

<b>LAND USE AND TRANSPORTATION</b>			
<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
Strategy 5. The City should identify areas for development focus, identifying and establishing standards for the type of development appropriate for the areas.	<b>Planning and Development</b>	Ongoing	Various
Strategy 6. The City should develop design standards for multi-family structures and non-residential uses in single family areas.	<b>Planning and Development</b>	2003-2004	Focus groups; public forums; design charette; public hearings
Strategy 7. The City should develop plans, programs, regulations and incentives for upgrading developed sites to meet new development standards.	<b>Planning and Development</b>	2003-2005	Focus groups; public forums; design charette; public hearings
<b>Goal XIII.</b> The City of Asheville should initiate discussions about the future land use pattern outside the City's jurisdiction with the appropriate local governments and independent authorities in order to promote and implement Smart Growth development concepts in this area.	<b>Planning and Development</b>	Ongoing	Various
<b>Transportation</b>			
<b>Goal I.</b> The design of streets and highways should be consistent with the economic goals of the City of Asheville and should be compatible with the physical character of the community.	<b>Engineering</b> Planning and Development Public Works Legal	Ongoing	Various
Strategy 1. Implement the road design concepts, as described elsewhere in this plan, for all new corridors and for any significant remedial expansions and improvements to existing corridors.	<b>Engineering</b>	Ongoing	Various

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Strategy 2. Road design should be “user-friendly” and attractive out of respect for the area’s tourist economy, including, but not limited to such items as: directional signage should be prominent and clear; interstate security fencing should use black-coated chain link and landscaping to hide the fencing; and intersection “fixes” should avoid such mandatory merge movements such as the eastbound merge onto Tunnel Road from I-240.	<b>Engineering</b>	Ongoing	Various
Strategy 3. Interstate roads should incorporate local construction materials and native landscaping into new corridors and any significant expansions to existing corridors; examples include: stone-faced overpasses; median landscaping; and landscaping of both sides of noise walls.	<b>Planning and Development</b> Engineering	Ongoing	Various
Strategy 4. Where possible and desirable, median design should offer opportunities for vertical separation of opposing lanes of travel.	<b>Engineering</b> Planning and Development	Ongoing	Various
Strategy 5. When not precluded by physical constraints, median design should be landscaped with both trees and shrubs. Creative design measures should be undertaken to overcome routine physical constraints such as median width limitations; a good example of such creative design is the median in the I-240 “cut” through Beaucatcher Mountain that creates an elevated landscaped median using a Jersey barrier design.	<b>Engineering</b> Planning and Development	Ongoing	Various

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Strategy 6. New billboards should not be allowed along any road corridors and existing ones should be amortized and removed unless adjacent to federal aid primary highways.	<b>Planning and Development</b> Legal	Ongoing	Various
Strategy 7. Develop a comprehensive street classification system that includes long range goals for street width, development type, building setbacks, parking placement, and areas for right-of-way reservation.	<b>Engineering</b> Planning and Development	2004-2005	Various
Strategy 8. City staff should perform regular evaluations of the area road network in order to determine whether the City should assume maintenance of state roads.	<b>Engineering</b> Public Works	Ongoing	Administrative
Strategy 9. Formal proposals should be presented to the NCDOT offering to accept certain state roads if specific one-time improvements are made.	<b>Engineering</b> Public Works	Ongoing	Administrative
Strategy 10. Regularly evaluate the appropriateness of assuming maintenance of State roads taken into the City through annexation.	<b>Engineering</b> Public Works	Ongoing	Administrative
<b>Goal II.</b> Develop a system of sidewalks, greenways and bicycle facilities that will make Asheville a more walkable and more livable city.	<b>Public Works</b> Engineering Parks and Recreation Planning and Development	Ongoing	Various
Strategy 1. As an expansion of the traffic calming program, create a "Walkable Intersection Program" as a cooperative effort between the City of Asheville and NCDOT. Intersections will be evaluated for changes in geometric design, signalization, signs, and markings that will benefit pedestrians.	<b>Engineering</b>	Ongoing	Various

