

# **Northern Transition Area Advisory Committee**

## **AGENDA**

**6:30 pm, Thursday, May 6, 2021\***

***\*Remote Meeting***

- 6:30 – 6:40 pm      I. Consideration and Approval of Minutes  
from February 4, 2021 NTAAC Meeting**
- 6:40 – 7:30 pm      II. Update on Carrboro Connects &  
Review of Goals and Strategies  
Documents**

## **ADJOURN**

*\*To view the advisory board meeting, please email Marty Roupe at [mroupe@townofcarrboro.org](mailto:mroupe@townofcarrboro.org) to receive an invitation to view the meeting. If you wish to make public comment, at the time of the public comment, the staff person will be able to allow speakers to remotely enter the meeting one-by-one to comment. Please send any written statement or materials to the same email provided above. Requests to remotely attend the meeting shall be made within 24 hours of the meeting start time. The requester should also specify if they wish to make any comments in the email. All written statements and materials will be forwarded to the advisory board members.*



# Town of Carrboro

## Northern Transition Area Advisory Committee

NTAAC  
Thursday, February 4, 2021  
MINUTES  
6:30pm, Remote Meeting\*

**Committee Members:** Anahid Vrana, Ed Witkin, Meg McGurk, Deb Rich (absent)

**Staff Present:** Marty Roupe

**Board Liaison:** Susan Romaine

**Guests:** Lisa Brown (citizen)

### 1. Minutes Approval

*Ed Witkin moved and Meg McGurk seconded approval of the December 2020 minutes. Vote: unanimous in favor.*

- ### 2. Update on Carrboro Connects.
- Anahid summarized the most recent meeting for Carrboro Connects to other members of the committee. Noted topics discussed during the meeting included environmental issues and changes to the ecosystem, as well as transportation issues. Anahid will forward the presentation given by Trish during the meeting to other NTAAC members and guests. Anahid also mentioned that greenway planning was discussed during the meeting. Tim, Chair of the EAB, expressed during the meeting thoughts about some greenways not being constructed because of concerns from a small group of nearby neighbors. Committee members discussed the matter along with staff and Council liaison Susan Romaine*

*Other topics such as involuntary annexation were briefly discussed as well and Committee members agreed to continue doing outreach to neighbors in the area about participating in the comprehensive planning process. Upcoming meeting dates were mentioned, with February 13 being the next Task Force meeting, and March 18 being the next community wide discussion meeting. Anahid intends to try to make sure that Twin Creeks Park gets discussed during the process and that it is included in the final version of the plan.*

*The matter of trash collecting alongside Old NC 86 was discussed as well. The ongoing matter of recruitment of new members was revisited. Anahid has applied for an additional term as a member and Lisa Brown is still considering applying for membership.*

- ### 3. Adoption of New Start Time and Discussion of Calendar for 2021 NTAAC Meetings.
- Ed moves and Meg seconds the adoption of the new start time of 6:30 pm and the 2021 meeting calendar. Vote: Unanimous in favor.*
- ### 4. Election of Chair and Vice-Chair for 2021.
- After some discussion about the status of current members, Ed moved and Meg seconded re-appointing Anahid as Chair. Then, Anahid moved and Ed seconded appointing Meg as Vice-Chair. It was also noted that Meg expressed willingness to serve as Chair if for some reason Anahid is not appointed to another term as a member.*
- ### 5. Adjourn:
- Move to adjourn, Ed moves, Meg seconds, Vote: all approve – ADJOURNMENT!*

# ADVISORY BOARDS REVIEW

## AGENDA ITEM ABSTRACT

MEETING DATES: MAY(2021) 4, 6, 10 & 12

**SUBJECT:** Review of Carrboro Connects Goals and Strategies Documents

<b>DEPARTMENT:</b> Planning	<b>PUBLIC HEARING:</b> YES ___ NO <u>X</u> ___
<b>ATTACHMENTS:</b> A. GOALS AND STRATEGIES DOCUMENTS (5)	<b>FOR INFORMATION CONTACT:</b> Trish McGuire –919-918-7327; <a href="mailto:pmcquire@townofcarrboro.org">pmcquire@townofcarrboro.org</a> Ben Berolzheimer – 919-918-7330; <a href="mailto:berolzheimer@townofcarrboro.org">berolzheimer@townofcarrboro.org</a>

### PURPOSE

The purpose of this agenda item is for advisory boards to review information on the Goals and Strategies that have been developed for each of the five topic areas for Carrboro Connects, the Town’s Comprehensive Plan.

### INFORMATION

A fundamentally important component of the comprehensive plan will be developing the plan’s visions, goals, and strategies related to each plan element (Affordable Housing; Economic Sustainability; Transportation, Infrastructure, Energy and Water; Environment and Climate; and Recreation, Parks and Cultural Resources). These draft documents lay out initial ideas that have been identified in existing Town plans and programs, discussions at Carrboro Connects Task Force meetings, input from the Community Workshops held on November 19, 2020 and March 18, 2021, and interviews and meetings with various stakeholders. Racial equity will be included as an overarching vision and associated goals and strategies will be embedded throughout each topic. The following terms are used in the document:

**Vision** – the big picture of what Carrboro wants to be

**Goal** – outcome-focused “what” Carrboro is trying to achieve

**Strategy** – “how” Carrboro will achieve the goal

**Project** – specific initiatives that will be undertaken to implement the strategy

**Advisory Board Review** – Advisory boards and commissions should review any Goals and strategies document of topical relevance to that board or commission. The Carrboro Connects Task Force representative on each board/commission will gather and compile information from the review and provide it back to the Carrboro Connects team (staff and consultants)

Commission/Board	Date
Youth Advisory Board	Tuesday, May 4, 2021
Appearance Commission	Thursday, May 6, 2021
Environmental Advisory Board	“ “
Northern Transition Area Advisory Committee	“ “
Planning Board	“ “
Stormwater Advisory Commission	“ “

<b>Commission/Board</b>	<b>Date</b>
Transportation Advisory Board	Thursday, May 6, 2021
Greenways Commission	Monday, May 10, 2021
Recreation and Parks Commission	“ “
Arts Committee	Wednesday, May 12, 2021
Economic Sustainability Commission	“ “

The Affordable Housing Advisory Commission reviewed in April to complete prior to the May 13 task force meeting.

**RECOMMENDATION**

Review any Goals and Strategies document of topical relevance to your board or commission with an emphasis on identifying the goals and strategies that are most impactful and/or feasible. The Carrboro Connects Task Force representative on each board/commission will gather and compile information from the review and provide it back to the Carrboro Connects team (staff and consultants) via a survey prior to the May 13<sup>th</sup> Task Force Meeting.



## Affordable Housing Vision, Goals & Strategies

**Draft – April 23, 2021**

A fundamentally important component of the comprehensive plan will be developing the plan's visions, goals, and strategies related to each plan element. This draft document, which focuses on affordable housing, lays out initial ideas that have been identified in existing plans and programs (e.g. 2014 Affordable Housing Goals and Strategies (last updated 2019), 2020-2025 Consolidated Plan Orange County, and Orange County 2017-2022 Master Aging Plan), discussions at Task Force and AHAC meetings, input from the Community Workshops held on November 19, 2020 and March 18, 2021, meeting with the Orange County Housing Coalition, and interviews with various stakeholders. Items that have come from a particular source are identified below. Other items paraphrase input that has been raised or are best practices from other communities working on similar challenges and initiatives. Racial equity will be included as an overarching vision and associated goals and strategies will be embedded throughout each topic. The following terms are used in the document:

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### **Vision:**

**Affordable Housing Vision:** There is a home for everyone in Carrboro. Carrboro is affordable, safe and welcoming for all households who want to live in the community, works to prevent displacement of existing residents, advances racial equity and accessible housing, and has a full range of affordable options for all life stages. (language from Task Force and AHAC meetings)

### *Definition of Affordability:*

*Access to quality housing to households who could not afford to pay the rent or mortgage without assistance.*

*Standard: units for which a family would pay no more than 30% of their income for rent and 2.5x their annual income to purchase*

**Goal 1: Increase the number of homeownership units that are permanently affordable with targeted strategies to serve households earning 80% or below with priority to historically disadvantaged and BIPOC households (Source: Goals & Strategies)**

**Strategy 1.1** Investigate the number of affordable units needed for different types of households to match projected growth in population for households up to 80% of AMI. (Source: best practice)

