

Town of  
PITTSBORO  
North Carolina

2014  
Board of Commissioners  
Planning Retreat  
January 11, 2014

Summary Report

January 17, 2014

## DAVID LONG CONSULTING

*Strategic Planning and Organizational Development  
for North Carolina's Local Governments*

3034 Lake Forest Drive  
Greensboro, NC 27408  
336.972.5216/336.545.5717  
*dlongwork@earthlink.net*

January 17, 2014

William Terry, Mayor  
Bryan Gruesbeck, Town Manager  
Town of Pittsboro  
635 East Street  
Pittsboro, NC 27312

Dear Mayor Terry and Mr. Gruesbeck:

I very much appreciate your asking me to return to assist with the Town's 2014 Planning Retreat. It has been a genuine pleasure working with everyone involved. The Board made much progress in expressing its ideas, shaping a sense of strategic direction and arriving at a common understanding of its long-range priorities. My impression is that the session was very positive and that the discussion was both energetic and constructive.

Please extend my sincere gratitude to the members of both Board and staff for their cooperation, assistance, enthusiasm and skills in making sure that everything operated smoothly—it is sincerely appreciated.

I hope the Board and staff will find the attached report to be accurate and satisfactory in all respects. If there are any deficiencies or needs for revision, please let me know as soon as possible so these can be addressed.

Thanks very much! I have enjoyed working with the Town of Pittsboro—it is an impressive and dynamic community with a very bright future. If called upon, I would look forward to continuing our work together in any way possible.

Sincerely,

David Long MPA  
*Consultant/Facilitator*

Town of PITTSBORO  
2014  
Board of Commissioners  
Planning Retreat  
January 11, 2014

Summary Report  
January 17, 2014

1.0- INTRODUCTION

The Town of Pittsboro conducted its 2014 Planning Retreat on January 11, 2014 at the Town Hall in Pittsboro. The retreat focused on the Board of Commissioners with the support of the manager and key staff. Attending and participating from the Board of Commissioners were Mayor William Terry, and Commissioners Pamela Baldwin, Michael Fiocco, J.A. Farrell, Bett Wilson Foley and Beth Turner.

David Long, a planning consultant based in Greensboro with thirty-nine years' experience in serving local governments throughout North Carolina, served as facilitator and prepared this summary report. The consultant's bio is included as *Attachment 1*.

The summary report includes brief narratives describing selected elements of the retreat agenda and activities. (Additional elements may be included later as they become available from key staff.)

The consultant conferred with the Town Manager in advance of the retreat to plan the session and to develop the agenda. The retreat agenda is included as *Attachment 2*. This summary roughly parallels the sequence of retreat agenda items.

2.0- STATE of the TOWN REPORT/DEPARTMENT HEAD REPORTS

Town Manager Bryan Gruesbeck prepared and presented an excellent *State of the Town Report* containing a wealth of statistical and baseline information. Key department heads also made presentations. These presentations are incorporated by reference as *Attachment 3* to this report.

3.0 - STRUCTURED BRAINSTORMING

The Board of Commissioners engaged in a structured brainstorming process. The purpose of the process was to assist the Board in developing a consensus-based prioritization of goals for the long-term.

The focus question for the session was:

***What are the most important issues, needs and opportunities facing the Town of Pittsboro over the next 3-5 years?***

The process allows for maximum individual creativity and respects the individual's right to voice opinions in an unpressured manner, while gradually building consensus and arriving at common ground among the group, specifically a set of priorities that is 'owned' in a unified manner by the Board. The structured process is a proven and tested method that consistently delivers results and very positive reviews from participants.

Many key pieces of information were generated from the session—a series of Excel spreadsheets were developed summarizing this information and are embodied in *Attachments 4.1 through 4.3*.

The facilitator interacted one-on-one with each participant until all ideas had been expressed and recorded on flip chart sheets. The participants voiced a total of 52 responses. Participants then prioritized these 52 items individually and privately using a system in which a) their top nine priorities were selected and b) these top nine were further refined by assigning nine points to the highest item, eight to the next highest and so forth until the ninth item then received one point.

