

A Diverse Community

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 1. Institute a racial equity toolkit (per the Governmental Alliance on Race and Equity)</p>	<p>Without intentional intervention, institutions will continue to perpetuate racial inequity. By implementing the GARE tool kit, Asheville City Government can more strategically allocate and measure the impact of resources and investments allocated to programs and infrastructure. Some of the factors that must be considered include current resourcing and programs that are in place and systems to measure success.</p>	<p>Gary Jackson</p>	<p>Governance/Boards and Commissions</p>	<p>Allocate funding for a program manager and GARE association costs and services.</p> <p>Benchmark Human Relations Commissions, review potential tasks for inclusion, submit for consideration via Boards and Commissions Committee</p> <p>Hire Program Manager</p> <p>Complete the Disparity Study</p> <p>Design a program that fits Asheville’s unique neighborhood demographics and character based on benchmarking other communities. Build upon equitable development strategy completed in 2015 and other previous initiatives.</p> <p>Include accomplishments in financial quarterly reporting</p>
<p>Goal 2: Review goals and programming in Parks & Recreation and determine the role that it should play in meeting needs of citizens and achieving racial equity</p>	<p>Parks and Recreation departments play an important role in maximizing equitable access to recreation and leisure services across the city. Success will depend on full engagement of the community and decision-makers in articulating the vision for Parks & Recreation programs and services.</p>	<p>Paul Fetherston/Roderick Simmons</p>	<p>Parks and Recreation Board/PED or HCD</p>	<p>Hold work session with Council to present the department’s operations broadly <i>and</i> with respect to racial equity</p> <p>Design a multi-channel, inclusive public engagement process to gather input on preferences for the role that Parks & Recreation plays within the community</p> <p>Present input to Parks & Recreation Board.</p> <p>Hold work session with Council to review the input and recommendations of priorities as proposed by the Parks & Recreation Board</p> <p>Budget according to council policy direction</p>

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<p>Goal 3: Develop/formalize partnerships to support Asheville City Schools and programs that close the achievement gap</p>	<p>Research indicates that quality after school programs can have a positive impact on closing achievement gaps. City Council values the use of partnership strategies in creating a community where all people can realize their full potential.</p>	<p>Jaime Matthews</p>	<p>Finance</p>	<p>Report on current city funding and resources dedicated to programs that support achievement in Asheville City Schools</p> <p>Convene stakeholder group to discuss options for partnership agreement moving forward.</p> <p>Continue support for programs and initiatives to reduce the achievement gap through consideration during the budget process</p> <p>Provide benchmarking to Finance Committee for development of a multiyear funding strategy</p>
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 4: In partnership w/others, participate in community dialogue and potential strategies to honor history and contributions of the African American community in Asheville, beginning with a community led effort to install a monument to African American heritage</p>	<p>African-American heritage is an important aspect of the history and culture of Asheville. To ensure the success of honoring that heritage and meeting community expectations, the best way for the City of Asheville to engage is in a support role.</p>	<p>Roderick Simmons</p>	<p>Governance</p>	<p>Continue facilitation and support of the African American Heritage Commission</p> <p>Status report from Commission to Council Governance Committee</p> <p>Continue support of planning for an African American Heritage monument; consider CIP Allocation.</p> <p>Update from Commission on program planning to Council Governance Committee.</p>

A Well Planned and Livable Community

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 5: Revisit Food Action Plan and achieve clarity regarding goals, strategies, and timetables</p>	<p>On January 22, 2013, Asheville City Council passed a resolution establishing the City of Asheville's Food Action Plan in support of the Asheville Buncombe Food Policy agenda. The purpose of this effort is to revisit the Plan to give clarity to outstanding action items, prioritize those items, establish timetables, and develop a strategy for moving forward. This initiative will help to ensure that Council and staff have clarity regarding the implementation process.</p>	<p>Cathy Ball/Amber Weaver</p>	<p>SACEE/PED</p>	<p>Update Council on progress on Food Policy Action Plan and analysis of barriers to the completion of remaining items Work with staff and stakeholders to explore program options Present update and recommendations to PED Create web page for urban agriculture to communicate progress, ongoing programs, and homeowner education Convene stakeholders to review program direction Bring annual report and stakeholder input to SACEE, then to PED and then to Council for direction Convene stakeholder group to reassess Food Action Plan and recommend updates to Council Present annual report and recommended updates to Council for approval</p>
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 6: Revise the Comprehensive Plan</p>	<p>The purpose of the Comprehensive Plan is to set forth goals and policies for sustainable growth and development over the next 10-20 years and beyond. The plan will establish a vision for Asheville and include policy guidance, reflecting the community's vision for the location and form of future development, while ensuring sufficient infrastructure, parks, and other community services.</p>	<p>Todd Okolichany/Stacy Merton</p>	<p>Planning and Zoning/PED</p>	<p>Kick-off project Form and appoint Advisory Group Launch Open City Hall website and smart phone app Hold public workshop #1 Hold public workshop #2 Hold public workshop #3 Report to Planning and Zoning and PED Adopt Final Comprehensive Plan Establish a bi-annual review to revisit and evaluate the Comprehensive Plan to evaluate progress, identify opportunities, assess workload, and to identify changes in the community that may be related to the plan</p>