- a) Identify projected demand for affordable units at each price point at five-year intervals. (Source: best practice)
- b) Match housing strategies to targeted needs by price point and household type. (Source: best practice)

**Strategy 1.2** Reduce barriers to first-time homebuyers and to homeownership retention, particularly among seniors and historically marginalized groups. (Source: Goals & Strategies)

- a) Expand partnerships with organizations that provide housing counseling, credit counseling and down payment assistance (Source: Task Force)
- b) Encourage cooperative / limited equity housing models to develop or redevelop housing for low- and moderate-income. (Source: Interviews)

**Strategy 1.3** Fully evaluate and reduce housing density restrictions to slow the increase of housing prices and diversify housing stock. (Source: AHAC and Task Force)

- a) Investigate set-backs, floor area ratio, minimum lot area requirements and parking standards in the Land Use Ordinance to identify opportunities to strategically support higher density levels in appropriate locations (Source: AHAC and Task Force)
- b) Increase incentives such as the affordable housing density bonus to provide more units of affordable units in new development and redevelopment. (Source: AHAC and Task Force)
- c) Work with partners to seek legislative authority for inclusionary zoning policies that requires either on-site affordable units or fee-in-lieu for off-site units. (Source: Task Force and Interviews)

**Strategy 1.4** Support and build upon the land trust model and investigate other models to acquire and keep housing permanently affordable such as cooperative housing. (Source: Interviews)

- a) Investigate ways to expand the reach of models such as Community Home Trust, Habitat for Humanity of Orange County, and others to more households and at different income thresholds (Source: Interviews)

**Goal 2. Increase number of rental units that are permanently affordable to individuals and families earning up to 60% of AMI with a particular focus on those earning less than 30% AMI. (Goals & Strategies)**

**Strategy 2.1 Create targeted rental programs for extremely low-income households (less than 30% AMI) (Goals & Strategies)**

- a) Support programs that expand use of vouchers and landlord acceptance of housing vouchers (Source: Consolidated Plan)
- b) Prioritize housing applications to Affordable Housing Fund that reserve at least 20% of its units to extremely low-income households (Source: AHAC)

**Strategy 2.2 Ease the pressure on rental prices by increasing rental housing stock, particularly in high-transit areas (Source: Goals & Strategies)**

- a) Consider proactive rezoning for greater density near transit nodes and priority growth and redevelopment areas (Source: Task Force)
- b) Partner with existing rental developments to investigate strategic additions of new affordable units (Source: best practice)
- c) Create redevelopment incentives that include affordable housing set-asides for rental housing units. (Source: Task Force)

**Strategy 2.3 Continue to support rental housing development through the Affordable Housing Fund and leveraging other resources**

- a) Invest in rental housing projects that provide additional units for targeted income groups up to 60% AMI and historically marginalized communities. (AHAC)
- b) See ways to expand rental units in existing developments through providing additional financial resources and incentives. (Task Force)

**Goal 3: Diversify and expand a variety of housing options throughout Carrboro using a mixture of affordable housing types (Source: AHAC, Interviews and Task Force)**

**Strategy 3.1 Preserve and promote the availability of affordable housing near transit. (Source: Task Force, AHAC)**

- a) Work with Chapel Hill Transit to continuously improve public transit access, with a particular eye to moderate-income homeownership communities and developments with an affordability component (Source: Goals & Strategies)
- b) Consider proactive rezoning for greater density near transit nodes, consider the reduction of parking requirements and consider priority growth and redevelopment areas in accessible locations (Source: Task Force)
- c) Investigate a transit overlay zoning district to allow greater density (Interviews)

**Strategy 3.2 Reduce negative effects of parking requirements on housing costs (Source: Goals & Strategies)**

- a) Investigate the trade-offs of lowering residential parking requirements to reduce impervious surfaces and enhance affordability (Source: Task Force)

- b) Support transportation alternatives to single-occupancy vehicle travel and increased transit service to serve residents such as expanded flexible transit options like van pools, shared vehicles, etc. (Source: Task Force)

**Strategy 3.3** Pursue concerted land use planning/small land use plan for high priority/high potential areas (Source: Goals and Strategies)

- a) Develop small land use plans for strategic nodes that promote Carrboro Connects principles including more affordable housing, land conservation, and improved walkability (Source: Goals and Strategies)

**Strategy 3.4** Expand the allowance of Accessory Dwelling Units (ADUs) and tiny homes (Source: Task Force and Interviews)

- a) Consider allowing ADUs on larger lots and permitting more than one unit in single family zones (within the appropriate setbacks and height requirements) (Source: best practice)
- b) Determine whether a new zoning district should be created for smaller lots to allow for tiny home developments (Source: best practice)

**Strategy 3.5** Support affordable housing options for older adults and persons with different abilities (Source: Master Aging Plan - MAP)

- a) Identify sites for active adult, age-restricted housing and accessible housing including criteria such as access to transit, sidewalks, neighborhood amenities, access to food, health care and services (Source: MAP-with additions)
- b) Work with partners to identify funding sources for affordable housing for older adults (Source: MAP)

**Strategy 3.6** Preserve existing mobile home parks and identify possible locations for additional mobile and manufactured housing (modified Goals & Strategies)

- a) Preserve existing mobile home parks and develop strategies for replacement units or relocation in cases of redevelopment. (Source: Task Force)
- b) Identify appropriate locations for manufactured housing and mobile home parks. (Source: Task Force)
- c) Explore the creation of an overlay district to preserve mobile home parks. (Source: best practice)

**Goal 4. Improve the development process to support the creation of more affordable housing** (Source: Task Force and Interviews)

**Strategy 4.1** Set transparent goals and standards for a more predictable development review process (Source: Interviews and Task Force)

- a) Review Land Use Ordinance to identify areas in which clearer standards can be drafted for items that have been frequently addressed by advisory boards and Town Council (Source: best practice)



b) Draft clear development review standards for each advisory board involved in the development review process (Source: best practice)

c) Consider creating an expedited process for projects with at least 50% of its units are affordable at 60% rental units or 80% for-sale units (Source: AHAC)

**Strategy 4.2 Assist with acquisition of land for affordable housing (Source: AHAC)**

a) Identify existing Town-owned lands that can be conveyed to affordable housing developers (Source: AHAC)

b) Partner with affordable housing developers to acquire land for development (Source: best practice)

c) Encourage market-rate developers to team with affordable housing developers (Source: best practice)

**Goal 5. Increase energy and water conservation in new construction and rehabilitation to reduce costs to homeowners and renters (Source: Modified from Climate Action Plan)**

**Strategy 5.1 Expand weatherization efforts for existing homes and apartments; offer free or low-cost to income eligible households (Source: Modified from Goals and Strategies)**

a) Seek resources to expand weatherization programs to reduce housing-related costs (Source: Goals and Strategies)

**Strategy 5.2 Provide grants for fixture replacement and home-based stormwater projects to income-eligible households (Source: best practice)**

a) Encourage OWASA to seek resources for fixture replacements to improve water conservation to reduce costs for low- and moderate-income households (Source: best practice)

**Goal 6. Maintain and improve the quality of Naturally Occurring Affordable Housing (NOAH) (Source: modified Goals & Strategies)**

**Strategy 6.1 Preserve existing for-sale naturally occurring housing.**

a) Continue to provide home repair grants to income-eligible and aging-in-place households (Source: Task Force)

b) Work with Home Trust to allow homeowners to donate their land (while they maintain ownership of their residence) in exchange for grants to maintain units as affordable at resale. (Source: best practice)

**Strategy 6.2 Reduce erosion of rental housing quality and affordability (Source: Goals & Strategies)**

- a) Expand use of Home Trust and work with property managers to include purchase rehab of rental units to reach lower income levels and as a transition to homeownership (Source: best practice)

**Strategy 6.3** Ensure property owners maintain older rental properties and investigate ways to add additional affordable housing units (Source: Task Force)

- a) Work with existing rental property owners to determine ways to add additional affordable housing units and what regulatory and/or financial assistance may be needed (Source: best practice)

**Goal 7: Ensure that all homeless individuals and families have access to safe housing, appropriate services and a path to permanent housing**

**Strategy 7.1** Ensure emergency care and shelter is provided when needed (Source: Consolidated Plan)

- a) Work with the Continuum of Care partners to address the emergency shelter and transitional housing needs of homeless individuals and families (Source: Consolidated Plan)