- *Attachment 4.1* lists the 52 items in the order originally generated.
- *Attachment 4.2* lists the 52 items sorted by the Board's priorities—in descending order by points received. The top items follow (*points in red and item numbers in black*):

|           |    |   |
|-----------|----|---|
| <b>19</b> | 4  | Chatham Park  |
| <b>18</b> | 19 | Complete Chatham Park development agreement   |
| <b>16</b> | 34 | Keep employee salaries up with current market   |
| <b>15</b> | 1  | Return utility system to profitability  |
| <b>15</b> | 3  | Update our ordinances   |
| <b>14</b> | 6  | Achieve a partnership agreement with Chatham Park developers to create the greatest benefit to Town via development of Chatham Park |
| <b>13</b> | 7  | Build a new 1.25 mg wastewater treatment plant at existing location   |
| <b>12</b> | 10 | Water plant upgrades  |
| <b>11</b> | 2  | Build up a fund balance   |
| <b>11</b> | 23 | Develop unified development ordinance to reflect community vision of the Town   |
| <b>11</b> | 25 | Take steps to protect rivers and streams especially in light of Chatham Park's impact on Jordan Lake as a drinking water source     |
| <b>10</b> | 11 | Wastewater treatment plant  |

- *Attachment 4.3* lists the 52 items sorted by **themes** in descending order of aggregate points assigned by the group.

The themes were developed by the facilitator and items assigned to each theme several days following the session. The themes are intended simply as a method to better grasp the results, and in no way to supersede or challenge any other decision-making processes in place.

It is a conceptual tool, not an end product—unscientific and imperfect but hopefully a helpful piece of information in charting a course forward. It is also somewhat subjective on the part of the facilitator, although the general intent was to follow as closely as possible the themes identified by the Board during the retreat. Others might observe completely different themes and/or assignment of items to themes (due to overlap, gray areas, etc.) and are encouraged to do so. The themes can be thought of as a tool for achieving a division of labor, for example, if multi-disciplinary task forces were to be established, each might address a priority theme.

The themes and aggregate points (in red) of each follow (*total points=270*):

|                                   |    |
|-----------------------------------|----|
| • Chatham Park                    | 59 |
| • Budget/Finance                  | 56 |
| • Utilities/Infrastructure        | 52 |
| • Quality development/Planning    | 39 |
| • Water/Environment               | 25 |
| • Staff issues                    | 16 |
| • Downtown                        | 15 |
| • Facilities/Equipment/Technology | 7  |
| • Economic development            | 1  |

There is nothing binding about the themes and the points attributed to each. The most important fact is that each idea was voiced, and is therefore important regardless of the points received. At best, the rankings provide a *rough* idea of the relative weight of each theme. Much more insightful analysis by those closest to the issues (Board, staff, residents, etc.) is required to convert these rankings into a meaningful basis for action.

#### 4.0 - IDENTIFICATION AND PRIORITIZATION OF BROAD STRATEGIC LONG-RANGE THEMES BY GROUP

The facilitator developed the themes identified in the previous section in the days *following* the retreat. *At* the retreat, the Board confirmed by consensus the following as broad priorities. The prioritization process was very informal and not rigidly hierarchical:

##### MAJOR PRIORITIES IN ORDER VOICED BY BOARD AT RETREAT

1. Chatham Park
2. Budget/finance
3. Utilities/infrastructure
4. Quality development

5. Water/environment
6. Planning; preparing for and managing development
7. Downtown/parking
8. Staff issues
9. Facilities

## 5.0 – GENERAL STRATEGIC PLAN

A goal of the retreat was to arrive at an organized course of action. For each of the broad themes, the Commissioners identified and affirmed by consensus the following general strategic plan. The following is intended not as an end-product, but simply as a first attempt to document and recapture the core ideas of the Commissioners at the retreat. It should be considered preliminary, and subject to refinement as the ideas become clearer and come into greater focus. *(Blank bullets are intended as a 'prompt' that other strategies might be added later.)*

### **Chatham Park**

- Hire a planning consultant
- Unified development ordinance; update ordinances
- Finalize development agreement
- Maintain good relations with developer
- Impact analysis
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### **Budget/finance**

- Create a long-term financial plan
- Sustain positive fund balance; develop policy
- Return enterprise fund to profitability
- CIP: strengthen; make it a living document
- 
- 

