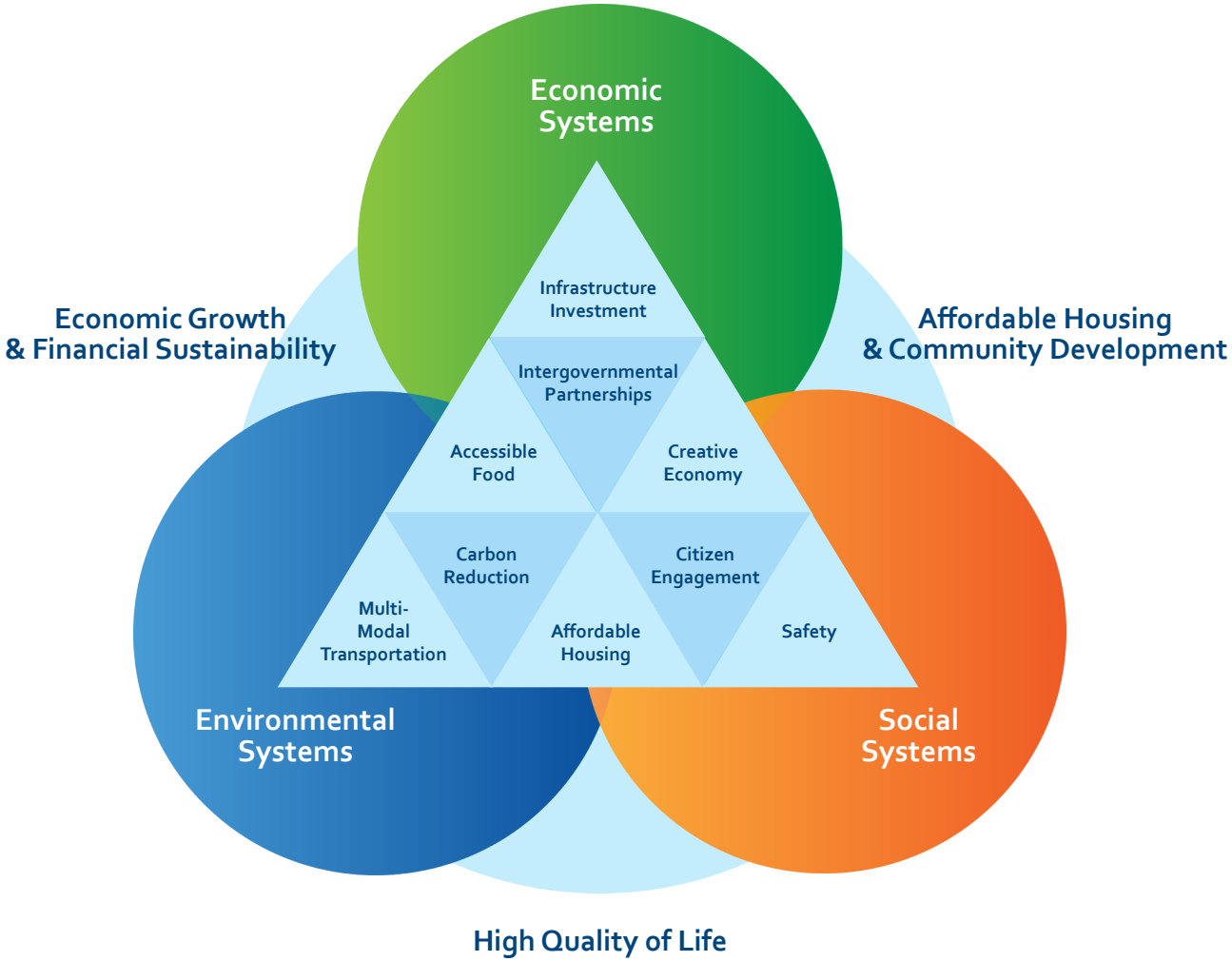
ASHEVILLE CITY COUNCIL • STRATEGIC PLAN • 2013 - 2014



2013-14 FOCUS AREA 1
Economic Growth & Financial Sustainability

Seek to ensure a sustainable financial future for Asheville by promoting an environment where citizens and businesses want to live, work and invest.

Goal 1: Invest and leverage investment in community infrastructure
Goal 2: Partner regionally on economic development and community investment
Goal 3: Support staff's continued implementation of operational efficiencies

2013-14 FOCUS AREA 2
Affordable Housing & Community Development

Seek to ensure a sustainable future for Asheville through a standard of living that is affordable and attainable for people of all incomes, life stages and abilities

Goal 1: Increase the number of affordable housing units with the City limits to encourage density, affordability and access to economic prosperity
Goal 2: Support initiatives to end chronic homelessness in Asheville with an emphasis on the Housing First philosophy

2013-14 FOCUS AREA 3
High Quality of Life

Seek to ensure a sustainable future for Asheville by promoting a safe environment where basic needs are met and all people can enjoy a high quality of life

Goal 1: Make Asheville one of the safest cities in America based on approved metrics for similarly sized cities
Goal 2: Address achievement gap in City school system
Goal 3: Address access to healthy, affordable, local food

2013-14 Focus Area 1: Economic Growth & Financial Sustainability

Seek to ensure a sustainable financial future for Asheville by promoting an environment where citizens and businesses want to live, work and invest.

