Town of Cary, NC Council/Staff Retreat Minutes
January 13-14, 2012
Wilmington Hilton, Wilmington, NC

Council Members Present: Mayor Harold Weinbrecht, Mayor Pro Tem Gale Adcock, Council Members Lori Bush, Don Frantz, Jennifer Robinson and Jack Smith

Council Member Absent: Council Member Julie Robison

Staff Present: Department Directors or designees, including:
>   Administration: Ben Shivar, Mike Bajorek, Lana Hygh, Scott Fogleman, Susan Moran
>   Engineering: Tim Bailey
>   Finance: Karen Mills
>   Fire: Allan Cain
>   Human Resources: Vee Willis
>   Inspections & Permits: Russ Overton
>   Legal: Chris Simpson
>   Parks, Recreation and Cultural Resources: Doug McRainey
>   Planning: Jeff Ulma and Ricky Barker; Philip Smith and Scott Ramage were present for the land use plan section of Day 1
>   Police: Pat Bazemore
>   Public Works & Utilities: Steve Brown, Scott Hecht, Jamie Revels
>   Technology Services: Bill Stice
>   Town Clerk: Sue Rowland

Facilitator: Michelle Ferguson

Effective Councils

Summary:
The retreat began on January 13, 2012 at 7:30 a.m. with a session for members of the Town Council only. The facilitator began the morning with a review of the agenda and then led the group in an icebreaker exercise. After the icebreaker, the facilitator presented key characteristics of effective councils, including:

- Willingness to address difficult issues
- Ability to address difficult issues
- Preparing for town council work
- Scheduling time for visioning and goal setting
- Documenting business practices
- Making a quality partnership with staff

Effectiveness of Cary Town Council
Each member of the Council then had an opportunity to share their thoughts on how the Council rates in terms of effectiveness. Those comments included:

- Highly effective – especially compared to other bodies and compared to the past Cary Councils and other elected bodies in the area
- Respectful of each other
- Respectful of district/at-large needs for communication
- Listen to different opinions among colleagues, which is reflected in the fact that members vote differently and one can't assume a member is going to always vote a certain way
- Not unwilling to change position

- Meetings are the "performance"
  - Chance to get opinions out to the public
- Work sessions are a valuable opportunity to really discuss and debate issues
- Role of TV in meetings – sometimes influences how members behave and speak
- Bringing questions to the agenda meeting through the mayor or asking them off-line is helpful
- Historical information/knowledge of tenured officials is valuable
  - There is a need to provide each other with background information on issues
- Information on issues needs to be readily available to all council members
- Need to come prepared to meetings
  - It is the mayor's role (and council's expectation of him) to move the meeting along when a single council member gets bogged down with a topic

Dealing with Conflict-Laden Issues
When asked how the Council deals with conflict–laden issues, the following responses were provided:

- Council members need to be sensitive to the environment – recognize when you are not going to change anyone else's opinion and it is time to move on
- Each vote/issue is unique
- It is helpful when members give their rationale for their vote
- Can't take it personally; move on after the vote
- Need to communicate outside of meetings – for example, calls after a controversial vote are good; mayor's calls to council members prior to agenda meetings are helpful (no surprises)
- Need to inform town manager when issues are not ready for discussion by the full council
- Council members should keep other members informed when they "pink slip" an issue
  - Check with town manager prior to "pink slipping" an issue to make sure staff isn't already addressing the issue in some way

Cary Town Council Expectations
Council members individually identified key expectations they have for how they will interact with each other and how they will govern. Each expectation, categorized by common theme, is listed below:

1. **Act in an honest, open and professional manner**
   - Deal with personal issues off-line
   - Never personally attack or embarrass a Council Member or staff members at a meeting
   - Open minded
   - Always be professional at the council table
   - Talk to the person with whom you disagree (not a third person behind his/her back)
   - Fair
   - Objective
   - Transparent
   - No hidden agendas
   - Honesty, forthright

2. **Always respect others and encourage diverse viewpoints**
   - Respectful
   - Respectful of another's position
   - Always show respect to citizens and staff
   - Inclusive
   - Considerate of all opinions

- Treat all equally
- Be patient with 'newbie' questions

3. **Make limited time together as effective as possible by being prepared, starting on time, avoiding repetition**
   - On time
   - Come prepared
   - Always prepare questions ahead of time if possible and get answers if available
   - Informed
   - Do homework
   - Don't research topic at the council table

4. **Listen carefully to each other before deciding and be willing to move on once a decision is made**
   - Make your point and don't ramble
   - Good listener
   - Don't grandstand
   - Don't filibuster
   - No political rhetoric
   - Be aware of body language and non-verbal communication

5. **Have fun, but never at the expense of others**
   - Friendly
   - Social time is important

Preparing for the Work
Council members were asked to describe the effective ways they prepare for their work. Their responses are listed below:

- Read packet
- Get information ahead of time
  - Talk to staff
  - Call constituents
- Talk to other Council members ahead of time
- Watch Planning and Zoning (P&Z) meetings
  - Call Chair of P&Z with any questions or to get more information about decisions/discussions
- Conduct independent research
- Do historical reading
- Take meetings when requested
  - Always try to have staff and another Council Member present

Based on this discussion, it was agreed that the mayor will call the Chair of P&Z before he makes his agenda calls to council members in order to be made aware of any issues arising from P&Z.

The council was joined by the Management Team for the remainder of the retreat.

The facilitator outlined ground rules.

Land Use Plan Update

Summary
Staff recommends that the forthcoming Land Use Plan Update utilize a two-phase effort. The first phase consists of development of a "charter" or a "plan for planning," and this Retreat session will solicit Council's input and advice on plan update expectations before preparing this guiding document.

Staff envisions this session being conducted in three parts. The first part will present information about the current Land Use Plan along with key trends from a community profile which looks at population, employment, housing, and development activity, comparing and contrasting such topics with regional and national trends. During the second part, a recently-selected consultant team will describe and review effective planning and community participation approaches that have been used by similar communities as they have updated plans. Finally, all participants will participate in group discussions focused on strengths and weaknesses of Cary's existing Land Use Plan, and then identify specific issues and future challenges that should be addressed during the update of the Land Use Plan.

Staff and consultants will obtain initial feedback/impressions from retreat participants to aid in crafting a "charter" document to direct the Phase II update.

Goal Statement
What question(s) will this session answer? What is desired outcome / deliverable?

Desired outcomes. By the end of the session, Council will…

1. *Have a firm understanding of Cary's changing population, housing situation, development trends, and related aspects of the community, along with comparisons of regional or national trends.*
2. *Provide staff and consultants with clear feedback on their expectations for the Land Use Plan Update, by identifying what they believe to be the greatest land use and development challenges facing Cary over the next 20-30 years. Participants will be able to distinguish between issues that can be addressed by the Land Use Plan versus those that are appropriate to other volumes of the Comprehensive Plan, or to subsequent ordinances, policies or implementation tasks that will follow.*
3. *Have a firm understanding of the proposed two-phase process for updating the Land Use Plan, especially the approach to be used by the consultants during Phase One, to flesh out the precise Phase Two project scope and approach.*
4. *Have a good understanding of effective Land Use Planning processes used by similar communities, especially those that most effectively engaged their citizenry, achieved a high level of community buy-in, and set the stage for effective implementation.*

Background
What has led to this being a relevant topic? What's the history? At the December 16, 2010 regular meeting, Town Council directed staff to pursue a complete update of the 1996 Land Use Plan instead of developing 5-6 special area plans. On May 12, 2011, Council appropriated some of the required funds for this project from the FY11 budget. In response, in August-September 2011, staff developed the two-phase approach for plan development, releasing an RFP for Phase One in October 2011.

Major Topic Components
How will the session go? What areas will be covered? What kinds of presentation and/or activities will be used? The session will be presented in three parts, as follows:

Part 1: Cary Today and Tomorrow
This session will begin with a presentation of the structure and history of the existing Land Use Plan, as well as a review of some key findings from a new Cary Community Profile report that is being produced. This report will summarize the Census 2010 information about Cary's population characteristics, including age, race, sex, income, employment, housing, and other factors. Comparisons will be made to Cary's 1960-2010 decennial censuses, drawing out trends. Comparisons will also be made with the country, state, region, and neighboring municipalities. Results of a Fall 2011 build-out analysis will also be presented, showing Cary's projected population, housing, employment, and development characteristics in 2030. Following the presentation, we will review and discuss the findings to determine their implications for the future and potential challenges and opportunities for Cary over the next two decades.

Part 2: Reflections on Planning and Community Engagement Processes
This part of the session will include "best practice" presentations from our consultant team, covering both the planning process and effective ways to engage the public. The consultants will describe effective community outreach and participation approaches and methods that have been successfully used in similar communities. Consultants might also describe the wide range of planning approaches used in recent plan updates. Subsequent discussion time will allow participants to provide comments on preferred approaches for these two items.

Part 3: Chartering the Land Use Plan Update.
During this final segment, breakout teams will develop and share recommendations for a suggested work plan (a "charter") and approach for Phase Two that will be best suited to Cary's needs.

Preparation Requirements and Format of Session
Various background materials will be transmitted to Council in advance of the retreat. The format of the session will include a series of presentations and feedback sessions ("Give and Take Dialogues"), along with a breakout session where smaller teams of Council members and staff participants will conduct their discussions and report back to the entire group.

Estimated Time Required for Session
Three hours

Summary of Retreat:
During the land use plan update, staff presented the structure and history of the existing land use plan and reviewed some key findings from a new Cary Community Profile report. A team of planning and land use consultants presented Best Practices in planning and community engagement processes for the Council to consider. Staff and the consultants led several breakout sessions with participants to solicit input on a suggested work plan and approach to the land use update process.

Ulma's and Waldon's PowerPoint presentation is attached to and incorporated herein as **Exhibit A**.

Council discussion:

Robinson is interested in learning more about why Cary doesn't attract the 20-29 age group, and if Cary should attempt to attract this group.

Bush commented on the growing international population.

Weinbrecht thinks the vacant shopping center issue must be addressed.

Robinson thinks every generation wants programs/entertainment provided by the Town.

Adcock stated the Glenaire retiree residents want to be plugged in to give back to the Town.

Frantz stated Cary is a great place to raise a family. He asked if council should continue to pursue families with their land use decision.

The consultant stated the land use decisions need to take into account all these issues and many others.

Shivar stated the impacts of build-out will be felt in the next 10 years, and the economic climate is also a factor. He stated Cary's region will continue to grow and remain competitive. However, because Cary is approaching build-out, most new construction will occur outside of Cary, which means Cary will lose a competitive edge. He stated the vacant shopping centers will present problems in Cary. He stated some semblance of the downtown approach might be a strategy to consider across Cary. He believes this is an issue the council needs to address very soon.

Ben Herman of Clarion Associates outlined a PowerPoint presentation, which is attached to and incorporated herein as **Exhibit B**.

Council discussion:

Frantz likes the simple one or two page plan document. He stated he saw an example of this in Salisbury, NC.

Robinson wants to maintain "Cary", especially west of NC 55 (i.e., look and feel, trees, densities, etc.). She stated people in western Cary do not think they're getting the same "Cary" in this area. She wants a plan for the remaining land in Cary to be developed that will keep the elements of Cary that people want and implement these same elements as new development occurs.