**Strategy 7.2** Help people experiencing homelessness transition to permanent housing (Source: Consolidated Plan)

- a) Help people experiencing homelessness (especially people and families experiencing chronic homelessness; families with children; veterans and their families; and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again. (Source: Consolidated Plan)

**Strategy 7.3** Prevent homelessness

- a) Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs. (Source: Consolidated Plan)

**Goal 8. Expand resources targeted to affordable housing**

**Strategy 8.1** Continue to invest and improve the Affordable Housing Fund

- a) Provide annual reports on the impact of the Affordable Housing Fund
- b) Monitor the property tax rate to support the Affordable Housing Fund

- c) Develop a campaign to solicit private investments in the Affordable Housing Fund

**Strategy 8.2** Explore passage of an Affordable Housing Bond

- a) Educate the community on the importance of and need for affordable housing
- b) Determine the programs and projects that could be supported through an Affordable Housing Bond
- c) Determine public support for passing an Affordable Housing Bond
- d) If there is public support, place the Affordable Housing Bond referendum on the ballot

**Strategy 8.3** Explore a teardown fee to support affordable housing

- a) Investigate the creation of a teardown fee or demolition tax in which proceeds are invested in the Affordable Housing Fund

**Strategy 8.4** Pursue state and federal housing grants and programs

- a) Pursue all relevant grant programs that meet the Town's priorities
- b) Advocate for greater affordable housing resources at the state and federal level



## Economic Sustainability Vision, Goals & Strategies

Draft April 23, 2021

A fundamentally important component of the comprehensive plan will be developing the plan's visions, goals, and strategies related to each plan element. This draft document, which focuses on economic sustainability, lays out initial ideas that have been identified in existing plans and programs (e.g. 2017 Economic Sustainability Plan), discussions at Task Force meetings, input from an Economic Sustainability Committee Retreat, the two Carrboro Connects Community Workshops and interviews with various stakeholders. Items that have come from a particular source are identified below. Other items paraphrase input that has been raised or are best practices from other communities working on similar challenges and initiatives. Racial equity will be included as an overarching vision and associated goals and strategies will be embedded throughout each topic. The following terms are used in the document:

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### Vision:

Economic Sustainability Vision: Carrboro is a place where businesses can thrive, living wage jobs are available and residents can create new businesses. The community supports a thriving and inclusive local economy that prioritizes the needs of the most vulnerable and underserved populations. (language from Economic Sustainability Plan, Task Force and Community Workshop meetings)

### Definitions:

A sustainable economy provides long-term financial opportunities for local businesses. Equitable development is attained when all individuals have an opportunity to prosper and outcomes are not predetermined based on one's race, gender, age, creed, national origin, disability, sexual orientation, gender identity/expression or economic status.

**Goal 1: Create a more inclusive economy and encourage more racial equity in business growth and start-ups.** (Carrboro Connects Task Force and Economic Sustainability Committee)

**Strategy 1.1** Create more equitable opportunities for residents and workers to obtain living wage jobs and a career path to support one's household (Carrboro Connects Task Force)

- a) Encourage and support businesses to become Orange County Certified Living Wage employers (Economic Sustainability Plan).
- b) Seek out and encourage opportunities for light manufacturing industries that can create livelihoods with living wages (Economic Sustainability Plan)
- c) Partner with community organizations, credit units and CDFI's to assist low-income, immigrants and BIPOC households and businesses that are not banked through financial education and coaching (Economic Sustainability Plan)

**Strategy 1.2** Support existing and attract new businesses that include BIPOC, gender, ethnicity, and multiple abilities (Carrboro Connects Task Force)

- a) Consider adopting an equity rating tool for use in governmental decision-making (Economic Sustainability Plan)
- b) Pursue marketing efforts to support local businesses that demonstrate the wide range of our community (Carrboro Connects Task Force)
- c) Collaborate with regional partners to develop an online retail application that allows local businesses to compete with growing online retailers (Economic Sustainability Plan)
- d) Provide support for technology upgrades to be more competitive online and in-person (Best practice)

**Strategy 1.3** Expand access to capital for entrepreneurs, small and BIPOC businesses

- a) Collaborate with banks and other lenders to provide gap financing, micro-loans, and lease assistance to local businesses and non-profits with an emphasis on equity gaps (Economic Sustainability Plan)
- b) Work with local lenders and credit unions to develop and market affordable products for financing locally owned businesses and non-profits (Economic Sustainability Plan)
- c) Increase awareness of the revolving loan fund through email, social media, newspaper articles, and peer-to-peer communications (Economic Sustainability Plan)

**Goal 2: Promote economic development that is resilient, reinforces a sense of place, expands commercial development opportunities and reduces the tax burden on residents.** (Carrboro Connects Task Force and Economic Sustainability Committee)

**Strategy 2.1:** Support walkable, bikeable, place-based business growth and development

- a) Encourage transit-oriented development and support goals to improve pedestrian and bike access in proposed developments. (Economic Sustainability Plan)

- b) Provide greater incentives for developers to include affordable housing and commercial space in development projects (Economic Sustainability Plan)
- c) Implement wayfinding and parking strategies from 2017 Carrboro Parking Study that provides more locations to “park once.” (Economic Sustainability Plan)

**Strategy 2.2:** Support well-planned and designed higher density and mixed-use development in the downtown. (Carrboro Connects Task Force)

- a) Plan for new, mixed-use development on vacant and undertutilized parcels in and near the downtown. (Carrboro Connects Task Force)
- b) Continue to market events and activities in the downtown and Town Commons that reinforce the sense of place and bring customers and visitors into Carrboro.
- c) Improve signage and wayfinding in the downtown to parking and other destinations. Improve signage and wayfinding to make it easier to find parking, bike trails, and key destinations including both public facilities and private destinations.
- d) Reinforce civic spaces in the downtown with the opening of 203 S. Greensboro and the planned renovation of the Century Center. Ensure there is easy walkability, bikeability and one-time parking for public facilities across these facilities.

**Strategy 2.3:** Strengthen other business districts and commercial areas in Carrboro's neighborhoods

- a) Plan for mixed-use business districts and upgrade shopping centers into multi-use destinations outside of the downtown such as along Route 54 at Main Street and Jones Ferry Road, on Homestead Road and at the intersection of Smith Level and Culbreth. (Carrboro Connects Task Force)

**Strategy 2.4:** Aim to close the retail spending gap to keep more of Carrboro's spending power within the Town. (Carrboro Connects Task Force)

- a) Identify market segments and recruit local, regional and/or BIPOC businesses that can provide goods and services to keep spending in town. (Carrboro Connects Task Force)
- b) Actively educate citizens on the importance of buying and investing locally by communicating through events and various media channels, especially social media campaigns (LLETR-APP B) (Economic Sustainability Plan)

**Goal 3: Grow the arts, entertainment, cultural and tourism sectors of the economy.** (Carrboro Connects Task Force and Economic Sustainability Committee)

**Strategy 3.1:** Expand access to capital to the cultural community (arts, music, cultural institutions, etc.) including businesses and non-profit organizations (Economic Sustainability Plan)

- a) Explore micro-venture funds with investors/owners in Carrboro music and arts community (Economic Sustainability Plan)
- b) Seek a better understanding of debt and equity gaps for businesses and artists of color and leverage partnerships to close those gaps (Economic Sustainability Plan)

**Strategy 3.2:** Create a cultural market (Facebook Live El Centro Event)

- a) Create a regular place (e.g. at the Farmers Market and other key locations) to sell crafts and cultural offerings, assist with business licenses as needed and aim to grow an entrepreneurial class that can be successful in Carrboro.