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Strategy 2. Create pedestrian oriented zones throughout the City in tandem with urban villages and concentrated areas of development. Link the pedestrian oriented zones through attractive and usable pedestrian and bicycle facilities.	<b>Engineering</b> Planning and Development	Ongoing	Various
Strategy 3. Pedestrian zones and identified pedestrian thoroughfares should be incorporated into long-range transportation plans, and addressed during roadway facilities planning.	<b>Engineering</b>	Ongoing	Various
Strategy 4. Greenways and other identified bicycle facility needs should be constructed in conjunction with roadway improvement projects. The Asheville Greenway Master Plan should be referenced in the planning of transportation improvements, and greenway right-of-way purchase and construction should be integrated into the process of roadway design and construction.	<b>Public Works</b> Engineering Parks and Recreation	Ongoing	Administrative
Strategy 5. Adopt land use strategies and site design standards that encourage bicycling and walking.	<b>Planning and Development</b>	Ongoing	Focus groups; public forums; public hearings
Strategy 6. Implement the Greenway Master Plan and the Pedestrian Thoroughfare Plan using public funds, grant monies and privately raised dollars by the Parks and Greenway Foundation.	<b>Parks and Recreation</b> Engineering	Ongoing	Various
<b>Goal III.</b> Maximize the efficiency of the existing transportation system through targeted, cost-effective improvements.	<b>Engineering</b> Planning and Development	Ongoing	Various
Strategy 1. Upgrade the traffic signals in Asheville to create a state of the art coordinated system.	<b>Engineering</b>	Ongoing	Administrative

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Strategy 2. Pursue targeted capacity improvements at intersections to improve traffic flow, with particular emphasis on turning lanes and creative solutions such as roundabouts.	<b>Engineering</b>	Ongoing	Administrative
Strategy 3. Access management should be an integral part of preserving traffic capacity and improving pedestrian environments. Roadway improvements should always include access management strategies. Retrofit access management programs should be developed and implemented.	<b>Engineering</b> Planning and Development	2003-2005	Focus groups; public hearings
Strategy 4. Updates to the area Long Range Transportation Plan should include a strong Travel Demand Management component.	<b>Engineering</b>	Ongoing	Focus groups; public hearings
<b>Goal IV.</b> Increase the level of investment in the transportation system to support economic development and promote quality of life.	<b>Engineering</b> Transit Public Works	Ongoing	Various
Strategy 1. Pursue a local funding source to support a variety of transportation improvements such as roadway and intersection improvements, greenways, sidewalks, streetscape improvements, and transit enhancements. Explore funding options that will equitably distribute the burden among those who use the transportation system.	<b>Engineering</b> Transit Public Works	Ongoing	Various
Strategy 2. Aggressively pursue local, state and national funding sources to implement the Asheville Pedestrian Thoroughfare Plan and Asheville Greenways Master Plan.	<b>Engineering</b> Transit Public Works Parks and Recreation	Ongoing	Various

**LAND USE AND TRANSPORTATION**

<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
<b>Goal V.</b> Develop a network of highways and thoroughfares that serves the long-range needs of the City of Asheville and the surrounding region.	<b>Engineering</b> Planning and Development	Ongoing	Administrative
Strategy 1. Based on the long-range street classification plan, implement a program for right-of-way protection, and right-of-way dedication as a part of the development review process.	<b>Engineering</b> Planning and Development	Ongoing	Administrative
Strategy 2. As needed roadway improvements are identified, make design-related decisions early in the process.	<b>Engineering</b> Planning and Development	Ongoing	Administrative
Strategy 3. Modify the Asheville subdivision regulations to require street connectivity and street stubs to adjacent property.	<b>Engineering</b> Planning and Development	2003-2004	Focus groups; public hearings
Strategy 4. Develop a plan for the future of I-240 through Downtown Asheville that will address projected traffic volumes, and provide good access to downtown and surrounding neighborhoods. This plan should create a highway corridor with minimal impact on the urban environment. The plan should look for ways to "bury" or "hide" the highway and create opportunities for urban scale development and parks that will link Downtown with surrounding neighborhoods and business districts.	<b>Engineering</b> Planning and Development	2004-2005	Focus groups; design charettes
<b>Goal VI.</b> Develop a transit system that is capable of meeting the needs of all residents of and visitors to the region.	<b>Transit</b> Planning and Development	Ongoing	Various

