

ASHVILLE CITY COUNCIL STRATEGIC OPERATING PLAN 2014-2015

Focus Area 1: Economic Growth and Sustainability

	Action Item	Project/ Program	Departments	Status/ Actions Taken
<p>Goal 1: Implement the Economic Development Capital Improvement Plan</p>	<p>Adoption of Municipal Service Districts, including the South Slope, the River Arts District, and the Charlotte Street Corridor</p>	Adoption of Municipal Service Districts	Finance	Complete
		Utilities	Public Works	The Public Works Department is working closely with Greenman Brewing and Duke Energy to relocate existing utilities in order to enhance development
		Craven Street	Public Works	The Public Works Department in currently in construction on Craven Street which is a vital part of the River Arts District. This project is being constructed in association with the New Belgium Brewery coming to Asheville. The city is partnering with the EDA, GoldenLEAF foundation, and the Clean Water Management Trust Fund for this construction. Craven Street provided the complete street approach to roadway construction which includes various stormwater management devices, a stream restoration, pervious parking areas, a greenway, a LID parking area and new sidewalk.
	Creation of a separate debt service fund	Dept. Service Fund	Finance	In progress; to be completed for FY 2015 financial reports
	Change the City's current practice of financing capital projects to one that utilizes a mix of interim financing and permanent financing	Mixed Financing Modals	Finance	In progress; initial construction financing debt issue planned for Q4, FY 2015
	Addition of Special Obligation Bonds to the menu of available permanent financing options	Special Obligation Bonds Option	Finance	Adoption of the MSDs added this option in October, 2014. SOBs will be part of the permanent financing issued at the end of each two year construction period.
	<p>Utilize additional funds to leverage money from other partners, including NCDOT, Buncombe County, the TDA, as well as other public and private partners</p>	Riverfront Redevelopment	Community & Economic Development	Grant award notice for \$1.8 Million for Riverfront Destination Development from Buncombe County TDA for Riverfront Destination Development.
		Azalea Road	Public Works, Water Resources	In addition to the Craven Street partnerships, the city is finalizing the Azalea Road/Lake Craig Improvement project. This project partners with the Division of Water Resources and the NCDOT for roadway improvements, water line installation, floodplain fill removal, and stream restoration. Both these project incorporate Green infrastructure and Bike and Pedestrian facilities into project to encourage the use of multimodal transportation which in turn helps reduce the carbon footprint.
		Tiger VI Funds	Transportation	Tiger VI Funds Approved (\$14.6 million)
		French Broad River Park Dog Park Improvements	Parks & Recreation	Complete - \$25,000 donation Purina
Nature Center Pavilion		Parks & Recreation	95% Complete - \$28,170 donation Friends of the WNC Nature Center	

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Goal 2: Invest and leverage investment in community infrastructure	Research, develop and propose incentives for in-fill and redevelopment. Evaluate City owned property to determine best use	Real Estate Division	Community & Economic Development	Hired Real Estate Coordinator; Sold 30 Rock Hill Pl, surplus City Property
		Amendment	Planning and Urban Design	Wording amendment approved to increase residential density in commercial corridors with a bonus for 20% affordable units
	Evaluate the ability to improve and extend ART services	Sunday Service	Transportation	Sunday Service Implemented on January 4, 2015.
		Story Telling	Communication	Read the story: about Sunday bus service!
	Incorporate Complete Streets Policy in planning for transportation infrastructure, including bike lanes, greenways, and pedestrian access	Sidewalk Planning	Planning and Urban Design	Coordinated a meeting with a property owner along Haywood Road to incorporate City goals for sidewalk with the private sector redevelopment plans
		GIS Data	Public Works	Maintain GIS data to support infrastructure maintenance and planning projects
		Complete Streets	Transportation	The RADTIP (Riverside Drive) Project is currently being designed using complete streets guidelines. Azalea Road and Craven Street projects are currently being constructed using complete streets guidelines.
	Support I-26 Connector improvements			
	Promote innovative forms of development including Form Based Code, mixed use development, and right sizing	Story Telling	Communication	Read the story: Mayor's State of the City focuses on innovative growth
		Conditional Zoning Requests	Planning and Urban Design	Developed a wording amendment for the UDO pertaining to Conditional zoning requests to allow greater flexibility in reviewing development proposals
Research access to better broad-band internet connectivity				

