



# Creative Carrboro Analysis and Recommendations: Final Report

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## Executive Summary

In order for the Creative Carrboro steering committee to provide the public with economic development options that leverage existing cultural and artistic assets, this report seeks to understand the feasibility of initiatives for the community by compiling data on the community feedback of Carrboro. This final report provides a systematic map of existing cultural assets, a review of business satisfaction within the Town of Carrboro, a list of creative enterprises and their assets, and a list of recommendations for the Creative Carrboro steering committee. These recommendations include ideas for:

1. Creating and sustaining advertising and networking opportunities.
2. Incorporating a non-profit alliance or foundation as an institutional anchor for an “unofficial” arts district.
3. Creating a nurturing environment for the growth and development of artists.
4. Streamlining the business approval process.

## Acknowledgements

We would like to thank Anita Jones-McNair and the other members of the Creative Carrboro Steering Committee for their trust, time, and feedback on this project. We hope we have contributed some useful information to the town's ongoing discussions of how to foster Carrboro's creative community.

# Background Information

## An Introduction to the History

### Vision 2020

On March 25th, 2000, almost 100 residents of Carrboro, North Carolina, brainstormed what they hoped to see one day in their community. The session covered many different topics, such as programming, services, amenities, development, economic development, transportation, and much more. This community feedback eventually led to the creation of Vision 2020 Policies, which are policies or goals that the Town of Carrboro hoped to achieve by the year 2020. One aspect of Vision 2020 was an Arts and Creativity District for Carrboro. When this policy was drafted the Town of Carrboro expressed a desire and need for growth in their community for arts and culture. More specifically, the Town of Carrboro wanted regular music events and festivals in Carrboro parks, a bandstand for local artists, a central location for cultural projects, and general support for the arts and culture, most of which already surrounded their community. The citizens of Carrboro also requested that the Arts and Creativity District work to preserve the history and the tradition of the town by working to improve any town traditions.<sup>1</sup>

### Creative Carrboro Steering Committee

Creative Carrboro steering committee consists of eight actors working diligently to create a plan for the Town of Carrboro. The steering committee includes Anita Jones-McNair, the Recreation and Park Director in the Town of Carrboro, Annette Stone, the Community and Economic Development Director, and Art Menius, the former ArtsCenter Executive Director. Serving as committee members and consultants are Phil Szostak, ArtsCenter Board of Directors member and Principal of Szostak Design, Robert Donnan, the Independent Community and Economic Development Consultant, and Stuart A. Rosenfeld, the former Principal and Founder of Regional Technology Strategies. The steering committee’s mission is to “explore whether the citizens and businesses of Carrboro want an Arts and Creativity District.”<sup>2</sup>

### Expectations

The Carrboro Arts and Creativity District is expected to maintain and help create arts-based businesses, have public art in the district and maintain it as needed, have free public performances for everyone in the area to enjoy, and create and design standards for the district—all while enhancing and increasing cultural tourism and business activity.<sup>3</sup> In order to gain insight on these expectations the Creative Carrboro steering committee sought out community feedback. To fund such an extensive project, the Creative Carrboro steering committee has explored many options that will increase the arts and creativity within Carrboro all while maintaining the atmosphere.

First, Creative Carrboro established their mission to “explore whether the citizens and businesses

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<sup>1</sup> “Carrboro Vision 2020: Policies through the year 2020.” The Town of Carrboro. Dec 5 2000.

<sup>2</sup> “Engage Carrboro.” Web. 21 Aug. 2014. <<http://engagecarrboro.townofcarrboro.org>>

<sup>3</sup> “Carrboro is Our Town Public Information Meeting.” Public Meeting, The Town of Carrboro. 13 Dec 2012. 301 W. Main Street.

of Carrboro want an official Arts and Creativity District.”<sup>4</sup> Since then, the Creative Carrboro steering committee has solicited feedback from Carrboro in a number of ways. For instance, Creative Carrboro has held town hall meetings and posted surveys on their webpages for feedback. Establishing Carrboro as an official Arts and Creativity District will allow them to target their community’s needs without spending on additions that do not fulfill the goals of the district. This idea for change was gathered from feedback they have received at town hall meetings and through MindMixer, an online idea sharing platform.<sup>5</sup> Recent feedback indicated that community members perceive the density of creative people as a distinct advantage for the town as shown in Appendix A, Figure 1-1. The same feedback also shows that the lack of employment opportunities and limited availability of workspace for creative disciplines is preventing Carrboro’s artistic culture from flourishing as best as it could (Appendix A, Figure 1-1).

## Image

The Creative Carrboro steering committee hopes to encourage and support emerging artists and creative entrepreneurs, while creating a place with an emphasis on culture and inclusivity and simultaneously improving the economy.<sup>6</sup> The steering committee’s mission, “explore whether the citizens and businesses of Carrboro want an official Arts and Creativity District,” is being addressed continuously with Town Hall meetings, MindMixer, and community events. Now Creative Carrboro is at a point that they are trying to shape their plans based on public desires, while waiting to see how much their funding will be able to cover.

## “Our Town” Grant and Funding History in Carrboro

In December 2012 Creative Carrboro drafted a plan to apply for an “Our Town” grant and presented this plan to the Board of Alderman.<sup>7</sup> “Our Town” grants, which range anywhere from \$25,000 to \$200,000, invest in creative and innovative projects.<sup>8</sup> These projects are to be centered around a community focused on artists and arts and design organizations.<sup>9</sup> The hope was that this funding would be used to create a plan for Carrboro, which could be considered a downtown creative cultural district. The Board of Aldermen agreed to allocate \$25,000 to match any federal funds received from the Our Town program.<sup>10</sup>

The Creative Carrboro steering committee has not been awarded a grant from the Our Town program for two consecutive years. December 2014 will mark the third time Creative Carrboro will meet with the Board of Aldermen to discuss the Our Town program.<sup>11</sup>

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<sup>4</sup> “Creative Carrboro: Cultural Arts and Creativity District.” *Carrboro North Carolina*. Web. 21 Aug. 2014. <<http://creativecarrboro.com>>.

<sup>5</sup> “Creative Carrboro: Arts and Creativity District.” Public Input Sessions. The Town of Carrboro. 26 June 2014. W. Main Street. “Engage Carrboro.” Web. 21 Aug. 2014. <<http://engagecarrboro.townofcarrboro.org>>.

<sup>6</sup> “Engage Carrboro.” Web. 21 Aug. 2014. <<http://engagecarrboro.townofcarrboro.org>>

<sup>7</sup> “Carrboro is Our Town Public Information Meeting.” Public Meeting. The Town of Carrboro. 13 Dec 2012. 301 W. Main Street.

<sup>8</sup> “Grants for Organizations.” Web. 22 Aug. 2014. <<http://arts.gov/grants/apply-grant/grants-organizations>>.

<sup>9</sup> “Creative Carrboro: Cultural Arts and Creativity District.” *Carrboro North Carolina*. Web. 21 Aug. 2014. <<http://creativecarrboro.com>>.

<sup>10</sup> “Carrboro is Our Town Public Information Meeting.” Public Meeting. The Town of Carrboro. 13 Dec 2012. 301 W. Main Street.

<sup>11</sup> Sabin, Samantha. “Carrboro Arts and Creativity District Denied Grant.” *The Daily Tar Heel* 19 Aug. 2014, Arts sec. Print.

## Carrboro Arts and Creativity District

The Creative Carrboro steering committee has discussed a cultural plan for Carrboro and recognizes the vibrant culture and arts focus of downtown. This area is currently flourishing with a multitude of local artistic businesses, which would make the transition to a cultural district much easier. These businesses range from venues for performers or musicians such as Cat's Cradle, to locations for spoken word professionals at the Orange County Library, to retail establishments for artists such as Womancraft and Jesse Kalisher. In addition, Weaver Street Market and many restaurants might be willing to share space and amenities in order to see this district come to life. This area of Carrboro is also ideal because it is an area that already provides access to bus, car, and bike transportation; extensive cultural diversity flourishes in the area; and there is affordable workspace for all types of artists. Space is available for performance and production spaces. In addition, Orange County has a great deal of creative, artistic establishments and employees, with a large portion of them located in Carrboro. These numbers are shown in Figure 1-2 in Appendix A. A cultural district with an emphasis on art, entertainment, media, and design could help the economy in Carrboro immensely.<sup>12</sup> All of these reasons give Creative Carrboro strong belief that such a district would succeed in the Town of Carrboro.