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Strategy 1. Promote a land use policy that is supportive of transit service, such as Urban Villages and nodal pedestrian-oriented development.	<b>Planning and Development</b> Transit	Ongoing	Various
Strategy 2. Expand service hours and frequency of service.	<b>Transit</b>	Ongoing	Focus groups; administrative
Strategy 3. Provide service to the greatest possible number of households within the service area, with emphasis on those not possessing automobiles, blind and other partially impaired people, the elderly, tourists, environmentally conscious people, and other markets as they appear.	<b>Transit</b>	Ongoing	Administrative
Strategy 4. Expand inter-city service to Hendersonville, Black Mountain, Weaverville, Mars Hill, and Sylva.	<b>Transit</b>	Ongoing	Focus groups; public forums; administrative
Strategy 5. Upgrade and expand amenities at the transit center and bus stops, including system maps, information systems, benches, and shelters.	<b>Transit</b>	Ongoing	Administrative
Strategy 6. Develop a multimodal approach to transit service, including integration with the train station when passenger rail operations begin in Asheville.	<b>Transit</b> Planning and Development Engineering Economic Development Office	Ongoing	Administrative
Strategy 7. Increase community knowledge of the transit system through marketing.	<b>Transit</b>	Ongoing	Media;public forums
Strategy 8. Locate and implement informal park and ride areas.	<b>Transit</b>	Ongoing	Administrative
Strategy 9. Expand access to outlying recreational facilities in the Asheville area.	<b>Transit</b>	Ongoing	Administrative; public forums

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Strategy 10. Continue to upgrade and expand pedestrian and bicycle facilities and services consequential to the use of the Asheville Transit System.	<b>Engineering</b> Transit	Ongoing	Administrative
<b>Goal VII.</b> Provide viable passenger rail service to Asheville and western North Carolina.	<b>Economic Development Office</b> Engineering Transit Planning and Development	Ongoing	Various
Strategy 1. The City should continue to work with NCDOT, Norfolk-Southern Railway, and other agencies and individuals in the development of a passenger rail station at Biltmore Station.	<b>Economic Development Office</b>	Ongoing	Administrative
Strategy 2. Develop the passenger rail station as a multi-modal hub where people will be able to transition from inter-city travel by rail to intra-city travel by bus, by car, by bike, and on foot.	<b>Economic Development Office</b> Engineering Transit Planning and Development	Ongoing	Focus groups; public forums; design charettes
Strategy 3. Construction of the rail station should accommodate a bus transfer facility.	<b>Economic Development Office</b> Transit	2005-2006	Administrative
Strategy 4. Construct a pedestrian crossing over the railroad tracks to link Biltmore Station with Biltmore Village.	<b>Engineering</b>	2005-2006	Administrative
Strategy 5. Implement roadway and traffic signal improvements on Biltmore Avenue, Thompson Street, Decatur Street, and Elliot Street as needed to accommodate traffic generated by the passenger rail station.	<b>Engineering</b>	Ongoing	Administrative
<b>Goal VIII.</b> Support improving transportation access to and from the airport.	<b>Engineering</b> Transit Planning and Development	Ongoing	Administrative