### **Utilities/infrastructure**

- Wastewater treatment plant
  - NPDES permit
  - Engineer/design
- Establish a list of priorities related to water/sewer so Town can look ahead
- Examine redundancies
- Water plant – begin examining
- Chatham Park as it relates to water/wastewater
- 
-

**Quality development** *(combined with)*

**Planning; preparing for and managing development**

- Develop UDO
- Big-box issues/planning
- Engineering/design standards
- Collaboration with county and other neighbors
- Small area plans; master plans
- Planning board training
- 
- 

**Water/environment**

- Maps of intermittent and perennial streams
- River/stream protection; look at County's plans
- Encourage reuse water
- Stormwater ordinances- educate and communicate
- Consider Triangle Land Conservancy's best practices
- 
- 

**Downtown**

- Parking
- Downtown master plan
- Protection of historic district
- Signage/visual clutter
  - DOT
- Maintain façade grant program
- Pocket park
- Walkability/accessibility
- 
- 

**Staff issues**

- Competitive pay; annual increases
- Staff retention
- Technology – improve
- Space needs assessment
- 
- 

**Facilities**

- (Space needs assessment)
- Future growth analysis

- Land banking; identification of sites
- Liquidate surplus real estate to fund site acquisition etc.
- 
- 

### CLOSING NOTES

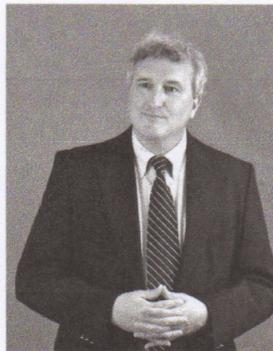
Due to time constraints, the retreat departed from the formal agenda in the afternoon and did not include detailed action planning for the top priorities as originally envisioned. It was agreed by the Board that action planning is important and would perhaps be pursued as a follow-up session to the retreat.

**DAVID LONG CONSULTING**

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**DAVID LONG** has served as a professional planner and facilitator, primarily within the State of North Carolina, since 1974. *He has led numerous retreats and goal-setting sessions, and has assisted clients in developing a broad range of plans.* Clients include elected officials, planning boards, boards of education, chambers of commerce, economic development agencies, tourism organizations, special task forces, grassroots organizations, non-profit organizations and regional partnerships.

From 1974-2004, David served with the NC Department of Commerce as a liaison between state and local governments based in Winston-Salem, Asheville, Wilmington and Fayetteville. From 1986-2004 he served as the chief planner in a twenty county area of the Piedmont region of North Carolina, based in Winston-Salem, with responsibility for delivering planning services to over 150 communities in the fields of community planning, public management, and economic development.



*He is deeply understanding of the unique needs of elected officials, managers, and non-profit leaders and is exceptionally skilled in working with these valued leaders to advance steadily on solid ground.*

In 2004, David initiated a private consulting practice and continues to serve public, non-profit and private organizations. Responding to the competitive realities of the global economy, he has committed much of his energy to assisting communities in adapting to challenging economic times. *He especially enjoys helping communities find common ground and reach their full potential by gaining traction and achieving a shared sense of purpose, vision and overall direction.*

David has assisted over 400 organizations in conducting retreats/input sessions and in crafting creative plans and policies. He served on the adjunct

faculty of the University of North Carolina at Greensboro, where he taught a popular course in strategic planning. *David is a recipient of the Order of the Long Leaf Pine, awarded by the Governor for lifetime service to the State of North Carolina.*

David's recent work has focused on consensus building, strategic planning, growth management, economic development, and public policy. Along with colleagues Carol Rhea and Jeff Michael, he organized and led a groundbreaking regional planning initiative, the Yadkin/Pee Dee Lakes Project, built on principles of grassroots public participation; has assisted in establishing many local and regional tourism organizations; and has advised the Blue Ridge National Heritage Area.

David was instrumental in the late 1970s and early 1980s in laying some of the foundations for the highly successful revitalization of the City of Asheville as well as the resurgence of the broader mountain region. He also assisted many communities in the coastal region in implementing the initial phases of the Coastal Area Management Act.

David holds a BA from the University of North Carolina at Chapel Hill, a Master of Public Affairs (MPA) from Western Carolina University, a certificate in nonprofit management from Duke University, and was a longtime member of the American Institute of Certified Planners.