Goal	Rationale and Considerations	Staff	Board/Commission	Key Tasks/Activities
<p>Goal 7: Implement an effective neighborhood planning process that includes making resources and expertise available to neighborhoods so that their input into the Comprehensive Planning process is effective</p>	<p>Asheville’s neighborhoods are well organized and visionary. The upcoming Comprehensive Planning process creates a need for organized input from neighborhoods. We have created a Plan on a Page template to help neighborhoods efficiently provide input on the Comprehensive Plan. Community plans are always based on neighborhood input, so Plan on a Page is a helpful tool in providing a quality comprehensive plan. Several neighborhoods have expressed interest in undertaking their own neighborhood level plans. To that end, this action plan includes strategies for empowering neighborhoods to complete their own plans and provide them with necessary tools. Due to resource constraints, this more in-depth neighborhood planning will be encouraged after the comprehensive planning process.</p>	<p>Todd/Okolichany/Marsha Stickford</p>	<p>NAC/PED</p>	<p>Conduct Plan on a Page workshop for neighborhoods</p> <p>Consider funding allocation for Festival of Neighborhoods</p> <p>Meet with Coalition of Asheville Neighborhoods</p> <p>Hold drop-in Plan on a Page assistance workshop</p> <p>Hold meetings in five areas of the City to solicit input on the comprehensive plan</p> <p>Create model template and resources for neighborhoods to use to prepare their own neighborhood level plans. Make them available on our website and encourage neighborhoods to use them.</p>
Goal	Rationale and Considerations	Staff	Board/Commission	Key Tasks/Activities
<p>Goal 8: Develop a plan for Haywood Street land use and implement as appropriate</p>	<p>Council has directed staff to develop a community vision for the use of the city-owned property engaging stakeholders and the broad community. Council has entered into an agreement with the Asheville Design Center to facilitate a community visioning process. The development of a plan will ensure that staff and Council are clear on how the visioning process will occur and what will happen once the visioning process is complete.</p>	<p>Todd Okolichany</p>	<p>PED</p>	<p>Council enters into agreement with ADC to facilitate community visioning process for Haywood Street property</p> <p>Conduct public engagement processes</p> <p>Share results of community vision effort with Council for direction</p> <p>If directed by Council, solicit site plan and cost estimate for Haywood Street Land Use through a design competition or other process based on this community criteria</p> <p>Plans vetted by Advisory Team for consideration and recommendation</p> <p>Share summary considerations with Council for direction and funding of selected plan</p> <p>Based on Council direction to move forward with a specific plan</p> <p>Seek community partnerships to fund the project</p>

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 9a: Downtown Master Plan Update</p>	<p>The downtown master plan needs to be updated to include recent community concerns about management of public spaces, enhancement of community character and neighborhoods, and expanded options for place-making considered at a range of scales from the entire downtown to the neighborhood level. This process will culminate with an update to the design guidelines, which include character-defining items based on the neighborhood scale and reflected in the processes for development review.</p>	<p>Todd Okolichany/Alan Glines</p>	<p>Downtown Commission/PED</p>	<p>Convene downtown commission as a major stakeholder and review process, timeline, and major steps</p> <p>Request funding in the FY2017 budget process for consultant fees for specific tasks related to the project.</p> <p>Meet with community stakeholders, neighborhoods, and organizations for a listening tour and provide web-based outreach on City's website and Open City Hall</p> <p>Organize a community-wide meeting to review major themes of the Downtown Master Plan and solicit community feedback on other review themes that have been identified for updates</p> <p>Staff to create and present a summary report to the downtown commission for comment and clarification. Formulate draft plan based on this feedback.</p> <p>Hold feedback meeting to present results to community, inviting stakeholders through outreach and communication efforts</p> <p>Finalize the draft master plan update and streetscape sections and present to Planning Commission, PED and Council for adoption</p> <p>Present draft guidelines to Downtown Commission for recommendation and Council for adoption</p> <p>Establish a bi-annual review to revisit and evaluate the Master Plan to evaluate progress, identify opportunities, assess workload, and to identify changes in the community that may be related to the plan</p>