Adcock added she hears the same comments from the people who live in the Davis Drive/High House Road area. People want Cary to remain a bedroom community, and this may go against the socio-economics that the council cannot change.

Frantz thinks some of it is economics. Land is more expensive now, which is not conducive to large lot, single family subdivisions.

The consultant is hearing that the plan should convey the change the community will face in the future. He stated people tend to look at this from a personal perspective. He thinks education is an important component of the plan.

Bush stated the new urbanism concept has not happened in Cary. She stated Carpenter Village is a successful subdivision, but it is not a successful mixed use area.

Shivar likes the approach of bridging the multiple plans throughout the organization, because there is a tendency for them to be isolated.

Robinson asked if this plan will supersede all the current individual plans (i.e., Northwest Plan, Southwest Plan, etc.).

The consultant stated the new plan will not necessarily supersede all current plans. He stated the council will need to help determine this. For example, the parks plan is currently part of the comprehensive plan, and it is not feasible to put this much park detail in a new plan. The current comprehensive plan does not speak to how parks fit into the overall plan. It is important that future updates to other plans are compatible with the overall strategic vision.

Robinson stated the Southwest Area Plan was done specifically to supersede the former plan for this area. She asked if this new plan will supersede the Southwest Area Plan.

The consultant stated it can be done a variety of ways. The facilitator concluded that this is a council decision that will be addressed in the future.

Jamie Greene of ACP Visioning + Planning, Ltd., outlined a PowerPoint presentation concerning the land plan update public engagement process (attached to and incorporated herein as **Exhibit C**).

Council discussion:

Robinson thinks the citizen engagement approach is exciting and includes fresh ideas to reach out to citizens and encourage involvement.

Frantz asked how to ensure representative involvement from the entire community.

Greene stated the outreach effort will include an outreach team that will reflect the community's diversity, demographics, geographic and social structure, etc. Outreach team members must be people who easily reach out to their peer groups. Focus groups can also be used. He stated scientific surveys can also be used. They will find appropriate tools to reach and engage the public. Greene stated the objectives should drive the approach.

Adcock suggested using Cary's spiritual leaders to help reach the public.

Greene stated it is important to identify all the networks and community leaders, help them understand the opportunity, and then they become part of the process.

Retreat participants took a lunch break. Following lunch, retreat participants participated in a breakout session exercise on the land use plan update topic. Below are the summarized results of the group work.

Team A: What Are The Major Issues A New Plan Must Address?

Team Member	Individual Comments (Team A)
1	• Dead/Dying Shopping Centers/Buildings
	• Wildlife
	• Needs of Aging Population
	• Communications Infrastructure
2	• How does built and natural environment correlate and affect community safety
	• Balance redevelopment with existing service infrastructure
	• Incorporate safety systems into building standards > minimum state model code
3	• How do we grow (that will include density) and protect the existing Quality of Life
	• How do we create incentives to redevelop "rundown" areas without taxpayers footing too much of the bill

Team Member	Individual Comments (Team A)
	• How do we create a plan that is meaningful and not constantly amended. For example, our plan out west seems to be much denser than originally planned.
	• How do we have a plan that will provide amenities that are affordable
4	• More entertainment (more private sector investment/facilitation
	• More parks/different types of parks (like Pullen → Train/Carousel)
	• More activities in close proximity (clusters of activities and businesses that thrive on each other)
	• More walkways in front of buildings and activity centers
5	• Resolving issue of density. How dense will Cary be?
	• Targeting Cary for the future; community for all demographics
	• Improving integration of parks; open space with built environment
	• How to make Cary a more walkable community; diversify transportation system
	• Increasing urbanness of Cary; expanding mixed use areas making Cary more dynamic
	• Need to integrate themes/areas into land use plan → synergistic
6	• Redefine quality of life
	• Improve pedestrian access, availability and amenities
	• Prepare for motorcycles and mopeds
	• Citizen involvement
7	• Better transitions between uses
	• Plan should better reflect changes in development patterns and trends
	• More single family homes/communities
	• Less complicated
	• Easier for folks to find information
	• Protect Jordan Lake
	• Incentives for low density/uses
	• Infill development
	• Senior housing
	• 75-25 (ratio of single family to multi-family)
8	• Diverse public participation
	• Appropriate percentage of Town amenities (parks, etc.) dispersed throughout Cary
	• Mix of residential development (densities?) - single attached, single family detached, multifamily
	• Mix of commercial development (densities?)
	• How to "marry" existing plan to proposed plan
	• Where is the "brewer's district"

	Poster Pad Comments (Team A)	Votes
1	Account for Mopeds, Motorcycles in Future	

	Poster Pad Comments (Team A)	Votes
2	Built and Natural Environment and Public Safety	
3	Better Reflect Development Patterns and Trends	1
4	Consider Incentives to Redevelop Older Areas without Taxpayer Subsidy	1
5	Guiding Principles for Accounting for Neighbors vs. Redevelopment Actions	
6	Ensure and Account for Diverse Public Participation	1
7	Resolve Issue of Density with respect to Quality of Life	1
8	Cluster Related and Complementary Uses and Activities	
9	Expand On/Define Quality of Life and Recognize Differences/Changes	1
10	Balance Redevelopment with Existing Services and Resources	1
11	Incent/Encourage Large-Lot Single-Family Homes	1
12	Ensure Plan is Fiscally Realistic with respect to Amenities and types of Amenities; Phase Approach	
13	Incremental Provision of Infrastructure/Amenities	
14	Animals (Domestic, Wildlife)	
15	Brewery and Winery District?	
16	Consciously Looks for Future of All Age Groups	2
17	Kids	1
18	Improve Pedestrian Amenities	
19	Enhance Safety in Community, Neighborhoods and Developments (Design)	1
20	A Simpler and Easier-to-Understand Plan	2
21	Lasting Plan; Not Amended All the Time	1
22	Communications Infrastructure (e.g., Cell)	
23	Effect of Public Transportation	
24	Protect Open Space and Natural Environment	2
25	Capture Character of Older Cary Developments ("Keep the Magic" -- Streets, Medians, etc)	2
26	Plan Aligns with Town-wide Long Range Brand	
27	Keep Ratio of Single-Family to Multi-family (75%-25%)	1
28	Elderly Population	
29	Integrate All Elements (Transportation/Mixed Use)	1
30	Walkable, Accessible Active Places	1

Team B: With A New Land Use Plan, What Would Success Look Like?

Team Member	Individual Comments (Team B)
1	• Plan is integrated and comprehensive • Plan has visual examples • Signatures of support from leaders, groups, and interested citizens • Cohesive community connections; not Southeast Raleigh • Consistent service levels across Town

Team Member	Individual Comments (Team B)
2	• Harmonious development • Green • Pocket parks and play areas • Random wellness opportunities • People celebrating accomplishment • Walkable • Bike Trails • Integrated artwork • Brand • Reliable • Economic development
3	• Rejuvenated shopping centers • Continue as one of the safest places in nation • Thriving downtown • A place for families to prosper • Lots of places to eat • Interesting architecture/places • Walkability • Live close to where people work
4	• Consensus among stakeholders • Minimize potential for future conflict • All stakeholders had a role and opportunity for input (citizens, business community, all Town departments) • Includes carefully considered vision with desired end result • Flexible enough to adopt to changing market realities • East to understand, intuitive
5	• Looking forward, not back • The Town is attractive to multiple niches • Process doesn't hurt so much that we (the staff) don't care about the outcome anymore
6	• A plan that materializes into reality • A plan that promotes quality development • A plan that makes every section of Cary equally appealing, but unique • A plan that offers unique and varied experiences • A plan that can overcome our public's resistance to density, change • A plan that excites people • A plan that encourages creative applications of ideas… many ways to achieve a concept • A plan that promotes healthy businesses
7	• Will reflect input from all segments of the community and reach consensus • Get away from a parcel based plan so a plan amendment is not needed every time a zoning change is proposed • Keep Cary competitive as a high quality place to live

Team Member	Individual Comments (Team B)
	• Provide redevelopment policies that are currently lacking
8	• Balanced density; Residential/Non-residential mix • Local Transportation needs 1st priority; regional lower priority • Eliminate silo issues and match resources to realistic expectations • Proper context for downtown • Don't follow → Lead! Set a unique long term future plan • Community priorities included (Vision) • Financial element • Define Town roles • Sustainable • Reasonably attainable
9	• Comprehensive • Includes all stakeholders and community groups • Values density • Good pedestrian support and multi-modal support • Neighborhood feel regardless of location • Congruent-- Ties things together and helps create a sense of community
10	• Easy to read and understand by "average citizen" • A visual component or visually engaging • Succinct • Able to stand "the test of time" • Welcoming to families of different types as well as individuals of different ages • Not "dated" after a few years • No empty store fronts • Attractively designed • "Appropriately" dense • Maintains a sense of place

	Poster Pad Comments (Team B)	Votes
1	Signatures of Support from Leaders -- "Ownership"	1
2	Looking Forward to What we Want to Become	2
3	Continues to be a Safe Place	1
4	Establish a Cary "Brand"	
5	Well Crafted Vision of Desired Result	
6	Easy to Read and Understand by Average Citizen	4
7	Actually Materializes into Reality	1
8	Creates Congruency, Unifies	
9	Something Unique	1
10	ensures Consistent Service Levels across Town	
11	Vision Attractive to Different Niches/Markets	
12	Addresses Aging Shopping Centers	
13	Reliable, Avoids Frequent Changes	

	Poster Pad Comments (Team B)	Votes
14	Adapts to Changing Markets	
15	Maintains a Sense of Place, Environment, Topography, Land	2
16	Promotes Quality Development, Aesthetics, High Standards, Durability	1
17	Ability to React to Changes in Technology, Demographics, etc.	
18	Sets Priorities for Downtown	1
19	Have Visual Examples; Easy to Use	
20	Process Won't Hurt So Much	
21	Walkability, Lots of Green, Well Connected	
22	Addresses Potential Conflicts	
23	Welcoming To Families of Different Types, Individuals of Different Ages	1
24	Plan That Excites People - I want to Live Here, Build Here. Inspirational	4
25	It is a Process, Not a Product	
26	Transportation Plan That Fits; Transportation Does Not Equal Land Use	1
27	Flexible Enough to Accommodate Changing Technology	
28	Financially Sustainable	6
29	Encourages the Economic Development That We Want	
30	Plan That Overcomes Public Resistance to Density and Change	
31	Defines the Roles of Town, Citizens and Developers	2
32	Not Too Prescriptive, Encourages Creativity	2
33	Unique Experiences From Different Areas	

Team C: What Are The Format/Structural Opportunities To Make A New Plan More Responsive To Community And Council Needs?