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Strategy 1. Work toward improving multimodal transportation access, primarily taxicab and public transit transportation.	<b>Transit</b>	Ongoing	Administrative
Strategy 2. Examine the Airport's need for an additional interstate interchange in the Glen Bridge Road area.	<b>Engineering</b>	2003-2004	Administrative
<b>Goal IX.</b> Support the growth of the Asheville Regional Airport consistent with the general aviation and commercial air traffic demands as well as the operational needs of the Airport.	<b>Planning and Development</b>	Ongoing	Various
Strategy 1. Examine zoning requirements in the vicinity of the Airport to ensure that incompatible uses are prohibited; expand annexation efforts to bring more of this area under City of Asheville zoning jurisdiction as a means of implementing this strategy.	<b>Planning and Development</b>	2003-2004; ongoing	Administrative; public hearings
Strategy 2. Support Airport Authority plans to insure adequate space for future growth.	<b>Planning and Development</b>	Ongoing	Various

<b>AIR QUALITY AND WATER QUALITY</b>			
<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
<b>Air Quality</b>			
<b>Goal I.</b> Promote and implement a Smart Growth development pattern.	<b>Planning and Development</b>	Ongoing	Various
<b>Goal II.</b> Promote a well-connected multi-modal transportation network that utilizes best available technology for operational effectiveness.	<b>Engineering</b> Public Works	Ongoing	Various
<b>Goal III.</b> Implement an effective “green building” program.	<b>Building Safety</b> Planning and Development	Ongoing	Various
<b>Goal IV.</b> Support regional efforts and state and federal regulatory actions to continually improve air quality and to educate the public on the benefit of improved air quality.	<b>City Council</b> Engineering Planning and Development	Ongoing	Various
Strategy 1. Coordinate with other agencies, other local governments, and State and federal agencies to develop and promote programs to improve air quality.	<b>Engineering</b> Planning and Development	Ongoing	Various
Strategy 2. Continue to support an independent local air quality board.	<b>City Council</b>	Ongoing	Various
Strategy 3. Support efforts to address the problem locally through such efforts as vehicle emissions testing and promotion of the use of zero emission vehicles.	<b>City Council</b>	Ongoing	Various
Strategy 4. Organize to effectively lobby State and federal lawmakers for better air quality legislation and enforcement such as the Clean Smokestacks Act.	<b>City Council</b>	Ongoing	Various

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<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
<b>Goal V.</b> Continue and enhance City programs that promote improved air quality.	<b>Public Works</b> Planning and Development Finance Engineering	Ongoing	Various
Strategy 1. Work to convert City fleets to alternative fuels and consider all available or emerging clean air technologies for City operations.	<b>Public Works</b> Finance Engineering	Ongoing	Administrative
Strategy 2. Continue the innovative and highly effective City recycling program.	<b>Public Works</b>	Ongoing	Administrative
Strategy 3. Enhance City landscaping regulations.	<b>Planning and Development</b>	2003-2004	Focus groups; public hearings
Strategy 4. Implement intelligent transportation systems on City streets and state roads.	<b>Public Works</b> Engineering	Ongoing	Administrative
Strategy 5. Consider developing a municipal renewable energy program.	<b>Planning and Development</b> Finance Public Works	2003-2004	Administrative
<b>Water Quality</b>			
<b>Goal I.</b> Continue to coordinate with and support efforts by public agencies and private organizations to improve water quality and to educate the public on the benefit of improved water quality.	<b>City Council</b> Engineering Planning and Development	Ongoing	Various
<b>Goal II.</b> Implement stormwater management practices mandated by federal laws in an effective and timely fashion.	<b>Engineering</b>	Ongoing	Administrative
<b>Goal III.</b> Develop and use best management practices to address the effect of development on stormwater runoff and water quality.	<b>Engineering</b> Planning and Development	Ongoing	Various