## Carrboro Resident Concerns

The Arts and Cultural District plan has the potential to fulfill the goals generated by the community and articulated in the Vision 2020 policy. The steering committee has actively solicited feedback from current residents of Carrboro to address their concerns; however, some Carrboro residents have been concerned their opinions will not be heard. During a public forum meeting in June 2014 a few residents were concerned about how an Arts and Cultural District in Carrboro will affect parking in the town and how this will impact the lives of residents.<sup>13</sup> The public has shares some of the concerns of the NEA Our Town panel, such as how and by whom the district will be managed. The public also had concerns that the district would make the area limiting and pretentious.<sup>14</sup> The Creative Carrboro steering committee will need to look into how a proposed district will affect property value and how that change, in turn, could affect the diversity of the area (Soho effect).<sup>15</sup> Lastly, residents of Carrboro are concerned whether under-represented members of the community will be included in all the processes of creating a specific district or making any major changes to the Town of Carrboro.

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<sup>12</sup> "Carrboro Creative Class Survey: To what degree are the following advantages or disadvantages of work/living in Carrboro." Web. 21. Aug. 2014. <https://www.surveymonkey.com/results/SM-G73VM5N8/>

<sup>13</sup> "Creative Carrboro: Arts and Creativity District." Public Input Sessions. The Town of Carrboro. 26 June 2014. W. Main Street.

<sup>14</sup> "Engage Carrboro." Web. 21 Aug. 2014. <http://engagecarrboro.townofcarrboro.org>

<sup>15</sup> "What Is the SoHo Effect? - The Times of India." N.p., n.d. Web. 27 Nov. 2014.

## Organizing Principle

Our work this semester was based on the following organizing principle:

In order for the Creative Carrboro steering committee to provide the public with economic development options that leverage existing cultural and artistic assets, the steering committee needs to understand the feasibility of an arts district or alternative initiatives for the community. The steering committee intends to use past and future community feedback to shape their plans. For the steering committee of Creative Carrboro to continue this initiative the town asks for an inventory of creative business, a systematic map of existing cultural assets, and a review of business satisfaction within the Town of Carrboro. We will provide a final report based on our analysis of these three components, as well as prior work from the steering committee, and provide recommendations for future action.

## Key Definitions

The following definitions were formulated to create a standard terminology for better comprehension by the general public. We gathered input from the Creative Carrboro steering committee on these definitions, then produced the following final versions, which guided our work this semester:

A “*creative enterprise*” is any company for which the primary value of its products or services is rooted in their emotional or aesthetic appeal to the customer.

A “*creative asset*” is any useful or valuable item, facility, or service whose primary value is rooted in emotional or aesthetic appeal to community members and is intended for the community’s use (i.e., catering, stages, galleries, etc.).

# Inventory of Creative Enterprises and Creative Assets

## Creative Enterprise and Asset Survey

### Goal

Because Carrboro already has a strong foundation of creative activities, one of our goals was to take stock of existing creative enterprises and creative assets. Up-to-date information on creative enterprises and their assets highlights features currently available to the community. This baseline data may also be useful in helping the town to determine the best immediate paths forward and to understand the feasibility of an arts district or alternative initiatives for the community.

### Data Collection

In order to collect and analyze data on creative enterprises and their creative assets, the interviewer contacted businesses by telephone from a list provided by the steering committee. During the telephone survey the interviewer followed a structured survey approach, which allowed the respondent to answer a preselected group of questions. These questions provided information regarding location, best line of contact, creative category, and creative asset description. A creative category is based on similar characteristics among creative enterprises that allow them to be grouped together. Examples of a creative category include culinary arts, design, visual arts and crafts, and healing arts. (See Appendix E for a copy of the survey questions used.)

### Results

Of the businesses contacted there was about a 66 percent response rate. Of those creative enterprises that responded, the largest category (about 25 percent) identified as “Healing Arts.” The second and third most respondents identified as “Design” or “Creative Arts and Crafts.” The full distribution of creative enterprise identification can be seen in Appendix B, Figure 2-1. The majority of creative assets identified in the survey are studio and gallery spaces. The full distribution of available creative assets can be seen in Appendix B, Figure 2-2. It is important to note that a majority of these creative enterprises have fewer than three full time and part time employees. Since these are not big companies or businesses, it is crucial for Carrboro to understand the needs of small enterprises in developing new strategies and recommendations.

### Integration

The information collected through the Creative Enterprise Survey was organized into a spreadsheet. This information was then integrated into an Arc Geographic Information System (Arc GIS) map.

# Systematic Mapping of Existing Creative Assets

## Geographic Information System

To map existing creative enterprises and creative assets, we turned to Arc Geographic Information System (Arc GIS), a tool for modeling and analyzing location-based data. The information imported into the GIS system was based on the information gathered through the Creative Enterprise and Asset Survey. After creating the map on Arc GIS Desktop, we uploaded the data to Arc GIS online. The map is now accessible through the link <http://bit.ly/1vCxdOz> and can be embedded onto a website. The map is interactive; all the businesses are represented by various symbols, and the information can also be filtered by category.

## Purposes

The current GIS map serves two primary purposes. The first purpose is to help guide insight into the layout of a potential Arts and Cultural district. Mapping the locations of creative enterprises reveals geographic patterns, including areas of high concentration of creative businesses. These concentrated areas can be separated by specific categories to reveal detail or further patterns.

The second purpose of the GIS map is to provide a resource for Carrboro to help community members find and differentiate creative enterprises among the concentrated areas. The GIS map can be embedded into a website and also turned into a mobile application. Tourists and residents can easily view both of these maps. Businesses can be searched for specifically, by location or by category.

# Satisfaction of Creative Enterprises

## Current Business Satisfaction Survey Analysis

### Goals

Before making any recommendations the team wanted to ensure the community was being represented in all decisions. Creative businesses have a large stake in any future arts district, so their feedback is important to consider in formulating recommendations. The Current Business Satisfaction Survey provided the team knowledge about how satisfied the creative businesses were in Carrboro and how any changes could improve their satisfaction. These responses helped the team decide which recommendations would be best for the creative business owners.

### Data Collection

In order to collect and analyze data on satisfaction of creative businesses, the interviewer contacted businesses by telephone. During the telephone survey the interviewer followed a semi-structured approach, which allowed the interviewer to collect information in response to preselected questions but also provided leeway for the respondent to expand on their current situation and provide the interviewer with more precise data. The interviewer contacted 31 creative businesses located in Carrboro. The businesses were selected from the exhaustive list used in the creative asset survey. At first the interviewer chose a few businesses from each classified group. As businesses failed to respond the interviewer began to call each business depending on the time of the day. The survey questions included:

1. In which aspect(s) of the creative economy is your business involved?
2. When did you locate your business in Carrboro?
3. Why did you choose Carrboro?
4. Have you been satisfied by your business's development here in Carrboro?
5. Do you want your business to grow—either in terms of revenues or employment?
6. What would help make your business more successful—i.e., what town government policies, services, or other factors?
7. Do you think Carrboro can sustain that growth potential?

### Reason for Locating in Carrboro

The most common reason creative businesses located their business in Carrboro is that they were already residents of the town. Seven of the 31 businesses chose Carrboro because there was an available space. For instance, one business chose Carrboro because they found a building they thought their business could grow in. Most other responses to the question of location were unique. An interesting pattern emerged in these unique responses: the creative businesses that have been in the town longest came to Carrboro because of the affordability, but creative businesses now identify the town's high taxes and prices as a barrier to entry or success. The owner of one business expressed concern over property taxes because "a few years ago they were doubled over a year." The owner said the business's property taxes increased by 109%. The

business owner suggested “creating a policy for new development for local businesses to have a lower percentage of interest, like affordable housing for businesses.”