*David is a tenth generation North Carolinian with deep roots in the State, and operates as a fully independent practitioner.* He and his wife Ann, a retired teacher, currently reside in Greensboro. Twin daughters Sarah and Elizabeth (age 28) are his heroes and constant inspiration for creating communities that value the unique talents and perspectives of each and every citizen.

*Please see client list next page.*

**Examples of Clients Served: Retreats, Strategic Plans, Goal-Setting**

|                                       |   |
|---------------------------------------|---|
| Advantage West                        | Mebane, Town of                                 |
| Apex, Town of                         | Montgomery County EDC                           |
| Archdale-Trinity Chamber of Commerce  | Moore County Planning Department                |
| Asheboro-Randolph Chamber of Commerce | Morrisville, Town of                            |
| Bethania, Town of                     | Mount Airy Chamber of Commerce                  |
| Black Mountain, Town of               | Newton, City of                                 |
| Blue Ridge Parkway Foundation         | North Carolina Arts Council                     |
| Blue Ridge National Heritage Area     | North Carolina Department of Commerce           |
| Camden County                         | North Carolina Department of Cultural Resources |
| Central Carolina Education Consortium | North Wilkesboro, Town of                       |
| Chapel Hill Downtown Partnership      | Northwest Piedmont Council of Governments       |
| Chapel Hill, Town of                  | Piedmont Land Conservancy                       |
| Chatham County                        | Piedmont Triad Partnership                      |
| Chinqua-Penn                          | Pittsboro, Town of                              |
| Clemmons, Village of                  | Randolph County                                 |
| Dan River Basin Association           | Rockingham County                               |
| Danbury, Town of                      | Rockingham County Chamber(s) of Commerce        |
| Davidson County                       | Rockingham County EDC                           |
| Davidson County Schools               | Rockingham County United Way                    |
| Davie Chamber of Commerce             | Spencer, Town of                                |
| Davie County                          | Stanly County Chamber of Commerce               |
| Deerfield Beach FL, City of           | Stokes County EDC                               |
| Downtown Mocksville                   | Stokesdale, Town of                             |
| Downtown Salisbury                    | Surry Arts Council                              |
| Graham County                         | Surry County                                    |
| Greenville, City of                   | Surry County Board(s) of Education              |
| Historic Salisbury                    | Wilkes County Chamber of Commerce               |
| Kannapolis, City of                   | Yadkin/Pee Dee Lakes Project                    |
| Kernersville, Town of                 | Yadkin County Schools                           |
| Lewisville, Town of                   | Yadkin County                                   |
| Lexington, City of                    | Yanceyville, Town of                            |
| Lexington Tourism Authority           |   |
| Marshville, Town of                   |   |

**TOWN OF PITTSBORO  
BOARD OF COMMISSIONERS  
PLANNING RETREAT  
January 11, 2014**

| <i>Time</i> | <i>Topic</i>   | <i>Presenter/Leader</i>                      |
|-------------|--|--|
| 8:30-8:45   | <b>Welcome and Introduction to Today's Session</b>   | <b>Mayor Terry<br/>Bryan Gruesbeck, Mgr.</b> |
| 8:45-9:00   | <b>Overview of Retreat &amp; Format</b>  | <b>David Long, Facilitator</b>               |
| 9:00-9:15   | <i>State of the Town Report</i><br><b>Overview of Key Facts and Trends Affecting Pittsboro</b>   | <b>Bryan</b>                                 |
| 9:15-10:45  | <b>Department Head Reports<sup>1</sup></b>   |  |
| 10:45-11:00 | Break  |  |
| 11:00-12:15 | <b>Structured group brainstorming for Commission</b><br><b>Focus Question:</b> <i>'What are the most important issues, needs and opportunities facing the Town of Pittsboro over the next 3-5 years?'</i> <sup>2</sup> | <b>David</b>                                 |
| 12:15-1:00  | <b>Lunch</b> <ul style="list-style-type: none"> <li>• <i>Continuation and closure of previous discussion as lunch is winding down</i></li> <li>• <i>Comments by mayor and manager as appropriate</i></li> </ul>        |  |
| 1:00-2:30   | <b>Discussion of brainstorming results and identification of high-priority strategic directions<sup>3</sup></b>  | <b>David</b>                                 |
| 2:30-2:45   | Break  |  |
| 2:45-4:00   | <b>Detailed action planning for very high priority strategies<sup>4</sup></b>  | <b>David</b>                                 |
| 4:00-4:30   | <b>Wrap-Up/Adjournment</b>   | <b>Mayor Terry<br/>Bryan</b>                 |