<b>AIR QUALITY AND WATER QUALITY</b>			
<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
Strategy 1. Develop and implement drainage basin level stormwater management and erosion control plans in cooperation with private property owners, regional agencies, state and federal agencies.	<b>Engineering</b>	Ongoing	Administrative; public forums
Strategy 2. Encourage the preservation of riparian zones and reclamation of developed properties in these areas to a more natural state.	<b>Engineering</b> Planning and Development	Ongoing	Administrative
Strategy 3. Encourage the use of native plants to reduce non-point-source pollution from lawns and minimize water usage during periods of drought.	<b>Public Works</b> Planning and Development Water Resources	Ongoing	Administrative
Strategy 4. Reduce impervious surfaces by minimizing parking requirements.	<b>Planning and Development</b>	Ongoing	Administrative
Strategy 5. Require landscape retrofitting of existing parking lots to reduce impervious surface and stormwater runoff.	<b>Planning and Development</b>	2004-2005	Focus groups; public hearings
Strategy 6. Encourage the use of conservation easements to preserve riparian areas.	<b>Planning and Development</b>	Ongoing	Administrative
Strategy 7. Develop land management strategies to enhance the environmental function of streams, creeks and rivers.	<b>Planning and Development</b> Engineering	2004-2005	Focus groups; public hearings

ECONOMIC DEVELOPMENT			
GOAL/STRATEGY	LEAD PARTY/ PARTIES	TIMELINE	PUBLIC PARTICIPATION PROCESS
<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>	<p>Various</p>

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<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
<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.	<b>Economic Development Office</b> Planning and Development	Ongoing	Team involvement; reports to City Council
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.	<b>Economic Development</b>	Ongoing	Team involvement
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, and indicate 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.	<b>Economic Development Office</b> Planning and Development	Ongoing	Reports to City Council
<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.	<b>Economic Development Office</b> Legal Planning and Development	Ongoing	Various

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Strategy 1. 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.	<b>Economic Development Office</b> Legal Planning and Development	Annually (as needed)	Formal requests to legislative delegation; lobbying
Strategy 2. 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.	<b>Economic Development Office</b>	Ongoing	Various
<b>Goal IV.</b> Insure that the local infrastructure and regulatory environment support needs of business and industry.	<b>Economic Development Office</b> Engineering Planning and Development Parks and Recreation Water Resources	Ongoing	Various
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	Various

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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	Administrative
Strategy 3. 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	Various
Strategy 4. 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	Various
Strategy 5. 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	Various

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Strategy 6. 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	Various
<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.	<b>Economic Development Office</b>	Ongoing	Various
<b>Goal VI.</b> Work toward increasing City-controlled funding sources for economic development incentives and promotional efforts.	<b>Economic Development Office</b> Finance Planning and Development Public Works	Ongoing	Various
Strategy 1. Utilize the City capital improvement program as a mechanism for providing incentives for economic development activities.	<b>Economic Development Office</b>	Ongoing	Various
Strategy 2. 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	Various
Strategy 3. 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	Various

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Strategy 4. Seek out opportunities for public-private partnerships in the provision of infrastructure.	<b>Economic Development Office</b> Planning and Development Public Works	Ongoing	Various
<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	Administrative
<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.	<b>Economic Development Office</b> Planning and Development	2003, then ongoing	Administrative

<b>CITY SERVICES</b>			
<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
<b>Fire Department</b>			
<b>Goal I.</b> Maintain Departmental ISO rating at class 3 in the 2003 classification rating evaluation and work toward improving the ISO rating in future evaluations.	<b>Fire Department</b>	2003 and ongoing	Administrative
<b>Goal II.</b> Achieve national accreditation by 2005.	<b>Fire Department</b>	2005 and ongoing	Administrative
<b>Goal III.</b> Continue to add stations and equipment to maintain and improve levels of service.	<b>Fire Department</b>	2003-2005	Administrative
Strategy 1. Add additional Ladder company at Station 4 in Skyland by July, 2003.	<b>Fire Department</b>	2003	Administrative
Strategy 2. Renovations and improvements to Station 8 in East Asheville and Station 3 in West Asheville are scheduled for 2002-2003.	<b>Fire Department</b>	2002-2003	Administrative
Strategy 3. The addition of a station on the western area of the City is in the planning phase. The City has purchased land to relocate Fire Station 6 from the current location on Haywood Road to a new location on Eastview Drive, near I-40, exit 44. The station is planned to be both a fire station and a police service center. It is anticipated that this station will be in place and in service prior to 2005.	<b>Fire Department</b>	2005	Administrative
Strategy 4. An additional station is also in the planning phase for the Biltmore Square Mall area.	<b>Fire Department</b>	2005-2010	Administrative

