%
Arts, entertainment, and recreation, and accommodation and fc	11.60%	12.30%	10.40%	8.80%	7.90%	9.20%
Other services, except public administration	3.10%	3.40%	4.00%	4.70%	4.80%	5.00%
Public administration	3.00%	1.30%	2.60%	5.30%	3.70%	4.50%
CLASS OF WORKER						
Civilian employed population 16 years and over	11,512	26,867	67,302	468,289	136,752	4,234,977
Private wage and salary workers	61.70%	65.20%	67.90%	80.00%	77.10%	78.60%
Government workers	32.70%	29.40%	24.90%	15.40%	17.90%	15.40%
Self-employed in own not incorporated business workers	5.50%	5.30%	7.10%	4.60%	4.90%	5.90%

2013 Census Estimates

	Carrboro	Chapel Hill	Orange	Wake	Durham	NC
Unpaid family workers	0.00%	0.10%	0.10%	0.10%	0.10%	0.10%
INCOME AND BENEFITS (IN 2013 INFLATION-ADJUSTED DOLLARS)						
Total households	8,517	20,418	51,403	348,627	111,276	3,715,565
Less than \$10,000	10.10%	13.00%	9.40%	4.50%	7.80%	8.30%
\$10,000 to \$14,999	4.10%	4.50%	4.90%	3.60%	4.80%	6.30%
\$15,000 to \$24,999	12.80%	6.70%	9.00%	7.70%	11.10%	12.10%
\$25,000 to \$34,999	9.70%	8.00%	9.40%	9.00%	11.00%	11.80%
\$35,000 to \$49,999	17.10%	11.80%	12.90%	12.70%	14.00%	14.80%
\$50,000 to \$74,999	12.60%	12.70%	14.30%	18.20%	17.40%	18.10%
\$75,000 to \$99,999	8.10%	9.10%	9.90%	13.50%	11.90%	11.30%
\$100,000 to \$149,999	9.20%	12.90%	12.90%	16.70%	12.90%	10.50%
\$150,000 to \$199,999	7.70%	8.30%	7.10%	7.30%	4.70%	3.50%
\$200,000 or more	8.60%	12.80%	10.20%	6.80%	4.50%	3.30%
Median household income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
Mean household income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
With earnings	88.00%	81.90%	83.40%	86.30%	83.40%	77.20%
Mean earnings (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
With Social Security	10.50%	19.30%	21.30%	19.60%	21.40%	29.90%
Mean Social Security income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
With retirement income	10.10%	15.00%	15.80%	14.80%	15.40%	18.30%
Mean retirement income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
With Supplemental Security Income	1.40%	1.60%	1.80%	2.60%	3.70%	4.50%
Mean Supplemental Security Income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
With cash public assistance income	0.90%	1.30%	1.40%	1.10%	1.50%	2.00%
Mean cash public assistance income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
With Food Stamp/SNAP benefits in the past 12 months	7.50%	6.20%	8.40%	6.80%	11.90%	13.80%
Families	4,057	10,317	30,718	231,753	65,984	2,472,888
Less than \$10,000	4.70%	4.10%	3.90%	3.00%	5.50%	5.50%

2013 Census Estimates

	Carrboro	Chapel Hill	Orange	Wake	Durham	NC
\$10,000 to \$14,999	3.90%	2.30%	2.90%	2.30%	3.00%	3.70%
\$15,000 to \$24,999	8.80%	3.80%	6.80%	5.70%	8.40%	9.60%
\$25,000 to \$34,999	6.30%	3.20%	6.30%	7.00%	9.10%	10.60%
\$35,000 to \$49,999	10.60%	8.10%	10.60%	9.90%	12.60%	14.50%
\$50,000 to \$74,999	12.10%	12.00%	14.70%	16.80%	16.40%	19.70%
\$75,000 to \$99,999	11.30%	9.70%	11.60%	14.90%	14.20%	13.80%
\$100,000 to \$149,999	15.40%	19.80%	17.30%	21.20%	17.80%	13.60%
\$150,000 to \$199,999	13.40%	13.80%	10.50%	10.00%	6.70%	4.70%
\$200,000 or more	13.70%	23.20%	15.50%	9.20%	6.20%	4.40%
Median family income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
Mean family income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
Per capita income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
Nonfamily households	4,460	10,101	20,685	116,874	45,292	1,242,677
Median nonfamily income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
Mean nonfamily income (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
Median earnings for workers (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
Median earnings for male full-time, year-round workers (dollars)	(X)	(X)	(X)	(X)	(X)	(X)
Median earnings for female full-time, year-round workers (dollar	(X)	(X)	(X)	(X)	(X)	(X)
HEALTH INSURANCE COVERAGE						
Civilian noninstitutionalized population	20,022	57,827	135,164	920,968	270,899	9,450,222
With health insurance coverage	83.70%	91.50%	88.20%	86.70%	83.60%	83.80%
With private health insurance	74.20%	85.80%	77.70%	75.10%	66.50%	64.10%
With public coverage	14.80%	14.30%	19.40%	19.50%	26.00%	31.10%
No health insurance coverage	16.30%	8.50%	11.80%	13.30%	16.40%	16.20%
Civilian noninstitutionalized population under 18 years	4,956	9,358	28,111	238,854	61,439	2,278,415
No health insurance coverage	9.50%	6.60%	6.80%	7.30%	8.30%	7.40%