Goal 1: Invest and leverage investment in community infrastructure

Action Item: Implement the Economic Development & Community Investment initiatives with a focus in three key areas (Mixed-use neighborhoods, Downtown, and Job Growth

Mixed Use Neighborhoods:

- RADTIP Implementation
- East of the Riverway Neighborhood Planning
- Riverside Drive Strategic Plan
- WECAN Master Plan Update
- Aston Gateway Redevelopment
- Affordable Housing Partnerships
- Neighborhood reinvestment to balance livability issues that come with density

Downtown Vitality:

- South Slope Redevelopment Analysis
- Business Improvement District
- Downtown Recycling Initiative
- Infrastructure Improvements
- Festival & Special Event Partnerships
- Identify Western Gateway improvements
- Thomas Wolfe renovations
- Pack Place/Art Museum partnership

Job Growth:

- Gap analysis/Partner on 5x5 strategy areas
- Evaluate Land Use Incentive Grant and other incentives
- Development Review restructuring
- UDO Analysis, zoning adjustments and related recommendations
- Support efforts around Arts/Creative Economy
- I-26 partnership

Action Item: Strategically invest the resources we have - CDBG, AHTF, Nature Center Membership program

Action Item: Invest in a transportation network and housing stock that decreases citizens' expenses related to commute and fuel

Action Item: Comprehensively evaluate incentive and density policies with economic development partners to include Buncombe County, Chamber of Commerce/EDC

Action Item: Identify underperforming zones and focus redevelopment efforts to include job growth, housing, recreation, and multi-modal transportation

2013-14 Focus Area 1: Economic Growth & Financial Sustainability

Seek to ensure a sustainable financial future for Asheville by promoting an environment where citizens and businesses want to live, work and invest.

Goal 2: Partner regionally on economic development and community investment

Action Item: Bring economic development and tourism partners together to share goals and information about economic realities. By focusing on relationships and education, identify needs and opportunities to invest in high priority initiatives that offer a return on investment for all units of government.

Action Item: Continue partnerships with local institutions of higher learning.

Action Item: Expand strategic partnerships that comprehensively address multi-modal transportation plans.

Goal 3: Support staff's continued implementation of operational efficiencies

Action Item: Eliminate programs with low returns (financial or social) or limited usage.

Action Item: Explore options to outsource/re-engineer services.

Action Item: Ask employees to innovate and seek savings. Reward performance by offering competitive compensation and benefits.

2013-14 Focus Area 2: Affordable Housing and Community Development

Seek to ensure a sustainable future for Asheville through a standard of living that is affordable and attainable for people of all incomes, life stages and abilities

Goal 1: Increase the number of affordable housing units with the City limits to encourage density, affordability, and access to economic prosperity

Action Item: Fully fund the Affordable Housing Trust Fund until the housing crisis is resolved; evaluate criteria to ensure accessibility by a larger developer applicant pool

Action Item: Re-evaluate the sustainability bonus to enhance its applications and outcomes

Action Item: Expand commitments to mixed income neighborhoods and consider the formula "housing+transportation" for prioritizing the location of affordable housing

Action Item: Evaluate the feasibility of a pertnership with the City, County, Housing Authority and other partners to pursue redevelopment of public housing with a mixed-use, mixed-income Choice Communities-type project. Develop a feasibility analysis of what might be successful.

2013-14 Focus Area 2: Affordable Housing and Community Development

Seek to ensure a sustainable future for Asheville through a standard of living that is affordable and attainable for people of all incomes, life stages and abilities

Goal 2: Support initiatives to end chronic homelessness in Asheville with an emphasis on the Housing First Philosophy

Action Item: Continue City-County Advisory Board's evaluation of next steps and recommendations for moving forward

2013-14 Focus Area 3: High Quality of Life

Seek to ensure a sustainable future for Asheville by promoting a safe environment where basic needs are met and all people can enjoy a high quality of life

Goal 1: Make Asheville one of the safest cities in America based on approved metrics for similarly sized cities

Action Item: Implement strategies to significantly improve public safety in neighborhoods in Asheville with the highest levels of crime

Action Item: Continue efforts to eliminate drug and gang activity in Asheville

Action Item: Address pedestrian safety issues through education, infrastructure and maintenance

Action Item: Continue to support the Asheville Police Department's internet child abuse program

Action Item: Address impacts of transient homeless population

Action Item: Address prostitution in S French Broad area

Action Item: Pursue ordinance for regulating graffiti removal on private property

Action Item: Prioritize and seek funding for infrastructure projects that improve safety along school routes

Goal 2: Address achievement gap in City school system

Action Item: Track progress made toward City School Strategic Plan; receive annual updates from the school system

Goal 3: Address access to healthy, affordable local food

Action Item: Pursue implementation of Food Action Plan