### **Satisfaction**

Of the 31 companies, 29 responded that they were satisfied with their business’s development in the Town of Carrboro. Two businesses were not satisfied with their business’s development in Carrboro. These two businesses moved to Carrboro because there was space available for their businesses. The owner of one business bought land in Carrboro and started their business, whereas another business lost their lease in another city and relocated to Carrboro. They both want the Town of Carrboro to consider changing their policies on the placement of street signs.

### **Reasons for Satisfaction**

Unfortunately, the interviewer was not able to gather much information as to how the town is contributing to businesses’ success. Many of the businesses express that their success is because of the town’s residents rather than the town government, indicating that they found the support of town members to be the greatest contributor to their satisfaction. According to one of these businesses, “The biggest aspect would be the people who live and work in Carrboro. It is a creative arts centric group who comes into the store. No help from the town, rather the people.”

### **Growth**

Only three businesses do not see growth in the future of their business. They point to the nature of their businesses as the major factor, rather than the town of Carrboro. For instance, one business owner will not see growth because the business is run by one person and they are at the maximum of their time availability.

Three businesses said that they would like to see growth in the coming years, but are unsure of their ability to grow in Carrboro. Of the three, one business has been in Carrboro for a year and explained that they would like to grow, but have not seen growth over the course of the year. The other two businesses expressed that they wanted to grow, but will possibly have to move because Carrboro cannot sustain their growth potential. The reason for this was different for the two. One business owner said, “Without infrastructure it [Carrboro] will not be able to [sustain their growth]... Tough decisions need to be made early on.” This owner expressed concern about infrastructure, parking, and the traffic created from pedestrians. Another owner explained that they were “uncertain that Carrboro can sustain [their] growth potential because so many storefront businesses are leaving town.”

The other 25 businesses all foresee growth, and they attribute this to many different factors. For instance, a business owner responded to the question about growth by saying, “Absolutely, Carrboro is growing every year and being so close to the University is helpful.”

### **What Businesses Need in Order to Succeed**

The businesses that do not see growth in their future say they need different resources from the town, such as lower tax rates for creative businesses, a simplified commercial approval system,

and a change in the street sign policy. Many of the businesses contacted expressed a need for promotion and publicity. For example, three businesses would like the town to implement more street signs. One owner wants the town policy on street signs to be updated, so businesses can post their own signs. According to another owner, “for 10 or 11 years I have been asking to put signs up on Main Street. Nobody knows that I am here.” The town of Carrboro can support this need by changing the street sign ordinance and/or creating a business directory or a business alliance, as two other businesses recommended.

The other responses about business needs varied widely. The owner of one business expressed a deep desire for the town to stay small and cultural. Other business owners described the need for “space that is dedicated for light industry, space that is supported by the town.” The owner went on to explain that this would need to be accomplished by creating and enforcing new zoning that allows manufacturing. Most of the businesses said they will be able to grow in Carrboro, but a few expressed concern that they will not be able to stay without some changes, like the change of policy for street signs, an improvement in infrastructure, and more publicity.

### Analysis

Issues clearly emerge about businesses’ ability to publicize themselves. It is also evident that the experiences of creative businesses with Carrboro vary widely, although most enjoy the culture of Carrboro and the supportive town members. There is also a wide range of opinions about what the town can do to help the creative businesses succeed. Our recommendations are intended to meet the needs of creative businesses as reflected in this survey information, as well as the goals of the steering committee.

## Past Business Satisfaction Survey

### Goals

It was important to find out why past businesses left to make the best possible recommendations. This survey allowed the interviewer to analyze a few reasons why three businesses left Carrboro, which served as valuable information. This information was later used to decide which recommendations might retain creative businesses.

### Data Collection

In order to collect and analyze the satisfaction data the interviewer contacted creative businesses that have relocated from Carrboro to a different location. Because the interviewer was unable to reach these businesses by telephone, we used an emailed survey. We used a list of past businesses provided by the steering committee (Appendix B, Figure 2-7). Of the creative businesses that have relocated from the Town of Carrboro, there were three respondents to the satisfaction survey via e-mail. The survey questions included:

1. In which aspect(s) of the creative economy was your business involved?
2. How long was your business located in Carrboro? (When did it begin; when did it leave?)
3. Why did your business originally locate in Carrboro?

4. Why did your business leave Carrboro?
5. What might have made the location of your business in Carrboro more successful?
6. Has your decision to leave proven to be the right decision? Why?
7. What would make you consider moving your business back to Carrboro?

### **Responses: Past Business 1**

One past business explained that their reason for relocation was partially due to the fact that the town had too many rules and regulations, while their business needed to expand quickly at the time. The owner also explained that without more housing, commercial buildings, and commercial areas, they would be very unlikely to return because that is a direct reflection of the business they would be losing. The business first moved to California and is now located in Charlotte, NC.

### **Responses: Past Business 2**

The second past business had a similar story. The owners of the second business chose Carrboro because of the culture and geographical location of the town. As time went on, the owners wanted to buy a space in Carrboro, rather than continue to rent. The building in which they were located offered to sell the space at a very high price that did not compete with offers outside of Carrboro. This business has found a new home in Chapel Hill. Their new building was a much larger space at a fair and competitive price. The owners also expressed that traffic in Carrboro was very hectic, and they are now in a place that is even better known nationally. The owners have been able to invest more into their company.

### **Responses: Past Business 3**

Past business 3 was interesting because their transition from Carrboro to Durham was very recent and they had a similar need as the other two businesses. The past business chose Carrboro for their business because of “its proximity to the local universities. Carrboro, with many of the great qualities of a university town, was a great fit for our company and culture. Carrboro’s walkability is hard to beat.” The business chose to move to Durham because they needed a larger space to grow into and Carrboro did not have the type of space they found in Durham. The business provided great feedback as to what Carrboro could do to keep businesses or bring them. particularly “to encourage co-working spaces like CCC so...startups can take advantage of that environment/culture.”

### **Analysis**

It is most evident that Carrboro needs space for creative businesses to grow. Moreover, Carrboro should strive to preserve the culture of the town, or what businesses described as the “feel,” since these respondents cited that as the reason they originally located in Carrboro. Although this sample was quite small, it is clear that cost, location, and traffic had negative effects on business retention. It is possible that other companies who did not respond to our survey may have moved for the same reasons as these businesses, but further research is necessary.

# Review and Analysis of Community Feedback

## Community Feedback, October 25th 2014

### Data Collection

On October 25<sup>th</sup> 2014, we joined the Creative Carrboro steering committee in distributing surveys at Saturday Carrboro Farmers' Market. This sample is a convenience sample and may not be representative of the entire population of the Town of Carrboro.

### Responses

Respondents' ages ranged from 18 years old to 77 years old with a high concentration of ages being above 50 (Appendix C, Figure 3-1). Respondents identified the friendliness of the community, the stores and restaurants, the proximity and walkability, the farmers market, and the atmosphere as features that attracted them to the area (Appendix C, Figure 3-2). When asked to define a cultural arts district, a majority of the individuals felt that it should be an area full of opportunities for artists and locals to express their creativity and skills. Descriptions also included a cultural arts district as a place where the public is welcome to participate, where there is plenty of physical space for the enterprise to grow, and market opportunity for the enterprise to succeed.

### Integration

Although a number of respondents believe developing an arts district is a worthwhile project (Appendix C, Figure 3-3), it is unclear from the community's feedback if there is a preference for a legal zoned district or a free-flowing designated area. This information was thoroughly evaluated when developing final recommendations to the steering committee.

# Review and Analysis of Legal Tools for Implementing New Strategies

## Creative Arts District Establishment and Policy Tools

This section will discuss the various legal tools and requirements that are relevant to the question of creating a cultural arts district in the town of Carrboro. It provides a brief background on the current NC Statutes and proposes some feasible methods for creating a district.

