

RESOLUTION ADOPTING CITY OF ASHEVILLE STRATEGIC OPERATING PLAN 2011 GOALS

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WHEREAS, the Asheville City Council recognizes the importance of strategic leadership in achieving the mission of the City of Asheville; and

WHEREAS, achieving our mission of creating a sustainable, quality of life community requires vision, goal setting, and strategic priorities; and

WHEREAS, the City Council met February 4, 2011 in a strategic planning retreat; and

WHEREAS, the City Manager will produce a comprehensive quarterly report and Committee Chairs will present updates on policy initiatives designed to further achievement of strategic goals for safety, sustainability, affordability, fiscal, and green priorities; and

WHEREAS, the City Council received input from each member, discussed the alternatives and established strategic priorities;

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY COUNCIL OF THE CITY OF ASHEVILLE:

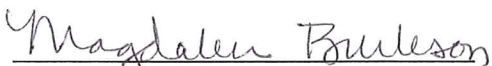
Reaffirms its strategic priorities to ensure Asheville is a City that is:

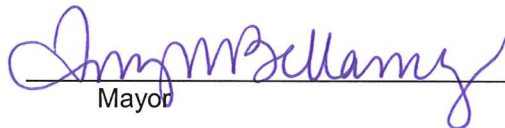
- **Affordable** - The City of Asheville will offer a standard of living that is affordable and attainable for people of all income levels, life stages and abilities.
- **Fiscal Responsibility** - The City of Asheville will support a stronger, more prosperous community by making smart investments that accomplish lasting, tangible returns.
- **Green & Sustainable** - Asheville will be the southeastern leader in clean energy and environmental sustainability.
- **Job Growth and Community Development** – Asheville will support a dynamic and robust local economy with balanced sustainable growth.
- **Safe** - Asheville will be one of the safest and most secure communities when compared to similar cities.
- **Multimodal Transportation** – Integrate and implement a multi-modal transportation plan including sidewalks, bike paths, signal preemption, transit, greenways, streets, rivers and access to river, and other system improvements resulting in a funding priority list.

BE IT FURTHER RESOLVED THAT:

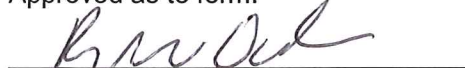
The City Council adopts the goals and objectives as described in Exhibit "A" for 2011-2012.

Read, approved and adopted this 26<sup>th</sup> day of April 2011.

  
\_\_\_\_\_  
City Clerk

  
\_\_\_\_\_  
Mayor

Approved as to form:

  
\_\_\_\_\_  
City Attorney

**City of Asheville**  
City Council Strategic Operating Plan  
Fiscal Year 2011-2012

**Affordable**

The City of Asheville will offer a standard of living that is affordable and attainable for people of all incomes, life stages and abilities.

**Goal I:** Hold the line on taxes and support tax and fee relief.

*Objective 1:* Explore opportunities to enhance affordability by reducing utility costs through innovative energy efficiency financing programs.

*Objective 2:* Create an Affordable Housing Standing Board or Commission to advise City Council on matters relating to affordable housing consisting of a diverse stakeholder group.

**Goal II:** Support the creation and preservation of affordable rental and home ownership opportunities in Asheville so that all citizens have access to safe, sufficient and affordable housing.

*Objective 1:* Implement reforms to Unified Development Ordinance to encourage affordable housing development; utilize zoning where possible to encourage and align affordable housing with transit.

*Objective 2:* Explore opportunities for public/private partnerships and innovative financing mechanisms to incentivize affordable housing development.

*Objective 3:* Support the Housing Authority to develop a comprehensive plan for public housing; continue to pursue redevelopment of public housing with a HOPE VI-type project.

*Objective 4:* Support initiatives to end chronic homelessness in Asheville with an emphasis on the Housing First philosophy.

*Objective 5:* Continue to provide funding for affordable housing development loans through the Housing Trust Fund; increase the number of long-term affordable units supported by the Housing Trust Fund.



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**Fiscal Responsibility**

The City of Asheville will support a stronger, more prosperous community by making smart investments that accomplish lasting, tangible returns.

**Goal I:** Operate the City of Asheville to the highest levels of fiscal responsibility.

*Objective 1:* Identify resources for strategic initiatives and create meaningful performance measures for programs and services.

*Objective 2:* Sustain at least a 15% Fund Balance.

**Goal II:** Explore alternatives for enhancing the city's long-term financial commitment to master plan implementation, infrastructure maintenance, capital improvements, and public facilities.

*Objective 1:* Leverage internal and external partnerships for pursuing capital improvements and infrastructure projects.

*Objective 2:* Review analysis of revenue streams to identify opportunities for revenue diversification.

*Objective 3:* Explore feasibility of a bond program now or in future years; learn more about financing options outside of a property tax increase.

*Objective 4:* Seek efficiencies in master plan implementation by identifying plan interdependencies, funding sources and key partnerships.

*Objective 5:* Conduct a comprehensive review of the City's Enterprise Funds, including financial, operational and capital performance.



