

**Part 4 - ECONOMIC DEVELOPMENT**

GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	IMPLEMENTATION STEPS
<b>ECONOMIC DEVELOPMENT</b>			
<b>Goal I. Implement the six key goals of the Sustainable Economic Development Plan</b>			
<p><b>Goal I.</b> Implement the six key goals of the Sustainable Economic Development Strategic Plan:</p> <ul style="list-style-type: none"> <li>* Insure that Asheville's urban planning, zoning, and permitting processes, as created and administered by the City, facilitate sustained and positive development.</li> <li>* The availability of suitable sites within the City will meet its business needs into the future.</li> <li>* The City's future development will balance economic objectives, social goals, and its natural resources to the benefit of present and future generations.</li> <li>* The institutions of higher education and training in the Asheville area will meet the skill needs of the businesses and industries in the community.</li> <li>* The local workforce will have the basic education, life skills, and technical skills to meet the demands of Asheville workplace in the future.</li> <li>* Asheville's "total" riverfront (inclusive of the French Broad and Swannanoa rivers) will be redeveloped to maximize both its full potential as a quality of life amenity as well as for commercial opportunities.</li> </ul>	<p><b>Economic Development Office</b></p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>* The City now regularly holds development forms twice a year that allow for better communication between those affected by the development process (including neighborhood associations, design artists, and developers). The City Manager now has a "Kitchen Cabinet" that serves as a liaison between constituents and key staff members by keeping staff aware of how stakeholders in the community see the current developments. The biggest step toward completing this goal is the one-stop shop, which will be moving into the Public Works building in the next 60 days.</li> <li>* Council has rezoned several parcels of land in the downtown area from industrial to commercial industrial, which allows for more, lighter type of development. The rezoning gives developers more flexibility but also maintains substantial opportunities for manufacturing to take place.</li> <li>* Any plan or policy decision based on economic development includes consideration of the guiding principles referenced.</li> </ul>

			<p>*The City continues, through the short-term strategic operating plan, to work with institution of higher learning to further the goals of that institution. Recently, Council approved a Memorandum of Understanding formalizing a partnership between the City and UNC-A.</p> <p>*The City continues to work with service providers organizations to ensure coordination and communication exists between all groups.</p> <p>*In process. Within the next 60 days, City Council will form a Riverfront Redevelopment Commission which will be the main conduit of information and decision making for the River District.</p>
<p><b>Goal II.</b> Ensure that the comprehensive plan, building and zoning codes, local economic development incentives, capital improvement program, and other City development regulations and incentives are regularly reviewed and modified to meet the technological and social changes of the local economic development situation.</p>		Ongoing	
<p>Strategy 1. Continue to use the implementation team process developed by the Sustainable Economic Development Task Force to regularly review and propose changes to key City documents.</p>	<p><b>Economic Development</b></p>	Ongoing	<p>City Council created the SEDC in 2005 but in 2008, the committee asked to be de-commissioned. The goals and efforts of the SEDC are continued through other, newly formed commissions, like the River Redevelopment Commission, the Kitchen Cabinet referenced in Goal 1, the Downtown Commission and more importantly, the City Council committees.</p>

<p>Strategy 2. The economic development director and planning and development director shall jointly prepare a report to City Council on economic development trends at all levels that affect Asheville, indicating any necessary changes to key City documents to put the City in a better position to respond to these trends. This report shall be presented at least once every two years. Other department directors shall contribute to this report on an as-needed basis.</p>	<p><b>Economic Development Office</b> Planning and Development</p>	<p>Ongoing</p>	<p>City Council now requests that all department heads contribute to a quarterly report on progress/projects within the city. There are two attachments to this report, where Council has requested that special attention be paid to certain city departments. These are: Economic Development and the Police Department.</p>
<p><b>Goal III.</b> Actively pursue regional, state, and federal partnerships and seek new legislation and economic development incentives that put Asheville at the forefront of business recruitment and retention.</p>			<p>The Assistant to the Assistant City Manager now acts as the contact between the City of Asheville government and the legislation delegations. Staff prepares a yearly update on legislative and funding priorities.</p>
<p><b>Strategy 1.</b> Lobby for state and federal legislation that increases the number of economic development “tools” available to the City, including tax increment financing, land value taxation, transfer of development rights, design review and other key fiscal incentives and growth management tools.</p>	<p><b>Economic Development Office</b> Legal Planning and Development</p>	<p>Annually (as needed)</p>	<p>Some of the items listed have been achieved, such as the tax increment financing, which is approved in North Carolina. Other policies have not passed. It is still a part of OEDs priorities to work with the City Manager and the Legal Department to monitor the legislative calendar and make policy recommendations to City Council.</p>
<p><b>Strategy 2.</b> Partner with other local governments, regional agencies and organizations, and state and federal agencies to combine individual strengths and mitigate individual weaknesses for the betterment of Western North Carolina’s business and industrial environment.</p>	<p><b>Economic Development Office</b></p>	<p>Ongoing</p>	<p>The City actively participates in several local and regional Economic Development partnerships to meet this strategic goal. These include: the Buncombe County Economic Development Coalition, CarolinaWest, AdvantageWest and the HUB project.</p>