2013 Census Estimates

	Carrboro	Chapel Hill	Orange	Wake	Durham	NC
Civilian noninstitutionalized population 18 to 64 years	14,073	43,020	93,713	601,323	182,946	5,917,155
In labor force:	11,934	27,334	68,825	486,024	142,803	4,498,919
Employed:	11,287	25,361	63,656	449,029	130,938	4,007,691
With health insurance coverage	81.70%	90.20%	86.50%	84.90%	81.40%	80.50%
With private health insurance	80.70%	88.50%	84.40%	83.10%	78.90%	77.20%
With public coverage	1.90%	2.60%	3.10%	3.20%	4.30%	5.50%
No health insurance coverage	18.30%	9.80%	13.50%	15.10%	18.60%	19.50%
Unemployed:	647	1,973	5,169	36,995	11,865	491,228
With health insurance coverage	60.00%	66.80%	58.50%	54.70%	51.00%	47.90%
With private health insurance	44.40%	59.20%	49.40%	43.20%	31.10%	31.30%
With public coverage	20.20%	8.60%	10.90%	13.60%	22.00%	18.80%
No health insurance coverage	40.00%	33.20%	41.50%	45.30%	49.00%	52.10%
Not in labor force:	2,139	15,686	24,888	115,299	40,143	1,418,236
With health insurance coverage	79.40%	92.80%	87.20%	83.30%	77.80%	77.70%
With private health insurance	67.90%	88.00%	76.40%	68.70%	56.50%	50.30%
With public coverage	17.30%	6.90%	14.80%	19.70%	27.40%	34.80%
No health insurance coverage	20.60%	7.20%	12.80%	16.70%	22.20%	22.30%

PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL

All families	12.60%	7.90%	9.70%	7.80%	12.50%	12.90%
With related children under 18 years	18.30%	8.10%	14.60%	11.80%	19.70%	20.70%
With related children under 5 years only	16.90%	18.50%	15.00%	12.40%	18.10%	22.10%
Married couple families	4.90%	3.80%	5.00%	3.40%	5.30%	6.00%
With related children under 18 years	7.50%	3.10%	7.90%	5.10%	8.30%	9.20%
With related children under 5 years only	7.80%	7.70%	7.40%	5.40%	5.20%	8.30%
Families with female householder, no husband present	44.90%	31.00%	30.20%	23.50%	29.00%	34.60%
With related children under 18 years	52.80%	28.70%	35.60%	29.60%	36.60%	43.70%
With related children under 5 years only	41.20%	57.50%	35.00%	34.10%	42.60%	52.00%
All people	17.00%	23.10%	17.80%	11.00%	18.50%	17.50%
Under 18 years	18.80%	8.70%	17.30%	14.20%	25.60%	24.90%
Related children under 18 years	18.80%	8.40%	16.80%	14.00%	25.20%	24.60%

2013 Census Estimates

	Carrboro	Chapel Hill	Orange	Wake	Durham	NC
Related children under 5 years	24.20%	15.00%	21.10%	17.20%	28.10%	29.10%
Related children 5 to 17 years	16.40%	6.50%	15.40%	12.80%	23.80%	22.90%
18 years and over	16.50%	26.40%	18.00%	9.80%	16.40%	15.20%
18 to 64 years	17.00%	29.80%	19.80%	10.30%	17.50%	16.30%
65 years and over	8.60%	5.10%	6.30%	6.20%	8.90%	10.00%
People in families	12.40%	7.50%	10.60%	8.70%	15.20%	14.90%
Unrelated individuals 15 years and over	26.00%	49.70%	37.90%	21.00%	28.10%	29.00%

A RESOLUTION TO DIRECT THE ECONOMIC SUSTAINABILITY COMMISSION TO
EXPLORE UPDATING RECOMMENDATIONS
FROM THE LOCAL LIVING ECONOMY TASK FORCE
Resolution No.

WHEREAS, The Board of Aldermen established the Local Living Economy Task Force (LLETf) in 2008 and charged it with investigating and evaluating strategies that the Town of Carrboro could use to help foster the further development of a sustainable, locally-owned and run economy;

WHEREAS, the studies included, but were not limited to, strategies regarding “thinking local first” and plugging market leaks, mobilizing small businesses, entrepreneurship training, investor mobilization, and public policy reform; and

WHEREAS, sustaining the arts and creating more affordable housing continue to be important issues that should be considered along with creating a Local Living Economy; and

WHEREAS, the LLETf presented a report in May 2010 to the Board of Aldermen and the Board adopted the recommendations and directed staff to work toward implementation of the recommendations; and

WHEREAS, all the recommendations have been investigated by staff and many of the recommendations have been implemented; and

WHEREAS, the Economic Sustainability Commission (ESC) is recommending the Board of Aldermen consider allowing the ESC to update the recommendations and prepare a new Economic Development Plan based on the principles of the Michael Schuman book The Small Mart Revolution and the BALLE manual Growing Local Living Economies: A Grassroots Approach to Economic Development; and

WHEREAS, a strong, creative Local First campaign is a critical element to growing a Local Living Economy.

NOW THEREFORE, THE CARRBORO BOARD OF ALDERMEN RESOLVES:

Section 1. The Board of Aldermen direct the ESC to undertake the task of updating the LLETf report and prepare Economic Development Plan based on the principles Michael Schuman’s book The Small Mart Revolution and the BALLE manual entitled Growing Local Living Economies: A Grassroots Approach to Economic Development.

Section 2. The Board of Aldermen will appoint a committee of local business owners to work with the Town Staff and the Splinter Group to create a new Local First campaign aimed at education of the consumer of why local matters and helping to identify locally owned operated businesses.