

Work Plan

ACTIVITY	OBJECTIVES	BENCHMARKS	RESPONSIBLE PARTY	SCHEDULE	GRANT FUNDS	LEVERAGE
Community Engagement (All Outcomes)						
Community and Other Stakeholder Input	Community engagement permeates all project activities, and is of primary importance at all steps in the livable community process. Success in east Riverside area will depend on the involvement and participation of community residents, and other stakeholders. We will identify and contact all stakeholders, especially historically marginalized persons.				70,000	660,000
Engage resident stakeholders	Ensure that residents have opportunity for input throughout the process, and are engaged in ways that are meaningful to them	Identify resident institutions and formal and informal networks as basis for communications. Create communications plan.	City Staff, GO, ADC	2/1/11-5/1/10		
		Inform all stakeholders of process, using multiple and both traditional and non-traditional means.	City Staff, GO, ADC	5/1/11-12/31/13		
		Conduct listening process, using methods described above and creating regular and consistent feedback on the process, reports and analysis and opportunities to weigh-in before decisions have been made	City Staff, GO, ADC	5/1/11-12/31/13		
Engage business and property owner stakeholders	Ensure that business operators and property-owners have opportunity for input throughout the process, and are engaged in ways that are meaningful to them	Identify stakeholders. Inventory all businesses in target area. Determine property owners from tax information. Create communications plan.	City staff, Riverfront Redevelopment Commission	2/1/11-5/1/10		
		Inform all stakeholders of process.	City Staff, ADC	5/1/11-12/31/13		
		Conduct listening process, using methods described above and creating regular and consistent feedback on the process, reports and analysis and opportunities to weigh-in before decisions have been made	City Staff, ADC	5/1/11-12/31/13		
Engage other stakeholders, including partner governments, non-profit organizations, other residents of the City and region	Enable input from other key stakeholders for information and best practice sharing, resource development, and to communicate models for sustainable development in the city and region	Create communications plan with broad information sharing methods	City staff	5/1/11-12/31/13		

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Form-Based Code Development (Outcome 1)						
Develop form-based zoning code for implementation in the East RiverWay area	Create policy structure to enable and support development that is sustainable				160,000	60,000
Land Use & Zoning Inventory	Identify all existing land uses across zoning districts	GIS Mapping Study and field studies completed	Consultant	7/1/2011-10/1/11		
Zoning Code Analysis	Assess existing zoning code and applicable development standards as they have been applied to target area. Identify land use patterns.	Assessment report issued	City Staff	10/1/11-1/1/12		
Community and Other Stakeholder Input	See Community Engagement, above	Comments received from stakeholders and neighborhood groups	City staff, ADC, GO	1/1/12-3/31/12		
Create Form-Based Code	Create code responsive to area development potential and community standards	Draft code reviewed and approved by Planning and Zoning Commission, other stakeholder groups such as Riverfront Redevelopment Commission, public hearings held	P&Z Commission, Consultant, City Staff	1/1/12-6/30/12		
Adopt Code – UDO Text Amendment and Rezone Area	Implement changes to incorporate code to enable sustainable development in target area	City Council Approval	City Staff, Planning and Zoning Commission, City Council	7/1/12-9/1/12		
Capital Improvement Plan (Outcome 1)						
Develop an integrated Capital Improvement Plan for the City of Asheville	Develop a decision making model and integrated data system that enables community goals and values to drive and determine a strategic capital improvement plan.				100,000	55,000
	Create a shared set of objectives among city departments.	Department directors trained in CRAFT process methodology and objectives determined.	City/contract staff, RENCi	1/1/11 - 3/31/11		
	Examine alternatives, and model the outcomes.	Conceptual model developed that weighs objectives, incorporates various data sources, and takes into account social, economic and environmental impacts.	City/contract staff, RENCi	4/1/11 - 7/1/11		
	Complete GIS-based mapping of general infrastructure and other important physical attributes, incorporate existing master plans, and create analysis tools to support strategic process	GIS-based mapping complete; overlays designed and available to staff	City/contract staff, Consultant, RENCi	1/1/11-9/1/11		
	Use model to create Capital Improvement Plan for FY 2012-13. Model will be used for subsequent years.	CIP recommendations made, incorporated into proposed 2012 City budget	City staff	7/1/11 - 12/30/11		