### Background

North Carolina's Statutes contain no specific mention of cultural arts districts, arts districts, or cultural districts. There is, however, considerable attention paid to the establishment of historic districts in the state. The reason for this is likely that the state sees a role in preserving historical monuments for North Carolina and less of a role in directly managing cultural districts in localities. Chapter 160A 400.4 outlines the "Designation of Historic Districts" and provides context for some of the potential zoning and overlay procedures that are available to the town.<sup>16</sup> The historic district text could be used as a guideline for creating arts and cultural districts if the committee decides on a formalized district route.

Due to the lack of mention in the State Statutes, no central authorizing body for cultural districts exists. Some states, including Kentucky, Colorado, and Indiana, have state-level departments that oversee the creation and establishment of arts and cultural districts (See Appendix D). The methods for authorization in these states could be used as a model for more localized efforts.

There are also a number of other arts districts around the country that possess no formal designation in a town or state-level statute or ordinance. In some cases, these districts emerged naturally. In other cases, they are identified as a loosely defined area of interest for tourism and arts-related commercial activity. Many places establish a non-profit organization that manages an arts district with no official government boundaries (See Appendix D, Mount Vernon Cultural District and Fourth Arts Block).

### Classifications – From Americans for the Arts

Americans for the Arts, a nonprofit arts advocacy organization, provides some helpful frameworks for understanding classifications of arts districts.<sup>17</sup> First, the term cultural district (or arts district) when used in this section will operate under the definition provided by Americans for the Arts. The definition is as follows: "A cultural district is a well-recognized, labeled, mixed-use area of a city in which a high concentration of cultural facilities serves as the anchor of attraction."<sup>18</sup>

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<sup>16</sup> <http://www.ncleg.net/gascripts/statutes/statutelookup.pl?statute=160A>

<sup>17</sup> <http://www.americansforthearts.org/by-topic/cultural-districts>

<sup>18</sup> [http://www.americansforthearts.org/sites/default/files/pdf/2013/by\\_topic/cultural\\_districts/Cultural%20Districts.pdf](http://www.americansforthearts.org/sites/default/files/pdf/2013/by_topic/cultural_districts/Cultural%20Districts.pdf)

**Major Arts Institutions Focus:** Major arts institutions such as concert halls, theaters, libraries, and museums make up the bulk of this type of district. They may also include smaller organizations like nightclubs or movie theaters. This type is typically found in larger cities. Greensboro’s model is similar to this in that the district is entirely made up of large arts organizations (See Appendix D, Greensboro, NC).

**Arts and Entertainment Focus:** The primary attractions in this type of district are smaller theaters, private art galleries, and nightclubs. Arts and entertainment districts tend to be located around city centers and encompass business districts.

**Downtown Area Focus:** The Downtown Area Focus District encompasses most of the downtown area, including the central business district. Culture in such a district is more broadly defined and includes major arts organizations, restaurants, nightclubs, parks, theaters, etc. This model tends to be found in smaller cities, making it relevant for Carrboro. (See Appendix D, Cumberland, MD)

**Cultural Production Focus:** This type of district is focused less on the presentation of the arts and more on the production of arts. This type of district emphasizes studio and classroom space for arts education. Cultural Production districts are less focused on attracting visitors and more on development. For this reason they tend to be found in low-income areas and include a higher percentage of residential space and affordable housing for artists. They are less likely to be near a city’s central business district.

Of particular relevance to the town of Carrboro would be a “Downtown Area Focus,” dedicated to encompassing an entire downtown area for towns with walkable city centers. The other model to consider would be a “Naturally Occurring Focus” arts district, which is typically driven by community artist leadership and builds on asset based strategies (see Appendix D, Staten Island, NY).

### **Relevant Options for Establishing a District**

Due to the overall absence of cultural arts districts mentioned at the state level, the Town of Carrboro’s options are relatively open. Below are explanations of a few options that would establish an arts district with reference to comparison sites from around the country (Appendix D).

**Amend the land use ordinance to create an overlay district:** The Town of Carrboro’s Land Use Ordinance regulates and codes all areas of Carrboro property by designating residential areas, business areas, and other areas of interest for the town’s governing purposes. The Land Use Ordinance defines what types of properties are allowed to exist and operate in the designated area and often provides stipulations about how they may operate. An overlay district is a designated area laid on top of the existing zones with separate characteristics. The most common motivation for using an overlay district is to either relax or strengthen the underlying land use regulations. An example of this is Carrboro’s Restaurant Overlay (EAT), which limits business hours in restaurants near residential zones.

To pursue this option, the Board of Aldermen would have to adopt an amendment to the Land

Use Ordinance that defines the boundaries and qualifications of the arts district overlay. The ordinance could restrict or relax the current regulations in many different ways.

**Propose a local bill:** North Carolina is not a home-rule state, meaning that local governments only have powers explicitly given to them by the state legislature. If the Town wants to be absolutely sure that it has the authority to designate such a district, it could propose a local bill in Raleigh granting Carrboro the explicit authority to create such a district. This step, however, is most likely unnecessary since localities can exercise control over their Land Use Ordinances.

**Enact an ordinance that designates a managing body and gives it the power to oversee a district:** It is also possible for the Town define a managing body for the proposed district. For example, the Orange County Arts Council or the ArtsCenter could house Creative Carrboro's Steering Committee as the official managing entity. Or, Creative Carrboro could act as a managing entity itself. This would allow the steering committee to exercise a larger role in programming, managing funds, and communication between creative enterprises. Cumberland, Maryland, has taken this approach (See Appendix D). This option contains many different courses of action to choose from, and serves to officially define a body for the creation of a district. Below is a similar, but less official method of creation.

**Create a district through a non-profit or "alliance":** The town also has the option to avoid legal designation all together and allow a group of local businesses and/or non-profits take the lead on establishing a cultural district. This type of district, which does not have formal boundaries, seems to be a successful model around the country. Winston Salem's Downtown Arts District Association is a non-profit organization that oversees the arts district. The alliance comprises business leaders, local government officials, and creative community members. Arts United in Fort Wayne is another example. This approach allows the non-profit to decide how big of a role it wants to have in the arts community. The non-profit could be an event-planning entity with a large role in programming arts activities, or it could simply serve as a liaison between the groups and provide consistent branding. This approach also avoids establishing a legal boundary for a district through town ordinances.

## **Tools for Boosting Creative Business Satisfaction/Supporting the Arts Community**

Once a district is established, the next step is defining its responsibilities and involvement in the arts community. Below are some tools and alternatives that the managing body of a district has at its disposal.

**Seed money for arts revolving loan fund:** The Town of Carrboro already has a Revolving Loan Fund for small businesses that is designed to encourage business to locate, relocate, and remain in Carrboro. A fund of this type could be established specifically for creative enterprises and artists.<sup>19</sup> The current Revolving Loan Fund may be sufficient to serve the needs of potential creative entrepreneurs as well and may benefit from further publicity and advertising to ensure

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<sup>19</sup> <http://www.ci.carrboro.nc.us/DocumentCenter/Home/View/190> For all URLs, give the title of what's there too.

potential creative persons know of its existence.

**Buy or construct affordable studio or incubation space for artists:** One option to harness the potential economic benefits of emerging arts businesses is to provide affordable workspace, which artists need in order to succeed. This could take the form of renovating a vacant building for conversion into studio space. A district may also support artists in residency or accept incubator clients to work in a space with the intention of expanding out into Carrboro. The NC Arts Incubator in Siler City serves as a helpful example. Siler City partnered with Central Carolina Community College to fund an incubation site for local artists (see Appendix C, Siler City Arts Incubator).

