

2018 - 2021 Strategic Plan

Town of Weaverville
North Carolina

Goals:

Quality services

Regional collaboration

Beneficial land use planning efforts

Successful downtown

Legislative outreach

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Introduction

The Town of Weaverville is a community in rapid transition, with challenges and opportunities presented by our continued growth. To be successful as a governmental entity, we must respond strategically to the needs of our citizens in an ever-changing environment. Town Council wishes to take steps to meet these challenges by engaging in a planning process that provides a map for the upcoming years.



Some of the issues and many of the strategies from the earlier 2014 Strategic Plan have been brought forward and included within this Strategic Plan draft.

What is a Strategic Plan?

A strategic plan is an action-oriented set of strategies and action steps developed to accomplish a mission that is responsive to a dynamic, changing environment.

Typically, a Town's strategic plan addresses the following:

- Identifies the Town's mission or purpose;
- Identifies the Town's issues, including strengths, weaknesses, opportunities, and threats;
- Develops a vision for the Town's future;
- Develops strategies designed to realize the shared vision;
- Formulates an action plan and timeline;
- Identifies persons or groups responsible for initiating the action(s); and
- Establishes methods to measure progress and success in achieving the desired outcomes.

Goals, Strategies, and Action Planning

In order to ensure that the critical issues are addressed, the Town has identified several goals. The goals are general ends toward which the Town intends to direct its efforts. Goals are broad statements of policy that are ambitious, clear, concise, and easily understood. The Town will be working to meet these goals over the next four years.



In order to make sure that we make progress toward meeting our goals, Town Council has identified a number of strategies and action steps to keep us on track. Strategies describe *a plan* of attack – a description of the programs, approaches, and projects to be undertaken. Goals, strategies, and objectives are revisited and revised annually.

Identification of Strategic Issues

In February 2018, Town Council began its 2018-2020 Strategic Planning process with a retreat facilitated by the Executive Director of the Land of Sky Regional Council. The retreat began with the Mayor and each member of Town Council providing input to the following set questions:

How do you envision the “perfect” Weaverville in the short term? In the long term?

What are the Town’s challenges in achieving the aforementioned “perfect” scenario?

Based on the previous comments, what are the priorities?

Where do we go from here with the strategic planning process?

The following section reflects raw input for each of the aforementioned questions:

1. How do you envision the “perfect” Weaverville in the short term? In the long term?

3 – 5 Year Visioning:

- Successful businesses on North and South Main Street
- Thriving businesses downtown
- Recreational opportunities
- More walkable town – greenways, sidewalks
- Affordable housing – mixed income housing, additional housing opportunities
- Not much different than it is today, i.e. preserve and protect the town the way it is now
- Underground utility lines



- Cooperation/coordination in terms of land use issues
- No more fast food
- Balance of different land uses, i.e. residential, commercial, industrial
- ETJ authority restored (and expanded)
- Lake Louise Community Center construction
- Access to I-240 resolved
- Town will have an idea of where and how much we want to grow



15 – 20 Year Visioning

- Strive for a balanced community; Balance of different land uses, i.e. residential, commercial and industrial
- Give serious consideration to traffic ‘choke’ points; Local transportation planning
- Maintain our ‘gem’ of a downtown area
- Community with diverse public facilities; Walkability, Physical landscape fills the needs of a more diverse community
- Vibrant parks and connected greenways
- Self-sustaining, vibrant community with a mix of young, old, long-term and new residents with a common bond of living in a safe space that meets their needs
- Annexation of surrounding areas
- Vibrant entrepreneurial atmosphere
- Adequate infrastructure/services
- To be the town where people want to live in or open businesses in

2. *What do you perceive as the Town’s challenges in achieving the “perfect Weaverville? How could the Town address these challenges?*

Note: The second question was posed for the purpose of establishing goals. These are noted as sub-bullets below.