<b>Goal IV.</b> Insure that the local infrastructure and regulatory environment support needs of business and industry.			
Strategy 1. Complete key transportation projects on time and in a manner that supports the economic development of the community, including the I-26 Connector, the Riverway, and the Merrimon/Broadway interchange.	<b>Engineering</b> Planning and Development	Ongoing	
Strategy 2. Identify and remove institutional barriers that hinder the smooth delivery of public utility services to business and industry, particularly the revision of the water agreements to reflect a sound business model and the development of comprehensive and fiscally-responsible water extension policies and plans.	<b>Economic Development Office</b> Water Resources	Ongoing	Continuing to implement this strategy.
<b>Strategy 3.</b> Implement a comprehensive Smart Growth development pattern, a comprehensive and effective affordable housing program, streamlined development review and inspection processes, and other growth management incentives that promote a business-supportive regulatory environment.	<b>Planning and Development</b> Economic Development Office	Ongoing	The City has advocated for UrbanVillage zoning areas, has developed a one-stop shop to streamline the approval and permitting process, as well as completed an RFP process and are now using the results as a tool to develop affordable housing.
<b>Strategy 4.</b> Invest in cultural and heritage events and “social infrastructure” such as the Civic Center, Bele Chere, the Urban Trail, , Goombay, YMI, First Night, Shindig on the Green, and Pack Square.	<b>Park and Recreation</b> Economic Development Office	Ongoing	Most of these programs are continuing with a great amount of success. PackSquare and FirstNight have diminished, but Bele Chere, Shindig on the Green and Goombay continue to grow annually.
<b>Strategy 5.</b> Preserve the scenic, historic, and environmental character of the community through such actions as sound land use planning, effective design review, strong environmental policies and programs, and effective application of tax credits and other incentives, while lobbying for regional and state reduction of key pollutants at their sources.	<b>Planning and Development</b> Engineering Economic Development Office	Ongoing	Recent changes to development standards, i.e. hillside development addresses the preservation of those attributes referenced and provides incentives for smart development. Effective use of tax credits not yet achieved.

<b>Strategy 6.</b> Insure that City codes and regulations adequately provide for the increased role that home occupations, arts and crafts production, and telecommuting will have on our economy.	<b>Planning and Development</b> Economic Development Office	Ongoing	Unaware if this strategy has been implemented.
<b>Goal V.</b> Effectively market the economic development strengths of Asheville by promoting the quality of life of the Asheville area using both general and targeted promotional methods in cooperation with other economic development actors.		Ongoing	Limited availability of funds has led the office to partner with organizations focusing on advertisement, specifically TDA and AdvantageWest who were both involved in the development of the 'Asheville' brand.
<b>Goal VI.</b> Work toward increasing City-controlled funding sources for economic development incentives and promotional efforts.		Ongoing	
<b>Strategy 1.</b> Utilize the City capital improvement program as a mechanism for providing incentives for economic development activities.	<b>Economic Development Office</b>	Ongoing	This strategy has been done, but the CIP has not been the primary mechanism. Instead, the City Council has chosen to use the fund balance to accomplish this strategy.
<b>Strategy 2.</b> Continue existing City economic development incentives and, where possible, expand both the range of incentives and the amount of funding available for economic development.	<b>Economic Development Office</b>	Ongoing	City Council continues to do this on a case-by-case basis.
<b>Strategy 3.</b> Pursue user-supported funding sources to provide quality of life infrastructure; in particular, pursue the room tax and prepared food and beverage tax options for funding improvements to such major capital facilities as the Civic Center.	<b>Economic Development Office</b> Finance Administration	Ongoing	The City has worked to create such funding opportunities, but the legislature has not approved any such propositions.
<b>Strategy 4.</b> Seek out opportunities for public-private partnerships in the provision of infrastructure.	<b>Economic Development Office</b> Planning and Development Public Works	Ongoing	Doing as possible. One such example is the new 51 Biltmore project which includes a private hotel on top of a city owned and operated parking garage.
<b>Goal VII.</b> Explore opportunities for increasing entrepreneurship training and for targeted business categories (e.g., high tech research and production, medical research, software development, etc.).	<b>Economic Development Office</b>	Ongoing	This strategy has primarily been accomplished through partnerships with outside agencies such as Mountain Biz Works and AshevilleGO.

<p><b>Goal VIII.</b> Create an inventory of property suitable for development or redevelopment for targeted industrial and commercial uses and implement a program to encourage development or conversion to these uses.</p>	<p><b>Economic Development Office</b> Planning and Development</p>	<p>2003, then ongoing</p>	<p>Ongoing through an RFP/RFQ process.</p>