**Property tax rebate for creative businesses:** A property tax rebate incentive can be inserted in the language of the ordinance or amendment used to create a district. Property tax rebates are a common tool used by governments to encourage economic development and attract and retain business. Such a rebate typically involves an agreement between the town or managing entity and the business agreeing to a rebate of X% over Y number of years provided that the business remain in Carrboro or meet some other performance standard. A clear negative side to this approach would be the political volatility generated from offering incentives to a certain type of business but not all businesses.<sup>20</sup>

**Tax Increment Financing (TIF) District:** A TIF district is a strategy used for urban development in which an area of land is designated and the property taxes are frozen at current levels. The idea is that future tax revenues are used to subsidize current industry in an area. The revenue the town loses would need to be gained somewhere else. TIF districts are typically used in underdeveloped areas to encourage re-development, and therefore may not be the most practical approach for a cultural district.<sup>21</sup>

**Nodes for different areas:** An overlay district could be placed such that there are different nodes of the creative arts district. This would address concerns (voiced by some community members and business owners) that a possible district should include all unique areas with cultural arts and creative businesses. Carrboro Plaza has been mentioned as one location that is not directly downtown but has considerable value add to the creative economy.

**Central programming:** Some districts have relied on central programming carried out by the managing body of the district. This is usually done by the non-profit or government partnership organization that oversees the district. Such a body could sponsor district events, festivals, art walks, and more as well as serve as a liaison between arts organizations and available creative assets. Quite a few successful districts have used central programming to bolster the arts. (See Appendix D, Mount Vernon Cultural District, Staten Island Arts, and Fort Wayne's Arts United.)

This method allows a lot of room to scale up efforts and staffing as necessary and as funding becomes available. The body could begin as run strictly by volunteers and eventually move towards increased staffing and programming involvement. A potential negative for this approach

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<sup>20</sup> Phone Interview with Robert Hornik of Brough Law Firm

<sup>21</sup><http://www.ci.schaumburg.il.us/EDevel/EDev/Pages/TaxIncrementFinancingExplained.aspx>

would be that, without careful coordination, the new arts district might end up competing with other arts organizations in the area.

**Non-profit charges membership dues to organizations and businesses:** A district could charge membership dues in exchange for access to a creative network, consistent branding, and external support, as long as joining such a co-operative presents each organization with a clear benefit. Membership dues might deter smaller businesses and emerging artists from joining.

An arts district managing non-profit could pursue relevant stakeholders to pool resources to help initiate the launch of a district. Business leaders, local government, artists, and the University have a vested interest in economic growth in Carrboro. With proper recruitment strategy, these stakeholders could be shown the benefit of the creative economy in Carrboro and convinced to contribute resources to help support it.

## Recommendations

We would like to suggest the following strategies for consideration by the Creative Carrboro Steering Committee. The goal of these recommendations is to create and sustain advertising and networking, incorporate a non-profit alliance or foundation, create a nurturing environment for the growth and development of artists, and streamline the business licensing and application process.

### Create and Sustain Advertising and Networking Opportunities for Creative Businesses

#### Online Business Directory

An online business directory would help the creative businesses in the Town of Carrboro stay connected. This would allow freelancers and businesses to network and to contact one another if they are in need of specific assets. Aside from the benefits for the creative businesses themselves, an online business directory with addresses would be beneficial for the members of the town and for tourists, particularly in locating creative businesses. This recommendation allows for businesses to make what they want out of the directory. It also gives the businesses the ability to make a creative district or business alliance. For this option to be effective, the directory must be consistently updated.

#### Carrboro Creative Businesses Map

To publicize creative businesses, we also recommend creating a map directory of the creative businesses in the town. The foundation could be the GIS map we made; an edited version could include all creative businesses who decide they want to be a part of the directory. A version of this map could be available online, allowing visitors to plan ahead if they will be in the area and allowing town residents to use the map for reference. In order to be useful, however, the map would need to be updated regularly. Updating the map could be costly for the town. This map could specifically be called “Carrboro’s Creative Businesses,” so that non-creative businesses would not be added.

#### Mobile Application

The information from this map could be used to create a mobile application. Citizens and tourists could download this application, which could display the closest creative businesses and give directions to those businesses.

We have no personal experience in building mobile applications and but there are a few options that Carrboro could pursue. Annette Stone mentioned that a group from LAUNCH was working on this but the project was never finished. This group may have valuable information on this topic, if someone were to contact them.

Another option is an application designed by Local Flavor, a company based in Asheville, NC. Local Flavor’s mission is to “help grow and sustain vibrant economies by leveling the playing

field for small, independent businesses.” While they do not specifically address artistic and cultural businesses, we think our definition of creative businesses aligns with independent businesses. Local Flavor started in Asheville and has since expanded to Chattanooga, Tennessee, Greenville, South Carolina, and Boca Delray, Florida and will soon open in Charleston, South Carolina, and Savannah, Georgia. We have contacted Local Flavor but our communication has been brief. They said they are looking for midsized destinations to expand to but asked for more information about Carrboro. We gave them some basic demographic info and asked them what their largest barriers to entry are. As of the writing of this report, we have not received an answer. Creative Carrboro could possibly help facilitate the expansion of Local Flavor into Carrboro. This option cannot be further followed until Creative Carrboro and the Board of Alderman decides it is a valuable option.

### Wayfinding Signs

Wayfinding signs seem like a feasible option, but will need to be reviewed to determine suitability for the Town of Carrboro. The Town of Chapel Hill, working with the Chapel Hill Downtown Partnership, recently installed wayfinding signs. They had to decide what they wanted the signs to accomplish, what the design of the signs would be, and if public works would install the signs. The signs in the Town of Chapel Hill were paid for by the town and the Downtown Partnership. One major consideration for wayfinding signs is ensuring they are not used for commercial purposes and therefore giving one business an advantage over another that may not be included on the signage. If the Town of Carrboro chose to post these signs for non-commercial creative groups, many creative businesses would be left out. It would also be difficult to explain to non-creative businesses why the town decided to exclude them. Lastly, many in the Carrboro community made it clear in the surveys and community feedback that they want Carrboro to keep the same atmosphere and culture. Wayfinding signs are typically used to help tourists and that could impact the atmosphere many in Carrboro care about. However, wayfinding signs could be a great way to start a “naturally occurring” district. The possibility of wayfinding signs deserves further research and consideration. Any decision to install signage should involve all relevant stakeholders in the process of deciding who and what to include.

### Update of the Street-Sign Land Ordinance

The Board of Aldermen could revise the signage ordinance to allow Carrboro businesses more opportunities for self-promotion. Currently, Carrboro businesses cannot install their own signs unless the Board approves a master signage plan. To give the town’s creative businesses greater ability to advertise, the Board could create very specific guidelines of where signs could be placed, such as commercial zoning districts on private property (so long as the property owner gives consent). The regulation could specify physical and location requirements. The burden of cost would fall on businesses, instead of the town. This option produces possible difficulties, since it would only allow creative businesses to advertise for themselves.

## **Incorporate a Non-Profit Alliance or Foundation as the Institutional Anchor of an “Unofficial” Arts District**

### **Avoid Establishing an “Official” Arts District through Town Ordinance or Zoning**

Carrboro has the option of zoning a specific area as an arts district and amending the Land Use Ordinance, but our research indicates that the town can achieve its goals without defining an official district. We recommend that the steering committee move forward with a hybrid of two arts district models as the guiding force for Carrboro. The first is the “Naturally Occurring Focus” and the second is “Downtown Area Focus” (defined and discussed in “Options for Establishment” section). The “Naturally Occurring Focus” takes the approach that an institutional anchor supports and coordinates existing creative communities in a fashion that is driven by community artists, while the “Downtown Area Focus” concentrates on place-making through a vibrant downtown area, inclusion of restaurants, and a push to bring in more customers to the creative economy.

It is possible to view these two models together and take parts from each, as we attempt to do in the following proposal for a non-profit alliance. The proposed non-profit alliance should consist of community artists who are given significant ability to drive the direction of the district, aligned with the “Naturally Occurring” model. The alliance will also borrow characteristics from the “Downtown Area Focus” in that it will help support the businesses that exist there through branding, marketing, and/or planning central events such as art fairs, festivals, and promotional days.