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Pre-development Assessment East Riverside area (Outcome 2)						
Create a current physical and socio-economic assessment of the target area	Realize a shared understanding of current conditions to form a base for realistic goal-setting for a sustainable community				105,000	40,000
Survey and engage residents, business operators and property owners	Understand and incorporate existing neighborhood stakeholder needs and opinions, and ensure their active participation in creating development plans	Survey developed and completed, with 80% stakeholder participation achieved; 10 neighborhood meetings/events held; ongoing structure for participation in place	City staff, ADC, GO	1/1/11-10/1/11, and ongoing	See community participation, above	
Inventory infrastructure and other physical conditions in target area.	Understanding capital needs, capacity and other development constraints due to physical conditions	Specific scope of inventory determined; known conditions GIS mapped; Unknown conditions inspected, inventory report issued.	Consultant, City Staff	1/2/11-9/30/11		
Inventory vacant developable land and existing vacant and underdeveloped structures	Identify development potential of each parcel, including the potential for lot subdivision for in-fill development by existing residential owners.	Review of existing conditions, including ownership. Site assets and liabilities, stakeholder issues identified. Best use options, with response to constraints determined and published.	Consultant, City Staff	1/2/11-9/30/11		
Analyze the inventory and create a specific and achievable "area development plan"	Identify number of units, locations and market for new housing to be created; Identify location and square footage of space available for business and commercial uses, and number and type of jobs that could be created in those spaces.	Update existing market analyses relevant to the target area; current inventory data incorporated; preliminary environmental scans for parcels with possible issues completed.	Consultant, City Staff	10/1/11-4/1/12		
		Draft area development plan completed with clear statement of five and ten year numerical goals for housing job creation; published; presented in 5 public meetings/ events. Feedback solicited.	Consultant, City Staff	4/1/12-9/1/12		
		Area plan accepted by neighborhood associations, Riverfront Redevelopment Commission and City Council	City Staff	12/1/12		
Energy Reduction Plan (Outcome 2)						
Assess the current energy uses in the target area and define future energy needs and consumption objectives	Enable residents of the East Riverway area understand role energy plays in affordability and sustainability, and create tools to achieve sustainable energy use goals				50,000	5,000
Assess the current energy uses in the East Riverside area	Conduct a carbon footprint assessment to establish a baseline;	Data gathered through door-to-door survey, traffic counts, and utility and energy company production and supply surveys. Carbon footprint baseline established and published.	Consultant, City Sustainability Coordinator Volunteers	6/1/11-12/1/11		
Create Opportunities Prioritization Study	Analyze the various energy use categories and research best practices in carbon reduction for each sector	Assess cost of implementation, carbon reduction factor, return on investment, community support, leveraging capacity. Opportunity Prioritization Study published.	Consultant	12/1/11-3/31/12		

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Create a program for energy use reduction among all sectors and income groups in target area, as a model for a city-wide program	Significantly reduce city carbon footprint, and increase affordability and livability for residents and businesses	Explore options for residential energy conservation and renewable energy financing, including PACE, Loan Loss Reserves, Revolving Loan Funds, low-income weatherization and municipal utility models	Consultant, City Sustainability Coordinator\	1/1/11-9/1/11		
		Research tools for both the residential and commercial sector to include tax incentives, expedited permit review, infrastructure cost sharing and fee rebates.	Consultant, City Sustainability Coordinator\	9/1/11-3/31/12		
		Implement model program in target area	TBD	6/1/12 and ongoing		
Transportation Network Plan (Outcome 2)						
Complete transportation and transit physical and operation pre-development activities	Align transportation priorities and plans to enable implementation for reduction of vehicle miles traveled and better access to jobs, schools and services					
Create Transportation Network plan	Accommodate and encourage transportation via transit, bicycle and pedestrian modes in a variety of facilities, and remove incentives for single-occupancy vehicle trips. Appropriately accommodate motor vehicle, passenger rail and freight movement within and through the target area.	Create inventory of existing conditions; incorporate existing plans such as Wilma Dykeman RiverWay Plan; collect data to evaluate existing traffic and impact of redevelopment. Issue findings.	City Transportation staff, Consultant	1/1/11-5/1/11	150,000	30,000
		Transportation issues are incorporated into survey and engagement process described above	City staff, ADC, GO	1/1/11-10/1/11, and ongoing	See community participation, above	
		Plan draft published, to include cross-sections and routings to support redevelopment; facilities for travel by foot, bicycle, transit, passenger rail, and shared or rented motor vehicles; facilities to support movement of freight; facilities and plan for parking including fueling nodes (i.e. charging stations). Plan includes prioritized list of improvements and cost estimates for all recommendations.	City Transportation staff, Consultant	12/1/11		
		Transportation Network Plan incorporated into Area Development Plan and City CIP		12/1/11		
Complete all pre-development activities necessary to prepare for construction of the Town Branch Greenway and the Clingman Forest Greenway	Ready 4 miles of alternative transportation pathway ready for construction	Complete final route planning; obtain options for easements/ ROW's; complete engineering.	City Transportation staff, Consultant	6/1/11-6/1/12	300,000	60,000