**Strategy 3.3** Expand tourism opportunities

- a) Market local tourism including trails, University Lake, local arts, music and events.
- b) Update policies for short-term rentals.
- c) Determine demand for additional hotel and conference space.
- d) Encourage the Tourism Development Authority to promote eco and agricultural tourism (Economic Sustainability Plan)

**Strategy 3.4** Support business opportunities and unique ownership models

- a) Seek out ways to expand the opportunities for essential services in town, including office and flex space to accommodate growing businesses and more diverse retail categories (Economic Sustainability Plan)
- b) Target light manufacturing opportunities, like development of the Old 86 town-owned property, and partner with the development community, banks, and other governmental agencies
- c) Encourage and support co-op models as a way to expand business opportunities and address equity gaps (Economic Sustainability Plan)

**Goal 4: Create a development review process that is fair, transparent and timely.** (Carrboro Connects Task Force)

**Strategy 4.1:** Improve the development approval process to be more predictable and efficient while continuing to offer vibrant community participation (Carrboro Connects Task Force)

- a) Define the roles of each commission or advisory board
- b) Create a timeline for each project's review
- c) Develop written standards for review

**Goal 5: Encourage the transition of the economy to one based on green technology and low-impact industries.** (Economic Sustainability Plan, Carrboro Connects Task Force, Economic Sustainability Committee)

**Strategy 5.1** Promote energy efficiency, renewable energy and green buildings (Economic Sustainability Plan)

- a) Expand opportunities for renewable energy through low-cost financing for energy efficiency, renewable energy projects and community generation (Economic Sustainability Plan)
- b) Incentivize energy efficiency and green building to exceed minimum standards with special designations and recognition programs and meet climate change demands (Economic Sustainability Plan)

**Strategy 5.2:** Promote the green economy including local innovators and low-impact industries (Economic Sustainability Plan)

- a) Explore changes to the Energy Efficiency Revolving Loan that would allow greater flexibility and more category of uses, including solar and geothermal (Economic Sustainability Plan)
- b) Create connections between BIPOC residents and small businesses to growing green economy fields (Carrboro Connects Task Force)
- c) Consider green businesses with a special recognition program for businesses that meet or exceed climate change standards and support green economy initiatives consistent with the Local Living Economy Task Force (Economic Sustainability Plan)
- d) Encourage and support local sourcing between businesses as a means for reducing carbon footprints (Economic Sustainability Plan)
- e) Encourage and support plant-based food businesses and encourage existing food businesses to offer more plant-based food options consistent with the CAP (Economic Sustainability Plan)

**Strategy 5.3** Attract a greater share of high tech, biotech and research and development industries. (Carrboro Task Force)

- a) Partner with UNC Chapel Hill, Duke University to identify opportunities in Carrboro for start-up industries.
- b) Identify additional lands for research and development in Carrboro connected to regional institutions.





## CLIMATE ACTION AND ENVIRONMENT VISION, GOALS & STRATEGIES

DRAFT APRIL 25, 2021

A fundamentally important component of the comprehensive plan will be developing the plan's visions, goals, and strategies related to each plan element. This draft document, which focuses on Climate and the Environment, lays out initial ideas that have been identified in existing plans and programs, discussions at Task Force meetings, input from the Community Workshop (November 19, 2020), and interviews with various stakeholders. Items that have been drawn from a particular source are identified below. Other items paraphrase input that has been raised or are best practices from other communities working on similar challenges and initiatives. Racial equity is included as an overarching vision; associated goals and strategies are embedded throughout each topic. The following terms are used in the document:

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### CLIMATE ACTION

**Vision:** The Town is a leader in mitigating climate change, and in increasing resilience to climate change impacts for both residents and the environment. The Town prioritizes strategies to increase the resilience of BIPOC, low-income, and other residents who are disproportionately impacted by climate change.

**Goal 1:** Achieve 80% reduction in per capita greenhouse gas emissions by 2030, as compared to 2010 levels (Town Council, Community Climate Action Plan, updated October 2020)

**Strategy 1.1** Increase use of renewable energy sources, e.g., solar for all residents, including low-income residents.

#### Projects:

- a) Advocate for more expansive renewable energy County and State legislation, ordinances, and policies.
- b) Develop distributed renewable energy sources that financially benefit the Town, residents and business owners (ECPP).
- c) Identify funding opportunities to increase municipal or community based solar projects (ECPP).
- d) Partner with public agencies or organizations to increase opportunities to access renewable energy (CCAP).

- e) Evaluate the potential to integrate renewable energy infrastructure during the review of development permits.
- e) Continue to pursue renewable energy supply portfolios and microgrid creation opportunities from Duke Energy.

**Strategy 1.2** Increase access from a range of housing types to walkable, high-density nodes with alternative and affordable forms of transportation options. (Carrboro Connects Task Force)

**Projects:**

- a) Expand free public transportation service to low- and moderate-income households and non-ambulatory populations throughout the week, including Sundays, by considering different passenger vehicle types. (Community Meeting/ECPP 2020)
- b) Continue to seek funding from the Triangle Transportation Demand Management (TDM) Program and partner with surrounding transit authorities. (CCAP/ECPP).
- c) Continue to increase sidewalk quantity and quality. (Community Meeting)
- d) Continue to implement the Safe Routes to Schools Action plan. (CCAP, Community Meeting)

**Strategy 1.3** Integrate Climate Action with the Local Living Economy (CCAP)

**Projects:**

- a) Expand the Worthwhile Investments Save Energy (WISE) Program and Energy Efficiency Revolving Loan Fund. (EERLF)
- b) Collect and communicate data on food-related greenhouse gas emissions for dining facilities and households in Carrboro. (ECPP)
- c) Assess the opportunities for a circular economy within Carrboro.
- d) Study opportunities to support the creation of local businesses that provide needed goods and services which are not currently available in Carrboro.

**Goal 2:** Achieve 80% reduction in municipal emissions by 2030 (Energy and Climate Protection Plan, updated October 2020)

**Strategy 2.1** Increase the energy efficiency of municipal buildings. (ECPP)

**Projects:**

- a) Conduct building energy audits of all municipally owned buildings (ECPP).
- b) Continue to upgrade building equipment with more energy efficient technology (ECPP).
- c) Improve resilience against climate concerns with energy backup generators for new critical facilities (Eno-Haw).
- d) Consolidate municipal uses of buildings and improve building operations and maintenance best practices.

**Strategy 2.2** Reduce greenhouse gas emissions due to municipal fleet operations. (ECPP, Carrboro Connects Task Force)

**Projects:**

- a) Right size the vehicle fleet (ECPP).
- b) Replace internal combustion vehicles with electric vehicles and/or alternative fuel vehicles, as the market continues to improve (ECPP).
- c) Reduce vehicle idling (ECPP).
- d) Reduce staff travel to meetings.
- e) Accurately track fuel use, mileage, and lifecycle cost data, to prioritize fleet transition.
- f) Develop a clean vehicle procurement process that aligns to Business Enterprise goals.

**Goal 3:** Expand equitable community participation in the decision-making and implementation of climate change goals and policies. (Town Council, Carrboro Connects Task Force)

**Strategy 3.1** Create meaningful partnerships to engage with community members. (CCAP)

**Projects:**

- a) Convene a community-led climate action table comprised of community-based organizations and resident leaders (CCAP).
- b) Transparently communicate government decisions from vision to implementation in culturally responsive ways (e.g., language accessibility and neighborhood-based meetings.) (Community Meeting)
- c) Evaluate current community engagement opportunities for accessibility and cultural appropriateness.

**Strategy 3.2** Value members as advisors in community engagement processes. (Carrboro Connects Community Workshop)

**Projects:**

- a) Develop a Participatory Budgeting process for the Town at-large, and a Green Neighborhood participatory budgeting program that returns saved money to the specific neighborhood (CCAP), especially in traditionally underserved neighborhoods.
- b) Support Town staff with additional resources to enhance community participation goals and strategies. (Community Workshop)
- c) Train and task departmental advisory boards with residential seats with conducting Racial Equity Impact Analyses (REIA) for departmental policies and processes.
- d) Compensate advisory board members so that board participation is accessible to low-income individuals who cannot volunteer their time to participate.

- e) Provide follow-up communication concerning ordinance and policy changes that have received community feedback.

**Goal 4:** Enable lower-income residents and small business owners to participate and benefit from climate resiliency programs. (Climate Action Plan, RainReady Carrboro)

**Strategy 4.1** Increase participation of rental properties in energy, drinking water, and climate resiliency building programs. (Carrboro Connects Task Force)

**Projects:**

- a) Establish a Rental Property Task Force and Process. (CCAP)
- b) Establish a certificate program and public database for the energy performance of rental housing. (CCAP)

**Strategy 4.2** Expand access to weatherization, energy efficiency, and water conservation measures for residents and business owners. (CCAP)

**Projects:**

- a) Pursue compliance with voluntary section of building code or request specific energy performance rating/measures as a part of land use and/or building permit, especially for affordable housing units/projects. (CCAP)
- b) Develop technical assistance programs for small businesses owners and income-qualified homeowners and renters to install weatherization, energy efficient, and water conservation measures. (CCAP)
- c) Develop a free or low-cost financing program for weatherization, energy efficient, and water conservation measures. (adapted from CCAP).