### **Include all Relevant Stakeholders in a Cooperative Non-Profit Alliance**

All successful arts districts consist of some institutional anchor that oversees the operation of the district. This organization should be a non-profit whose board and/or membership represents all relevant stakeholders in the creative economy, including artists, arts organizations, local business leaders, local government officials, and creative community members. The establishment of an alliance to oversee the district allows discretion in determining to what extent a centralized role in managing and programming should exist. Creating such a non-profit alliance allows for flexibility, the potential to pilot new initiatives, and a hub to connect businesses and provide consistent branding.

### **Gradual Scaling of Involvement for the Non-Profit Alliance**

We recommend that the proposed non-profit alliance be designed to begin small and gradually scale up its involvement as funds and human capital permit. The alliance should start early for the purpose of connecting stakeholders and aligning goals, but at first it may only have the resources and capacity to host board meetings and collect business input. Later it may be possible to pilot new initiatives. The provision of funds via either the town or grants could allow the hiring of a staff person to take on more central planning. The non-profit option allows for a small role and does not put a ceiling on the possibility for creative coordination if the opportunity for growth arises.

## **Provide Consistent Branding to Member Organizations**

In the research we have completed on successful districts, consistent branding for the district is a common thread. We recommend creating a membership application for businesses. In return for membership in the creative district, businesses would be provided with consistent branding. A simple logo or window sticker designating member organizations is a place-making technique that can bolster a positive, vibrant feeling in the downtown area. The alliance can explore the possibility of charging membership dues to organizations and businesses, but they should recognize that high membership costs may deter participation. Moreover, they must be able to provide some clear benefit for organizations and businesses that do join. We recommend that, at least initially, membership does not cost businesses anything and that the non-profit increase its involvement and potential staff as funds permit. Once clear benefit is visible, it may be easier to ask for dues to help contribute a constant stream of revenue to the alliance.

## **Create a Nurturing Environment for the Growth and Development of Artists**

### **Artist Incubator**

From the beginning Creative Carrboro has looked for an option that would help support artists and nurture the town's artistic growth. Citizens have similarly asked for more options that allow for artistic expression and development, while still being affordable. Much of our focus has been top-down, yet a bottom-up approach could be more effective. The best way to do this would be to create an Arts Incubator. This bottom-up approach will allow an artistic culture to flourish in Carrboro without changes in the tax code, zoning laws or constant governmental input. Some governmental funding may be needed to start the Incubator but if operated properly it could be sustainable.

An Arts Incubator would consist of a building or multiple buildings that provide low-rent studio space and business assistance, all while creating an environment that inspires and promotes artistic growth. Siler City offers a strong example of an Arts Incubator, which was opened in 2004 and has transformed not only the arts community but also the entire downtown.

The NC Arts Incubator in Siler City started as a non-profit in 2002 and acquired its first building in 2004. It has been successful and has now expanded to several buildings that include studio space, galleries, a stage, and a café. Artists rent out studios starting at \$50 per month. Two Interim Co-Directors and a six-member Board of Directors run the Incubator. They are happy to talk more about the logistics of an Incubator and also mentioned meeting with the Mayor of Siler City.

Carrboro could use this model for their Arts Incubator. We have identified three possible empty sites (shown in Appendix B) that are examples of potential locations because of their characteristics, including proximity to downtown and their available space, although we realize that there are barriers to making each of these sites viable. The first two are in walkable distance of a majority of the creative businesses. The last is not walkable but is quite large, which may be advantageous. The building in Appendix B, Figure 2-3 is currently for sale. The building in Appendix B, Figure 2-4 may be difficult to acquire, as it is owned by CVS. We have not been able to contact the owner of the building in Appendix B, Figure 2-5.

## Streamline the Businesses Approval Process

Through the business satisfaction survey, current creative enterprises expressed their concern with the length of time it takes for businesses to be approved to move in to empty business spaces. This process can take approximately a year or more depending on the needs and qualifications of the business. In order to attract new and young businesses or artists, it is our recommendation to create a special process for businesses choosing to move within the downtown and a defined arts and cultural district.

### **Creation of a Specific Application Specific to Downtown Businesses**

For a business or enterprise to receive the speedier process, they would be required to move into a building located within the already legally defined downtown zones, B1C and B1G. These legally defined downtown zones should fall within the arts and cultural area, which should be loosely defined by the alliance or non-profit corporation described earlier. Aldermen and steering committee members should revisit the current progression of the business approval process for building entry. Are there portions of the process that can be combined, or is it necessary that every portion of the process be executed individually?

### **Example: Expediting the Approval Process**

The following example is a small sample of a process that has the potential to be combined to allow enterprises the opportunity to move into their new location at a faster rate. Since an accelerated process takes additional time up front, this particular recommendation is suggested with the notion that committee and board members will have the available time to commit to processing paperwork that will move enterprises into the downtown area more quickly.

*Privilege License Tax Ordinance – Chapter 8 - Article III Licenses - Section 8-14 - Unqualified Applicants; Right to a Conference*

Currently, if a business application is denied there needs to be a special request for reasoning of the refusal of the application. Once the refusal reasoning has been sent, the agent has 10 days to request a conference to discuss the denial. It is possible to restructure the process so that a business that has received the “Creative Enterprise” expedited application process receives the denial statement and reasoning statement in combination to shorten response and reapplication time.

## Appendix A: Community Feedback from MindMixer

**Figure 1-1**

\*Background Information: Community Feedback from MindMixer

	Strong Disadvantage	Modest Disadvantage	Neutral	Modest Advantage	Strong Advantage	Total	Average Rating
Cost of living	18.18% 2	36.36% 4	27.27% 3	18.18% 2	0.00% 0	11	2.45
Employment opportunities related to creative discipline	9.09% 1	27.27% 3	45.45% 5	18.18% 2	0.00% 0	11	2.73
Employment opportunities not necessarily related to creative discipline	0.00% 0	36.36% 4	45.45% 5	0.00% 0	18.18% 2	11	3.00
Traffic or parking	9.09% 1	18.18% 2	54.55% 6	9.09% 1	9.09% 1	11	2.91
Availability of workspace (studio, rehearsal space, other)	0.00% 0	36.36% 4	45.45% 5	18.18% 2	0.00% 0	11	2.82
Availability of informal meeting space	0.00% 0	20.00% 2	40.00% 4	20.00% 2	20.00% 2	10	3.40
Availability of business services that effectively support my creative discipline	0.00% 0	0.00% 0	45.45% 5	54.55% 6	0.00% 0	11	3.55
Proximity to UNC	0.00% 0	0.00% 0	36.36% 4	27.27% 3	36.36% 4	11	4.00
Proximity to Research Triangle Park (including Raleigh and Durham)	0.00% 0	0.00% 0	45.45% 5	54.55% 6	0.00% 0	11	3.55
Density of creative people in Carrboro	0.00% 0	9.09% 1	0.00% 0	54.55% 6	36.36% 4	11	4.18

**Figure 1-2**

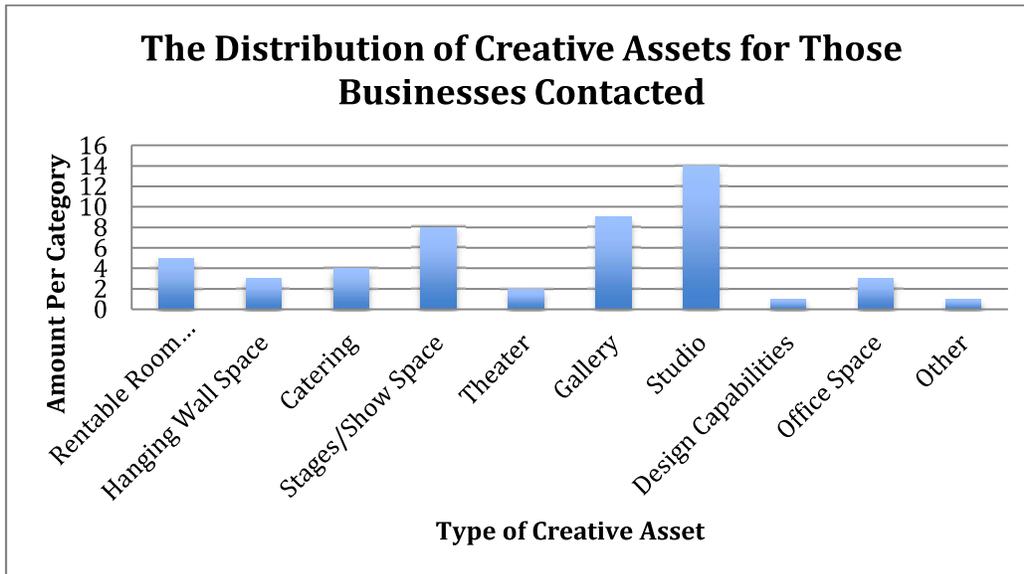
\*Background Information: Community Feedback from MindMixer