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 9b: Develop the South Slope Extension Innovation District/Charlotte Street Innovation District (to start in 1-2018)</p>		<p>Todd Okolichany/Shannon Tuch</p>	<p>PED</p>	<p>Budget for either new staff member or consultant work</p> <p>Present scope to Council for concurrence</p> <p>Conduct listening tour for stakeholders/partners</p> <p>Conduct community visioning meeting</p> <p>Acquire Council feedback through committee and begin to secure funding, including any budget discussion</p> <p>Finalize Plan, hold final public meeting</p> <p>Present plan and implementation concepts to Council for approval</p> <p>Council adopts budget</p> <p>Begin plan implementation</p> <p>Establish a bi-annual review to revisit and evaluate the Master Plan to evaluate progress, identify opportunities, assess workload, and to identify changes in the community that may be related to the plan</p>
<p>Goal</p>	<p>Rationale and Considerations</p>	<p>Staff</p>	<p>Board/Committee</p>	<p>Key Tasks/Activities</p>
<p>Goal 9d: Implement the River Arts Innovation District</p>		<p>Cathy Ball/Stephanie Monson Dahl</p>	<p>Riverfront Redevelopment Commission/PED</p>	<p>Consider adoption of Form Based Code</p> <p>Kick off formal stage of partnership outreach for Innovation District</p> <p>Begin construction on TIGERVI project components</p> <p>Report to Council on potential collaborations with partners to leverage city infrastructure investments</p>

A Clean and Healthy Environment

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 10a: Implement Zero Waste Asheville, including effective implementation of a pilot program and change management strategies for Pay As You Throw	Acquiring property on which to locate and expand landfills becomes increasingly challenging as property values increase. The City wishes to reduce the amount of refuse that is disposed of in landfills and increase materials that are recycled and composted. These measures are important not only in promoting good land-use, but in improving environmental sustainability within our community.	Cathy Ball/Amber Weaver	SACEE/PED	Reassess current service levels for solid waste collections and recycling programs
				Council consideration of best option (bag or variable cans)
				Develop implementation strategy based on the best choice above.
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 10b: Implement Zero Waste Asheville, including the use of composting programs	Acquiring property on which to locate and expand landfills becomes increasingly challenging as property values increase. The City wishes to reduce the amount of refuse that is disposed of in landfills and increase materials that are recycled and composted. These measures are important not only in promoting good land-use, but in improving environmental sustainability within our community.	Cathy Ball/Amber Weaver	SACEE/PED	Meet with Buncombe County to determine where they are in the implementation of an industrial anaerobic digester on the existing landfill site
				Evaluate the ability to implement city-wide backyard composting, including partnership opportunities and funding sources; Provide Education and Seek Community Input
				Prepare report and seek approval from Council
				Develop education and if directed, change management options for City wide residential organic waste program
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities