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Strategy 5. Supplemental coverage is needed in the far northern area of the city known as Beaverdam. A stronger City fire and rescue presence is needed in that area and it is possible that cooperative agreements can occur which would enable the City to accomplish a stronger presence at minimal costs.	<b>Fire Department</b>	2005	Administrative
Strategy 6. Systematic, periodic replacement of apparatus will continue to occur through 2005.	<b>Fire Department</b>	2005	Administrative
Strategy 7. A fourth geographical district may be created in response to providing service to annexation areas.	<b>Fire Department</b>	2006-2010	Administrative
<b>Goal IV.</b> Diversify services and technology in response to more specialized demand for services and to improve organizational effectiveness.	<b>Fire Department</b>	Ongoing	Administrative
Strategy 1. Increase emphasis on emergency preparation and pre-incident planning, including homeland defense and preparedness for terrorism incidents.	<b>Fire Department</b>	Ongoing	Administrative
Strategy 2. Implement traffic pre-emption technologies for emergency vehicles in congested areas.	<b>Fire Department</b>	2006-2010	Administrative
Strategy 3. Become more involved in pre-hospital care through such efforts as integrating a paramedic/firefighter on engine companies and operation of quick response vehicles (QRVs).	<b>Fire Department</b>	Ongoing	Administrative
Strategy 4. Modernize Stations 6,7 and 9 to accommodate today's fire apparatus and fire officers.	<b>Fire Department</b>	2006-2010	Administrative

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<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
Strategy 5. Place a much greater emphasis on installation of automatic fire sprinkler systems in both new construction and existing construction.	<b>Fire Department</b>	Ongoing	Administrative
<b>Goal V.</b> Identify opportunities to collaborate with other agencies and entities, such as the rural fire districts and private landholders like the Biltmore Estate, to enhance fire and rescue services.	<b>Fire Department</b>	Ongoing	Administrative
<b>Police Department</b>			
<b>Goal I.</b> Partner with the community to enhance the quality of life and resolve neighborhood concerns.	<b>Police Department</b>	Ongoing	Various
<b>Goal II.</b> Establish a working environment that encourages teamwork, empowerment, communication, and professional development.	<b>Police Department</b>	Ongoing	Administrative
<b>Goal III.</b> Utilize resources efficiently in preventing and suppressing criminal activity.	<b>Police Department</b>	Ongoing	Administrative
<b>Goal IV.</b> Foster a dynamic organization that utilizes leading-edge technology and methods in enhancing community policing.	<b>Police Department</b>	Ongoing	Administrative
<b>Goal V.</b> Enhance external and internal communication.	<b>Police Department</b>	Ongoing	Administrative
<b>Goal VI.</b> Maintain the highest level of quality of service, integrity, and professionalism.	<b>Police Department</b>	Ongoing	Administrative
<b>Goal VII.</b> Continue to use community-oriented police practices, including assignment of officers by district, to promote effective law enforcement.	<b>Police Department</b>	Ongoing	Public forums; community neighborhood meetings; community oriented government