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		Construction documents at 100% completion		6/1/12		
Continue pre-development activities necessary to prepare for construction of a 2.7 mile segment of the Wilma Dykeman Riverway and "Safe Streets" in target area	Build on current environmental and engineering work to bring critical segment of Riverway to 75% construction readiness	Complete final route planning; complete environmental assessment and 30% construction drawings (DOT project); begin ROW procurement process.	City Transportation staff, Consultant	1/1/12-12/1/12	300,000	60,000 (\$500,000 leverage)
		Complete engineering and construction documentation to 75% level		12/1/12		
Pre-development for transformational development projects (Outcome 2)						
Prepare three publicly-owned and two privately-owned sites for development that exemplifies livability principles	Increase the stock of affordable housing near centers of job creation, easily accessible by foot and public transportation					
Conduct three site-specific pre-development studies on City-owned parcels that will lead to funded affordable and mixed income housing developments or other desired community uses	Create shovel ready sustainable development projects on land already under public control	Confirm selection of Aston Park Gateway/Clingman Forest site, and two other sites.	City staff, development collaborators	1/1/11-6/1/11	300,000	485,000
		Conduct all necessary pre-development activities, including but not limited to environmental, engineering, architectural and financial analysis. Site and schematic plans and cost estimates completed.	Consultant, Development partners	6/1/11-1/1/12		
		Determine needed level of public investment, including potential donation of land for best use; prepare and submit financing proposals	Development partners, City Staff, City Council	1/1/12-10/1/12		
Conduct two site-specific pre-development studies on privately-owned parcels that will lead to funded affordable and mixed income housing developments or other desired community uses	Create shovel ready sustainable development projects on land with willing private sector ownership	Determine criteria for participation and invite proposals for funding; select participants	City staff, development collaborators	6/1/11-1/1/12	200,000	75,740

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		Conduct all necessary pre-development activities, including but not limited to environmental, engineering, architectural and financial analysis	Consultant, Development partners	1/1/12-12/31/12		
		Prepare and submit financing and permitting proposals and applications.	Development partners, City Staff, City Council	1/1/13-6/1/13		
Land-Bank Fund (Outcome 2)						
Establish land-banking capability within the City's Housing Trust Fund	Enable a continued pipeline for affordable housing development by qualified partners in the target area, to support tangible steps to meeting sustainability goals	Incorporate land bank underwriting into existing Housing Trust Fund policies and procedures. Approved by City Council.	City Staff, City Council	1/1/11-6/1/11		5,000
		Accept applications and fund projects	City Staff, City Council	6/1/11-6/1/13	1,000,000	200,000
Capacity Building and Knowledge Sharing (Outcome 3)						
Develop and conduct training and technical assistance program	Create new opportunities for Partner Capacity through training and technical assistance program					
Design and conduct group and one-one-one training program for City organizations engaged in sustainability process	Increase partner capacity to obtain and use federal funds, and to collaborate effectively with the City and other governmental organizations	10 organizations assisted. At least 20 training sessions conducted.	City Staff	1/1/11-12/31/13	-	5,000
		Participate in regional training design and delivery, and 12 quarterly progress report meetings	City staff, Land of Sky COG, Buncombe County	1/1/11-12/31/13		2,500
Expand Cross-Cutting Policy Knowledge (Outcome 3)						
Collect data, analyze project outcome performance and disseminate findings	Evaluate outcomes of the project to inform policy makers of successful strategies for sustainable community development	Benchmarks for data collection and analyses determined	UNCA/RENCI, City Staff, HUD/ DOT	6/01/13-12/31/13	10,000	30,000
		Analyses report complete, published	UNCA/RENCI	12/31/2013-6/30/14		
		Information disseminated online and at Downtown Engagement Site	UNCA/RENCI	12/31/13-ongoing		