Team Member	Individual Comments (Team C)
1	• Keep it simple so other can relate; might even include more than one format for different audiences • Find ways to get folks interested in wanting to review the contents and giving feedback • Highlight the key changes or things in response to citizens input.
2	• Executive summary of the vision for each category of plan; easy to relate to it • <u>Real</u> community outreach for feedback but not open ended • Analysis of past deviations to plan and impact (better/worse than plan) • Truth in Data (surrounding area)
3	• Less restrictive/difficult • Better published → reach a larger community • More community involvement on the front-end • Go to the community rather than making them come to us • Overall impacts regarding service
4	• Single sheet with vision

Team Member	Individual Comments (Team C)
	- Loved "vocabulary" - Needs some uniqueness of Cary with hometown feel - Stakeholders need buy-in; Everyone should "get it" - Citizens should understand changing demographics and impact on Town - Loved "Build slide" from Denver - Key visioning work with Citizens; Safety, Transportation, Parks, Environmental/ Sustainability - Social Networking comparison
5	- Liked the theme based plan - Liked use of all forms of media - CD, web - Very visual (images of what could be) - Liked connectivity to budget - Strategic - Building coalitions between the builders and users - Not as much product or process
6	- Short version plan incorporating other plans - Visual methods when getting ideas - Feedback from citizens using visuals, making sure we get good citizen representation (i.e. Denver example) - Using changing demographics, charts, to make sure out plan fits needs in 20 years - minority, age-seniors, mixed use

	Poster Pad Comments (Team C)	Votes
1	Single Sheet with Vision on a Page	3
2	Less Restrictive/Difficult to Understand; Less Difficult Process	
3	Have More than One Format	
4	Real Community Outreach, Not Open-ended; Representative Outreach and Participation -- Ask for Specific Feedback	3
5	Like Theme-Based Plans	2
6	Broad Approach -- Tie All of Town Together; Broad Staff Participation, Less Silo, More Integrated	1
7	More Staff Participation	
8	Focus on Outcomes Desired and Resource Needs To Do It	4
9	Use visual Approach -- e.g. Corridor in Denver Photo Sims	3
10	Like Defining a Vocabulary and Definitions for Land Use and Places	
11	Consider Impacts on Public Safety, Just as We Do for Water, Sewer, etc	
12	Have a Process Where People Want to Participate in Planning, especially Younger Gen-Y's	
13	Have Executive Summary Version of Plan(s) - Easily Identify the Vision	1

	Poster Pad Comments (Team C)	Votes
14	Clear Coalition Between Builders and Developers, Bankers and Builders	
15	Include Good Outreach To Difficult-to-Reach Constituencies	
16	Include a Video Element	
17	Get Demographic Information to Citizens. "Tell the Story" About the Future	1
18	Find Out Why Companies or Families Don't Choose Cary	
19	Include High School Kids' Input and Parents, etc.	
20	"Truth in Data" -- Look at Surrounding Communities with Metrics	
21	Organize Plan in Sync with Budget	
22	Make the Plan Strategic -- Pick Top Goals and Focus on Them	4
23	Address The Balance of Needs in the Community -- Be Honest About Our Preferences and True Goals -- Be Authentic	1
24	Do We Do Evaluations of How We've Stuck with or Deviated from the Plan over the Years	
25	Show How We Plan to Balance Land Use Rights with Citizen Desires	

Summarized takeaways from the land use plan session:

Reactions Received To Presentations and Session Wrap-up

Community Profile: Jeff Ulma, Presenter
- Good News/Bad News
- Cary Not Attracting 20-29 Year Olds - Is This Just Not Our Niche?
- Surprised Over Diversity
- Shopping Center Issues Becoming Big → Fast
- Utilize the Greatest Generation → What Can We (the Greatest Generation) Do For You (the Town)
- Can Cary Continue to Lure Families?
- Poor Economic Outlook Due to Build-out
- Use Downtown Strategies to Reinvigorate Other Parts of Town

Best Practices in Plan Making: Ben Herman, Presenter
- Simple One-Page, 2-Page Plan Map/Product
- Keep/Maintain "Cary" Especially West of NC 55 (Looks Different)
- Think About Amenities
- Convey Changes For the Future in the Plan Itself; Educate
- Dichotomy of Expectations of Residents vs. Trends
- Good Idea to Bridge/Connect Different Functions/Plans (i.e. Land Use and Parks)

Best Practices in Community Outreach: Jamie Greene, Presenter
- Fresh Ideas for Engagement Good
- Representative Involvement

Session Wrap-Up and Summary
- Easier to Understand, Readable
- Pragmatic
- Authentic "Cary" Voices
- Getting "Sign-Off", Ownership

- Fiscally Sustainable
- Make Plan and Keep It
- Better Transitions Between Uses

Ulma outlined the next steps, which include staff and consultants:
- summarize the retreat notes
- identify timelines and stakeholders
- work on presentation and branding element
- conduct more one-on-one discussion
- Prepare to come back to council around April 2012 with the charter for moving forward with the plan update process.

Intergovernmental Effectiveness

Summary
Present information guiding council in interactions with other levels of government that will lead to more effective interactions and influencing other entities in ways that help Cary achieve its goals.

Goal Statement
This session will present council with information about how to interact effectively with outside organizations and agencies to meet the Town's goals. Council members will gain a more in-depth understanding of intergovernmental relations, what the leverage points of influence are in other organizations, and how to build and maintain relationships.

Background
The governmental environment has changed over the years and boundaries have become somewhat blurred as overlapping responsibilities. In this complex environment, Cary does not always have control of decisions that affect our citizens. Besides the general assembly and U.S. Congress, included in this category are various state and federal regulatory agencies (e.g. EPA, DWQ, DENR,) state departments (e.g. NCDOT and State Treasurer's Office/LGC), and the local school system. While the town will never have direct control of these decisions, the decisions do affect Cary residents and it would be helpful to be able to influence those decisions where appropriate.

Major Topic Components
Paul Meyer, Chief Legislative Counsel for NCLM and Jack Cozort, the Town's NC Legislative Consultant, have agreed to participate in the first part of this session which will focus on working with state officials. Roger Gwinn and Leslie Mozingo of The Ferguson Group, the Town's federal legislative consultants will focus on interactions with federal officials. Topics will include the legislative and regulatory environments, how to build relationships between elected officials and bodies at various levels of government and how to talk about Cary issues in ways that are relevant to those with other interests. Case studies will be used to illustrate concepts and allow council members to brainstorm ways of engaging stakeholders to move towards achieving Cary's legislative goals.

Preparation Requirements and Format of Session
Staff has worked with consultants to develop a session that will include presentation, case studies and Q&A.

Estimated Time Required for Session
2.5 hours

<u>Summary of Retreat:</u>
During this session, the Town's state and federal legislative consultants presented information to the group about how to work more effectively with the Town's elected and appointed representatives. Case studies were then used to illustrate the concepts presented and allow participants to brainstorm ways of engaging stakeholders to move toward achieving Cary's legislative goals.

Jack Cozort, Cary's lobbyist to the NC General Assembly, made the following comments about the NC General Assembly:

- The current budget situation drives decisions.
- Leadership is re-examining the authority of local government (i.e., annexation, zoning, etc.), which impact the state laws.
- The atmosphere across the nation and including NC is partisan.

Cozort outlined the following things the Town can do based on the above parameters in order to be as effective as possible in dealing with the NC General Assembly:

- Know the procedures; understand how the process works.
- Understand that it is more important for legislators to hear from council members instead of always from Cozort.
- Value friends and allies; work with the NC League of Municipalities (NCLM).
- Develop friendly relationships with towns similar to Cary who may have issues in line with Cary. This allows these other towns to present issues that are also important to Cary to their state leaders.
- Know the leaders in the General Assembly.
- Understand what is important to the legislative delegation members. Develop a good relationship with the delegation before an issue arises for which we need their help.
- Understand how individual delegation members prefer how to receive communications.
- In any communication with a delegation member, always begin the dialog by thanking them for their work.
- Be flexible when working with delegation members; they have difficult schedules.
- Include the delegation in the good things the Town is doing.
- Similar to the delegation, the council should know executive branch members (i.e., appointed department heads).

Cozort will provide profiles of the delegation members to the council, including the best methods of contacting individual legislators.

Paul Meyer, Chief Legislative Counsel of the NCLM, outlined a PowerPoint presentation, which is attached to and incorporated herein as **Exhibit D**. In addition to his presentation, he concurred with Cozort's suggestions (above).

<u>Council discussion:</u>

Weinbrecht recently met with the municipal mayors in Chatham County, and they want to build mayoral relationships among this group and include Lee County. Meyer stated this is a good idea, even though the Chatham and Lee municipalities may not be similar to Cary. He stated a larger area all in agreement about legislative issue is more powerful than a single area.

Frantz stated it is helpful for him when staff lets council know what specific legislator to contact and what to ask.

The council expressed an interest in having an additional event each year with the legislators and agreed that off-session is the best time. They also agreed with the importance of individual council members meeting one-on-one with individual legislators.

Weinbrecht wants a strategy to help council build effective relationships with legislators, including an inventory of currently council/legislator relationships.

Bush asked the best way for newly elected council members to foster good working relationships with the elected state leaders. Everyone agreed that reaching out to them informally – having coffee with individual members – with no agenda other than getting to know that person better.

Adcock gave the council's experience with their own constituents as an example. She stated she appreciates getting emails from Kay Struffolino thanking the council for something they've done or wishing them luck at the upcoming retreat. She stated when she does get an email or phone call from Kay about a Town issue, she really pays attention to it immediately, because a healthy and good relationship exists between the council and Kay. She stated this example will work with council and the state elected officials as well.

Retreat participants broke into groups and discussed the following case study:

State Case Study: Intergovernmental Effectiveness
You serve as council members for Brighton, a mid-sized central North Carolina town about an hour from one of North Carolina's largest cities. Due to its location, Brighton has grown remarkably in the past 30 years, going from 25,000 people in 1980 to over 52,000 today. The town has benefited from being close to a large city yet far enough away that the cost of living is still reasonable.

Your town has some homegrown businesses, yet a good number of your residents commute to a technology park where they earn a decent living working knowledge-based jobs. Over the years, as Brighton has grown, the commuters have spent more of their dollars at home in the local economy, and they are more invested in the community now than ever.

Brighton residents continually demonstrate that they care deeply about town issues. Attendance at public hearings and council meetings skyrockets when there is a contentious issue. At the last public hearing, regarding the siting of a new county landfill, town staff took a survey of those attending the meeting. The survey revealed that every week, 90 percent of residents go online to get local news, 75 percent watch television for local news, yet only 25 percent read a newspaper to get local news in a given week.

The Mayor of Brighton, who commutes to work at the technology park, believes she can save the town money by ending advertisement of public notices in local newspapers. Besides, she argues, the survey taken at the landfill hearing shows that nearly every person interested in attending that public hearing goes online for news, not to newspapers. She says that Brighton residents have shown they keep up with the times, and that means using modern methods of communication. She has reminded you that many Brighton residents are too busy commuting and raising families to read a newspaper.

To investigate further, the Mayor asked the town staff to explore the ways the other eight governments in the county and the neighboring county to the east broadcast notices about important community issues. At the last council meeting, staff reported that while all of the governments follow state law to publish notice of public hearings and meetings in local newspapers, five of them also post notices on their websites. Of those five, three allow residents to subscribe to RSS feeds that will alert them when a new announcement has been posted online. Your town staff said that the three towns who do not currently post public notices online

would consider doing so if they didn't have to pay for newspaper advertisements, as currently required by state law.