<sup>1</sup> Estimated seven department heads at no more than 10 minutes each with limited general Q&A

<sup>2</sup> End product: a prioritized list of specific ideas generated by the Board with numerical values

<sup>3</sup> End product: a hierarchical set of about 5-7 broad strategic directions (e.g. quality growth, economic development, etc.) with a bulleted list of specific priorities under each

<sup>4</sup> End product: detailed implementation plans for a handful of specific items deemed to be very high priority, listing the 'who, what, how, when, resources needed, etc.'

| <b>Pittsboro Board of Commissioners: Retreat Brainstorming 1.11.14</b>  |   |
|---|---|
| <b><i>What are the most important issues/needs/opportunities facing the Town of Pittsboro over the next 3-5 years ?</i></b> |   |
| <b>Item #</b>   | <b>Item</b><br><i>Listed by Item #</i>  |
| 1   | Return utility system to profitability  |
| 2   | Build up a fund balance   |
| 3   | Update our ordinances   |
| 4   | Chatham Park  |
| 5   | Budgetary concerns  |
| 6   | Achieve a partnership agreement with Chatham Park developers to create the greatest benefit to Town via development of Chatham Park   |
| 7   | Build a new 1.25 mg wastewater treatment plant at existing location   |
| 8   | Create a long-term financial plan   |
| 9   | With regard to Chatham Park, create a timeline/plan to address upcoming needs including a plan for increasing staff, fire protection, schools, town hall, etc. and how these will be paid for; have an overall plan |
| 10  | Water plant upgrades  |
| 11  | Wastewater treatment plant  |
| 12  | Town facilities planning to accommodate increased staff demands   |
| 13  | Complete work on unified development ordinance  |
| 14  | Improve parking and signage for downtown  |
| 15  | With regard to Chatham Park, set aside a preserved natural area; protect natural areas; retain character of Pittsboro   |
| 16  | Aging equipment, utilities, etc.  |
| 17  | Approval process for Chatham Park   |
| 18  | Downtown master plan  |
| 19  | Complete Chatham Park development agreement   |
| 20  | Focus on things that are important to existing Town without being consumed with Chatham Park; achieve balance   |
| 21  | Support small businesses throughout Town  |
| 22  | Water   |
| 23  | Develop unified development ordinance to reflect community vision of the Town   |
| 24  | Study/right-size capital recovery fees and utility access fees, especially in light of Chatham Park and recovering costs  |
| 25  | Take steps to protect rivers and streams especially in light of Chatham Park's impact on Jordan Lake as a drinking water source   |
| 26  | Economic development and job growth   |
| 27  | Identify and develop redundant wastewater strategies to maximize the Town's flexibility in development  |
| 28  | Reduce unaccounted water losses from 25% to 5% over next 5 years  |
| 29  | Protect our ETJ; state legislature concerns   |
| 30  | Economic condition of Town and ability to maintain itself without increase in tax base, property tax rate, and water/sewer fees   |
| 31  | Develop Town standards to promote walkability and bikeability   |
| 32  | Information technology upgrade that includes hardware, software and telephone   |
| 33  | Explore reuse water as a source of revenue  |
| 34  | Keep employee salaries up with current market   |
| 35  | Assure that development keeps in mind that longtime residents will be able to participate in its prosperity   |
| 36  | Develop a strategy to ensure that high-speed internet is provided throughout Town   |
| 37  | Identify and liquidate surplus real estate throughout Town; recapture value of obsolete properties  |
| 38  | Look at zoning ordinance to protect historic properties; also, perhaps designate areas as historic  |
| 39  | Downtown revitalization   |