	Action Item	Project/ Program	Departments	Status/ Actions Taken
Goal 3: Create economic development and community investment opportunities through partnerships, planning and incentives	Launch process to update the Comprehensive Plan 2025	Update Comprehensive Plan 2015	Finance	Finance is working with departments to develop financial forecasts and models to support long-term planning.
		Update Comprehensive Plan 2016	Planning and Urban Design	General timeline to develop the RFP for the Comprehensive Plan update provided by the department to Council and Commissioners
	Develop timetable to extend Form Based Code Planning			
	Leverage regional service provider partnerships to assist small businesses in gaining access to effective business plan development			

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<p>Goal 4: Support staff's continued implementation of operational efficiencies and practices of sustainability</p>	<p>Utilizing a Development Task Force, evaluate the City's development process, including education and communication</p>	<p>Development Task Force</p>	<p>Development Services</p>	<p>1) Development Task force completes meetings and formulates recommendations/priorities. 2) Email notification feature now in place informing contractors/owners of all inspection results.</p>
	<p>Continued sustainability efforts including carbon footprint reduction and clean energy economy</p>	<p>Website</p>	<p>Communication</p>	<p>Launch of Sustainability landing page. The page represents efforts to improve the user experience by taking an intuitive approach to page design.</p>
		<p>Teleworking</p>	<p>ITS, Water</p>	<p>Implemented technology to allow customer service representatives to work remotely while answering 251-1122 customer service lines with full, secure access to City systems. This allows for better customer service during snow events, and potentially, less commuting by staff in the future.</p>
		<p>Street Lights</p>	<p>Public Works, Sustainability</p>	<p>Public Works worked with Sustainability to incorporate LED bulbs into the existing street decorations. Crews replaced more than 5,400 incandescent bulbs with LED bulbs to reduce energy use and increase the life span of the bulbs. The switch will save the city about \$1,300 per year on electricity and offset 12.6 metric tons of carbon, and given their life span, could last up to 60 years</p>
		<p>Craven Street/ Azalea Road</p>	<p>Public Works, Water Resources</p>	<p>The Public Works Department is currently construction Craven Street which is a vital part of the River Arts District. This project is being constructed in association with the New Belgium Brewery coming to Asheville. The city is partnering with the EDA, GoldenLEAF foundation, and the Clean Water Management Trust Fund for this construction. Craven Street provided the complete street approach to roadway construction which includes various stormwater management devices, a stream restoration, pervious parking areas, a greenway, a LID parking area and new sidewalk. Also, the city is finalizing the Azalea Road/Lake Craig Improvement project. This project partners with the Division of Water Resources and the NCDOT for roadway improvements, water line installation, floodplain fill removal, and stream restoration. Both these project incorporate Green infrastructure and Bike and Pedestrian facilities into project to encourage the use of multimodal transportation which in turn helps reduce the carbon footprint. The four day work week aids in the carbon footprint reduction by reduction the number of trips to and from work for employees.</p>
		<p>Sanitation Efficiencies</p>	<p>Public Works</p>	<p>Investigating PayT systems and composting opportunities to reduce MSW going to landfill. Sanitation has 4 CNG automated trucks and 2 CNG knucklebooms using a slow fill dispensing system</p>
		<p>Facility Lighting Upgrades</p>	<p>Sustainability, General Services, Paks and</p>	<p>Upgraded gymnasium lighting in Shiloh and Stephens-Lee gymnasiums, and throughout Shiloh Center to LED and high efficiency T8</p>
		<p>Facility Energy Audits</p>	<p>Sustainability, US Cellular Center</p>	<p>Contracted with Griffith Engineering to conduct an extensive energy audit and energy model of the USCC in order to identify major energy saving opportunities</p>
		<p>Clean Energy Partnership with Duke Energy</p>	<p>Sustainability</p>	<p>With support from SACEE committee, continued the process of defining what the clean energy partnership with Duke will entail</p>