After hearing staff's report, your council voted on a motion to seek support of the other local governments in your two-county region for a bill that would permit a local government to offer public notice online as an alternative to newspaper notices.

Since that vote, you have been approached by the powerful state representative from the neighboring county to the east. He does not represent your town, but his cousin publishes the Brighton Daily Sun newspaper weekly. He has told you that he will not support your effort to change state law, and that he believes printed news media still serve a crucial community function, especially for those residents who cannot afford an internet subscription.

This powerful state representative also had a conversation with your state senator about this issue. He told your senator, a newly-elected junior senator, that he would block any of the senator's bills that came before his committee in the next session if the senator sponsored a bill for electronic notice.

Breakout groups were asked to respond to the following questions after reading the state case study:

1. What is the best strategy for bringing this bill forward in the General Assembly?
2. Will you involve the League? If so, how?
3. How will you address the powerful state representative's objections to this local bill?

The following details the comments that were captured in writing from the groups.

Group A
- Ask staff to find others interested
- Understand obstacles, including media, Political Action Committees
- Inventory pros and cons
- Go to local delegation, mayors
- Seek citizen input
- Develop key messages/talking points, including cost savings
- Involve the League
- Investigate best practices from other states
- Local or state bill?
- Timing
- Gather data to support
- Expose the threat
- Citizen Issue Review Commission
- Develop a communications plan

Group B
- Seek advice
- Talk to junior senator about his/her perspective
- See if other allies exists (professional organizations, other cities)
- Identify opposition
- Discuss with entire delegation
- Build a strong, thorough case and share with allies

- Use all available resources and groups to develop case
- Engage citizens in the discussion with legislators
- Work at all levels
- Contact objecting legislator
- Check whether senior legislator has actual ability to stifle

Group C
- Seek other local government officials with same interest
- Communicate conflict of interest
- Identify issues that powerful legislator is interested in that you could support
- Identify other powerful legislators to help
- Get citizens involved, if possible
- Poll citizens, get statistics
- Get stronger support from other three towns
- Find out who is in the same situation
- Help identify allies
- Is statewide bill better than local bill?
- Contact junior senator – who else should talk to?
- Go to other house
- Tag onto another bill
- Talk to powerful legislator – how could we compromise?

Roger Gwinn and Leslie Mozingo, representatives from the Ferguson Group, spoke to council about relationships with federal officials. They made the following points:

- The atmosphere is partisan.
- Budget issues drive decisions.
- It is important to identify the issue or problem and a proposed solution.
- Be the source of good information that is presented and include justifications for potential solutions.
- Build the case and highlight the impacts (i.e., how will it impact jobs, what are the savings, etc.).
- Include a "personal story" in support of the initiative.
- Look for partnership opportunities.
- Look for opportunities to engage the public and the media.
- Council members should maximize personal contacts with federal officials (personal visits in Washington, D.C., emails, letters, phone calls, etc.).
- Get to know the federal elected officials, keep them up-to-date, and follow up with them about what's going on in Cary.
- Always thank the federal elected official before talking Cary business. After thanking them, talk about something this person is doing that is his/her priority. Then, discuss Cary business and let the official know you represent 140,000 people (or more if regional or statewide initiative).
- Time is limited with federal officials, so be prepared to succinctly share priorities.
- Less paper is better; they appreciate brief executive summaries.
- Always include written, public documentation with verbal conversations.
  - Examples of written documentation: resolutions, news articles, etc.
- Build good relationships with the federal elected officials' staff.
- Focus on elected official-to-elected official and staff-to-staff communications.

- Invite officials to Cary events; when it is important for them to attend, call them on the phone (and it might help to let him/her know who else has committed to attend).
- Involve local media personalities in projects; it may help in the end with press and federal official coverage.
- Work with district and state offices; let the federal official know that district and state office representatives are invited to events if the official cannot attend.
- Attend congressional town halls.
- Involve business leaders to show collaboration.
- All members of Congress use Facebook and Twitter; council members should at minimum follow what they are doing.
- Moving projects forward do not have to be political. It is important to present projects in a way the federal official can support.
- Do not discuss fundraising, donors, political events, etc. – take politics out of the project discussion.
- Always have a Plan B and be prepared to present that alternate plan. If Plan B is not acceptable, ask them what they will support.
- Always include information in the written documentation about metrics/measurements that will be used to gauge success.
- Communicate successes to federal officials, and thank them for their assistance.
- Let the public know which federal officials are supporting Town projects.
- Keep in mind that the elected state leaders may eventually run for federal office. Never burn bridges.
- Keep in mind that the staff that support the federal officials may eventually run for federal office.
- Think ahead and make the most of personal contacts with federal officials.
- Remember advocacy overlap; sometimes state and federal officials are both involved.
- Don't forget that state representatives have connections.

Gwinn will provide personal information on the federal elected officials to help council members with their personal conversations with these officials.

Federal Case Study
Two federal case studies were presented: Walker Street Extension Project and Cary/Apex Water Treatment Facility Expansion Phase III. Details of the case studies follow.

Case Study #1: Problem to Solve
The proposed Walker Street Extension Project is part of a comprehensive effort to redevelop and enhance the downtown core of Cary, address intensifying traffic conditions, and improve safety conditions in an effort to create a livable corridor. The core component of the project is construction of the first and only grade-separated, north-south rail crossing in downtown. The Town has applied twice, unsuccessfully, for the Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants Program administered by the U.S. Federal Highway Administration. The next application round (TIGER 4) will be announced early 2012.

Congressional Districts
U.S. Rep. David Price (NC-4), Brad Miller (NC-13) and Renee Ellmers (NC-2).

Project Description
The project will extend Walker Street approximately 1,200 feet northward under the existing rail corridor and widen the existing roadway at two intersections to allow for turn lanes. The widened cross-section will be a complete street, integrating sidewalks and dedicated bike lanes on both sides. The project will extend Walker Street under the existing railroad tracks. A multimodal effort, the project makes accommodations for auto, bus, rail, pedestrians, and bicyclists. The Walker

Street Extension represents a significant local investment in redeveloping downtown Cary into a walkable and livable area, where residents can live, work and shop in a single neighborhood.

Project Goals:
- *Foster a safe, efficient, livable, and multimodal transportation network*
- *Improve traffic flow in downtown*
- *Provide an emergency service connection*
- *Enhance safety between rail and other modes (pedestrian, vehicular and bicycle)*

Additional Stakeholders:
- *Federal Railroad Administration*
- *North Carolina Railroad*
- *Norfolk Southern*
- *CSX Transportation*
- *Triangle Transit*
- *North Carolina Congressional Delegation*
- *Cary Chamber of Commerce / Heart of Cary Downtown Association*

Project Costs
Total estimated cost for design and engineering services, right-of-way acquisition, and construction of the needed improvements is $33.3 million. The Walker Street Extension project has secured the financial support of federal and state government, as well as the private sector. Of the $33 million cost estimate, Cary has previously secured $4.5 million in grants, which consist of two federal earmarks supported by Congressman David Price. The Town has appropriated $1.2 million of its own funds for design and engineering. The estimated project cost, less the federal grants received previously and design and engineering services, is $26.8 million. Breakout groups were asked to identify solutions to each case study. The following details the comments that were captured in writing from the groups.

Case Study #2: Request
Federal support for the expansion of the Cary/Apex Water Treatment Facility (CAWTF), Raw Water Pump Station (RWPS), and transmission main improvements to the CAWTF.

Congressional Districts
Rep. Renee Ellmers, (NC-2); David Price, (NC-4); Brad Miller (NC-13)

Statement of Need
The proposed upgrades to the CAWTF are intended to accommodate the projected peak day water demands for the Town of Cary through 2025 in the most cost-effective manner and with the least impact to the environment.

Project Description
The proposed project would upgrade the intake, the RWPS, and the CAWTF to accommodate a peak day capacity of 56 mgd. The No Action Alternative would result in the CAWTF operating at its current capacity of 40 mgd with no upgrades or additional facilities. Under this alternative, the CAWTF service area would continue to have a need for additional water demand. Current water projections indicate that peak day water demands will exceed the current 40 mgd capacity of the CAWTF by approximately 2014.

Background
The CAWTF provides water service to customers within the Towns of Cary, Morrisville, and Apex; Raleigh-Durham Airport; the Wake County portion of the Research Triangle Park; and the western portion of Wake County (Figure 1). The Town also maintains interconnections with the

City of Raleigh and City of Durham and maintains mutual aid agreements with the City of Durham and Orange Water and Sewer Authority. The RWPS also supplies up to three million gallons per day (mgd) of raw water to Chatham County for subsequent treatment.

The Preferred Alternative to meet the project purpose and need includes upgrades of the existing CAWTF to accommodate a peak day capacity of 56 mgd. The Towns of Cary and Apex are expected to continue to have steady growth and infill over the next several decades. The projected peak day water demands through 2025 and build-out conditions indicate that the 40 mgd CAWTF needs to be upgraded and expanded by 2014. To accommodate the projected demands, the CAWTF will be expanded to 56 mgd by 2014 (Phase III expansion) and to 64 mgd by 2030 (Phase IV expansion). The 56 mgd expansion will require upgrades to the intake screens, RWPS and the WTP.

The required average raw water demand to the CAWTF associated with this expansion (Phase III) is 37.6 mgd, which is less than the total aggregate raw water supply allocation for the Town of Cary and other project beneficiaries from Jordan Lake. In the Long Range Water Supply Plan, expansion of the CAWTF was identified as the lower cost alternative to joint ventures and others that would increase reliance on the West Jordan Lake Water Treatment Plant (WTP). In addition, expansion of the CAWTF is expected to have lower environmental impacts than any of the joint venture or West Jordan Lake WTP alternatives since the preferred alternative does not require extensive transmission main improvements. Finally, based on information presented in this alternatives analysis, expansion of the CAWTF is the only viable near-term alternative that fully meets the project needs.

In addition to pursuing expansion of the CAWTF, the Town of Cary will continue to proceed with measures to expand its ongoing reuse and conservation program and continue to work with other utilities to negotiate water supply agreements. In February 2010, a Preliminary Engineering evaluation was completed that considered CAWTF upgrade requirements and treatment alternatives to meet future demands. A number of expansion options were evaluated that included improvements to the raw water intake structure, RWPS, CAWTF, and the raw water transmission main. Based on alternatives evaluated, the preliminary engineering report identified intake, RWPS, CAWTF, and raw water transmission main improvements needed to support the 56 mgd expansion. The recommended improvements are outlined below.