	Establishments	Employees
Total Creative Economy (as defined by RTS)	183	1,077
Arts subcluster (painting, drawing, sculpture, and other forms of visual art)	68	945
Entertainment and new media subcluster (film, music, digital media, and others related to entertainment)	23	49
Design subcluster (architects, interior designers, web design, clothing design, and other design-based industries)	117	691

## Appendix B: Creative Enterprise and Asset Survey and Mapping

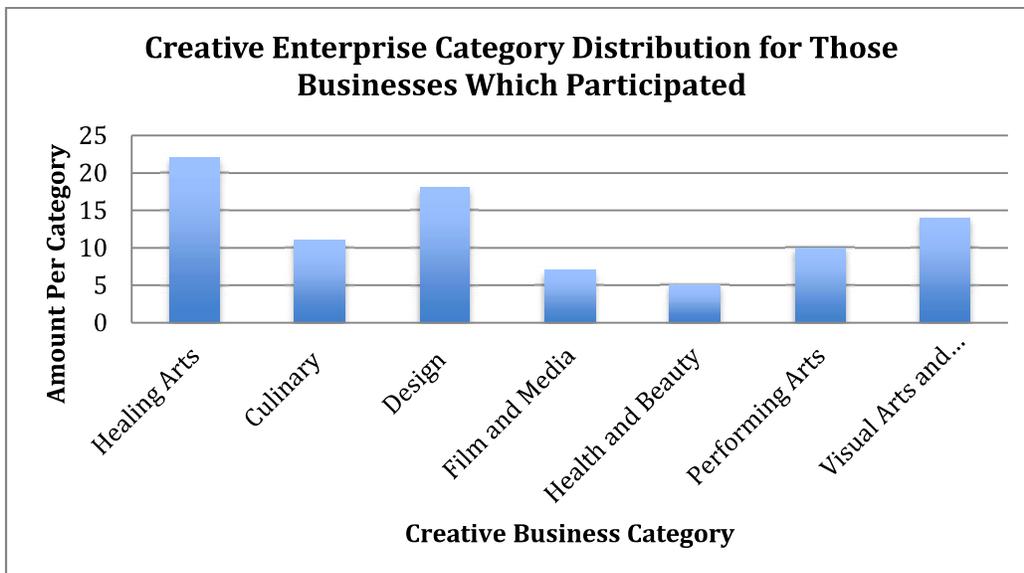
**Figure 2-1**

\*Distribution of creative assets from “Creative Enterprise and Asset Survey.”



**Figure 2-2**

\*Creative enterprise category distribution from “Creative Enterprise and Asset Survey.”



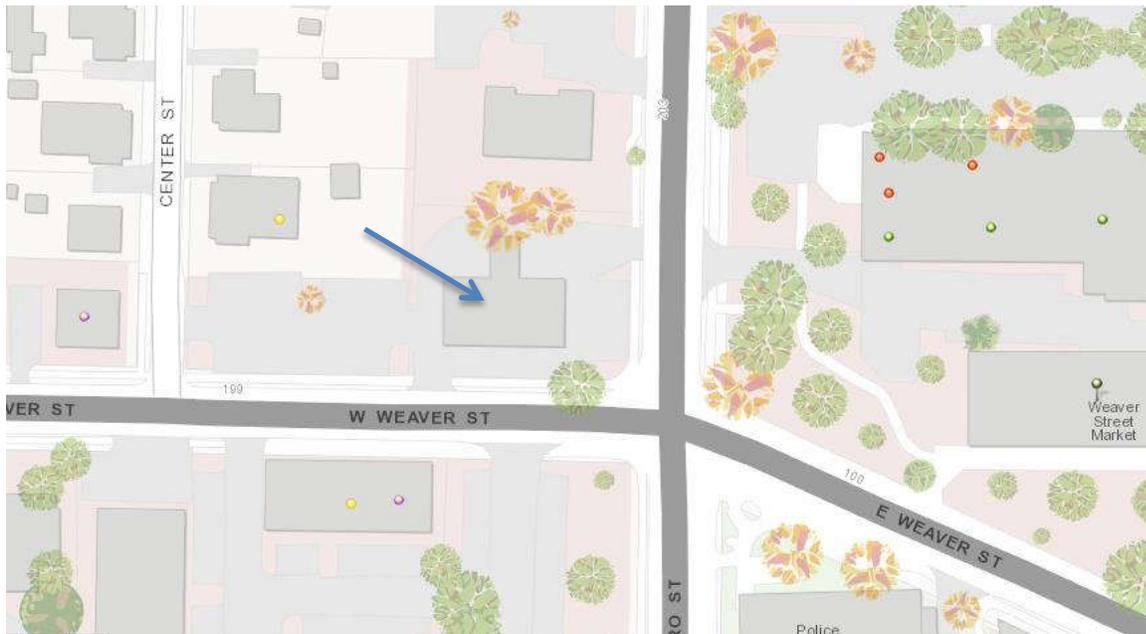
**Figure 2-3:**

\*Empty building with incubator potential or example of space needed for incubator.



**Figure 2-4:**

\*Empty building owned by CVS with incubator potential or example of space needed for an incubator.



**Figure 2-5:**

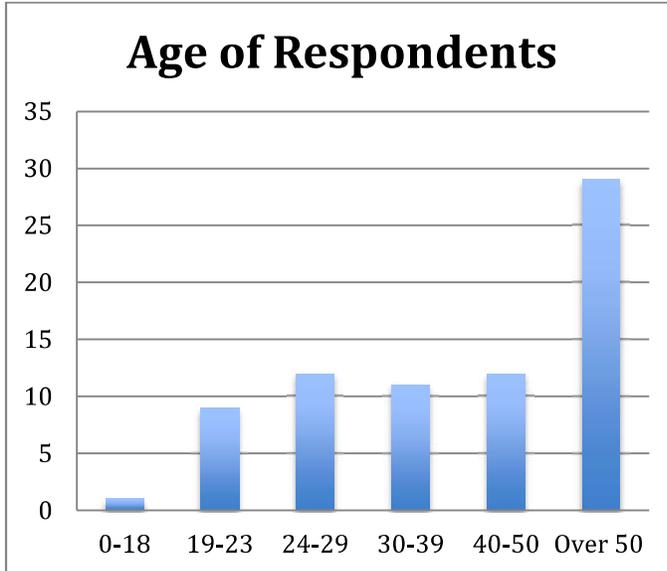
\*Empty building with incubator potential or example of space needed for an incubator.