Att. 4.1

|    |   |
|----|---|
| 40 | Establish development standards to meet needs of affordable housing   |
| 41 | Continue to fund water plant maintenance in budget at highest practical level given budget constraints  |
| 42 | Explore converting sewer easements into greenways   |
| 43 | Town staff, to ensure that they continue to receive cost-of-living increases  |
| 44 | Identify and secure redundant potable water supplies  |
| 45 | Approach NCDOT about reducing the number of traffic signs in historic district; reduce 'lollipop effect' around courthouse  |
| 46 | NCDOT highway signs identifying Pittsboro at exits, etc.  |
| 47 | Balance the enterprise fund   |
| 48 | Seek out ways to support local artists via public art   |
| 49 | Establish development standards to address energy-efficient development   |
| 50 | Hire a planning consultant to manage Chatham Park development   |
| 51 | Communication plan with regard to Chatham Park (as well as other things) to ensure that Commissioners and staff are in information loop--e.g. so Board can review documents before being shared with developer; an <i>established</i> method of communication |
| 52 | Locate and determine new building locations for Town staff and departments and police department; a space needs assessment  |

| Pittsboro Board of Commissioners: Retreat Brainstorming 1.11.14   |        |   |                   |   |   |   |  |  |  |
|---|--------|---|-------------------|---|---|---|--|--|--|
| What are the most important issues/needs/opportunities facing the Town of Pittsboro over the next 3-5 years ? |        |   |                   |   |   |   |  |  |  |
| Total Points  | Item # | Item  | Individual points |   |   |   |  |  |  |
| <i>Listed by Points in Descending Order</i>   |        |   |                   |   |   |   |  |  |  |
| 19  | 4      | Chatham Park  | 4                 | 6 | 9 |   |  |  |  |
| 18  | 19     | Complete Chatham Park development agreement   | 8                 | 7 | 3 |   |  |  |  |
| 16  | 34     | Keep employee salaries up with current market   | 3                 | 7 | 6 |   |  |  |  |
| 15  | 1      | Return utility system to profitability  | 2                 | 8 | 1 | 4 |  |  |  |
| 15  | 3      | Update our ordinances   | 7                 | 8 |   |   |  |  |  |
| 14  | 6      | Achieve a partnership agreement with Chatham Park developers to create the greatest benefit to Town via development of Chatham Park   | 9                 | 5 |   |   |  |  |  |
| 13  | 7      | Build a new 1.25 mg wastewater treatment plant at existing location   | 9                 | 4 |   |   |  |  |  |
| 12  | 10     | Water plant upgrades  | 5                 | 7 |   |   |  |  |  |
| 11  | 2      | Build up a fund balance   | 3                 | 8 |   |   |  |  |  |
| 11  | 23     | Develop unified development ordinance to reflect community vision of the Town   | 8                 | 3 |   |   |  |  |  |
| 11  | 25     | Take steps to protect rivers and streams especially in light of Chatham Park's impact on Jordan Lake as a drinking water source   | 5                 | 6 |   |   |  |  |  |
| 10  | 11     | Wastewater treatment plant  | 6                 | 4 |   |   |  |  |  |
| 9   | 5      | Budgetary concerns  | 9                 |   |   |   |  |  |  |
| 9   | 15     | With regard to Chatham Park, set aside a preserved natural area; protect natural areas; retain character of Pittsboro   | 9                 |   |   |   |  |  |  |
| 9   | 47     | Balance the enterprise fund   | 9                 |   |   |   |  |  |  |
| 8   | 12     | Town facilities planning to accommodate increased staff demands   | 6                 | 2 |   |   |  |  |  |
| 8   | 30     | Economic condition of Town and ability to maintain itself without increase in tax base, property tax rate, and water/sewer fees   | 8                 |   |   |   |  |  |  |
| 7   | 39     | Downtown revitalization   | 7                 |   |   |   |  |  |  |
| 7   | 50     | Hire a planning consultant to manage Chatham Park development   | 7                 |   |   |   |  |  |  |
| 6   | 13     | Complete work on unified development ordinance  | 6                 |   |   |   |  |  |  |
| 5   | 14     | Improve parking and signage for downtown  | 5                 |   |   |   |  |  |  |
| 5   | 22     | Water   | 5                 |   |   |   |  |  |  |
| 5   | 36     | Develop a strategy to ensure that high-speed internet is provided throughout Town   | 5                 |   |   |   |  |  |  |
| 4   | 8      | Create a long-term financial plan   | 2                 | 2 |   |   |  |  |  |
| 4   | 20     | Focus on things that are important to existing Town without being consumed with Chatham Park; achieve balance   | 4                 |   |   |   |  |  |  |
| 4   | 27     | Identify and develop redundant wastewater strategies to maximize the Town's flexibility in development  | 4                 |   |   |   |  |  |  |
| 3   | 18     | Downtown master plan  | 3                 |   |   |   |  |  |  |
| 3   | 44     | Identify and secure redundant potable water supplies  | 3                 |   |   |   |  |  |  |
| 2   | 28     | Reduce unaccounted water losses from 25% to 5% over next 5 years  | 2                 |   |   |   |  |  |  |
| 2   | 40     | Establish development standards to meet needs of affordable housing   | 2                 |   |   |   |  |  |  |
| 2   | 52     | Locate and determine new building locations for Town staff and departments and police department; a space needs assessment  | 1                 | 1 |   |   |  |  |  |
| 1   | 9      | With regard to Chatham Park, create a timeline/plan to address upcoming needs including a plan for increasing staff, fire protection, schools, town hall, etc. and how these will be paid for; have an overall plan | 1                 |   |   |   |  |  |  |
| 1   | 26     | Economic development and job growth   | 1                 |   |   |   |  |  |  |
| 1   | 42     | Explore converting sewer easements into greenways   | 1                 |   |   |   |  |  |  |
| 0   | 16     | Aging equipment, utilities, etc.  |                   |   |   |   |  |  |  |
| 0   | 17     | Approval process for Chatham Park   |                   |   |   |   |  |  |  |
| 0   | 21     | Support small businesses throughout Town  |                   |   |   |   |  |  |  |
| 0   | 24     | Study/right-size capital recovery fees and utility access fees, especially in light of Chatham Park and recovering costs  |                   |   |   |   |  |  |  |
| 0   | 29     | Protect our ETJ; state legislature concerns   |                   |   |   |   |  |  |  |
| 0   | 31     | Develop Town standards to promote walkability and bikeability   |                   |   |   |   |  |  |  |
| 0   | 32     | Information technology upgrade that includes hardware, software and telephone   |                   |   |   |   |  |  |  |
| 0   | 33     | Explore reuse water as a source of revenue  |                   |   |   |   |  |  |  |
| 0   | 35     | Assure that development keeps in mind that longtime residents will be able to participate in its prosperity   |                   |   |   |   |  |  |  |
| 0   | 37     | Identify and liquidate surplus real estate throughout Town; recapture value of obsolete properties  |                   |   |   |   |  |  |  |
| 0   | 38     | Look at zoning ordinance to protect historic properties; also, perhaps designate areas as historic  |                   |   |   |   |  |  |  |
| 0   | 41     | Continue to fund water plant maintenance in budget at highest practical level given budget constraints  |                   |   |   |   |  |  |  |