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<p>Goal 11: Meet the Goals of Carbon Reduction Plan</p>	<p>The City of Asheville wishes to set the standard in environment carbon reduction. We have been extremely successful in implementing reduction in carbon emission by using biofuels, LED street lights, HVAC replacements in City buildings and alternative fuel sources. Council developed a goal of 2% carbon reduction in 2008 then increased it to 4% in 2011. The City has achieved this goal every year and it may be appropriate to evaluate our current status and future opportunities to update and achieve our future goals. The City implemented a green Capital Improvement Program to reinvest in green infrastructure to meet this goal.</p>	<p>Amber Weaver</p>	<p>SACEE/PED</p>	<p>Evaluate the Sustainability Plan to assess the annual carbon reduction goal, strategies, fiscal impacts, and relevant technologies every 3 years</p>
				<p>Continue to identify opportunities to achieve carbon reduction and continues annual reporting to council</p>
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 12: Implement the Clean Energy framework and support the partnership with Duke Energy and Buncombe County to reduce energy demand through promotion and implementation of new programs as appropriate</p>	<p>The community has worked to develop a Clean Energy Framework to reduce dependence on fossil fuels. In addition, Duke Progress Energy has committed to implementing a modernization plan that will eliminate the coal burning plant and replace it with a natural gas facility. They have agreed to a partnership with the City of Asheville and Buncombe County to reduce energy use in order to delay or avoid construction of a thrid plant in 2023. The partnership will work with the Rocky Mountain Institute and other government and nonprofit experts to develop an implement a plan to reach that goal.</p>	<p>Cathy Ball</p>	<p>SACEE/PED</p>	<p>Implement a Asheville Workplace Challenge, piloting the program in the City Innovation Districts</p>
				<p>Make presentation to Finance Committee</p>
				<p>Support the Energy Innovation Task Force: Adoption of Resolution to City Council; Convene Task Force; Attend Rocky Mountain Institute for initial training; Support Energy Innovation Task Force</p>
				<p>Implement elements of the Clean Energy Framework and the partnership plan as appropriate and supported by budget allocations.</p>

Quality Affordable Housing

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 13: Continue to work with partners to redevelop Lee Walker Heights	The redevelopment of Lee Walker Heights will create ladders of social and financial mobility via mixed use and mixed income development that will yield long-term improvements for community safety, health, sustainability and economic progress.	Cathy Ball	Affordable Housing Advisory Committee/ /HCD	Analyze other post-RAD projects for benchmarking or best practices
				Seek to execute an MOU with Duke Progress for the Matthews Ford Property
				Develop an agreement with HACA to include performance standards
				Schedule quarterly reporting by HACA
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 14: Implement the Comprehensive Housing Affordability Strategy (Explore innovative homes, tiny homes & container housing)	The 2015 Housing Needs Assessment completed by Bowen National Research identified a 5,000 unit need over the next 5 years in order to meet housing demand. Securing housing for all citizens has long-term impacts on the safety, health, and vibrancy of our community.	Jeff Staudinger	Affordable Housing Advisory Committee/HCD	Continue to utilize entitlement funds and housing trust funds designated for affordable housing
				Hold work session with Council to present current status
				Go to HCD committee with recommended action plans based on feedback from council work session
				Host Annual Housing Summit
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 15: Analyze city owned land and establish a strategy for sale of lease of affordable housing	Municipal asset management is critical to meeting the future needs of our community. The Housing Needs Assessment shows a significant deficit in the supply of affordable housing in Asheville. Analyzing the inventory of City-owned real property and establishing a strategy to utilize land for affordable housing in conjunction with other municipal needs so to provide a vision and a framework for effective decision-making and land use.	Cathy Ball/Nikki Reid	Finance	Update and improve the existing city owned property database
				Council consideration to adopt or monitor the implementation of the plan and / or specific recommendations regarding short-term and long-term opportunities for affordable housing development.

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Goal 16: Complete redevelopment of the former Parks Maintenance Property; a)Complete relocation of Parks Maintenance Property, b)Complete redevelopment of the former Parks Maintenance property	Redeveloping this key city-owned property will result in the creation of affordable housing units in close proximity to transit and jobs.	Cathy Ball/Sam Powers/Walter Ear/Jeff Staudinger	Finance/HCD	Continue to implement the Project Charter that was developed for the relocation of Parks Maintenance
				Council consideration to approve development partners and real estate transaction (lease or purchase)
Goal	Rationale and Considerations	Staff	Board	Key Tasks/Activities
Goal 17: Develop a partnership with the County to achieve greater levels of affordable housing, to include strategies	Common goals exist within the City government and County government to increase the supply of affordable housing. The City can leverage existing partnership through the existing HOME Consortium and other regional partnerships to achieve goals.	Cathy Ball/Jeff Staudinger	HCD	Continue existing partnerships through the HOME Consortium, the Homelessness Initiative Advisory Committee, and joint Housing Summits
				Propose a joint meeting with the Asheville City Council and Buncombe County Commissioners to discuss opportunities to partner on affordable housing goals
				Implement ongoing meetings as required for collaboration