- State legislature actions have negative impacts on municipalities:
 - Outreach to legislators on significant issues, particularly the Town’s need for ability to annex
- The Town has a small land area:

- Need local legislation for extra-territorial jurisdiction
- Voluntary annexation
- Utility extension policy improvements
- Encourage involvement by young residents
 - Advertising towards younger population
 - Educate newcomers about Weaverville
 - Popup tents at events by Town of Weaverville
 - Make announcements about involvement by young people at events (i.e. Music on Main)
 - Childcare during meetings
- Water as an obstacle; Sewer may also pose an obstacle
- Unifying North Buncombe County
- Demand for services; Infrastructure limitations (do we have enough resources, i.e. firefighters, equipment, etc.)
- Hostility to planning at the County level
 - Relationship development
- Apathy/NIMBY; Young people are too busy; Different mindset
 - Find ways to connect with young people
 - Make use of technology, social media (i.e. Facebook, Twitter, Instagram, e-newsletter, etc.)
- Developing and maintaining our own identity

3. Based on the comments from the first two questions, what are the priorities?

- Building legislative relationships
- Maintaining the Town's small-town character as best as possible
- Come to consensus on water and annexation growth so that Council is consistent with the public; Develop that strategy and stay consistent with it
- Identify our best assets and determine how best to capitalize on those assets
Example: intersection of Marshal Hwy/Weaver Blvd and I-26; Identify what the assets are to help us achieve our goals
- Focus on legislative relationships to re-establish ETJ and review zoning map and identify areas consistent or inconsistent with the zoning ordinance
- Review/update Comprehensive Land Use Plan
- Continued efforts on expansion of water plant
- Continued dialogue with MSD regarding potential future expansion of sewer lines

- Building on collaboration with North Buncombe County to work to mutual advantages - “Welcoming of conversation among equals” with North Buncombe, as opposed to Weaverville looking like it is trying to take over
- Ensuring good staff relationships and make sure that they are being taken care of financially; Sound financial planning; Dialogue with staff on risks, infrastructure

4. Where do we go from here with the strategic planning process?

- Engaging the public on this planning process
- Allow department heads and key staff the opportunity to have input on the priorities addressed today - Allow department heads the opportunity to have input on regional issues
- Calendaring goals, objectives and action steps
- Determining who is responsible for goals, objectives and action steps
- Development of final strategic plan
- Budget for the action steps

Development of the Strategic Plan

Goals

The theme of responses from question one resulted in the following goals for the 2018-2021 Strategic Plan:

1. To provide town services to meet the needs of the community.
2. To improve regional collaboration.
3. To maximize benefit to the Town in land use planning efforts.
4. To promote a successful downtown.
5. To increase legislative outreach.

Objectives

The second question during the Town Council Retreat served as an opportunity for Council to voice input towards the development of goals. Some objectives, action steps, were also gleaned from this step in the planning process. Town Council directed the Town Manager

to meet with Town staff to further develop achievable action steps to be presented for their final review, comment and approval.

Goal 1: To provide town services to meet the needs of the community.

Objectives & Action Steps:

- A. Develop consensus on water and annexation growth and develop policies consistent with that consensus.**
 - 1. Develop policy and procedures to guide Town Council in approving water allocations outside of Town limits.
 - 2. Consider the development of a formal voluntary annexation program.

- B. Revisit the relationship with *Asheville Redefines Transit* to consider re-establishment of bus route given new residential development within the Town.**

- C. Enhance the Town's outreach to educate the public about the Town's services.**
 - 1. Continue the Citizens Academy.
 - 2. Continue fire prevention programs and participation in school events such as field days and career days.
 - 3. Continue community oriented policing programs, Cops for Kids, school programs, crime prevention programs, etc.
 - 4. Continue public education regarding services provided by the Public Works Department.

- D. Recognize the needs of each Town department in serving an ever-changing and growing population.**
 - 1. Budget adequately to meet service demands (i.e. personnel, equipment, etc.)
 - 2. Maintain and update the capital improvements plan.
 - 3. Address performance objectives as they correlate to the Town vision and mission.
 - 4. Maintain Town facilities and equipment.

Goal 2: To improve regional collaboration.