<b>CITY SERVICES</b>			
<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
<b>Goal VIII.</b> Utilize CPTED practices in development review and in retrofitting existing infrastructure and	<b>Police Department</b>	Ongoing	Public forums; community neighborhood meetings; community oriented government
<b>Streets</b>			
<b>Goal I.</b> Maintain a level of local spending on street and road maintenance that will ensure that infrastructure is maintained at the state average for pavement condition rating.	<b>City Council</b> Public Works	Ongoing	Public forums
<b>Goal II.</b> Continue to encourage the provision of public streets to serve new development.	<b>Engineering</b> Public Works Planning and Development	Ongoing	Administrative
Strategy 1. Continue to require that street construction within the city limits be to public street standards in order to ensure a long service life.	<b>Engineering</b> Public Works Planning and Development	Ongoing	Administrative
Strategy 2. Evaluate non-residential development proposals to determine if public streets should be required within the developments in order to improve interconnection of public street system and to more effectively serve the projects.	<b>Engineering</b> Public Works Planning and Development	Ongoing	Administrative
<b>Goal III.</b> City staff will work with the NCDOT to evaluate the area road network within the city limits in order to determine whether the City should assume maintenance of State roads.	<b>Engineering</b> Public Works	Ongoing	Administrative
<b>Solid Waste and Recycling</b>			
<b>Goal I.</b> Continue to direct a substantial amount of solid waste and organic materials away from landfill disposal through creative and innovative measures, such as recycling and reuse.	<b>Public Works</b>	Ongoing	Administrative

<b>CITY SERVICES</b>			
<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
Goal II. Continue to use technology and other innovations to reduce the total cost of solid waste disposal and recycling.	<b>Public Works</b>	Ongoing	Administrative
<b>Water Infrastructure</b>			
<b>Goal I.</b> Develop a comprehensive plan and set of policies for the extension of water lines in the Asheville area that is consistent with local land use plans for development and conservation of key natural features, along with the financial capabilities of the Water Authority.	<b>Water Resources</b>	2004-2005	Various
<b>Goal II.</b> Continue to make preventative and remedial maintenance and repair a capital improvement priority for the Water Authority.	<b>Water Resources</b>	Ongoing	Administrative
<b>Goal III.</b> Market the availability and quality of local water resources as an industrial attraction incentive.	<b>Water Resources</b> Economic Development Office	Ongoing	Media; public forums
<b>Sewer</b>			
<b>Goal I.</b> Continue to coordinate between City authorities and MSD to provide consistent levels of service to the development community and residents.	<b>Engineering</b>	Ongoing	Administrative
<b>Goal II.</b> Guide developments to areas with adequate infrastructure to support proposed uses; continue to promote infill development.	<b>Planning and Development</b>	Ongoing	Administrative
<b>Goal III.</b> Guide large-scale developments to areas that coincide with existing and future infrastructure improvements.	<b>Planning and Development</b>	Ongoing	Administrative
<b>Goal IV.</b> Continue to make preventative and remedial maintenance and repair a capital improvement priority for MSD.	<b>Engineering</b>	Ongoing	Administrative
<b>Goal V.</b> Market the availability and quality of local sewage treatment resources as an industrial attraction incentive.	<b>Economic Development Office</b>	Ongoing	Media; public forums

<b>CITY SERVICES</b>			
<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
<b>Public Schools</b>			
<b>Goal I.</b> Facilitate the effective functioning of public schools as places of education and as important neighborhood and community centers.	<b>Planning and Development</b> Engineering	Ongoing	Various
Strategy 1. Recognize public schools as important destinations in transportation planning, especially with regard to bicycle and pedestrian access and traffic calming programs.	<b>Engineering</b>	Ongoing	Public forums; community and neighborhood meetings
Strategy 2. Support additions to existing schools and the construction of new schools in areas that lend themselves to good neighborhood and community access and where the schools can serve the function of serving as neighborhood and community centers.	<b>Planning and Development</b>	Ongoing	Various
Strategy 3. Continue to involve the school systems in the development review process.	<b>Planning and Development</b>	Ongoing	Various
Strategy 4. Work with the school systems to develop an effective impact analysis methodology to appropriately assign fiscal costs to the entities creating the need for these costs.	<b>Planning and Development</b>	2003-2004	Focus groups; public hearings
<b>Parks, Recreation and Open Space</b>			
<b>Goal I.</b> Continue cooperating with public agencies and private individuals and organizations in an effort to make the provision of parks, recreation facilities and programs, and open space as effective and efficient as possible.	<b>Parks and Recreation</b>	Ongoing	Administrative