Summary of CAWTF Phase III Expansion Recommendations

System Component	Recommendations
Raw Water Intake	• Expand the existing dual intakes with 66-inch tee-type passive intake screens to achieve a raw water capacity of 75 mgd. • Lower the existing lower intake from elevation 202' msl to 197' msl. • Construct a third intake at approximate elevation 185' msl.
Raw Water Pumping Station (RWPS)	• Increase the RWPS capacity to a firm capacity of 63 mgd including installing new pump/motors, new medium voltage electrical service and expanded emergency power generation facilities. • Improve Powder Activated Carbon (PAC) and potassium permanganate ($KMnO_4$) chemical storage/delivery systems.
Raw Water Conveyance	• Construct a parallel transmission main from the RWPS to the 54-inch raw water transmission main at the CAWTF (approximately 1,800-lf located primarily on existing plant property).
Water Treatment / Conveyance	• Expand rapid mix facility. • Two Superpulsators® • Four Dual Media Filters • 1500 lb/day Ozone Generator • Conversion of Existing Pre-Ozone Contactor to Intermediate Ozone Contactor • Two Preozone Contactors • Closed Loop Cooling System for Ozone System • Chemical Feed System Expansion/Improvements (alum, PAC, ammonia, sodium hypochlorite, orthophosphate, filter aid polymer) • Hypochlorite Building Expansion • New Raw Water Chemical Feed Building and Containment Area • Potential additional clearwell to increase water storage capacity to meet demands • 1750 KW Generator and HSPS Building Expansion • 4th Western Zone High Service Pump • Expand laboratory/admin facilities • Improve plant aesthetics

Potential Funding Sources
Drinking Water SRF; energy efficiency improvements special allocation within Drinking Water SRF; USDA, Rural Utilities Service; Economic Development Administration (distribution systems or clear wells, for example, for new sources of employment); U.S. Army Corps of Engineers, Environmental Infrastructure program funding; alternative low-interest, long-term financing options.

Comments from the breakout groups are shown below:

Group A (case study #1)
- Downtown redevelopment
    - Safety

- - Train through Town
  - Functionality – gridlock
  - Help rail transportation
  - Jobs – attracting, maintaining high quality, professional jobs
  - Redevelopment creating new jobs
- Chamber
- Major employers
- Triangle transit
- RTP
- NC Railroad
- Bike riders (federation)
- Greenway advocates
- Visit federal delegation
- Adopt federal legislative agenda
- Other stakeholders adopting a resolution
- R.R. administration
- Visit federal transportation department
- NCDOT
- NC delegation
- Citizen engagement – Heart of Cary

Group B (case study #1)
- What should we do?
  - Go to the TIGER grant agency – how can it be stronger?
  - Talk with congressional delegation
  - Who does Gene Conti/Campo folks know?
  - Involve The Ferguson Group
  - Communication plan – citizens and media
- What is unique?
  - Look at goals
  - Downtown connection is critical piece – unique
  - Economic development – job creation
  - Safety – police, fire, rail
  - Environmental project
  - High speed rail
- Who do we engage?
  - All stakeholder list
  - Railroad
  - Chamber and NC chamber
  - League
  - Citizens
  - Downtown merchants
  - Contact the federal agency to see what their looking for – how could our previous applications have been stronger?
  - TIGER grant section

Group C (case study #2)
- Message?

- o Strong, thriving, bustling community water plant serving the western Wake service area – 200,000 residents
- o RTP – bringing jobs to Cary, Apex, Morrisville, RTP
- o Biopharmaceuticals – high paying, high quality
- Who do we involve?
  - o Chamber of Commerce
  - o NC Department of Commerce
  - o Landscapers/golf courses
  - o RTI
  - o Neuse River Keeper
  - o Small Business Associate
  - o Realtors, Home Builders Association
  - o Legislators
  - o Triangle J – Raleigh, Durham, Regional water utilities
- How do we advocate?
  - o Communication plan
  - o Press conference
  - o Tour facilities with elected officials and business leaders
  - o Letters of support from corporations, citizens, interest groups
  - o Make the full story clear – pros, cons, community values

Group D (case study #2)
- Simplify message
  - o WTP needs to be expended to serve our town and the region
  - o Correlate economy and jobs to the need to provide infrastructure
  - o Direct and indirect beneficiaries of the project
  - o Impacts of not doing the project
- Involve each city and its chamber of commerce, RTF, RDU
- Send Council members and staff to D.C.
- Let delegates know about things we have done that are important to them
- Address individual agency concerns
- Funding opportunity plan – how project is relevant to agency's mission

Day 1 ended at 5:50 p.m.

Day Two

Day One Debrief

To begin Day Two, the facilitator debriefed participants on Day One.

What went well?	What could be better or different?
- Great information in both presentations - Great ideas - Like the idea of simplifying the land use plan document - Good pace - Good background on each topic - Case studies – good to practice - Liked being in different break out groups - Good participation – especially from Council on	- Need to review follow-up for each item - Need to create a "parking lot"

What went well?	What could be better or different?
intergovernmental topic	

Unleashing Excellence – Customer Service Philosophy

Goal Statement
To update Council on staff's Unleashing Excellence initiative to take the organization's customer service commitment to the next level and to receive Council feedback on various aspects of the effort.

Background
From our Statement of Values to our Citizen Commitment Statement to our professional interaction and follow-through performance standards, the organization is clearly not at a loss for words when it comes to setting expectations for how we will interact with our citizens. New employees are trained on our Keys to Creating a Citizen-Friendly Environment, and since 1998, the organization has conducted a quantitative, scientific evaluation of some key customer service indicators via our Biennial Citizen Satisfaction Survey.

We've established a firm foundation, and we know that most staff provide good service most of the time. The question before us now is: how do we move from good most of the time to great all of the time?

To this end and after much discussion, the Assistant Town Manager has established a core leadership team to take the organization's customer service to the next level based on Unleashing Excellence, a comprehensive and practical improvement program designed in large measure by Dennis Snow, formerly of Walt Disney World. The program, which is focused on truly enculturating great customer service so that it lasts for the long haul, addresses such topics as:

- *The DNA of Service Excellence*
- *Developing the Service Improvement Core Tools*
- *Communication*
- *Training and Education*
- *Recruitment*
- *Measurement*
- *Recognition, Interviewing, Selection*
- *Service Obstacles*
- *Accountability*

Major Topic Components

- *Summary of the Town of Cary's existing customer service program including: philosophy, approach, training, recognition, and evaluation.*
- *Discussion of customer service strengths and weaknesses, including those things that Council has directly observed as well as what Council has been told by citizens.*
- *Overview followed by discussion of Dennis Snow's Unleashing Excellence approach to customer service including: how effective Council thinks implementing Snow's approach will be in addressing their observations and what they've heard from citizens; any special things Council wants staff to keep in mind when implementing Snow's approach; any red flags Council sees in Snow's approach being able to work in our organization; things in addition to what Snow suggests that Council would like staff to focus on in terms of customer service.*

Preparation Requirements and Format of Session
In preparation for this session and prior to the retreat, Council will be asked to complete a short survey regarding the Town's current customer service strengths and weaknesses. This information will be used during the session in the aggregate, which is proposed to begin with staff's providing a 10-minute overview of the Town's current customer service program. The overview will be followed by a 55-minute webinar featuring Dennis Snow and covering the major elements of the Unleashing Excellence approach, which staff is just beginning to customize for the organization. After the webinar, staff will briefly (10 minutes) explain what steps have been taken so far using the Snow process, and the facilitator will lead a discussion (one hour) on what Council sees as the strengths and weaknesses of staff's new approach in light of the pre-session survey results and what outcomes Council would expect to see in order to define the initiative's success.

Estimated Time Required for Session
2.25 hours

Summary of Retreat:
Staff updated the Council on the Unleashing Excellence Customer Service initiative, reviewed recent Council survey results and sought feedback on the values of service most important to the Council.

Bajorek's PowerPoint presentation is attached to and incorporated herein as **Exhibit E**.

Council discussion:

The council concurred that some departments provide excellent customer service, but there are areas to improve.

Frantz is not looking for new, costly customer service programs.

Adcock stated instead of new customer service programs, some employees need to improve their attitudes.

Smith thinks the answer is targeted activities. Adcock agreed that training is important, and it should be followed up with monitoring.

Bush stated customer service should be core to employees' values. She thinks performance evaluation, pay or merit should be tied to customer service.

Bajorek stated good customer service is not a part of an employee's job; rather, good customer service is an employee's job.

Weinbrecht thinks it is important that staff respond to every inquiry and treat the individuals with respect. He understands that some responses involve a lot of staff time, and judgment must be used in these situations.

Robinson sees three customer service categories: (1) providing information; (2) daily activities; and (3) response. She thinks the Town is doing a better job in some of these areas than others.

Adcock stated one area for customer service improvement is with staff's interactions with the business community. She thinks there is a lack of consistency every time a different staff member gets involved in the same problem (i.e., multiple inspectors with a project).

Robinson thinks staff should avoid confusion, because that is what frustrates customers.

Frantz wants staff to take ownership to help resolve problems.

The council had a discussion about the inspection process, which is focused on timeliness and cost. A customer calls, and the inspector arrives that day (unless it is a late afternoon call). This means that if a person requires multiple inspections for a project, it is likely that different inspectors will be involved. Town inspectors each perform about 18 inspections per day.

Adcock is concerned that, although productive, the inspection focus on timeliness and cost might cause quality and consistency to suffer.

Weinbrecht stated it may be good to offer the customer options: (1) they may see the same inspector, but to do so may take longer; or (2) they may see the first available inspector the same day they call, but it may not be the same inspector they saw in the past. The council liked the customer having the ability to make this decision.

Adcock wants to know the response rate of the Inspection's department survey. Smith stated the happy customers usually do not take the time to complete the survey.

Robinson thinks the Town has a great website, but there is room for improvement. She encouraged staff to invite 100+ citizens to do a scavenger hunt on the Town's website and find 40 pieces of information. She suggested using a tracking mechanism to see the number of steps it takes them to find the information. She gave the following examples:

- The office hours are not shown on the web page that informs people how to pay a utility bill.
- PRCR rain delay information is not on all applicable web pages.
- Historical information of past council decisions (i.e., rezoning and past rezoning on that property) should be easily available without having to research minutes.

Robinson stated citizens expect to rapidly find information, and it is frustrating to them when they cannot easily and quickly find the information they need.

Bush stated the Town's search feature on the website does not work properly. Bajorek stated Technology Services staff will soon resolve this issue, and it is a priority.

Robinson suggested having an "I want to" section on the home page that shows a list (i.e., "I want to look up a rezoning", "I want to start my business in Cary", etc.).

Robinson would also like a list of the month's activities on the home page. She also wants to include partner events, such as the Jaycee's Christmas parade.

Bush does not like the current calendar on the home page, because that calendar does not include all activities. She suggested replacing the calendar with weekly events. She thinks it is important to access information in less than two clicks.

Bajorek summarized the customer service initiative:

(1) Look at everything through the lens of the customer
(2) Relationship vs. task mindset (be caring; do not just process people)
(3) Create moments of wow (keep your eyes open and look for opportunities to help people)
(4) Hold employees accountable (make it part of employee reviews and measure performance)

Robinson stated front-line staff should be empowered to take situations to the department director and be part of the solution. Bajorek stated his goal is for the front-line staff person to have the

decision-making authority when feasible. Adcock stated the important consideration is the front-line staff offering to take the issue to the department director instead of the customer asking for this to occur.

Robinson believes there is room to improve on educating and informing the public about planning processes.

Adcock stated the ultimate accountability for staff is that they cannot work for the Town of Cary if they do not provide the expected customer service. She stated the Town should not tolerate poor customer service.

Smith stated customer service improvements do not have to cost a lot of money.

Bush urged staff to exercise caution in the terminology they use. She stated stakeholders must buy-in or no change will occur. She stated everyone expects all the department directors to set the customer service example.