Transportation and Accessibility

Goal	Rationale and Considerations	Staff	Board	Key Tasks/Activities
Goal 18: Continue to implement the transit master plan, to include an analysis of opportunities to expand transit into the County.	Seamless access to public transportation is necessary to ensure that citizens have access to jobs, medical care, education and other community based services. Increased use of public transit will reduce carbon emissions, resulting in less pollution and decreased operational costs. Success, however, is dependent on changing culture or mindset so that individuals make transit a natural part of the daily commute.	Ken Putnam	Transit Commission, Multimodal Commission/PED	Fund the update to the Transit Master Plan. (In current budget)
				Update the existing Transit Master Plan: Award contract; Begin update of the transit master plan to include data analysis and public engagement; Complete master plan update
				Make recommendation for increased funding for transit as part of the 2016-17 Budget
				Evaluate priorities in the current master plan that could potentially be funded; Present priorities to Transit Committee; Present priorities to MultiModal Transportation Committee
				Implement priorities based on funding in FY 2017 budget
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 19: Find additional resources for the management of the transit system	In order to achieve a higher level of service and accountability in the operations of the City's transit system, additional oversight is needed from the Management Company.	Ken Putnam	Transit Commission, Multimodal Commission/PED	Present City Manager's budget that includes additional funding for increased level of service to be adopted by Council, to include staffing
				Contract with management company: Issue RFP (completed); Award contract
				Perform quality control checks quarterly per FTA and City requirements

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<p>Goal 20: Implement recommendations of the parking studies as appropriate</p>	<p>Parking demands continue to increase in the City of Asheville. Additionally, the cost to maintain parking garages and the desire to encourage the use of multimodal transportation drives the City to evaluate the cost of on street parking and parking in City garages. Haywood Road is a high density, thriving area of the city. The need for parking currently outweighs its availability. Implementing creative ways to provide low-cost parking options is important for the continued viability of the area. Additionally, there are opportunities within the corridor for multimodal transportation. Implementing recommendations from the study would ensure the viability of the economy within the corridor.</p>	<p>Ken Putnam</p>	<p>Multimodal Commission, Downtown Commission/Finance, PED</p>	<p>Implement the financial model tasked in the Comprehensive Parking Study; Prepare a 10 Year Parking CIP (funded by Parking Fund); Make recommendations for fees based on the financial model in the comprehensive plan; Engage in stakeholder outreach; Present fees to the finance committee; Present fees to Council for approval; Create a communication plan for fee changes; Implement fee changes</p> <p>Review and Implement parking strategies based on current and future study recommendations; Identify opportunities for implementation as appropriate; Engage in stakeholder outreach; Present strategies to the MMTC; Present strategies to the Downtown Commission; Present to Finance Committee (if necessary); Present to Council (if necessary); Implement strategies</p>

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 21: Take appropriate steps to implement the multimodal transportation plan (AIM)</p>	<p>The implementation of the Asheville in Motion (AIM) plan is key to address mobility needs, providing transportation options to all citizens. The AIM plan develops strategies to create a connected network that will provide safe and convenient access to jobs, health, education and recreational opportunities.</p>	<p>Ken Putnam</p>	<p>Multimodal Commission/PED</p>	<p>Adopt the AIM plan; Present to MultiModal Commission; Present to PED; Present to Council for adoption</p>
				<p>Incorporate the recommendations of the AIM plan in the City's Comprehensive Plan update</p>
				<p>Develop a project implementation strategy; Create a priority list for projects and costs; Initiate dialogue with NCDOT; Identify partners and funding opportunities</p>
				<p>Incorporate project strategy in the FY 2018 CIP; Present the prioritized list of projects and costs to the Greenway and Transit Committees; Present prioritized list of projects and costs to the MMTC; Engage the public (if needed); Present prioritized list of projects and costs to PED; Consider bond referendum for funding</p>
				<p>Incorporate policy strategy in the UDO (if needed); Work with the Planning and Urban Design Department to draft regulations; Create a public engagement plan; Present to PED and other commissions (if needed); Present to Planning and Zoning commission; Present to Council for adoption</p>