**Strategy 4.3** Expand access to residential landscaping and green stormwater infrastructure measures for greater lot, neighborhood, and watershed scale resilience and environmental quality as well as community enjoyment of outdoor spaces.

**Projects**

- a) Build upon the 2020 RainReady study to pilot a residential scale program, with attention to equity, program access, and affordability.
- b) Expand on previous and current stormwater outreach efforts such as the new Stormwater and Watershed Homeowners Manual
- c) Explore opportunities for closer coordination between stormwater and affordable housing programs

## ENVIRONMENT/ECOSYSTEM

**Vision:** Preserve, protect, and restore natural areas and ecologically sensitive and productive areas through all feasible means (Carrboro Vision 2020, Small Area Plan for Carrboro's North Study Area). Plans and policies will improve equity by increasing the community's access to experiencing natural places, especially for those who currently have less access.

**Goal 1:** Develop a coordinated land use plan that encapsulates the community vision. (Town Council)

**Strategy 1.1** Pursue development provisions that preserve and maintain natural areas by incorporating environmentally sensitive development and building practices. (Carrboro Vision 2020)

**Projects:**

- a) Establish a comprehensive framework for plans, policies, and regulations with relation to natural hazard mitigation. (Eno-Haw)
- b) Continue to ensure compliance of standards for conservation lands, wetlands, and steep slopes. (Small Area Plan).
- c) The Town has updated standards. To ensure implementation, plan submissions should include documentation of the natural and cultural features occurring on the proposed project. Additionally, the Town should create an ordinance that ensures that development does not isolate conserved lands. (Small Area Plan)
- d) Identify the opportunity for cluster development, low impact development, brownfield redevelopment, transit-oriented development, and native "greenscape" requirements in future development plans. (Bolin Creek Watershed)
- e) Regularly assess standards and ordinances based on current best practices or issues.

**Goal 2:** Conserve and restore watersheds, ecosystems, and native species. (Eno-Haw Hazard Mitigation Draft Plan, Carrboro Vision 2020, Little Creek Watershed Assessment, Morgan Creek Local Watershed Plan, Bolin Creek Watershed Restoration Plan)

**Strategy 2.1** Support native plantings throughout town (Land Use Ordinance).

**Projects:**

- a) Develop a native pollinators program to provide technical assistance on native planting for Carrboro residents (renters and homeowners) and business owners. (CCAP)
- b) Support formation of the community-led tree coalition for tree preservation throughout Carrboro (CCAP, ECPP).
- c) Establish stabilizing vegetation in stream channel restoration projects. (Little Creek Watershed)

- d) Work with OWASA and Town of Chapel Hill to improve riparian vegetation condition along sanitary sewer rights of ways and greenways. (Little Creek Watershed)

**Strategy 2.2** Expand stormwater management measures as part of ecosystem enhancement, watershed restoration, climate resilience, and quality of place improvements.

**Projects:**

- a) Establish a program to identify and prioritize opportunities for water quality retrofit projects (Bolin Creek Watershed Restoration Plan, Morgan Creek Local Watershed Plan, CCAP, NDPEs Phase II).
- b) Implement bioengineering/restoration methods to protect and/or restore aquatic habitats due to climate change impacts or development. (Morgan Creek Local Watershed Plan, Bolin Creek Watershed Restoration Plan, CCAP)
- b) Offer technical and financial assistance to renters and homeowners for residential installation of green infrastructure,. Include an ability to offer priority to more flood prone and lower income residents (RainReady)
- c) For each program, use a Racial Equity Impact Assessment to evaluate and prioritize projects.

**Strategy 2.3** Create new initiatives to recognize how historical norms have led to soil quality degradation and emphasize the importance of the protection and restoration of soil quality as a crucial component of ecosystem and community enhancement. (Interviews)

**Projects**

- a) Explore new approaches and tools for soil quality protection as part of land use permits.
- b) Recognize and promote the importance of soil organic carbon content. Coordinate with efforts to expand composting (adapted from CCAP).
- c) Develop new outreach and technical assistance to accelerate access to information on soil quality and pursuit of soil restoration projects.

**Goal 3:** Promote policies and access to natural areas and ecosystems to be equitable across race, income, and ability, especially in neighborhoods that have been denied historically underserved. (Town Council)

**Strategy 3.1** Ensure environmental policies and zoning tools do not have disparate impacts based on race and income, and undo harm from historical policies and zoning. (Town Council)

**Projects:**

- a) Evaluate individual permits within a broader context of cumulative burden, to ensure that stormwater impacts do not continue to burden lower-income neighborhoods in areas that are more prone to flooding. (Community Workshop)

- b) Investigate land use planning and flood mitigation tools and approaches to better address stormwater related impacts to already burdened properties.
- c) Conduct Racial Equity Impact Assessments on ordinances and actions taken thus far on any policy.
- d) Audit decisions made within committees or decision-making bodies to see if variances, permits, and exceptions align to ordinances.
- e) Determine if all populations have access to natural areas to recreation.

**Strategy 3.2** Support neighborhood organizing efforts and outreach to neighborhoods, seeking to repair and build trust with local government, to meaningfully engage traditionally underrepresented community members in environmental decision-making (Community Workshop).

**Projects:**

- a) Conduct targeted outreach to vulnerable and underrepresented groups (Bolin Creek Watershed Plan, RainReady Carrboro), and create liaisons between the Town government and neighborhoods (Community Workshop).
- b) Offer community members multiple modes of learning about and engaging with proposed policy changes.



## Recreation, Parks, and Cultural Resources | Vision, Goals & Strategies

DRAFT 4/23/2021

A fundamentally important component of the comprehensive plan will be developing the plan's visions, goals, and strategies related to each plan element. This draft document, which focuses on recreation, parks, and cultural resources, lays out initial ideas that have been identified in existing plans and programs (e.g. the 2006 Parks and Recreation Master Plan, the 2014 Orange County Parks and Recreation Master Plan, and the Town of Carrboro's Vision 2020 Plan), discussions at Task Force meetings, input from the Community Workshop held on November 19, 2020 and interviews with various stakeholders. Items that have come from a particular source are identified below. Other items paraphrase input that has been raised or are best practices from other communities working on similar challenges and initiatives. The following terms are used in the document:

**Vision** – the big picture of what Carrboro wants to be

**Goal** – outcome-focused "what" Carrboro is trying to achieve

**Strategy** – "how" Carrboro will achieve the goal

**Project** – specific initiatives that will be undertaken to implement the strategy

### Town of Carrboro Recreation, Parks, and Cultural Resources Mission Statement

*To enrich the leisure needs and quality of life for citizens by providing accessible facilities, creative and diverse recreation opportunities and a safe public park system.*

### DRAFT Carrboro Connects Vision Statement

*All people in Carrboro, of all races and backgrounds, will have safe and equitable access to recreational and cultural opportunities, including a connected network of parks and green space.*

*The Carrboro community comes together year-round through programming and events that celebrate the Town's history, unique spirit, and diverse range of cultures with high-quality festivals, music, and the arts.*



**Goal 1: Promote recreational programming and cultural resources across all ages, genders, races, and abilities with affordable opportunities.**

**Strategy 1.1:** Evaluate recreational programming to identify any gaps in activities for all interests, age groups, and ability levels.

- a) Periodically survey the public and conduct needs assessments on recreation services to identify changing priorities. (Orange County Parks and Recreation Master Plan)
- b) Consider a communications campaign that focuses on targeted outreach in communities that are not currently utilizing RPCR programs.
- c) Conduct a feasibility study and/or needs assessment for a public swimming pool or other water features in Town.
- d) Consider installing outdoor exercise amenities in more parks and along trails for affordable and easy access.
- e) Provide activities and spaces geared towards teenagers with passive and active gathering spaces and programs that would appeal to their age level.

**Strategy 1.2:** Identify and promote opportunities for both passive and active recreation for younger and older populations.