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	Partner with Asheville City Schools to track progress toward the City School Strategic Plan; receive regular updates from the school system through City Council appointed liaison	Annual Snow Conference	Public Works	The PW Streets Division continues to work closely with Asheville City and Buncombe County Schools before and during inclement weather. This includes such efforts as our Annual Snow Conference which includes both school systems, NCDOT, Mission Hospitals, AB Tech. At this conference the previous years operations are discussed as to what worked and what didn't. In addition any changes for the upcoming season are discussed. The PW safety officer also participates with the school bus garage in evaluating road conditions during events as to the schedule for school days.
<p>Goal 2: Improve citizen equity by reducing disparity gaps with an emphasis on education and socio-economic mobility</p>	<p>Identify appropriate partnership opportunities to improve access to affordable housing, transportation, and living wage jobs</p>	Lee Walker Heights Redevelopment	Community and Economic Development	Staff assists Asheville Housing Authority in co-developer selection process.
		Affordable Housing Properties	Development Services	Working with Home Advocates and Limitless Outreach (HALO) to identify suitable properties for rehabilitation for affordable housing.
		Annual Snow Conference	Public Works	Annual Snow Conference includes both school systems, NCDOT, Mission Hospitals, AB Tech. At this conference the previous years operations are discussed as to what worked and what didn't. In addition any changes for the upcoming season are discussed. The PW safety officer also participates with the school bus garage in evaluating road conditions during events as to the schedule for school days.
		Craven Street	Public Works	The construction of the Craven Street Project and the partnership with New Belgium Brewer will aid bringing jobs to the Asheville Area.
	Clarify the most effective role the City can play in assisting City Schools in reducing the achievement gap			
	Facilitate Council policy discussion regarding making the living wage a requirement for city Economic Development incentives			

	Action Item	Project/ Program	Departments	Status/ Actions Taken
<p>Goal 1: Expand Asheville's supply of quality, affordable homes for current and future residents</p>	Develop an action plan with the Housing Authority for the redevelopment of a public housing community to include affordable, mixed income housing	Comprehensive Affordable Housing Strategy	Community and Economic Development, Finance	Council work session 10/2014 hears and endorses Comprehensive Affordable Housing Strategy. Finance supports the operational departments directly involved in this process by providing financial modeling and helping to identify available funds to aid in the process and decision-making.
	Revisit our land use regulations to identify zoning and regulatory changes that promote affordable housing located close to the CBD, jobs, and transportation	Increased density in Urban Corridors/UDO Wording Amendment	Planning and Urban Design, Community and Economic Development	Council adopts UDO Wording Amendment to significantly increase density in urban corridor zoning districts, with special density bonuses for provision of 20% affordable housing.
	Work with developers to increase production of affordable housing units by providing financial assistance and other development incentives	Land Use Incentive Grant	Community and Economic Development	Land Use Incentive Grant application received for River Mill Lofts. Anticipate review in February, 2015.
		Housing Trust Fund	Community and Economic Development	Legal issues regarding MSD easement for 16 acre "Villas" parcel resolved, allowing for renewal of resale process to affordable housing developer. Applications received for 2014-2015 Housing Trust Fund allocation cycle.
		Affordable Housing Development	Planning and Urban Design	Shared with developers the City's interest in creating affordable housing at the front-end of the development review process and directed to the Community Development staff. Discussion continues to City Council review depending on the project and proposal.
	Evaluate and implement Affordable Housing Advisory Committee recommendations. Develop and action plan for the Affordable Housing Scorecard	Comprehensive Affordable Housing Strategy	Community and Economic Development	Strategy includes implementation of AHAC recommendations (such as increased density); ongoing committee work will result in review of recommendations and work plan in third quarter.
	Continue City-County Homeless Initiative Advisory Committee's evaluation of next steps and recommendations for moving forward	Next Steps	APD	District officers are participating in community focus groups designed to address challenges of homelessness. Officers regularly work with the Homeless Initiative organization, and located approximately 11 homeless camps areas where individuals were located and providing information from the Initiative Org. Many camps were found abandoned, possibly due to weather.