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Recommended Goal 22: Complete the appropriate phases of TIGER VI, including the RADTIP</p>	<p>The TIGER VI program of work is the City’s first transportation project that incorporates sidewalks, greenways and bike facilities to create a comprehensive, active transportation network. This network will connect people to jobs, recreation and educational opportunities. Significant public resources have been invested in the TIGER VI projects and there is an expectation in the community and with funding partners to be timely in the completion of the project. Completion of a project of this scale reflects the City’s ability to successfully manage a multi-million dollar transportation project.</p>	<p>Cathy Ball/Stephanie Monson Dahl</p>	<p>Riverfront Redevelopment Commission/PED</p>	<p>Engage in a public outreach meeting for final plans Collect input and develop a communication plan for the construction phase Request bids for construction; Hold a public kick-off meeting for construction phase; Outline expectations for long-term community engagement plans Transition management of the leadership roundtable to the City Communicate the prioritization of the construction phasing for RADTIP and other TIGER VI projects Begin construction on project (construction will continue through FY2020); Reevaluate need for external funding opportunities; Provide regular updates to Council Committees</p>
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 23: Continue to work toward achieving City goals on I-26</p>	<p>Since the I-26 Connector project is a major transportation project that will go through the core of the city, it is important that the project be designed and constructed in a manner to minimize negative impacts to the adjacent neighboring communities.</p>	<p>Ken Putnam</p>		<p>Review the Draft Environmental Impact Statement (DEIS); Attend public hearing; Identify City goals regarding the project’s impact; Prepare and submit comments to include the City’s goals Attend and participate in the DEIS post-hearing meeting along with all other NCDOT meetings regarding I-26; Provide status reports Create a collaborative working group with NCDOT to help achieve City goals regarding I-26 Provide quarterly updates to City Council on the progress of the I-26 project Prepare an itemized list of City goals and provide a cost sharing arrangement between the City and NCDOT</p>

Thriving Local Economy

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 24: Develop and implement Buncombe Community Capital loan program, with an emphasis on minority business	<p>A variety of economic tools is critical in building the ladder of social and economic mobility and sustainability of our community. There is a perceived gap in the existing business and service provider network regarding access to capital for small and minority business. The City can support a strong public-private partnership to help diversify our business ownership by participating in this initiative.</p>	<p>Barbara Whitehorn</p>	<p>Finance</p>	Budget funding of seed capital
				Approve resolution to create a steering committee with other partners to explore and clarify roles and responsibility
				Steering committee report and recommendations to City Council.
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 25: Research and recommend a portfolio of options toolbox for small business support (Zoning, Retention, Minority Business, Econ Incentives, Communication regarding the work opportunity tax credit)	<p>A diverse and healthy economy includes support for small, local, homegrown businesses. The city can play a part in improving the local economy by developing a toolbox of support for small businesses. We want to continue to be a community where businesses can grow and expand.</p>	<p>Sam Powers</p>	<p>Finance</p>	Reboot the toolbox (marketing package) for small business services that the city and community currently offer (i.e. DSD process, "Start Up in a Day," CDBG grants, Minority Business designation, Working with City Contracting, Restaurant Permit Guide, external resources in business service providers, EDC)
				Evaluate and report out on the efforts listed above to the Council's Planning and Economic Development Committee
				Update the marketing package, evaluate efforts and report to Council's Planning and Economic Development Committee

Goal	Rationale and Considerations			Key Tasks/Activities
<p>Goal 26: Evaluate the success of past tax economic development incentives</p>	<p>To ensure that we are strong, transparent and sustainable, we evaluate our existing economic development programs.</p>	<p>Cathy Ball/Sam Powers</p>	<p>Finance/PED</p>	<p>Compile the data on the past economic incentives that the City has authorized</p> <p>Provide a report to PED, Finance Committees and City Council with considerations of changes to the policy</p>

Connected and Engaged Community

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 27: Identify and implement strategies to get more diversity on city boards and commissions	Boards and commissions play an essential role in effective public engagement. As advisors to the City Council, diverse representation on these boards and commissions can maximize the community perspectives represented in policy development. Diverse boards and commission demonstrate the City's commitment to inclusion and diversity as a core value. Recognizing people have different preferences for receiving information will be key to achieving this goal.	Maggie Burleson	Boards and Commissions	Conduct focus groups with community groups to educate and inform about the roles and opportunities with boards and commission service. Identify barriers to participation and opportunities to further increase community awareness.
				Include training on the importance of diversity and inclusion as part of the training program for boards and commissions
				Track and report diversity in board representation. Review and revise the board/commission application form to include an optional section allowing applicants to report diversity indicators
				Staff will work with the City Clerk to report annually to the Council on the diversity of board and commission membership for the most current year and to highlight trends over the previous years and comparisons with demographic data
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Goal 28: Develop a strategy to effectively vet policy initiatives through boards and commissions (i.e. clearinghouse, clarification of roles, orientation, charters, reporting)	The role of board and commission Members is to provide policy recommendations and to serve as community leaders and educators on city process and programs. Currently there are more than 30 boards and commissions and no standard process or procedure for vetting policy initiatives and determining when these bodies have achieved their mission. An effective process will provide clarity and consistency regarding when and how board and commissions provide policy recommendations.	Maggie Burleson	Boards and Commissions, Governance	Develop process for policy initiatives and report to Boards and Commissions and Governance Committees
				Include the process of vetting policy in the boards and commissions training