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**Green & Sustainable**

Asheville will be the southeastern leader in clean energy and environmental sustainability.

**Goal I:** Set and develop a plan for implementing a community energy reduction goal.

*Objective 1:* Work with regional partners to create incentives for green building, energy conservation and energy independence.

*Objective 2:* Expand community education programs including climate awareness, water conservation, recycling, stormwater, and sustainability.

**Goal II:** Take the City of Asheville's sustainability program to the next level.

*Objective 1:* Identify strategies and costs for increasing the city's annual energy reduction goal to 4 percent.

*Objective 2:* Implement ways to reduce city-wide solid waste.

*Objective 3:* Review the City of Asheville's ordinances that relate to tree topping, as well as parking lot tree requirements for spacing and shade.



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**Job Growth & Community Development**

Asheville will support a dynamic and robust local economy with balanced and sustainable growth.

**Goal I:** Create more collaborative and effective working partnerships between the City of Asheville, the business community, and other key organizations to effectively manage the city's regulatory environment while accomplishing economic development goals.

*Objective 1:* Support diversified job growth and business development.

*Objective 2:* Support business through reductions in taxes, fees, and regulations.

*Objective 3:* Partner in regional economic development strategies, including the HUB; continue partnership in the Economic Development Coalition.

*Objective 4:* Expand partnerships with UNC-Asheville, A-B Tech, Mars Hill College, Warren Wilson College and other institutions to achieve common goals, including health and wellness, workforce development, and sustainable Economic Development.

*Objective 5:* Provide leadership in buying local products and services.

*Objective 6:* Work cooperatively with state and county elected officials to enable the City to implement practical water system management and voluntary annexation policies

*Objective 7:* Consider funding for Asheville Civic Center improvements by building on momentum with existing partners.

*Objective 8:* Seek partnerships for the 4th of July and New Year's Eve fireworks displays.

*Objective 9:* Support local and regional Sustainable Community Initiatives and seek investments in Sustainable Community target areas, such as the East of the River and Between the Bridges Initiative; seek opportunities for recognition.

**Goal II:** Support a strong local economy by continuing to implement sustainable growth and development policies.

*Objective 1:* Promote sustainable, high-density, infill growth that makes efficient use of existing resources.

*Objective 2:* Support the riverfront redevelopment partnership and formation of a dedicated office.

*Objective 3:* Complete the Downtown Master Plan implementation.

*Objective 4:* Pursue models for re-formatting the Unified Development Ordinance so that it is easy to use and understand.

*Objective 5:* Consider tools and programs the City could use to promote job growth and creation.



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*Objective 6:* Improve the affordability of water and stormwater utility rates for residential customers and ensure effectiveness and value for fees charged.

**Job Growth & Community Development, Goal III:** Maintain Asheville’s commitment to being an “employer of choice” in the region.

*Objective 1:* Attract and retain quality employees with an emphasis on local labor pool development opportunities and by paying sound wages and benefits.

*Objective 2:* Enhance diversity in the City as an organization so that the workforce more closely resembles the community, especially in the area of public safety.



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**Safe**

Asheville will be one of the safest and most secure communities when compared to similar cities.

**Goal I:** Make Asheville the safest city in America based on approved metrics for similarly sized cities; bring benchmark metric back to City Council for approval and tracking.

*Objective 1:* Implement strategies to significantly improve public safety in neighborhoods in Asheville with the highest levels of crime.

*Objective 2:* Reaffirm commitment to eliminate open air drug markets in Asheville.

*Objective 3:* Track and monitor performance of the Nuisance Court and the “Changing Together” program.

*Objective 4:* Support recreation and employment alternatives for youth at risk of gang exposure.

*Objective 5:* Support the Safe Routes to School program by implementing one school this year.

*Objective 6:* Seek resources to enhance the Asheville Police Department’s internet child abuse program.

**Goal II:** Maintain accreditation and ISO ratings of Asheville Fire & Rescue Department.

*Objective 1:* Develop an action plan for maintaining fire and rescue standard of cover throughout the city.

*Objective 2:* Increase participation in state fire code inspection schedule to 90 percent.



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**Multimodal Transportation**

Integrate and implement a multi-modal transportation plan including sidewalks, bike paths, signal preemption, transit, greenways, streets, rivers and access to the river, and other system improvements resulting in a funding priority list.

*Objective 1:* Make headway on multimodal transit options by doubling the output of sidewalk construction and maintenance.

*Objective 2:* Seek partnerships for investments in greenway and sidewalk infrastructure, including cost sharing options.

*Objective 3:* Clearly develop a long-term Capital Improvement Program funding plan for sidewalk, bike lane and greenway projects beyond a pay-go strategy.

*Objective 4:* Leverage existing funds to pursue a pedestrian and bike friendly community opportunity.

*Objective 5:* Make progress in solving the Merrimon Corridor problem by pursuing an N.C. D.O.T. analysis using their Complete Streets Policy.

*Objective 6:* City Council adoption of a Complete Streets policy.

*Objective 7:* Study alternative options for downtown parking, to include the creation of a downtown trolley.