- a) Preserve existing open spaces and natural areas that provide passive recreation.
- b) Plan at least one multigenerational wellness opportunity each year.
- c) Encourage neighbor-organized community gardens in public parks.
- d) Improve park and trail accessibility for people with different abilities.
  - a. Survey existing recreation and parks facilities to identify and improve currently inaccessible spaces.
  - b. Install needed amenities for persons who use wheelchairs or those with different abilities.
- e) Improve park and trail accessibility for people with different abilities.

**Strategy 1.3:** Continue to adapt and expand cultural resources and programming to align with community needs.

- a) Capitalize on the 203 Project and the new ArtsCenter to plan for arts and cultural programming that reaches underserved populations.
- b) Aim for consistent coordination between the Town, County, and other jurisdictions to collectively provide programming that represents and serves all segments of the population.
- c) Identify partnerships and opportunities for cross-pollination with other organizations providing people-based programming

**Goal 2: Ensure all people in Carrboro have safe, equitable, and connected access to parks and open space facilities.**

**Strategy 2.1:** Strive for a park, play field, or other green space within walking distance (e.g. half-mile or 15-minute walk) and physically accessible to all residents in Carrboro. (Vision 2020)

- a) Encourage access for immigrant, BIPOC<sup>1</sup> and other underserved communities in siting new park and recreation facilities or improving access to existing parks and facilities.
- b) Consider ways that the Town of Carrboro can coordinate with Orange County to implement plans for Twin Creeks Park.
- c) Consider innovative and cost-effective solutions to expand public access to open spaces and natural areas (e.g. a rotating Play Streets program across different neighborhoods).
- d) Partner with homeowners' associations and other landowners for joint use agreements for public access.
- e) Adopt criteria for evaluating potential land acquisition for recreation and park facilities in cooperation with other regional park providers. (Orange County Parks and Recreation Master Plan)

**Strategy 2.2:** Continue to maintain and pursue new opportunities for coordination and shared-use agreements with Orange County, Chapel Hill, Chapel-Hill Carrboro City Schools, and recreational providers to connect park and greenway systems.

- a) Expand existing parks partnerships and consider the need for any new agreements that can improve access across different park systems.
- b) Encourage and participate in a regional Parks and Recreation Facilities Master Plan to guide future parks planning and help leverage outside funding. (Orange County Parks and Recreation Master Plan)

**Strategy 2.3:** Preserve, enhance and promote access to additional parks and open spaces not within the Town's jurisdiction.

- a) Continue to work with other agencies such as the County, UNC, OWASA, and Town of Chapel Hill to maintain and expand opportunities in Carolina North Forest and University Lake.
- b) Monitor progress and coordinate planning efforts in conjunction with UNC's campus expansion.
- c) Consider new recreational opportunities as part of future development in the Extra Territorial Jurisdiction.
- d) Continue to promote Chapel Hill facilities, especially those that closely border Carrboro such as Homestead Park, Hargraves Community Center, and Southern Community Park.

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<sup>1</sup> BIPOC stands for "black, Indigenous and people of color."

**Strategy 2.4:** Focus on community outreach and education about parks and recreation opportunities, especially to those without access to the Internet or for whom English is a second language.

- a) Connect with community ambassadors / neighborhood liaisons to help with translation and outreach.
- b) Collaborate with school districts, community organizations, and businesses to promote park resources and programs.
- c) Add multilingual park signage that also uses pictures and icons.
- d) Engage new and existing parks users through targeted events that serve multiple purposes (i.e. food distribution and programming for children).

**Strategy 2.5:** Encourage and support the development of greenways and trails for public use, creating a complete network<sup>2</sup> of connected greenways connecting parks, open spaces and conservation areas for biking, walking, and wildlife corridors. (Vision 2020)

- a) Identify specific needed improvements for sidewalks, bike paths, and transit routes to enhance multi-modal access to parks. (See Transportation)
- b) Collaborate across Town departments and other jurisdictions (i.e. Chapel Hill and Orange County) to strategically and efficiently implement planned greenway improvements in tandem with needed park and neighborhood linkages.

**Goal 3: Ensure that recreation and park facilities and programming are environmentally responsible and help further climate change related goals.** (Orange County Parks and Recreation Master Plan)

**Strategy 3.1:** Utilize best management practices in maintenance and future upgrades to Carrboro's park facilities.

- a) Treat recreation and park facilities as functional and exemplary landscapes that can employ green stormwater infrastructure, include native vegetation, flood mitigation, and other resiliency measures.
- b) Install educational components in park facilities to share information with the public about stormwater management, sustainable practices, and nature preservation.

**Strategy 3.2:** Enhance public access to parks and natural areas while balancing environmental protection and locating active facilities away from ecologically sensitive sites.

- a) Support planning and development of a linear park and rustic trail system that preserves much of the natural state while still advancing connectivity goals.

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<sup>2</sup> The term "complete" here is meant to describe a robust network without many major gaps, and also suggests a "Complete Streets approach" which, according to Smart Growth America, "integrates people and place in the planning, design, construction, operation, and maintenance of our transportation networks. This helps to ensure streets put safety over speed, balance the needs of different modes, and support local land uses, economies, cultures, and natural environments."

- b) Explore options for future “nature play” areas.

**Goal 4: Strengthen a sense of community and inclusion through the arts, events, and cultural programming that celebrates the diversity in Carrboro.**

**Strategy 4.1:** Continue activation and flexible programming of public spaces in partnership with businesses or other private entities.

- a) Build on flexible events spurred by the COVID pandemic that increased access to public spaces for things like exercise classes, dining, outdoor meeting spaces and gatherings, etc. (also see Economic Sustainability)

**Strategy 4.2:** Celebrate the diversity of the Town’s residents through events, festivals, and programming that honors the variety of cultural backgrounds and traditions in Carrboro. (Vision 2020)

- a) Conduct outreach with different segments of the population to identify new opportunities for town wide events that honor and share a variety of cultural traditions.

**Strategy 4.3:** Support, fund, and install public artwork by local artists in strategic locations throughout Town to celebrate the history and story of Carrboro. (Vision 2020)

- a) Seek ideas for interactive and culturally representative public artwork to be installed in parks and along greenways.

**Strategy 4.4:** Encourage expanded compatible uses of the Farmers Market to include year-round programming such as a crafts and artisan markets.

- a) Recruit new and emerging vendors and entrepreneurs selling a range of goods.

**Strategy 4.5:** Support placemaking projects that promote the Carrboro story and brand.

- a) Pursue installations that promote Carrboro as a creative community to attract arts-related tourism and economic development. (Creative Carrboro 2014)
- b) Incorporate historical elements and context to share the Town story.



## Transportation, Green Infrastructure, Energy and Water Vision, Goals, Strategies and Projects

Draft April 27, 2021

### VISION, GOALS, STRATEGIES AND PROJECTS

A fundamentally important component of the comprehensive plan will be developing the plan's visions, goals, and strategies related to each plan element. This draft document, which focuses on Transportation, Energy, Water, and Green Infrastructure, lays out initial ideas that have been identified in existing plans and programs (e.g. Carrboro Vision 2020, 2050 Metropolitan Transportation Plan), discussions at Task Force meetings, input from the Community Workshop held on November 19, 2020 and interviews with various stakeholders. Items that have come from a particular source are identified below. Other items paraphrase input that has been raised or are best practices from other communities working on similar challenges and initiatives. Racial equity will be included as an overarching vision and associated goals and strategies will be embedded throughout each topic. The following terms are used in the document:

**Vision** – the big picture of what Carrboro wants to be

**Goal** – outcome-focused “what” Carrboro is trying to achieve

**Strategy** – “how” Carrboro will achieve the goal

**Project** – specific initiatives that will be undertaken to implement the strategy

### TRANSPORTATION

**Vision:** Every Carrboro resident, with particular attention to BIPOC populations, has increased safe and quality access to multimodal transportation options for efficient connections to jobs, recreation, and services.

**Goal 1:** Address disparate impacts of transportation decisions and investments in Carrboro's BIPOC, lower-income, and non-ambulatory populations.

**Strategy 1.1:** Center equity in transportation planning processes (2050 Metropolitan Transportation Plan).

Equitable mobility should be the goal of any transportation planning process in order to repair past processes that have limited mobility of marginalized populations.

**Projects:**

- a) Advocate for the inclusion of equity as a funding criteria at the state level.

- b) Cooperate with regional entities in comprehensive transportation plans (Carrboro Vision 2020) while advocating for a racial equity analysis in development of plans.
- c) Develop an advisory group of disabled residents to inform accessibility needs in transportation infrastructure and service design (Carrboro Vision 2020).
- d) Use a community engagement process to identify barriers to using alternative forms of transportation instead of automobiles (Community Meeting 2020, CCAP 2020).