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<p>Goal 29: Develop an effective training program for boards and commissions</p>	<p>Effective public engagement can be greatly enhanced when board and commission members and staff liaisons have clear understandings of roles and responsibilities. Knowing members need the right tools to be able to advise Council on policy, there is a need to bolster the City’s approach to training board and commission members.</p>	<p>Executive Team</p>	<p>Boards and Commissions, Governance</p>	<p>Hold focus groups with board and commission staff liaisons to allow for the sharing challenges and identify opportunities for improved training, communication, and clarification of roles</p>
				<p>Survey board and commission members regarding their perception of their roles and responsibilities.</p>
				<p>Present findings and recommendations to Governance Committee</p>
				<p>Implement the training program, evaluate, and revise as necessary; determine schedule for future deliveries</p>
				<p>Evaluate</p>
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 30: Develop an effective working relationship with NCDOT so that state transportation investments reflect local values and transportation plans.</p>	<p>The citizens of Asheville would benefit from a better-coordinated effort to reflect both the City’s and NCDOT priorities. Elements of this would include collaboration on the priority of major projects.</p>	<p>Ken Putnam</p>	<p>MPO</p>	<p>Continue meeting with staff and Division 13 staff on a monthly basis to coordinate transportation projects</p>
				<p>Initiate contact with appropriate NCDOT staff based in Raleigh and meet on a periodic basis in order to build relationships and communicate priorities</p>
				<p>Participate in the MPO process</p>

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p>Goal 31: Identify and expand opportunities for partnership with Buncombe County, to include energy, transportation, affordable housing, greenway extension, solid waste, parks and recreation, and other amenities</p>	<p>Opportunities exist to optimize assets, resources, services, and responsibilities to provide mutual benefit for both the city and county governments and for residents and businesses. Where regional mission and goals align for both the City and County, we should maximize available resources to provide enhanced service delivery through the coordination of projects, expertise, funding, and assets. In 2015, the City Council and County Commission began again to have annual joint meetings. The County Manager and City Manager will continue to meet together regularly to maximize communication and collaboration, however, further focused collaboration is possible.</p>	<p>Executive Team</p>	<p>Governance</p>	<p>Continue regular meetings between Mayor and County Chairman, County Manager and City Manager, and continue meetings between the Reproduce and update the list of partnerships and collaborative efforts between County and City. Report to Governance Committee for direction</p> <p>Reestablish regular meetings between city and county elected and appointed representatives to work on identified focus areas; a) Develop action plans and assign resources; b) Implement action plans</p> <p>Convene City/County local elected officials; Schedule annual meetings (next one is August 2016); Report results and action plans; Identify additional areas of focus for County and City collaboration</p>

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
<p align="center">Goal 32: Support the development and implementation of a more effective Council state legislative agenda</p>	<p align="center">Because the State of North Carolina operates under Dillon’s Rule, the city’s relationship with the State Legislature is critical for long-term success. An additional effort to develop a more effective Council state legislative agenda, including broad policy themes and related action items, will enable the city’s lobbyist to guide the City’s representation in Raleigh.</p>	<p align="center">Robin Currin</p>	<p align="center">Governance</p>	<p>Determine the respective roles of the Governance Committee, City Council and staff in developing the legislative agenda and managing relationships with Legislators</p>
				<p>Facilitate meetings and events with delegates and create a mechanism for regular and open communication with local and other members of the Legislature</p>
				<p>Develop an internal process to evaluate the issues that should be brought before the State Legislature. This process should consider the political climate in Raleigh and allow for the evaluation of local, advocacy-oriented issues as well as state-wide issues affecting Asheville</p>
				<p>Review issues identified by the City’s lobbyist to inform the nature of the City’s legislative agenda. Develop an agenda and policy principles that align with the City Council’s adopted vision.</p>
				<p>Develop strategies for advocacy on individual issues, including identifying issue partner organizations</p> <p>Evaluate results and revise for the next session as required</p>