Robinson stated in the past the council has talked about having a business ombudsman to help customers who have questions about doing business in Cary. She thinks this would provide a higher level of knowledge and consistency with this segment of the community.

Bush asked if the Town has customer relation management software. Shivar stated the entire Town does not have this software, and there are some concerns with it (i.e., the public's concern the Town is keeping this information on them, etc.). Bajorek stated the Public Works customer service staff has such a system, and it is helpful to have the customer history. He stated staff has discussed expanding this beyond the Public Works department, but first staff needs to determine if this is the best solution for the Town.

Adcock stated it is important to know the number and type of customer service complaints received in the reasonable past for comparison purposes moving forward. She stated it is important to know if the initiative is successful. She hopes the initiative results in fewer complaints, quicker resolution of issues and less people coming to council with complaints that staff did not resolve.

Bush stated instant feedback from customers is important. She suggested tracking the feedback and not just the complaints.

Session summary:

Council's vision for customer service in Cary.

- Consistency and helpfulness – need to be authentic
- Business processes should be straightforward – should be clear and not confusing
- Staff should take ownership of the hand-off
- Quality and consistency
- Allow customer to make the choice (example, the inspector you had previously is unavailable today. You can wait for him/her until tomorrow, or have a different inspector today.)
- Website could be improved
  - Scavenger hunt with citizens
  - Cancellations for weather
  - Google search doesn't work [staff noted that this is being fixed]
  - "I want to…"
  - Monthly activities on the homepage

Areas in which council thinks staff should focus regarding customer service:

- Empower front line staff to make decisions and/or take the issue to their director (rather than just saying no and having customer go to Council member, who then takes it to the director)
- Help average citizen learn the rezoning/land use process
- Town cannot tolerate chronic, poor customer service

Council identified outcomes from this initiative:

- Comparative data
- Fewer complaints and quicker resolution of issues
- Instant feedback from customers
  - o Need to track regularly
  - o Increase response rate
- Improvements do not always need to cost money
- Get feedback from previously trained staff
- Should not be a "program of the month" – directors need to "walk the walk"
- Consider an ombudsman for businesses, especially small businesses

General Capital Projects and Funding

Goal Statement
Update Council and receive direction regarding general capital projects (Transportation, Fire, PRCR, General Government, Downtown) and available funding options for FY 2013 and beyond.

Executive Summary
The Town's current Ten Year Capital Improvements Plan identifies $196M of future year capital projects including construction of new fire stations and parks, roadway improvements, existing infrastructure maintenance and downtown enhancements. In addition to these future year needs, ten capital projects with a total of $63.4M in available project balance remain categorized as "Delay". The TCAP–Downtown Cary Streetscape project and the Aquatics facility represent $47.3M of the remaining balance associated with "Delay" projects. Both of these projects are funded with appropriated but unissued 2003 general obligation bond debt.
There are a number of funding tools that can be utilized to support capital needs. Examples include:

- *Appropriations from general capital reserve fund balance*
- *Transfers from the General Fund*
- *Existing bond authority, which expires April 2013 if not issued*
- *Potential bond authority that might be approved by voters in the future*
- *Re-evaluate and re-prioritize the CIP so that it can be afforded only with Town cash*

While each of these options is available to the Town, limited general capital reserve fund revenues, the availability of operating and capital fund balances (both in the short and long term) and debt service capacity are factors for consideration.

Background
A review of general capital projects was last conducted in December 2009. At that time, Council chose to continue with 327 projects, postpone 39 totaling $24M, and delay 19 totaling $68M.

Since that time, eight projects have been transitioned from the Delay category to Continue, and one has been closed.

With regard to available funding resources, the general capital reserve fund balance and the general fund fund balance offer one-time revenue sources for each annual budget development process as well as mid-year capital funding flexibility. The general capital reserve fund typically generates $6M per year in revenue, with much of it being restricted to specific street related projects (e.g. Powell bill funding, transportation development fees). With favorable variances compared to budget, the general fund fund balance receives contributions at the end of each fiscal year that help support fund balance transfer appropriations to capital projects as well. The Town also has $53.1M of unappropriated transportation bond authority and $7.6M of unappropriated PRCR bond authority that could be directed to infrastructure needs, however, the authority expires in April, 2013 if not issued. The debt service associated with repayment of this debt is not factored into the Town's current debt service schedule.

Preparation Requirements and Format of Session
Approximately three weeks of effort from multiple staff members (including Budget, Public Information, Finance, Engineering, PRCR) would be necessary to calculate financial impact scenarios, compile potential project lists and timetables associated with a variety of options for Council consideration. The work during the Retreat session would include staff presenting related background information and option summaries for 30 minutes or so, and then the remaining time can be used for Council Q&A and discussion. The goal of the discussion would be for staff to receive direction from Council regarding capital funding priorities and preferred funding mechanisms.

Major Topic Components
In addition to summarizing funding mechanisms, staff would present information regarding upcoming capital project priorities (as indicated in the ten year capital improvements plan) and debt capacity. The remaining time would be reserved for Council discussion and receiving direction from Council regarding capital priorities and preferred funding options.

Estimated Time Required For Session
2.25 hours

Fogleman's PowerPoint presentation is attached to and incorporated herein as **Exhibit F**.

<u>Summary of Retreat:</u>
Staff updated the Council on general capital projects and available funding options for FY 2013 and beyond, including usage of the 2003 street and park bond authority.

<u>Council discussion:</u>

Bush asked if the streetscape authority still exists to issue those bonds. Fogleman stated the authority exists. If council chooses not to move forward with the scope of the projects and prefers using the $34 million for another transportation project, then council could choose to transfer the appropriation and reallocate it to another project(s). He stated the debt has not yet been issued, and the $34 million is still available. Bush asked if issuing this debt will require an additional tax increase. Fogleman replied potentially – depending on options and impacts. Fogleman stated this issue was delayed in 2009 because of the economic climate.

Weinbrecht asked for an explanation of the General Fund fund balance and how it is tied to a bond rating. Mills stated it is important to maintain the four month reserve commitment, which is above the statutory reserve requirement. The council has made this commitment, which was a reason the Town earned the AAA bond rating. She stated the bond rating agencies would perceive a lesser reserve

amount to be a negative factor, and staff would have to discuss this with the rating agencies before council made any decisions. She outlined the importance of the AAA bond rating. Fogleman added that one-month of reserve is about $10 million. Shivar added that $10 million is not a lot of money as compared to the Town's project list.

Frantz prefers to go to the citizens requesting a new bond referendum if council decides to issue debt. He thinks a great deal has changed since 2003; it does not seem right to spend money 13 years after the bond referendum was approved. He does not support reducing the four-month reserve.

Weinbrecht stated he was on council in 2003 when the bond was approved. He stated he at the time told people their taxes would not go up if they approved the bond. He will not support any decision that results in breaking this promise.

Smith thinks the no- and low-growth consequence is coming to fruition. He is inclined to support a new referendum, and in doing so council and staff must be clear about the tax increase that will be necessary and even an explanation of when the tax increase will occur.

Robinson stated the information from Town materials associated with the 2003 bond indicated the bonds could result in a tax increase. She stated it was individual council members at that time telling people their taxes would not increase.

Bush stated some of the projects associated with the 2003 referendum are not on the capital improvement plan anymore. She wants to ensure transparency. Robinson clarified that with the 2003 bond, specific projects were listed as examples of projects for which the money would be used. However, she agrees with Bush.

Council directed staff to: (1) Pursue a 2012 bond referendum to examine alternatives and options to bring back to council for consideration of a potential list of projects, and (2) do not use the remaining 2003 bond authority

Weinbrecht stated for the record that Robison may object to this council direction, so it may not be unanimous consensus of the entire council.

Weinbrecht asked if the staff includes operational costs in the cost of projects. Fogleman stated this decision is needed as part of the process. Frantz likes the idea of including the operating costs. Weinbrecht stated it is important for the citizens to understand the operating impacts.

Fogleman stated having a range of the bond amount is helpful to staff as they prepare a priority list. He stated it can be changed as needed, but it gives staff a starting point. Frantz suggested reviewing the highest priority projects and from that list creating a smaller list of the highest priorities. He prefers having a work session focusing on the priority projects, which will help council determine the amount.

Fogleman stated another element is considering: (1) going to the 15% ceiling immediately, which provides the Town more borrowing capacity earlier and holding steady over the next few years, or (2) considering gradually bringing on those projects over the next seven years and spreading the affordability over time.

Frantz does not want a tax increase every year.

Weinbrecht wants to be clear that the capital projects pertain to quality of life and level of service and are not a wish list of things that would be nice to have.

Robinson thinks it is important to share with citizens the council's policy on the debt ceiling. Frantz wants to stay at or below the 15% debt ceiling.

Bush wants to make sure citizens understand the consequences of voting for or against a referendum (i.e., tax increase if it is approved or decrease in level of service if it is not approved).

Council agreed to hold to the 15% ceiling or less.

Fogleman stated staff will conservatively estimate a 3% operating expenditure growth and 5% as an interest rate for the purposes of debt service calculations.

Smith asked the likelihood of using the 2003 bond authority without raising taxes. Fogleman stated this is not possible based on the current service level provision.

Frantz is interested in statistics about the timing of a bond issues (i.e., presidential ballots vs. 2013 council election). Other council members disagreed; the majority expressed a desire that the bond issue be on the November 2012 ballot with the larger electorate participating.

Adcock suggested imposing a tax increase immediately after the bond election if it is approved, and then later increase taxes as necessary based on needs and market conditions. She prefers this approach instead of one large tax increase.

Fogleman stated staff will bring a prioritized list of potential projects and options to council in about a month in a work session.

Fogleman stated historically bonds have been done for transportation, streets, parks and recreation and cultural resources. He asked if council wants to expand the issues on a bond referendum (i.e., fire stations, etc.)

The council expressed an interest in adding public safety projects to the list of potential projects.

Fogleman stated there may be General Government needs in the future (i.e., maintenance facility, etc.). Robinson will support this, but she stated the wording is critical. She stated if it is referred to as a "west Cary" facility, then there is a chance the voters who do not reside in western Cary will not support it. She stated voters might not understand that without this facility, resources will be taken from other areas of town to serve west Cary.

Fogleman asked if council would like to include downtown initiatives on the potential project list.

Council directed staff not to include a specific downtown bond; rather, components of the downtown project can be included as part of other bond issues (i.e., downtown park).

Fogleman asked for council's input on the degree of public input in the potential bond project list.

Council directed staff to develop the project list based on facts, data and analysis. Council did not think it was appropriate to involve this public in this process, because it should not focus on special interests.

Council discussed their preference for staff to be general in the projects on the list and use metrics to provide some information (X miles of greenway, X fire stations, etc.).

Mills clarified that the legal referendum question on the ballot can be general; however, communication materials can contain the specifics that council is comfortable including.

Shivar stated the staff will prepare information for a future work session to follow up on the bond referendum discussion.

Frantz stated at the work session he wants a project list ranked based on specified criteria.

Bush wants to ensure the list contains projects that are distributed across Cary. She also wants information about the people these projects will serve and levels of service (positive and negative).