**Strategy 1.2:** Improve transportation options for all communities, with a focus on incremental development to increase density to support transit while limiting impacts of displacement of marginalized populations.

**Projects:**

- a) Locate new high-density development along future public transit routes (Carrboro Vision 2020) that serve denser areas, and BIPOC residents in collaboration with anti-displacement policies.
- b) Identify job centers and commercial hubs and conduct a racial equity impact analysis on current transportation options to these locations, prioritize transportation projects that fill in service gaps (Community Meeting 2020).

**Goal 2:** Carrboro contains a truly functional multi-modal system that includes prioritizing walking and biking as viable means of transportation and physical activity (2045 Metropolitan Transportation Plan, 2018).

**Strategy 2.1** Encourage non-automobile use in the community, reduce vehicle miles travelled through land use decisions and pursue or enhance existing developments that lends itself to public transit use (such as denser mixed-use nodes).

**Projects:**

- a) Revise land use ordinance to facilitate the development of 15-minute neighborhoods, such that all daily needs outside of employment can be found within a 15-minute walk.
- b) Update land use plan to support mixed use, infill, and redevelopment to further encourage non-vehicular modes (CCAP 2020).
- c) Assess the progress on having developers install new sidewalks and bike paths within new developments (Carrboro Vision 2020).

**Strategy 2.2** Create safe streets for pedestrians, bike riders, and transit riders (Residential Management Traffic Plan for Speed and Traffic Control, 1996, Comprehensive Bicycle Transportation Plan Update, 2020).

**Projects:**

- a) Include more visible pedestrian markings and signals at sidewalk-road intersections and bike lanes (South Greensboro Street Sidewalk Project, 2020).

- b) Ensure that restriping plans include bike lanes, bike boxes, intersection bike markings, center turn lanes, additional crosswalks, maintain parking (East Main Street Operational Analysis and Restriping Plan, 2020).
- c) Identify streets to include bike lanes physically separated from automobile traffic to increase biker safety.
- d) Create safe transition for pedestrians from pedestrian access ways to bus stops (NC 54 Pedestrian and Bicycle Corridor Safety Study, 2019).
- e) Encourage people to “leave their cars behind” by continuing to coordinate biking and walking tours in different parts of Town (Community Workshop 2020).
- f) Invest in stronger public transit with Bus Rapid Transit (BRT), improved connectivity generally, connections to regional transit services, park-and-ride facilities, and transit supportive land use development such as pedestrian friendly, high density, and mixed use (Chapel Hill and Carrboro 2035 Long Range Transit Plan, 2009).
- g) Develop a connected system of on- and off-road facilities to accommodate varying level of bicyclists (Comprehensive Bicycle Transportation Plan Updated, 2009).
- h) Develop programming and financial support (for relevant initiatives) to increase youth education and opportunities (Carrboro Vision 2020) for walking and biking.
- i) Increase ridership in public transit by enabling access for transit mode shifts from pedestrians, bicyclists, and drivers at public transit stops and stations (Chapel Hill Transit Short Range Plan, 2020).

**Goal 3:** Reduce greenhouse gas emissions from motor vehicle use by 80% by 2030 (CCAP 2020, 2045 Metropolitan Transportation Plan, 2018).

**Projects:**

- a) Improve and extend the public transit service to include weekends and off-peak hour times (CCAP 2014, Community Meeting, Chapel Hill Transit Short Range Plan, 2020). Ensure that stops include those in the ETJ and serve those who are transit-dependent, low-income households.
- b) Provide a variety of public transit options (buses, small buses, vans, etc) and increase opportunities for alternatively fueled vehicles (Community Meeting 2020).
- c) Improve and market vanpool and carpool options for commuters (CCAP 2014).
- d) Explore and implement land use practices to support greenhouse gas emissions reductions.

**Goal 4:** Integrate green stormwater infrastructure practices into the Town’s public transportation investments.

**Strategy 4.1** Explore manners to apply green stormwater infrastructure assets in transportation plans and projects that will result in dual benefits.



Green stormwater infrastructure included in transportation plans manages the stormwater issues that impervious surfaces (like streets and roads) create by allowing a path for water to travel instead of inundating sewer systems.

**Projects:**

- a) Integrate green stormwater infrastructure solutions to improve stormwater management practices around transportation infrastructure (streets, alleys, sidewalks, curbs, storm sewers, and greenways).
- b) Invest in green stormwater and grey infrastructure solutions in public right of ways by using design resources such as national best practices explained in NACTO's Urban Street Stormwater Guide that can help retrofit and reconstruct roadways that promote safety and improved stormwater management.
- c) Residents, especially BIPOC identities, provide feedback on transportation plan's incorporation of green infrastructure (Bolin Creek Greenway Conceptual Master Plan, 2009).
- d) Educate residents about the Town's definition of a greenway and its benefits, and foster discussion about greenways (Community Meeting 2020).
- e) Assess areas to build greenways to connect the sidewalk and biking network in partnership with residents, specifically BIPOC identities.

**Goal 5:** Improve the management of parking spaces in the downtown area.

**Strategy 5.1** Revisit and address the long-standing concern of parking management in the Downtown by encouraging visitors to "park once".

**Projects:**

- a) Conduct additional outreach to business owners, residents, and visitors to understand parking concerns (Community Workshop 2020).
- b) Implement wayfinding/signage improvements (Town of Carrboro Downtown Parking Plan, 2017).
- c) Incorporate and increase parking infrastructure for bicycles in parking plans (Community Meeting 2020).
- d) Town should implement TDM policies as a leader in these policies.
- e) Plan for electric vehicle (EV) charging stations.



**Vision:** Ensure that current and future generations of Carrboro residents, especially BIPOC populations, can enjoy reliable and affordable access to high quality drinking water, while improving healthy environments and the aquatic ecosystems for Carrboro wildlife.

**Goal 1:** Maintain and improve the quality of the water supply residents are dependent on (OWASA Long-Range Water Supply Plan, 2010)

**Strategy 1.1** Coordinate with OWASA for maintenance and improvement of water supply.

**Projects:**

- a) Identify resident concerns, especially those of marginalized identities, related to water and share with OWASA (Stakeholder interviews).
- b) Advocate to OWASA for affordable water rates and equitable decision making (Stakeholder interviews).
- c) Work with OWASA to communicate goals and projects to residents in culturally responsive ways (Stakeholder interviews).

**Goal 2:** Protect, rehabilitate, and restore watersheds and ecosystems (Little Creek Watershed Assessment, Morgan Creek Local Watershed Plan, Bolin Creek Watershed Restoration Plan, 2012).

**Strategy 2.1** Develop a suite of stormwater management practices to improve water quality (Bolin Creek Watershed Restoration Plan, 2012, Morgan Creek Local Watershed Plan, 2004, Carrboro: Illicit Discharge Detection and Elimination Program, 2020).

**Projects:**

- a) Create a program to fund and implement bioengineering stormwater methods (Morgan Creek Local Watershed Plan, 2004).
- b) Invest in educational efforts to residents and business owners about best practices of fertilizer use (Little Creek Watershed Assessment, 2003).

**Strategy 2.2** Address the effect of development on stormwater management (Bolin Creek Watershed Restoration Plan, 2012, Little Creek Watershed Assessment, 2003; Morgan Creek Local Watershed Plan, 2004).

**Projects:**

- a) Implement structural and non-structural management measures for redevelopment and infill and as retrofits in dense locations to increase stormwater volume control (BCWRP, 2012, Morgan Creek Local Watershed Plan, 2004; Little Creek Watershed Assessment, 2003).
- b) Require low impact development practices for any new developments, such as reduced impervious surfaces (Little Creek Watershed Assessment, 2003; Community Workshop 2020).
- c) Establish stabilizing vegetation in new construction (Little Creek Watershed Assessment, 2003).

- d) Implement incentive programs for stormwater management or infrastructure mitigation projects (Bolin Creek Watershed Restoration Plan, 2012) that prioritize BIPOC-led businesses.
- e) Develop programming and accompanying financial assistance for income-eligible households to install green stormwater infrastructure (RainReady Carrboro, 2019).