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Focus Area 3: High Quality of Life

	Action Item	Project/ Program	Departments	Status/ Actions Taken
	Develop strategies to address nuisance behaviors including pan-handling, toplessness, graffiti, litter and public drunkenness	Graffiti Removal Permitting	Development Services	Develop a simplified permitting process for all graffiti improvements expediting the work.
		Graffiti on Public Infrastructure	Public Works	The PW Streets department continues to clean graffiti on public infrastructure as well as administer the graffiti program on private property. Graffiti in the public sector has been addressed with the start up of the 123 Graffiti Free Initiative. Public graffiti and litter removal efforts are worked on daily.
		123 Graffiti Free	Public Works	To date from the inception of the program 386 properties have been tagged (some of these are the same property multiple times), 198 were cleaned before 11/5/14, 188 have been issued a notice to remove, 105 have been cleaned, 11 are in appeal status, 35 are in notice of violation, and 37 are still within the notice to remove
		Graffiti Enforcement	APD	Districts have investigated a number of graffiti incidents this quarter based on information received through the Asheville App; 2 resulting in arrests. District officers participated in city meetings to discuss: newly adopted graffiti ordinance to include civil penalties against offenders; new protocols with graffiti case management; met with graffiti compliance officers to discuss graffiti cleanup measures; ability to streamline information regarding estimates for cleanup. District officers discussed methods to have offender information sent to public works or compliance officers. Staff in process of developing SOP for confronting property owners in violation of new ordinance.
		Pan-handling	APD	West Asheville officers investigated over 60 panhandler cases in the district, 14 resulted in citations issued. All individuals provided with information on the Initiative Org. District officers made approximately 32 arrests for panhandling offenses during this reporting. Officers continue to meet with business owners to discuss the issue and provide information.
		Nuisance Court	APD	Nuisance Court statistics from 2Q indicate the following: 115 new cases, 2617 Community service hours ordered, 1893 hours completed
Goal 1: Make Asheville one of the safest cities in America based on approved metrics for similarly sized cities	Address speeding in neighborhoods through traffic calming measures	Kimberly Avenue	Public Works, Transportation	PW is working closely with Transportation to address speeding on Kimberly Ave to address speeding near Ira B. Jones Elem. This may include intersection improvements, crosswalks, and ADA wheelchair ramp improvements.
		Bear Creek Road, Riverview Drive	Transportation	Installed speed humps along Bear Creek Road and Riverview Drive.
		Speed Enforcement	APD	District officers recorded approximately 35 hrs of crash reduction activities during this reporting period. Approximately 31 citations issued, with 23 for speeding. Officers work as crossing guards around district schools and regularly assist with traffic enforcement at crosswalks and stopped school buses, using their presence as a

	Finalize and implement the Police Department's Strategic Plan	APD Strategic Operations Plan	APD, Finance	Finance is aiding the APD in identifying funding strategies and availability within the existing APD budget of funds that can be used to further the strategic goals of the department.
	Support and expand community based policing efforts to improve relationships between the police and the community	Body cameras	ITS, APD	IT and APD worked together to research best practices and identify vendors.
		"Nearest Neighbor"	APD	Baker district is utilizing the "Nearest Neighbor" concept provide by APD Crime Analyst. Crime analysis shows a trend of B&Es occurring in close proximity to areas that have had recent B&Es. The district receives daily updates on commercial and residential B&Es that have occurred in the past 72 hours. Officers focus on conducting high visibility patrols and field contact reports in these areas. Further attention focused around Hillcrest, Klondyke, Grove Apts, and other area where the majority of violent crime has occurred.
		Community Meetings	APD	District Officers are participating in "Hood Talk", which is a community based program designed to have open discussion to address concerns and/or conflicts that may exist between the community and police. Monthly meetings are held at various community centers across the city with various topics being highlighted.
		Shiloh Meeting	APD	Officers presented current crime trends and APD's response to residents at a community meeting in the Simon area. Other matters discussed with community members included an upcoming "East End" fall festival and explaining options for police to enforce trespassing on public verses private properties. CRO encouraged community members to engage the youth on the property and attempt to have them become involved in activities at the site.
Crime Data	APD	2Q comparison of Oct-Dec 2014 from Oct-Dec 2013 provided the following data: Overall citywide crime decreased 19%; Citywide violent crime increased 13%; Citywide Property crime decreased 22%; Downtown Violent crime decreased 8%; Downtown Property crime decreased 34%; Downtown Vandalism crime decreased 2%; Downtown Simple Assault crimes decrease 12%; Public Housing Violent crime increased 100%; Public Housing Property crime decreased 19%. Violent Crime Initiative (VCI) call-in conducted on 10/02/2014; 7 Changing Together Meetings attended (FYTD); 47 VCI individuals reoffended (FYTD). 8 of the 147 individuals in the Violent Crime Initiative (VCI) program reoffended by committing a trigger offense (FYTD).		