| Pittsboro Board of Commissioners: Retreat Brainstorming 1.11.14   |        |   |
|---|--------|---|
| What are the most important issues/needs/opportunities facing the Town of Pittsboro over the next 3-5 years ? |        |   |
| Total Points  | Item # | Item  |
| Listed by Themes and Aggregate Points (Red) in Descending Order   |        |   |
| <b>Chatham Park</b>   |        |   |
| 19  | 4      | Chatham Park  |
| 18  | 19     | Complete Chatham Park development agreement   |
| 14  | 6      | Achieve a partnership agreement with Chatham Park developers to create the greatest benefit to Town via development of Chatham Park   |
| 7   | 50     | Hire a planning consultant to manage Chatham Park development   |
| 1   | 9      | With regard to Chatham Park, create a timeline/plan to address upcoming needs including a plan for increasing staff, fire protection, schools, town hall, etc. and how these will be paid for; have an overall plan   |
| 0   | 17     | Approval process for Chatham Park   |
| 0   | 24     | Study/right-size capital recovery fees and utility access fees, especially in light of Chatham Park and recovering costs  |
| 0   | 51     | Communication plan with regard to Chatham Park (as well as other things) to ensure that Commissioners and staff are in information loop--e.g. so Board can review documents before being shared with developer; an <i>established</i> method of communication |
| <b>59</b>   |        |   |
| <b>Budget/Finance</b>   |        |   |
| 15  | 1      | Return utility system to profitability  |
| 11  | 2      | Build up a fund balance   |
| 9   | 5      | Budgetary concerns  |
| 9   | 47     | Balance the enterprise fund   |
| 8   | 30     | Economic condition of Town and ability to maintain itself without increase in tax base, property tax rate, and water/sewer fees   |
| 4   | 8      | Create a long-term financial plan   |
| 0   | 37     | Identify and liquidate surplus real estate throughout Town; recapture value of obsolete properties  |
| <b>56</b>   |        |   |
| <b>Utilities/Infrastructure</b>   |        |   |
| 13  | 7      | Build a new 1.25 mg wastewater treatment plant at existing location   |
| 12  | 10     | Water plant upgrades  |
| 10  | 11     | Wastewater treatment plant  |
| 8   | 12     | Town facilities planning to accommodate increased staff demands   |
| 4   | 27     | Identify and develop redundant wastewater strategies to maximize the Town's flexibility in development  |
| 3   | 44     | Identify and secure redundant potable water supplies  |
| 2   | 28     | Reduce unaccounted water losses from 25% to 5% over next 5 years  |
| 0   | 41     | Continue to fund water plant maintenance in budget at highest practical level given budget constraints  |
| <b>52</b>   |        |   |
| <b>Quality development/Planning</b>   |        |   |
| 15  | 3      | Update our ordinances   |
| 11  | 23     | Develop unified development ordinance to reflect community vision of the Town   |
| 6   | 13     | Complete work on unified development ordinance  |
| 4   | 20     | Focus on things that are important to existing Town without being consumed with Chatham Park; achieve balance   |
| 2   | 40     | Establish development standards to meet needs of affordable housing   |