**Strategy 2.3** Implement watershed management and restoration practices.

**Projects:**

- a) Research and develop pollution prevention and clean up, and erosion control practices to best serve the various ecosystems in Carrboro (Bolin Creek Watershed Restoration Plan 2012).
- b) Limit disturbance of riparian areas while maintaining sanitary sewer infrastructure and greenways (BCWRP, 2012 (Little Creek Watershed Assessment, 2003).
- c) Implement stream channel restoration projects (BCWRP, 2012) Little Creek Watershed Assessment, 2003) prioritizing communities near water that do not currently have safe access to aquatic ecosystems.
- d) Develop regularly administered procedures for detecting and removing illicit discharge sources (Carrboro: Illicit Discharge Detection and Elimination Program 2020).
- e) Educate residents and staff and businesses about hazards of illegal discharge (Carrboro: Illicit Discharge Detection and Elimination Program, 2020).
- f) Conduct racial equity impact analysis of legal discharge policies to reduce any potential disparate impacts.
- g) Establish a program to identify and prioritize opportunities for retrofit projects that will improve water quality (Jordan Lake Rules, BCWRP).
- h) Fund retrofits and other watershed restoration measures through the Stormwater Utility and Enterprise Fund.

**Goal 3:** Reduce the amount of Carrboro’s treated water use (OWASA Long Range Water Supply Plan, 2013) while increasing water rate affordability (stakeholder interviews).

**Strategy 3.1** Promote water conservation and efficiency efforts among residents and businesses (OWASA Long Range Water Supply Plan, 2013).

**Projects:**

- a) Develop programs to educate residents and business owners education about local water supply and stewardship programs (OWASA Long Range Water Supply Plan, 2013).
- b) Provide financial and technical assistance to income-eligible residents and business owners to install water conservation and efficiency measures (OWASA Long Range Water Supply Plan, 2013; Triangle Regional Water Supply, 2014).
- c) Establish water efficiency standards for new developments and encourage retrofits to older developments (OWASA Long Range Water Supply Plan, 2013).
- d) Develop policies to expand safe use of reclaimed water (Triangle Regional Water Supply, 2014).

- e) Initiate water use audits, repairs, and retrofits in government buildings (Collaborative Report on Water Conservation Strategies, 2008).
- f) Pilot demonstration of water conservation and efficiency projects at public facilities (Collaborative Report on Water Conservation Strategies, 2008).
- g) Assess what level water rates must be set at to improve affordability for low-income residents and advocate to OWASA to set affordable rates.

## ENERGY

**Vision: Carrboro reduces its dependence on fossil fuel energy sources with opportunities for all residents, especially low-income BIPOC residents, to participate.**

**Goal 1:** 80% reduction 2010 levels of per capita greenhouse emissions by 2030 (CCAP 2020).

**Strategy 1.1** Reduce greenhouse gas emissions from motor automobile use by 80% by 2030 (CCAP 2020).

**Projects:**

- a) Improve and extend the public transit service to include weekends and off-peak hour times (CCAP 2014, Community Meeting 2020). Ensure that stops include those in the ETJ and serve those who are transit-dependent, low-income households.
- b) Provide a variety of public transit options (buses, small buses, vans, etc) and increase opportunities for alternatively fueled vehicles (Community Meeting 2020). Relatedly, improve vanpool and carpool options for commuters and seek funding opportunities from Triangle TDM (CCAP 2014).
- c) Support adoption of electric vehicles by requiring EV charging stations and infrastructure in new developments in the LUO and including EV spaces at popular destinations. (CCAP 2020).

**Strategy 1.2** 80% reduction 2010 levels of community greenhouse emissions attributed to Carrboro buildings by 2030 (CCAP 2020).

**Projects:**

- a) Conduct building energy assessments and ratings for all municipal buildings and inventory energy efficiency measures throughout the town (ECPP 2014).
- b) Increase energy efficiency within municipal buildings with technologies used in weatherization efforts (ECPP 2014).
- c) Address limitations to financing energy efficiency for low-income households and renters by creating and administratively supporting a Rental Environmental Task Force including owners and renters (CCAP 2017).
- d) Support energy efficiency financing to small businesses and low-income households through the Energy Efficiency Revolving Loan Fund (CCAP 2017).

- e) Host renewable energy sites in the business district, among clustered commercial buildings, or Town buildings.
- f) Conduct an energy audit of town buildings and develop a Community Energy Dashboard to identify progression or regression from the town's energy goal over time (CCAP 2017).
- g) Create policies that incentivize net-zero construction and energy efficient retrofits in new and old affordable housing developments.
- h) Explore options to increase renewable energy usage through Renewable Energy Credits (RECs) purchases or advocating reinstatement of state solar tax credits. (CCAP 2020).

**Strategy 1.3** Increase Carrboro's use of renewable energy (CCAP 2017).

**Projects:**

- a) Develop a renewable energy portfolio that takes advantage of federal and state tax credits and supports increased solarization (ECPP 2014).
- b) Advocate for state legislation that enables Carrboro to invest in renewable energy generation projects that allows shares solar investment benefits in the community or can generate revenue to be invested in community needs, like affordable housing (Community Meeting 2020).
- c) Develop programs and policies to support homeowners' ability to generate solar energy on roofs, with consideration for low-income homeowners (Community Meeting 2020).
- d) Investigate the opportunity to create a community geothermal utility. (CCAP 2020)

**Vision:** Carrboro routinely prioritizes green infrastructure over grey infrastructure, throughout the town and ETJ, to enhance ecosystems and improve vibrancy and quality of life in the community.

**Goal 1:** Increase the use of native plants and vegetation to mitigate climate change impacts.

**Strategy 1.1** Rely on community leadership and participation from all residents, including those with financial barriers or that have historically been excluded from participation.

**Projects:**

- a) Support the formation of a community scale, and community-led urban forestry program for the preservation, protection, and conservation of the community forest (CCAP 2017).
- b) Increase public education of the benefits of native plants and vegetation for stormwater management (NDPES PHASE II).
- c) Pursue regulatory and non-regulatory approaches to discourage non-native and invasive plants and encourage native plant use (CCAP 2017).
- d) Offer a technical assistance and cost-share grant program to residents seeking (RainReady Carrboro, 2019) to abide by regulatory approaches for encouraging native plant use.
- e) Identify local resident “champions” who can partner with the Town to support the development of the program and serve as a liaison to residents (RainReady Carrboro, 2019)
- f) Identify program design options that provide financial support enabling low-income residents’ participation in a technical assistance and cost-share grant program to install green infrastructure (RainReady Carrboro, 2019).
- g) Invest in the completion of a new significant restoration project (NDPES PHASE II).

**Goal 2:** Enhance the tree canopy along roads.

**Strategy 1.1** Improve canopy downtown to create a more vibrant and inviting urban landscape, reduce the heat island and stormwater runoff, and sequester carbon.

**Projects:**

- a) Develop and implement a downtown street tree master plan.
- b) Make the 2019 “tree tag” outreach an ongoing and regular initiative.
- c) Work with downtown businesses and residents to improve the canopy on private lots.
- d) Seek grant support from the State and other sources to provide financial and technical support

**Strategy 1.2** Work with neighborhoods to improve tree canopy and the forest along roads, in neighborhood open spaces, and on private lots.

**Projects:**

- a) Expand the previous Bolin Forest and Quarterpath trace urban forestry effort into other neighborhoods.
- b) Inventory street trees in residential neighborhoods and develop a master plan for street tree improvements.
- c) Work at a neighborhood scale to “green” the public right of way.
- d) Provide technical assistance for individual residents improvement and expansion of tree canopy.
- e) Seek grant support from the State and other sources to provide financial and technical support.

**Goal 3:** Expand stormwater green infrastructure as part of watershed restoration and climate resilience efforts (hydrology).

**Strategy 1.1.** Coordinate transportation and public infrastructure improvements with stormwater green infrastructure.

**Projects:**

- a) Integrate green stormwater infrastructure solutions to improve stormwater management practices around transportation infrastructure (streets, alleys, sidewalks, curbs, storm sewers, and greenways).

**Strategy 1.2.** Retrofit existing stormwater infrastructure and add new infrastructure on private property with stormwater green infrastructure

**Projects:**

- a) Develop programming and accompanying financial assistance for income-eligible households to install green stormwater infrastructure (RainReady Carrboro, 2019).
- b) Develop playbook for stormwater infrastructure retrofits to educate public.