<b>CITY SERVICES</b>			
<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
Strategy 1. Continue efforts for cooperation between the Asheville Parks and Recreation Department and the Buncombe County Recreation Services to avoid duplication of services and find opportunities for partnerships in serving residents.	<b>Parks and Recreation</b>	Ongoing	Administrative
Strategy 2. Continue existing partnerships and identify new partnerships to expand facilities and programming, including: additional programming with Asheville City and Buncombe County School systems; long term leases for land with private corporations; and sponsorships of major facilities and events with local agencies and corporations (such as the recently completed Food Lion Skateboard Park and the current involvement of Mission St. Joseph Health System as a corporate sponsor of Bele Chere).	<b>Parks and Recreation</b>	Ongoing	Administrative
Strategy 3. Continue to explore opportunities to work with nonprofit partners such as Quality Forward and RiverLink to provide critical facility development.	<b>Parks and Recreation</b>	Ongoing	Administrative
<b>Goal II.</b> Design and build park facilities that address the unique needs of the population they serve and that respect the heritage and character of the neighborhoods in which they are located.	<b>Parks and Recreation</b>	Ongoing	Administrative
Strategy 1. Plan to add more adult facilities for semi professional adult sports.	<b>Parks and Recreation</b>	Ongoing	Administrative
Strategy 2. Look for opportunities to develop "special use facilities."	<b>Parks and Recreation</b>	Ongoing	Administrative

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<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
Strategy 3. Research and understand the unique place-making characteristics of the neighborhoods and community as a whole and incorporate that through design.	<b>Parks and Recreation</b>	Ongoing	Design charettes; public forums; community and neighborhood meetings
Strategy 4. Develop "pocket parks" as part of larger-scale residential developments.	<b>Parks and Recreation</b>	Ongoing	Design charettes; public forums; community and neighborhood meetings
<b>Goal III.</b> Maximize the use of scarce resources for parks, recreation and open space facility development and programming.	<b>Parks and Recreation</b> Planning and Development		
Strategy 1. Examine existing and identify new user fees as a method of financing parks, recreation and open space facility development and programming.	<b>Parks and Recreation</b>	Ongoing	Various
Strategy 2. Continue to aggressively seek grants and other philanthropic sources of revenue for parks, recreation and open space facility development and programming.	<b>Parks and Recreation</b>	Ongoing	Various
Strategy 3. Consider opening large tracts of City controlled land for recreation uses, such as Bee Tree Reservoir, North Fork Reservoir, and the Mills River property so long as their primary public function is protected and preserved.	<b>Parks and Recreation</b>	Ongoing	Various
Strategy 4. Develop open space requirements that includes fee-in-lieu provisions for new developments above a certain size.	<b>Planning and Development</b> Parks and Recreation	2004	Focus groups; public hearings

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<b>GOAL/STRATEGY</b>	<b>LEAD PARTY/ PARTIES</b>	<b>TIMELINE</b>	<b>PUBLIC PARTICIPATION PROCESS</b>
<b>Goal IV.</b> Implement the various adopted parks and recreation master plans through priority capital improvement programming and by responding with flexibility and creativity when opportunities arise.	<b>Parks and Recreation</b>	Ongoing	Various
Strategy 1. Make provisions for the following new park facilities: (2) Community Parks, (6) neighborhood parks, (9) mini parks, (4) renovated existing recreation centers, (2) special use athletic/ sports park, and (1) indoor swimming facility.	<b>Parks and Recreation</b>	Ongoing	Various
Strategy 2. Offer flexibility from the adopted park and greenway master plans for the location of parks and greenways to respond to market availability of land, as well as grant and partnership opportunities, and be able to identify and move to acquire and/or develop land within short planning horizons.	<b>Parks and Recreation</b>	Ongoing	Various
<b>Goal V.</b> Implement the adopted Greenway Master Plan through priority capital improvement programming and by responding with flexibility and creativity when opportunities arise.	<b>Parks and Recreation</b>	Ongoing	Various
Strategy 1. Have City funds available to leverage public and private grants and to be able to match donations from individuals in the community.	<b>Parks and Recreation</b>	Ongoing	Various