Robinson is interested in alternate voting methods, not for a potential bond referendum, but for Cary elections in general (i.e., on-line voting or other pilot projects). Rowland is not aware of any current pilot projects but she will follow up with the Board of Elections and will report back to council. She noted that this could potentially require approval from the General Assembly.

Summary of council issues and questions:
- What if the Town reduced its four-month reserve commitment? How would rating agencies respond?
- *If* we use bond authority, want to go back to voters
- Don't want to reduce reserves
- Need to know what projects would be included in a new referendum
- '03 bond – made a personal commitment not to increase taxes; don't want to go back on my promise
- In 2003, the Town said a tax increase of seven cents was possible
- Inclined to do a new referendum and be clear about tax increase
    - Explain when increase would hit
    - Want citizens to weigh in
- Operating costs should be included in total cost of projects
- Need to see list of priority projects from staff to determine amount of referendum
- Tell citizens about our debt policy
- Referendum this year or next year?
    - What are the tradeoffs? What are the politics in an election year?
- Need a compelling story and effective communication plan

Summary of council consensus:
- Hold 15 percent ceiling (or less)
- Assume three percent operating expenditure growth
- Assume five percent as an interest rate for the purposes of debt service calculations
- The consensus among Council members was to ask staff to provide information about a future referendum for the full Council to consider. The following guidance was given to staff:
    - Will the tax increase be all at once or over time?
    - Need list of projects, timing and financial impact of each
    - Fire/Public Safety referendum category should be added
    - Maintenance Facility needs to be described appropriately in order for success
    - Don't need a Downtown referendum category
    - Need to be general enough with project description to provide some flexibility
        - Use metrics to describe what the money would pay for (example, x number of roads, x number of buildings)
    - Staff should develop a recommended list of projects for Council to review and consider
    - Projects should be ranked based on specific criteria
    - Projects should be distributed geographically throughout Cary
    - Identify who each project serves
    - Describe the level of service and impact of each project

Council Appointed Board and Commission Review

Goal Statement
To review the operations of Council-appointed Boards/Commissions, identify those Boards/Commissions that require refining and make appropriate modifications.

Executive Summary
Council has noted some appointed Boards/Commissions operate more effective than others. This session will update the Council on the various Board/Commissions mission and accomplishments, summarize a self-assessment survey of each Board/Commission, and have a facilitated discussion on how to increase the effectiveness of identified Board/Commissions effectiveness.

Background
Over the past few years, several of the Council established Boards/Commissions have been extremely effective in meeting their Council defined outcomes. Most have flourished, while a few have struggled. In addition, the ever changing environment in which citizens interact with their government have potentially made the structure of some of the Boards/Commissions a hindrance in accomplishing their mission.

A review of some of our "effective" Boards/Commissions is needed to develop a framework for potentially modifying others.

Major Topic Components
In addition to staff summarizing Board/Commissions mission and accomplishments, staff will present feedback derived from a survey of Board/Commission members concerning the effectiveness of their board/commission, obstacles hindering success, and proposed modifications.

Based on the above information, Council will be asked to identify which Board/Commissions require further discussion. Once specific Boards/Commissions are identified, a facilitated discussion will be held on how to make the identified Boards/Commissions more effective. Council will be asked the following questions:

- *Where are we now?*
- *Where do we want to be?*
- *How do we get there?*

Preparation Requirements and Format of Session
Staff liaisons will prepare a summary of their Board/Commission's mission and accomplishment and will ask each member a series of questions concerning the operation and effectiveness of their respective Board/Commission. This material will also be summarized into 30-minute presentation and discussion prior to Council identifying which Boards/Commissions to review. The remainder of the session will consist of problem solving identified Boards/Commissions.

Estimated Time Required for Session
2 hours

<u>Summary of Retreat:</u>
Staff provided a review of a survey completed by the Council's appointed Boards and Commissions. Rowland's PowerPoint presentation is attached to and incorporated herein as **Exhibit G**.

Discussion about boards:

Council authorized staff to move forward with the inaugural board/elected official/staff big picture planning session. Rowland will provide council additional information about this in the future.

The council members were each given five sticky dots and asked to use them to identify the boards they wish to focus their attention in the next portion of this session. They chose to discuss the following boards: Citizen Issue Review Commission (CIRC), Economic Development Commission (EDC) and Town Center Review Commission (TCRC). Council members did not identify other boards for further discussion.

CIRC Discussion:

Frantz thinks the council does not need CIRC; there is a faster, simpler way to get new ideas to the council with the council sponsor/co-sponsor process. He stated they have trouble getting a quorum to conduct a meeting, and they have only had two cases since their inception. He celebrates the intent, but it is not working as expected.

Weinbrecht stated one of reason CIRC did not succeed is because they did not have the buy in from the entire council. He stated the intent of CIRC was to provide a mechanism for citizens to bring ideas to council. He does not think most Cary citizens are aware that this process exists.

Frantz stated staff has advertised the CIRC process in the BUD newsletter, on Cary TV, and there have been articles in the newspaper.

Weinbrecht does not think people understand the process.

Smith thinks CIRC is a symptom of the council's inability to work as a team. He stated it was a new mechanism to allow voices to be heard. In reality, he thinks it provided a mechanism for the same issue to come to council numerous times after council had previously denied the issue, and it enabled the filibuster concept. He stated the success of an organization is determined by the strength of its foundation. He agreed that the entire council did not buy into the CIRC process, which resulted in a weak foundation. He thinks the principle of CIRC is still valid, and it is important to ensure there are processes in place to ensure citizens are heard. He stated according to the survey, the CIRC members do not feel valued.

Weinbrecht stated CIRC members are all Town of Cary School of Government (SOG) graduates, which makes them a valuable group of citizens who are knowledgeable about the Town.

Frantz agreed and stated he would prefer to use the CIRC as task forces when council needs citizen input on specific issues.

Adcock prefers that council appoint Town School of Government (SOG) graduates to serve on future task forces instead of the CIRC serving as a stand-by task force that has no purpose until the council assigns it an issue.

Bush stated she chaired the group that created the CIRC, and she has watched as the Town implemented the CIRC process. She stated when CIRC was formed, there were many passionate people around the table who did not feel heard, and it was important for them to ensure that citizens had a way to bring ideas to the council. She stated at the time the council sponsor/co-sponsor method was very seldom used. She does not think the opportunity afforded by CIRC has been well communicated. She thinks a staff member could have provided more guidance to ensure the CIRC was more effective. She stated the name of CIRC – Citizen Issue Review Commission – even promotes tapping into community resources and people in the community who are passionate enough about the Town to complete the

SOG program. These citizens want to volunteer and help the Town. She thinks they need more direction. She thinks several Town boards are waiting for council and staff to tell them what to do rather than being proactive and offering feedback without council specifically asking. She believes all points made about CIRC are valid. She stated sometimes it takes longer than a couple of years for a board to become effective.

Robinson believes the original intent of CIRC was noble. However, she thinks the development of the sponsor/co-sponsor system has brought clarity on how to bring issues before the council. Prior to this process, she stated it was difficult to get an issue before council, it was confusing, and it was often political. She stated with the current system, a citizen can bring an issue to his/her council member. That council member can get the support of one more council member, and this issue is put on a council meeting agenda for full council discussion. She stated it is expedient and clearly defined. She compared this to the CIRC process, which takes much longer to get an issue before council. She thinks a citizen would rather use the sponsor/co-sponsor process instead of CIRC due to the time savings and the immediacy of bringing issues to the council. She thinks is the biggest reason that CIRC is not flourishing.

Adcock suggested thinking about CIRC as a process instead of an entity. She stated the philosophy of CIRC still exists. She stated the citizens now come directly to a council member with their ideas. The council member gets a council co-sponsor, and the item is placed on a council agenda. The council has the flexibility of then using the task force structure, which will include SOG graduates among other appointees, to study the issue and come back to council with a recommendation. The staff will provide support to the task force to facilitate the work. She stated this is a different process than CIRC, but the outcome is the same. She sees this as a rebirth of the CIRC concept.

Frantz likes the task force idea. He said when there is an issue, the council could tap into SOG graduates and appoint these citizens to a task force (among other members) to address an issue. He believes these citizens will feel valuable, because they will be working on something that really helps the council. When the task force mission is complete, the group is disbanded.

Adcock stated the method Frantz described above will allow more SOG graduates to participate vs. a standing group.

Robinson clarified that the council needs flexibility to appoint non-SOG graduates to task forces, in addition to the SOG graduates. She stated it is important to have expertise on certain task forces (i.e., an arborist on the Tree Preservation Task Force, etc.). She stated SOG graduates may not always have the exact expertise needed on a task force.

Bush stated it is important to think of this as continually tapping into the citizens that are committed to the Town. She supports maintaining the original CIRC goal as the philosophy to foster citizens connecting with their government officials.

Summary of council discussion regarding CIRC:

- Met their purpose
- Citizens don't know about it
- Creation of CIRC was a symptom of Council's failure at that time
- "Pink slip" process was not well utilized at that time
- The original intent of the group was noble but we now have better processes in place to get issues to the Council
- Highlight ways to tap into citizens

Summary of council's direction pertaining to CIRC:

Citizens are an important focus of the council. The council wants to maintain the philosophy of the CIRC. The council agreed to repurpose this concept. The CIRC will be eliminated. The council acknowledged that the existing council sponsor/co-sponsor process that was refined about the same time as the CIRC was formed is a very successful way for citizens to bring new ideas to council. In the future, when emerging topics arise where the council would benefit from citizen advice, they will appoint task forces to study the topic and report back to council their recommendations. These task forces will be for a specific purpose and for a specific period of time. When the task force work concludes, they will disband. Among others, the membership of these task forces will include Town of Cary School of Government graduates to draw upon the in-depth knowledge these citizens have learned about the Town of Cary from that program. At the appropriate time the staff will get feedback from people involved in the CIRC to get their feedback on how to make these future task forces effective.

EDC and EDGB Discussion:

Bush asked if council members believe the chamber is carrying out the economic development work of the Town.

Robinson stated the Town has a contract with the chamber that stipulates the chamber acts as the Town's economic development arm. The chamber hired Sandy Jordan to fulfill this purpose with the money the Town provides. The EDC had numerous brainstorming sessions on what service they might provide the Town. Ultimately, the EDC determined they do not have a purpose with the Town, because boards are advisory and do not actively work for the Town. The EDC did not have initiatives from the council or any guidance on advice they needed about economic development.

Weinbrecht recalls that the EDC was originally created because the Town's relationship with the chamber was not as good then as it is now. It was thought at the time that it would be good to bring in a group of business people and get their advice on how the Town should move forward with economic development.

Adcock stated the EDC has recommended a couple of times to council that their lifespan is complete and they are ready to disband.

The facilitator asked how the council task force on economic development relates to the discussion of EDC and EDGB.

Robinson stated the task force had one meeting and made the recommendations in the retreat materials. She stated it is up to council to provide direction to move forward. She stated an alternative to the task force recommendation is to dissolve the EDC and use SOG graduates (among others) as needed on task forces as issues arise. She stated another option is to keep the EDC but only call on them when a specific issue arises.

Bush asked what other municipalities do regarding economic development.