|           |    |   |
|-----------|----|---|
| 1         | 42 | Explore converting sewer easements into greenways   |
| 0         | 29 | Protect our ETJ; state legislature concerns   |
| 0         | 31 | Develop Town standards to promote walkability and bikeability   |
| 0         | 35 | Assure that development keeps in mind that longtime residents will be able to participate in its prosperity                     |
| 0         | 38 | Look at zoning ordinance to protect historic properties; also, perhaps designate areas as historic                              |
| 0         | 46 | NCDOT highway signs identifying Pittsboro at exits, etc.  |
| 0         | 49 | Establish development standards to address energy-efficient development   |
| <b>39</b> |    |   |
|           |    |   |
|           |    | <b>Water/Environment</b>  |
| 11        | 25 | Take steps to protect rivers and streams especially in light of Chatham Park's impact on Jordan Lake as a drinking water source |
| 9         | 15 | With regard to Chatham Park, set aside a preserved natural area; protect natural areas; retain character of Pittsboro           |
| 5         | 22 | Water   |
| 0         | 33 | Explore reuse water as a source of revenue  |
| <b>25</b> |    |   |
|           |    |   |
|           |    | <b>Staff issues</b>   |
| 16        | 34 | Keep employee salaries up with current market   |
| 0         | 43 | Town staff, to ensure that they continue to receive cost-of-living increases  |
| <b>16</b> |    |   |
|           |    |   |
|           |    | <b>Downtown</b>   |
| 7         | 39 | Downtown revitalization   |
| 5         | 14 | Improve parking and signage for downtown  |
| 3         | 18 | Downtown master plan  |
| 0         | 45 | Approach NCDOT about reducing the number of traffic signs in historic district; reduce 'lollipop effect' around courthouse      |
| <b>15</b> |    |   |
|           |    |   |
|           |    | <b>Facilities/Equipment/Technology</b>  |
| 5         | 36 | Develop a strategy to ensure that high-speed internet is provided throughout Town   |
| 2         | 52 | Locate and determine new building locations for Town staff and departments and police department; a space needs assessment      |
| 0         | 16 | Aging equipment, utilities, etc.  |
| 0         | 32 | Information technology upgrade that includes hardware, software and telephone   |
| <b>7</b>  |    |   |
|           |    |   |
|           |    | <b>Economic development</b>   |
| 1         | 26 | Economic development and job growth   |
| 0         | 21 | Support small businesses throughout Town  |
| 0         | 48 | Seek out ways to support local artists via public art   |
| <b>1</b>  |    |   |
|           |    |   |
| 270       |    |   |