A Smart City

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 33: Identify and evaluate all community agreements including leased properties and develop a system to monitor those agreements	Agreements with our various partners (community, neighborhood, not-for profit, for-profit and other governmental agencies) that deliver programs and services is an important component in leveraging limited resources. The City and its partners would benefit from an enhanced process that enables effective business decisions regarding shared delivery of services. The process through which leases are developed and managed is an example of an opportunity for enhanced management and decisions. Through an enhanced process at the beginning or renewal of partnerships, the City will maximize their effectiveness.	Barbara Whitehorn	Finance, Governance	Conduct and evaluate inventory
				Hire grants and partnership specialist position
				Quarterly updates to the Governance Committee
				Update Council annually through the budget process and budget document
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 34: Examine new revenue streams and make recommendations regarding viability; Develop dedicated revenue stream for multimodal infrastructure; Evaluate application of annual municipal motor vehicle fee; Develop a plan to enhance funding from TDA; Leverage private partnerships; Food and beverage; Bond referendum	Diversification of revenue streams creates economic resilience for our community and its residents. Due to state statutes and economic conditions outside municipal control, revenue streams are constricted and the City faces uncertainty. Examining and developing additional revenue streams will enable flexibility in long term financial planning and sustainability. The City should assess both restricted and unrestricted potential revenue streams in order to stabilize funding of identified core services.	Barbara Whitehorn	Finance	Establish an internal team that will evaluate existing and proposed legislation affecting revenue and consider options and potential impacts
				Establish an Ad-Hoc Community Committee (appointed by Council with staff liaisons) made of community members to evaluate potential revenue streams, opportunities to leverage private partnerships and make recommendations to Council
				Present Ad Hoc Committee recommendations to Council
				Acquire Council direction on recommendations
				Develop Ad-Hoc community based work group (with staff liaisons) to explore community support for specific revenue streams and further action
				Present Ad Hoc Working Group recommendations to Council
				Acquire Council direction on recommendations
Implement as appropriate				

Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 35: Explore alternatives for post-employment health insurance benefit for new hires (since 2012)	As an employer of choice, the City wants to ensure employee benefits are competitive and sustainable in a manner that attracts and retains qualified and diverse employees. Due to continuous and on-going financial liabilities associated with retiree health care, eligibility for post-retirement health benefits vary based on an employee's hire date with the City. Currently, employees hired after July 1, 2012 are not eligible for post employment health care benefits. Based on concerns expressed regarding the equity of benefits among employees, staff is examining potential options to provide equitable and sustainable benefits.	HR Director	Governance	Research and evaluate alternative mechanism for providing access to post employee health care benefits and corresponding financial impacts
				Present options and staff recommendations as a part of the Fiscal Year 2018 budget
				Provide staff recommendations to City Council and acquire direction
Goal	Rationale and Considerations	Staff	Board/Committee	Key Tasks/Activities
Goal 36: Develop a financing program for updating, maintaining, and fixing all City property and infrastructure; Analysis of deferred maintenance; Update infrastructure plans	The condition of the City's infrastructure and physical assets is a critical component in attracting and retaining residents and businesses and they contribute to a high quality of life. Varying priorities, along with challenging financial and economic conditions, have resulted in significant maintenance needs being deferred, which has adversely impacted the city's physical assets and infrastructure. The costs associated with addressing deferred maintenance in lieu of a preventative maintenance program are significantly higher. This work should be coordinated with Council Priority 15 (Analysis of City Owned Property.) The broader coordinated process should include: 1.) Facility Inventory and Assessment, 2.) Facility Master Plan, 3.) Real Estate Inventory, and 4.) Real Estate Master Plan.	James Ayers	Finance, Governance	Identify funding needs, if any, and seek approval from Council as needed (some funding currently identified in the CIP)
				Evaluate funding mechanisms including the potential for a bond referendum, and implement a capital reserve/sinking fund
				Present analysis and recommendations to Council for discussion and action
				Consider placement of bond referendum on November 2018 ballot