## Appendix C: Community Feedback from October 25 session

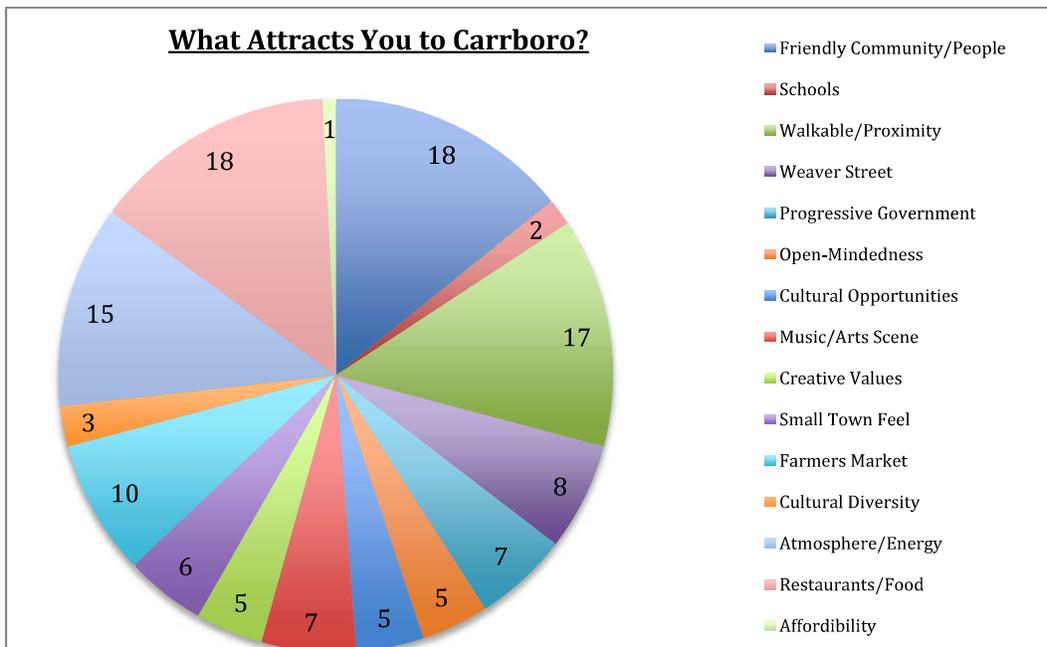
**Figure 3-1**

\*Age of respondents from community feedback on October 25<sup>th</sup> 2014



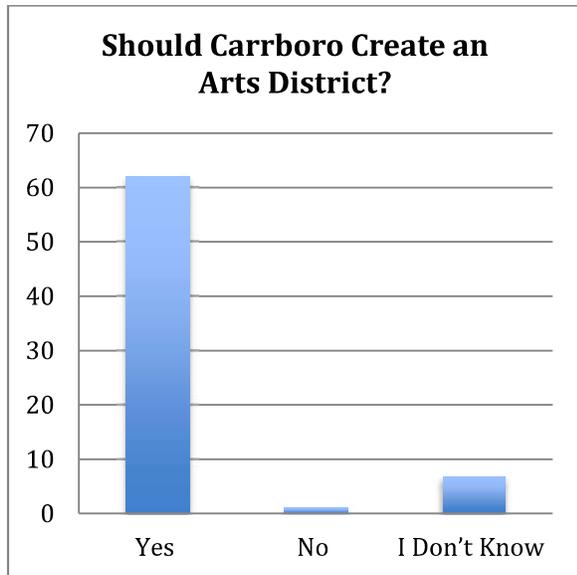
**Figure 3-2**

\*Frequency of "What attracts you to Carrboro?" from October 25<sup>th</sup> 2014 community feedback.



**Figure 3-3**

\*Frequency of the question “Should Carrboro create an Arts District?” from October 25<sup>th</sup> 2014 community feedback.



## Appendix D: Selected Cultural Districts and Descriptive Characteristics

### Paducah, Kentucky

- Kentucky is one of 12 states with an explicit state role in the creation of cultural arts district
- Centralized Cultural District Certification process<sup>22</sup>
- Affordable housing and studio space for artists. Sold apartments for \$1 to artists
- \$3 Million initial investment from the town
- Artist in Residence program

### Denver Scientific and Cultural Arts District, Colorado

- Created by a state-level statute. Creates a very large area spanning 3-4 counties (all in the greater Denver area)<sup>23</sup>
- Most likely of little relevance to Carrboro
- DSCFD sets aside funds for low-income families
- Free admissions day

### Fort Wayne, Indiana<sup>24</sup>

- Major Arts Institution Focus
- Central planning of events in district
- Institutional anchor – Arts United of Greater Fort Wayne
- “A driving force behind the arts in Fort Wayne”
- Provides \$1 Million in grants to arts organizations
- Supports 70 arts organizations with grants, facilities, and business services
- Arts United owns facilities that serve as the backbone for their “arts campus”

### Mount Vernon Cultural Arts District, Maryland

- More than a dozen arts groups. Founding members are art museums/churches/theaters (non-profits)
- Re-founded in 2006
- Member organizations pay dues. Scaled dues structure for different members
- Marketing and consistent branding
- Goal is to shine the light on the current arts organizations and not to have the district “competing” with them<sup>25</sup>

### Greensboro, North Carolina<sup>26</sup>

- Major Arts Institution Focused – Museums, large theaters, and libraries are the anchor of the district

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<sup>22</sup> <http://artscouncil.ky.gov/Opportunities/CulturalDistrictCertification.htm>

<sup>23</sup> <http://scfd.org/graphics/uploads/SCFDStatute.pdf>

<sup>24</sup> <http://www.artsunited.org/what-we-do/>

<sup>25</sup> Interview with Laura Rodini, ED of Mount Vernon Cultural District.

<sup>26</sup> Interview with Mary Alice Kurr-Murphey from City Arts Greensboro

- Institutional anchor: “City Arts”
- Non-profits only allowed as part of the district, although there has been talk about beginning to incorporate restaurants
- Consistent funding stream is an area of growth
- Issues of gentrification and affordability for arts organizations have been raised

### Cumberland, Maryland<sup>27</sup>

- Downtown Area Focus
- City of Cumberland and Allegany Arts Council joined to create the district
- Officially recognized by the State as an Arts and Cultural District (not possible in NC)
- Relocation Program Incentive: Tax freeze for renovated properties that are used for arts enterprises

### Staten Island, New York

- Staten Island Arts is the local arts council that receives funding from the NY Department of Culture
- “Naturally Occurring Arts District”
- Submitted a plan to create the “Art Hill St. George Sustainable Cultural District” in which Staten Island Arts offered to incubate the incorporation of a new non-profit to become the development authority<sup>28</sup>
- No consistent branding, but Staten Island Arts helps publicize events<sup>29</sup>
- The council does not want to serve as the central body

### Siler City Arts Incubator<sup>30</sup>

- Studio space for rent from \$50/month to \$200/month
- Street facing retail space selling resident artists’ work
- Classes open to the public generate revenue

### Shreveport, Louisiana<sup>31</sup>

- Studio, exhibition, and performance space
- Developed guiding principles: Community, Creativity, Authenticity, and Sustainability
- Cultural Center “Central ArtStation”
- Central Entity - Shreveport Regional Arts Council
- Focused on economic revitalization

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<sup>27</sup> <http://www.alleganyartscouncil.org/static.php?page=208>

<sup>28</sup> <http://www.hunteruap.org/wp-content/uploads/2012/02/HunterUAP.Studio.ArtHillPlanFINAL.pdf>

<sup>29</sup> Interview with Staten Island Arts

<sup>30</sup> <http://www.ncartsincubator.org/>

<sup>31</sup> <http://downtownshreveport.com/media/2012/07/revised-exec-summary-web.pdf>

## Appendix E: Creative Enterprise and Creative Asset Survey Questions

**Business Name** \_\_\_\_\_

**What is your current address?**

Address line 1 \_\_\_\_\_

Address line 2 \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

**Who is the best direct line of contact?**

Name \_\_\_\_\_

Phone \_\_\_\_\_

Email \_\_\_\_\_

Website: \_\_\_\_\_

Facebook: \_\_\_\_\_

**How many employees do you currently have?**

Full time \_\_\_\_\_

Part time \_\_\_\_\_

Unpaid volunteers and interns \_\_\_\_\_

**Please select the category that best describes you or your business.**

\_\_\_ Visual Arts and Crafts

\_\_\_ Performing Arts

\_\_\_ Film and Media

\_\_\_ Culinary Arts

\_\_\_ Other; please specify

**Do you have any creative assets available for community use or rent?**

*A “creative asset” is any useful or valuable item, facility, or service whose primary value is rooted in emotional or aesthetic appeal to community members and is intended for the community’s use (i.e., catering, stages, galleries, etc.).*

Item \_\_\_\_\_

Short Description \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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