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Focus Area 3: High Quality of Life

	Action Item	Project/ Program	Departments	Status/ Actions Taken
<p>Goal 2: Encourage policies and development that improves public health and safety for City of Asheville employees and citizens</p>	<p>Pursue implementation of the Food Action Plan, including public/private partnerships to create community gardens and farmers markets on publically owned land, to ensure all citizens have access to affordable healthy food options</p>	<p>Farmer's Markets</p>		<p>The City extended the terms of the partnership with ASAP to allow use of the conference rooms in Public Works to serve as an Indoor City Market. The City has renewed the MOU with ASAP for continued use of the outdoor parking lot for the regular City Market for the spring, summer and fall seasons.</p>
	<p>Continue emphasis on disease management and wellness for City of Asheville employees</p>			
		<p>Communications</p>	<p>Story Telling</p>	<p>Read the Story: Community shine light on transportation needs at Asheville In Motion event</p>
		<p>Bus</p>	<p>ITS, Transit</p>	<p>Major overhaul of the Google-based Transit trip planning database to include Sunday service as well as the new S5 and W5 routes.</p>
	<p>Prioritize transportation system that supports multi-modal system, including walking, biking, greenways and transit</p>	<p>Sidewalks</p>	<p>Public Works</p>	<p>Public Works continues sidewalk maintenance especially in the CBD. This is addressing many trip and ADA hazards. Work has begun on a section of Market street to rehab existing sidewalk and tree grates. This work will include to planting of new street trees. Two other large projects that are in the planning stage is the replacemnt of the blue stone along Haywood St. and the rehab of the brick sidewalk along All Souls and Angle St. Also a demo was installed 1/14/15 of a alternate to tree grates that may help with ADA issues. This will continue to be evaluated.</p>
	<p>Craven Street/ Azalea Road</p>	<p>Public Works, Water Resources</p>	<p>The Craven Street and Azalea Road projects incorporate Green infrastructure and Bike and Pedestrian facilities to encourage the use of multimodal transportation.</p>	
	<p>Asheville In Motion</p>	<p>Transportation</p>	<p>A Multi-modal Transportation Plan (AIM) is currently underway and should be completed during September 2015.</p>	

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Focus Area 3: High Quality of Life

<p>Goal 3: Continue to support Asheville as a culturally diverse city</p>	Action Item	Project/ Program	Departments	Status/ Actions Taken
	Create public/private partnerships to bring festivals to Asheville that promote a sense of community	Special Events	Community & Economic Development	Assisted Cineflix Productions to utilize public property for the filming of American Pickers 6; Worked with UWABE – Art in the Park on a program that brings dance into underutilized city parks; Coordinated the installation of neighborhood identification banners in Biltmore Village with Biltmore Property Group/Historic Biltmore Village Partnership; A community event partnership with the Asheville Downtown Association showed increases in attendance and another winning year for the Asheville Holiday Parade; Estimated attendance of 86,000 across 76 individual Special Event occurrences.
	Continued support of entertainment, art, and cultural centers	Public Art	ITS, Economic Development	ITS developed an online virtual walking tour of the Urban Trail with audio descriptions (as requested by the Public Art Board via Brenda Mills)
		Public Art	Community & Economic Development	Worked with the Asheville Area Arts Council on behalf of the Buncombe Cultural Alliance to support a grant for the upcoming Cultural Asset Audit through a grant to the National Endowment for the Arts - Our Town Grant; Created and approved an administrative policy for the 1% for Public Art to guide City departments for the CIP, which will be effective FY16.
		Craven Street	Public Works	The Public Works Department has many partners on the Craven Street project which is being constructed in association with the New Belgium Brewery. NBB plans to have a green space that will encourage entertainment opportunities on there site.
Biltmore Ave. Parking Garage	Transportation	The "Daydreamer" public art piece was installed on the Biltmore Ave Parking Garage during October 2014.		