Objectives & Action Steps:

- A. Strengthen relationship with the Asheville-Buncombe Economic Development Coalition and other economic development organizations.**
- B. Recognize water as a regional resource and identify regional jurisdictions that wish to partner in water production, sale and distribution.**
- C. Consistent involvement and collaboration with neighboring and regional jurisdictions in functional areas, such as police, fire, water resources, etc.**
 - 1. Updates from department heads quarterly regarding regional efforts impacting the Town.
 - 2. Updates from the manager subsequent to manager meetings regarding regional efforts with potential impacts on the Town.
 - 3. Updates from the Mayor regarding regional efforts.
- D. Distribute information regarding regional programs, services and resources available to Town citizens.**

Goal 3: To maximize benefit to the Town in land use planning efforts.

Objectives & Action Steps:

- A. Development of tools to encourage balanced residential economic development.**
 - 1. Revise Subdivision Ordinance to establish criteria and streamline subdivision approval process.
 - 2. Update economic development goals for the Town.
- B. Update the Town's Comprehensive Land Use Plan**
 - 1. Determine whether plan will be updated internally or externally.
 - 2. Complete update of the plan.
 - 3. Implement plan.

C. Investigate options for a geographic information system.

1. Coordinate with Buncombe County to add the Town layer to County GIS.
2. Assess previous mapping efforts, software and equipment.

Goal 4: To promote a successful downtown.

Objectives & Action Steps:

A. Consider a zoning district to serve as a transition between residential and commercial districts.

B. Develop a mechanism to expand business opportunities along the central business district.

C. Consider mixed-use development regulation as a means of expanding development in areas with geographic limitations.

D. Provide information resources marketing downtown and its walkability.

1. Development of and distribution of Town walkability (sidewalks) and parks map.
2. Collaborate with the Weaverville Business Association (WBA) in marketing downtown restaurants, retail businesses, art studios, breweries and recreation amenities.

E. Research grant opportunities for all Town operations and projects, as well as for downtown efforts.

F. Act as a liaison between downtown churches and businesses to identify available parking downtown.

1. Work with leaders from downtown churches to identify potential parking for business employees and visitors.
2. Recognize downtown churches as community collaborators.
3. Create and distribute maps showing parking options in downtown Weaverville.

Goal 5: To increase legislative outreach.

Objectives & Action Steps:

A. Engage legislative representatives regarding the Town's needs.

1. Host meetings with legislative representatives periodically (especially before legislative sessions) to learn legislative priorities and to educate legislators on Town needs.
2. Discuss need for collaborative development along the Town's corporate limits to ease land use conflicts and encourage regional use of resources.

B. Consider opportunities for potential special legislation as Town needs dictate.

Implementation of the Strategic Plan

The strategic plan will be used by the Mayor and Town Council and staff to provide direction for the governing body's leadership role in our community and as a guide for the allocation of resources and prioritization of services provided by the Town. In planning for the future, the Town of Weaverville will be better prepared to respond to challenges and opportunities as they arise.

As noted earlier, the strategic plan is only a document. Its real value is centered in the planning process and, more importantly, its implementation. While the Town may accomplish some of its action steps in the near term, the goals will likely guide our actions for the next several years. Goals, strategies and objectives should be reviewed annually. This review examines the extent to which the strategic issues have been addressed and goals achieved.

Appendix A: Implementation Plan

Goal 1: To provide town services to meet the needs of the community.		
Objectives (followed by Action Steps)	Responsibility	Timeframe
A. Develop consensus on water and annexation growth and develop policies consistent with that consensus.	Town Council Planning Director	Jan. 2019
Action Steps:		
1) Develop policy or procedures to guide Town Council in approving water allocations outside of Town limits.	Town Council Public Works Director	Nov. 2018
2) Consider the development of a formal voluntary annexation program.	Planning Director Town Council	Nov. 2018
B. Reexamine Asheville Redefines Transit to consider re-establishment of bus route given new residential development within the Town.	Councilman McKenna Town Council	Year 2021
C. Enhance the Town's outreach to educate the public about the Town's services.	Town Staff	Ongoing
Action Steps:		
1) Continue the Citizens Academy.	Town Manager Department Heads	Ongoing
2) Continue fire prevention programs and participation in school events such as field days and career days.	Fire Chief Fire Department	Ongoing
3) Continue community oriented policing programs, Cops for Kids, school programs, crime prevention program, etc.	Police Chief Police Department	Ongoing
4) Continue public education regarding services provided by the Public Works Department.	Public Works Director Public Works Department Water Superintendent	Ongoing