Robinson stated Cary is different from other towns, because economic development incentive opportunities are reviewed by the council. She stated some other communities use a citizen board to make decisions. She does not want to give up this current council responsibility to a council appointed board.

Smith stated he met with numerous people to prepare for last week's task force meeting. He learned the common theme in NC is no "one size fits all". The county provides a level of economic development support and is known as Wake County Economic Development, which is Ken Atkins. He stated Atkins works close with Sandy Jordan of the chamber, who is the Town's economic development person. He stated this aspect of economic development is mostly industrial and large companies. He stated smaller towns work with the local community college and local chamber to promote economic development.

Shivar stated it is typical for the economic development function to be provided by counties, particularly in smaller counties and counties with smaller jurisdictions. He does not think Raleigh has an economic development commission; rather, this service is provided by Wake County and the Greater Raleigh Convention and Visitors Bureau. He does not think any other municipality in Wake County has such a commission.

Bush stated it sounds like the original purpose of EDC is now done by the chamber.

Adcock is unclear on the role of the EDGB, including how it is chartered.

Rowland stated the EDGB's role is to oversee activities of the Town's economic development program. They meet quarterly and hear updates of the chamber's economic development activities on behalf of its contractual agreement with the Town. Membership includes the mayor, Council Members Robinson and Smith (appointed by the mayor), the town manager, the chamber executive director and the chamber board of director chair. Rowland will provide the council information in the near future about the activities of the EDGB to ensure all council members have the same historical information.

Simpson added the EDGB is a creature of the contract.

Weinbrecht stated the dialog between EDGB members is good at their quarterly meetings.

Adcock would like to learn more about the EDGB and why they are called a "governing board".

Robinson thinks it is a good idea to maintain quarterly meetings with the chamber. She stated this can be a subgroup of council (as the current EDGB is structured) or the entire council.

Smith suggested not using the term "governing board" (EDGB). He thinks it is important to have a group with a mix of staff, council, citizens and chamber. He thinks quarterly meetings of this group will include dialog and will allow the group to move issues forward. He is willing to try the new concept. He stated it may be good not to totally disband the EDC, but he is willing to convert it to an as-needed task force that is on stand-by. He wants to expand the role and membership of the current EDGB; this is where he believes the opportunity exists to explore economic development issues in a new way and not just focus on industrial recruitment.

Weinbrecht would like to remove the monetary contract discussion from the EDGB and make this an operations committee/council responsibility. Council concurred.

Robinson recommended to appoint three of the current members from the EDC and move them to the EDGB; rename the EDGB; eliminate the EDC; use the task force model for input on economic development issues; use members of the existing EDC on the first task force, which is currently in progress on the issue of hydraulic fracturing.

Summary of council comments about EDC:

- The Town should pull together expertise when needed
- Regular/quarterly conversations about economic development is important

Summary of council's direction pertaining to EDC and EDGB:
The council decided to eliminate the EDC. They decided to repurpose the EDGB by including three current members of the EDC and potential additional staff and Chamber of Commerce membership. The council committee on economic development (Jack Smith, Jennifer Robinson and Julie Robison) will bring a proposal to council in the near future with ideas to repurpose the EDGB. The council will utilize task forces as needed to study particular economic development issues for which the council would

benefit from citizens' advice. Members of future task forces will include, among others, Town of Cary School of Government graduates. The current members of the EDC will serve on the council's first economic development issue task force to work with the EAB to bring forth their thoughts on hydraulic fracturing (this work was assigned at the December 2011 council meeting).

TCRC Discussion:

Rowland reiterated that the TCRC survey respondents all believe the board's concept is important, because downtown development is one of council's priorities. Board members do not believe they are effective with their current mission.

Frantz stated he and the TCRC chair have missed each other by phone for the last week and a half. He understands from her voice mail messages that she wants to revisit the board's mission and how the council uses them. He would like to speak with her and the board before taking action on this board. He agrees the board duplicates what staff is already doing. He stated members also feel their hands are tied in that they do not have the flexibility to have meaningful input into recommendations.

Ulma stated the TCRC was established to review site plans in the downtown area. They do not have the same responsibilities as the planning & zoning board (P&Z). He stated the TCRC does duplicate what staff does with site plans. He stated the board was initially established because staff and council expected a lot of site plan activity in the downtown area. He stated this has not occurred, and a result, the board does not have any work.

Bush asked if it is possible that we will need a TCRC in the future when site plan activity in the downtown area increases.

Shivar said it is possible, but there is no way to predict it.

Frantz stated the TCRC has felt needed when they had work to do (i.e., historic preservation master plan).

Ulma stated the TCRC review of the historic plan was only informational for them. They did not have a review role in the plan.

Frantz thinks the board wants to investigate the possibility of revamping their mission and reorganizing how they do business.

Rowland stated the council appoints the board members to give council advice so council can make the best possible decisions. So, the question for council is what does council need from the TCRC.

Adcock questioned what the council is missing as they are trying to redevelop downtown that the TCRC or some other group could provide. She does not think anything is missing.

Bush asked if the Town had a downtown manager when the TCRC was established.

Frantz stated there was no downtown manager at that time.

Frantz thinks the TCRC was formed as a "P&Z Light" version just for downtown. However, the TCRC is not doing anything that P&Z cannot do.

Smith recalls questions about whether the Town needed the TCRC in the beginning. The council was willing to try it and review it after a while.

Ulma thinks it was something the staff and council were willing to try. It did not work out as expected, so it is now time to do something different.

Rowland stated Ulma's original staff report recognized that the TCRC was a new concept. She stated the P&Z chair during that time spoke against creating the TCRC. The council was willing to try it and review it after a period of time to determine if it met the intended purpose.

Frantz supports dissolving the TCRC. He stated the P&Z could serve a TCRC purpose if needed. He does not want to waste staff or citizen time for TCRC if the board is not effective.

Shivar stated the real issue is what council wants. He said if council thinks they need citizen eyes on some of the projects in downtown – not just development plans or site plans – and council wants a separate group of citizens to serve this purpose, then this might be important and could be done with a task force. He stated there are pros and cons of the citizen eyes. He stated the downtown manager can move faster without a board. He stated boards are public bodies, and statutory requirements must be met (i.e., 48 hours advanced notice of meetings, etc.). He stated the council is very involved with the downtown, so in that sense there may be less need for public involvement in this area. However, a group of some kind might still serve a purpose if council decides something is missing. He stated staff is happy to report back to council with pros and cons of including citizen advice in the downtown development process.

Frantz thinks if the council in the future decides they want a task force for a particular downtown project, then at that time the council can work with staff and understand the pros and cons. He does not want to do anything that will slow downtown development.

Barker stated because site plans in the downtown area must go to the TCRC, they are also required to go to council at a quasi-judicial public hearing. He stated this will slow down new developments in the downtown area, because it is an extra step and a step that does not apply to plans outside the downtown area.

Rowland added that in the initial discussion about establishing a TCRC, the council at that time thought it was very important that a TCRC did not slow down processes pertaining to downtown development.

Frantz concurred with disbanding the TCRC.

Summary of council's comments regarding the TCRC:

- This group was established as a site plan review committee for a downtown plan, which did not materialize
- The group was not chartered to do more
- What, if anything, is missing? Is there a need for additional input regarding downtown?
- P&Z can set up its own sub-committees when needed
- Don't want to slow down downtown development

Summary of council's direction regarding the TCRC:
Council decided to eliminate the TCRC. The council acknowledged that when this commission was initially established, it was done so with the idea of reviewing it after a period of time. Since that time the Town has hired a downtown manager, the commission has had a chance to operate, and the council has had time to review the existing commission structure. With the addition of the Town's downtown manager and council's hands-on involvement with the town center area, they do not believe downtown projects need the additional scrutiny of a board. Should this change in the future, the council acknowledged that the existing P&Z structure could provide any additional review of town center projects that council or staff might direct.

Bush wants a council session to discuss potential new boards the council might need to give them advice.

Frantz stated based on survey results, he believes all the potential new boards mentioned by respondents fall into existing Town boards.

Bush thinks it warrants a conversation. She would prefer to do this at a council work session and look at the issue as a whole instead of using the sponsor/co-sponsor system to address it piecemeal. Council concurred with conducting a work session for this purpose.

Rowland outlined next steps for action taken pertaining to CIRC, EDC and TCRC and other general direction pertaining to boards:

(1) Staff will prepare the appropriate staff reports to implement the council's direction and will bring them through the Operations Committee to the February 9 council meeting. For the CIRC and EDC, council may at that time adopt the amendments to the Town Code eliminating these commissions. Since the TCRC is contained in the Cary Land Development Ordinance (LDO), the council must first conduct a public hearing to change the language to eliminate this board and then receive the P&Z's recommendation (a requirement for any LDO amendment).

(2) Council will have a work session discussion in the months to come about any additional boards they need to give them advice to help them make the important decisions that impact the community.

(3) Staff will plan a session with all board members, council members, and the town manager and staff liaisons. The purpose of this session is to share information so all boards have a better understanding of how they fit in the Town's structure and gain knowledge about the work of other boards. This session will also provide an opportunity to celebrate board accomplishments and successes.

(4) Staff will work with the CIRC, EDC and TCRC members to find a date and time that works for a majority of these current board members to allow us as a Town (staff and council) to come together and thank everyone for their willingness to serve the Town and to further solicit their ideas for effective citizen participation at the Town of Cary.

Parking Lot

During the retreat, several items were placed in the Parking Lot for future discussion by the Council.
- Status of alternative voting measures
- What is the role/purpose of economic development governing board?
- Customer service case studies/examples

Wrap-up/Next Steps

At the conclusion of the retreat, the outcome of each topic was reviewed. The details are summarized below.

TOPIC	INTENDED OUTCOME	ACTION
Effective Councils	To develop a common understanding of how Council will interact with each other	Facilitator will summarize the key expectations identified by the Council
Land Use Plan Update	Obtain initial Council feedback on plan update process and key issues to be considered in the update	• Staff and consultants will incorporate feedback into plan process • Individual meetings will begin to solicit additional input • A future work session will be scheduled, potentially in April
Intergovernmental Effectiveness	Learn how to interact more effectively with state and federal elected officials	• Profiles of legislative officials will be provided to Council • Staff will conduct an inventory of Council (who knows whom?) • Schedule of events will be provided to Council • Staff will identify opportunities for interaction to ensure multiple events with delegation • Council will tell staff when they meet with legislators • Staff will push more information to legislators and invite them to Town events • Staff will develop a process for addressing issues, as they are able • Consider more trips to D.C. to meet with legislators
Unleashing Excellence: Customer Service Philosophy	Identify the core values Council wants staff to highlight as they develop and implement the customer service initiative	Staff will incorporate the values identified by Council into the initiative and update the Council on implementation
General Capital Projects and Funding	Determine what to do with 2003 authority and receive input on future options for funding	• 2003 authority will not be used • Staff will bring potential projects for a new bond referendum to Council for review in a future work session
Board and Commission Review	Develop action plans for groups that need refining	Staff will bring recommendations to the Council for the refinement of CIRC, EDC and TCRC

The council thanked the staff for the time they spent preparing for the retreat. They think it was successful.

The retreat ended at 3 p.m.