<p>Goal 4: Develop a Council Legislative Agenda</p>	Action Item	Project/ Program	Departments	Status/ Actions Taken
	Set Council positions prior to each session of the North Carolina General Assembly	Legislative Positions	City Manager's Office, City Attorney's Office	Supported by City staff, the Governance Committee of the Asheville City Council worked to develop a Legislative Agenda that was adopted by the full Council on December 9th, 2014.
Create Council overall guiding principles for legislation giving direction to staff and legislative liaisons	Guiding Principles	City Manager's Office, City Attorney's Office	The Legislative Agenda includes broad advocacy principles and specific polic positions that give direction to staff and legislative liasions.	

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	Action Item	Project/ Program	Departments	Status/ Actions Taken
<p>Goal 5: Continue to develop City Council communications and partnerships with citizens, community leaders, the media and elected officials</p>	<p>Identify advocates working in communities and begin dialogue to improve effective engagement. Evaluate and implement best practices through City outreach initiatives already in progress; East of the Riverway, Haywood Road Vision Process, and RADTIP</p>	<p>HACA Residents' Associations Planning</p>	<p>Communication</p>	<p>Through a Z Smith Reynolds Foundation grant, City staff partnered with the Dynamic Governance Institute and the Housing Authority of the City of Asheville (HACA) to develop a 2-year action plan for strengthening the HACA Residents' Council, revitalization of five public housing communities' Residents Associations, and efforts to develop a comprehensive communication network to more effectively connect public housing residents to the information they need to more actively participate in their communities.</p>
		<p>Riverfront Redevelopment</p>	<p>Community & Economic Development</p>	<p>Council adoption of Riverfront Commission recommended policy for naming of creeks and streams.</p>
	<p>Improve diversity and engagement of City Council's Boards and Commissions</p>	<p>Manual and Chairs' Luncheon</p>	<p>CMO Planning and Multi Modal Transportation</p>	<p>Held first annual boards and commission chairs' luncheon. Draft boards and commission manual completed and under review.</p>
	<p>Conduct a citizen satisfaction survey</p>	<p>Citizen Survey</p>	<p>Communication</p>	<p>Contract to administer National Citizen Survey executed. Draft questions presented for consideration.</p>
	<p>Engage and develop working relationships with state and local legislators on issues regarding the City's legislative priorities</p>	<p>Story Telling</p>	<p>Communication</p>	<p>Read the story: City Council and WNC Delegates talk legislative priorities</p>
	<p>Create opportunities to communicate City efforts and achievements through traditional media, social media and community meetings</p>	<p>Story Telling</p>	<p>Communication</p>	<p>Read the story: Ten tech tools that connect you to city government</p>
		<p>Story Telling</p>	<p>Communication</p>	<p>Read the story: Asheville Tree Map crowd-sources survey of city's trees</p>
		<p>Story Telling</p>	<p>Communication</p>	<p>Read the story: Graffiti Dashboard finalist for NC Tech Award</p>
		<p>City News Center</p>	<p>Communication</p>	<p>"City Source" online news center in design stage. The news center will have a more contemporary look and feel</p>
		<p>GovTV renovations</p>	<p>Communication</p>	<p>Asheville GovTV renovations underway with contractor</p>
	<p>Business technology innovation</p>	<p>ITS</p>	<p>City of Asheville recognized by several national news outlets as well as social media for innovation in technology</p>	