Objectives (followed by Action Steps)	Responsibility	Timeframe
<p>D. Recognize the needs of each Town department in serving an ever-changing and growing population.</p> <p>Action Steps:</p> <p>1) Budget adequately to meet service demands (i.e. personnel, equipment, etc.)</p> <p>2) Maintain and update the capital improvements plan.</p> <p>3) Address performance objectives as they correlate to the Town vision and mission.</p> <p>4) Maintain Town facilities and equipment.</p>	<p><i>Town Council Town Manager Department Heads</i></p> <p><i>Town Manager Department Heads Town Council</i></p> <p><i>Town Manager Department Heads</i></p> <p><i>Town Manager Department Heads</i></p> <p><i>Town Manager Department Heads</i></p>	<p><i>FY 2019; Ongoing</i></p> <p><i>Annually</i></p> <p><i>Annually</i></p> <p><i>Annually</i></p> <p><i>Ongoing</i></p>

Goal 2: To improve regional collaboration.

Objectives (followed by Action Steps)	Responsibility	Timeframe
A. Strengthen relationship with the Asheville-Buncombe Economic Development Coalition and other economic development organizations.	Town Manager Town Council	Ongoing
B. Recognize water as a regional resource and identify regional jurisdictions that wish to partner in water production, sale and distribution.	Town Council Town Manager Public Works Director Water Superintendent	Ongoing
C. Consistent involvement and collaboration with neighboring and regional jurisdictions in functional areas, such as police, fire, water resources, etc.	Town Council Town Manager Department Heads	Ongoing
Action Steps:		
1) Updates from department heads quarterly regarding regional efforts impacting the Town.	Department Heads	Quarterly
2) Updates from the manager subsequent to manager meetings regarding regional efforts with potential impacts on the Town.	Town Manager	Quarterly
3) Updates from the Mayor regarding regional efforts.	Mayor	Monthly
D. Distribute information regarding regional programs, services and resources available to Town citizens.	Town's MSD Representative Town's MPO Representative Mayor Town Manager	Ongoing

Goal 3: To maximize benefit to the Town in land use planning efforts.

Objectives (followed by Action Steps)	Responsibility	Timeframe
<p>A. Development of tools to encourage balanced residential economic development.</p> <p>Action Steps:</p> <p>1) <i>Revise Subdivision Ordinance to establish criteria and streamline subdivision approval process.</i></p> <p>2) <i>Update economic development goals for the Town.</i></p>	<p><i>Town Council Planning Director</i></p> <p><i>Planning Director Planning & Zoning Board</i></p> <p><i>Mayor Root Vice-Mayor Jackson Economic Development Advisory Committee</i></p>	<p><i>Year 2019</i></p> <p><i>Jan. 2019</i></p> <p><i>Feb. 2019</i></p>
<p>B. Update the Town’s Comprehensive Land Use Plan (CLUP).</p> <p>Action Steps:</p> <p>1) <i>Determine whether plan will be updated internally or externally.</i></p> <p>2) <i>Complete update of the plan.</i></p> <p>3) <i>Implement plan.</i></p>	<p><i>Planning Director Town Council</i></p> <p><i>Town Council</i></p> <p><i>Planning Director</i></p> <p><i>Town Council Planning Director Town Manager</i></p>	<p><i>June 2019</i></p> <p><i>Sept. 2018</i></p> <p><i>June 2019</i></p> <p><i>July 2019</i></p>
<p>C. Investigate options for a geographic information system.</p> <p>Action Steps:</p> <p>1) <i>Coordinate with Buncombe County to add the Town layer to County GIS.</i></p> <p>2) <i>Assess previous mapping efforts, software and equipment.</i></p>	<p><i>Town Manager Planning Director</i></p> <p><i>Planning Director</i></p> <p><i>Planning Director Town Manager</i></p>	<p><i>March 2019</i></p> <p><i>Feb. 2019</i></p> <p><i>Feb. 2019</i></p>

Goal 4: To promote a successful downtown.

Objectives (followed by Action Steps)	Responsibility	Timeframe
A. Consider a zoning district to serve as a transition between residential and commercial districts.	Town Council Planning Director Planning & Zoning Board	June 2019 (CLUP)
B. Develop a mechanism to expand business opportunities along the central business district.	Planning Director Town Council	June 2019 (CLUP)
C. Consider mixed-use development regulation as a means of expanding development in areas with geographic limitations.	Town Council Planning Director	
D. Provide information resources marketing downtown and its walkability.	Town Manager Town Staff	April 2019
Action Steps:		
1) Development of and distribution of Town walkability (sidewalks) and parks map.	Public Works Director Town Manager	April 2019
2) Collaborate with the Weaverville Business Association (WBA) in marketing downtown restaurants, retail businesses, art studios, breweries and recreation amenities.	Town Manager	April 2019
E. Research grant opportunities for all Town operations and projects, as well as for downtown efforts.	Town Manager Department Heads	Ongoing
F. Act as a liaison between downtown churches and businesses to identify available parking downtown.	Town Manager Public Works Director	Ongoing
Action Steps:		
1) Work with leaders from downtown churches to identify potential parking for business employees and visitors.	Town Manager Public Works Director	Feb. 2018
2) Create and distribute maps showing parking options in downtown Weaverville.	Public Works Director	Apr. 2019

Goal 5: To increase legislative outreach.

Objectives (followed by Action Steps)	Responsibility	Timeframe
<p>A. Engage legislative representatives regarding the Town's needs.</p>	<p><i>Town Council Town Manager</i></p>	<p><i>Jan. 2019</i></p>
<p>Action Steps:</p> <p>1) <i>Host meetings with legislative representatives periodically (especially before legislative sessions) to learn legislative priorities and to educate legislators on Town needs.</i></p> <p>2) <i>Discuss need for collaborative development along the Town's corporate limits to ease land use conflicts and encourage regional use of resources.</i></p>	<p><i>Mayor Town Manager</i></p> <p><i>Planning Director Town Council Town Manager</i></p>	<p><i>Ongoing</i></p> <p><i>Ongoing</i></p>
<p>B. Consider opportunities for potential special legislation as Town needs dictate.</p>	<p><i>Town Attorney</i></p>	<p><i>Ongoing</i></p>

2018-2021 STRATEGIC PLAN IN BRIEF

TOWN OF WEAVERVILLE



Goal 1: Provide town services to meet the needs of the community.

- Objective A: Develop consensus on water and annexation growth and develop policies consistent with that consensus.
- Objective B: Revisit the relationship with *Asheville Redefines Transit* to consider re-establishment of bus route given new residential development within the Town.
- Objective C: Enhance the Town's outreach to educate the public about the Town's services.
- Objective D: Recognize the needs of each Town department in serving an ever-changing and growing population.



Goal 2: Improve regional collaboration.

- Objective A: Strengthen relationship with the Asheville-Buncombe Economic Development Coalition and other economic development organizations.
- Objective B: Recognize water as a regional resource and identify regional jurisdictions that wish to partner in water production, sale and distribution.
- Objective C: Consistent involvement and collaboration with neighboring and regional jurisdictions in functional areas, such as police, fire, water resources, etc.
- Objective D: Distribute information regarding regional programs, services and resources available to town citizens.



Goal 3: Maintain balance in land use planning efforts.

- Objective A: Development of tools to encourage balanced residential economic development.
- Objective B: Update economic development goals for the Town.
- Objective C: Update the Town's Comprehensive Land Use Plan.
- Objective D: Investigate options for geographic information systems.



Goal 4: Promote a successful downtown.

- Objective A: Consider a zoning district to serve as a transition between residential and commercial districts.
- Objective B: Develop a mechanism to expand business opportunities along the central business district.
- Objective C: Consider mixed-use development regulation as a means of expanding development in areas with geographic limitations.
- Objective D: Provide information resources marketing downtown and its walkability.
- Objective E: Research grant opportunities for all Town operations and projects, as well as for downtown efforts.
- Objective F: Act as a liaison between downtown churches and businesses to identify available parking downtown.



Goal 5: Increase legislative outreach.

- Objective A: Engage legislative representatives regarding the Town's needs.
- Objective B: Consider opportunities for potential special legislation as Town needs dictate.