

May 16, 2016

Asheville Comprehensive Plan Update: Goals Discussion Summary

**Comp Plan Goals, Overarching**

1. Use comp plan update as focus tool for important issues surrounding future growth
  - Take city to next level and move it forward
  - Integrate process as part of the plan product
  - Explore how to best manage future growth
  - Help bring predictability to development and change
2. Prioritize projects and know how to best utilize opportunities
  - Work in parallel with other efforts, including Unified Development Ordinance (UDO) updates
3. Create a living document that can be updated in part or in whole, as needed
4. Build community and shared vision, for the greater good
  - Use scenarios for education
  - Manage expectations

**Comp Plan Goals, Specific Areas**

1. Address future density and transit considerations
2. Make Asheville desirable for new business, beyond tourism
  - Increase job availability
3. Modernize land use definitions, including those for industry and manufacturing
4. Address issue of diversity and equity
  - Include underserved low-income communities
5. Address housing concerns
  - Affordability
  - Age of housing stock
6. Increase climate preparedness in city
7. Consider district-wide energy use
8. Address food resiliency
9. Consider life safety concerns, including service delivery (high demand and challenging topography)
10. Improve sidewalks for safety



MEETING MINUTES

|             |               |           |                                     |
|-------------|---------------|-----------|-------------------------------------|
| DATE        | May 16, 2016  | PROJECT   | Asheville Comprehensive Plan Update |
| TIME        | 9:00-12:00    | PROJECT # | 216132                              |
| LOCATION    | Asheville, NC | SUBJECT   | Project Kick-Off                    |
| PREPARED BY | Jennifer Pehr | MEETING # | 1                                   |

ATTENDEES

**City of Asheville**

Todd Okolichany  
Stacy Merten  
Alan Glines  
Dawa Hitch  
Polly  
Joey

**SOM**

Jennifer Pehr  
Kristopher Takacs  
Roger Weber

**Design Workshop**

Glenn Walters

**VHB**

Don Bryson

**Chipley Consulting**

Sealy Chipley

These notes record the discussions and reflect the current status of the project. If you have any comments or corrections, please notify SOM in writing within 10 days.

| ITEM | SUBJECT                  | ACTION |
|------|--------------------------|--------|
| 1.1  | <b>Team Introduction</b> | n/a    |

|     |   |                |
|-----|---|----------------|
| 1.2 | <p><b>Review of CAPE, outreach methods, and outreach tools</b></p> <ul style="list-style-type: none"> <li>• Spectrum of Engagement: neighborhood coordinators, flyers, word of mouth, media, steering committees, live streaming</li> <li>• Advocacy-oriented community</li> <li>• There are pain-points in the community</li> </ul>  | n/a            |
| 1.3 | <p><b>Comp Plan Update</b></p> <ul style="list-style-type: none"> <li>• Part educational tool</li> <li>• Building on previous 2003 plan</li> <li>• Initiate engagement early in process</li> <li>• Embrace change from beginning</li> <li>• Help set priorities for city               <ul style="list-style-type: none"> <li>○ Innovation Districts (Municipal Service Districts) Understand geography of place and challenges/opportunities per neighborhood</li> <li>○ What has/has not been adopted from previous plan</li> <li>○ Large amount of hotels in pipeline</li> <li>○ Balancing uses</li> <li>○ Fear of urban renewal and gentrification</li> <li>○ Need to build good will</li> <li>○ Distrust of local government</li> </ul> </li> </ul>              | n/a            |
| 1.4 | <p><b>Comp Plan Goals</b></p> <ol style="list-style-type: none"> <li>1. Prioritize projects and know how to best utilize opportunities</li> <li>2. Explore how to best manage future growth</li> <li>3. Use scenarios for education</li> <li>4. Create a living document that can be updated in part or in whole, as needed</li> <li>5. Take city to next level and move it forward</li> <li>6. Density and Transit</li> <li>7. Build community and shared vision, for the greater good</li> <li>8. Align goals and strategies for how to get there</li> </ol>  | n/a            |
| 1.5 | <p><b>Stakeholder Groups</b></p> <ul style="list-style-type: none"> <li>• Advisory Group – group of 15 members to provide advice and help guide process</li> <li>• City Technical Group – technical advisors to review technical aspects. Serve as a resource to Consultant Team</li> <li>• Stakeholders               <ul style="list-style-type: none"> <li>○ Businesses</li> <li>○ Anchor institutions</li> <li>○ Neighborhood groups</li> <li>○ Faith-based groups</li> <li>○ Economic development</li> <li>○ Millennials</li> <li>○ CIBO – Council of Independent Business Owners</li> <li>○ CAN – Coalition of Asheville Neighborhoods</li> </ul> </li> <li>• Work with CAPE to align outreach strategies</li> <li>• Attend already-planned meetings</li> </ul> | SC, JP         |
| 1.6 | <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>• Work Chart</li> <li>• Roles and Responsibilities</li> <li>• Meeting Schedule</li> <li>• Data Sharing protocols</li> </ul>   | JP, SM, DH, RW |

MEETING MINUTES

|             |               |           |                                     |
|-------------|---------------|-----------|-------------------------------------|
| DATE        | May 16, 2016  | PROJECT   | Asheville Comprehensive Plan Update |
| TIME        | 12:00-1:30    | PROJECT # | 216132                              |
| LOCATION    | Asheville, NC | SUBJECT   | Discussion with City Technical Team |
| PREPARED BY | Jennifer Pehr | MEETING # | 1                                   |

ATTENDEES

**City of Asheville**

Todd Okolichany  
Stacy Merten  
Alan Glines  
Dawa Hitch  
Poily  
Joey  
Amber Weaver  
Greg Shuler  
Jade Dundas  
Jeff Staudinger  
James Ayers  
Jannice Ashley  
Jason Nortz  
Ken Putnam  
Roderick Simmons  
Sam Powers  
Scott Burnette  
Walter Ear  
James Baumstark

**SOM**

Jennifer Pehr  
Kristopher Takacs  
Roger Weber

**Design Workshop**

Glenn Walters

**VHB**

Don Bryson

**Chiple Consulting**

Sealy Chipley

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| ITEM | SUBJECT   | ACTION |
|------|---|--------|
| 1.1  | <p><b>Technical Team Input</b><br/>           Discussion on what City Technical Team would like to see in the Comp Plan Update that will help keep Asheville livable in the next 10-20 years and record list in notes</p> <ul style="list-style-type: none"> <li>• Improved sidewalks for safety</li> <li>• Affordable Housing</li> <li>• Work in parallel with Unified Development Ordinance (UDO) updates</li> <li>• Climate preparedness</li> <li>• District-wide energy use</li> <li>• Food Resiliency</li> <li>• Life Safety concerns, including service delivery (high demand and challenging topography)</li> <li>• Age of housing stock</li> <li>• Managing expectations in public outreach</li> <li>• Making Asheville desirable for new business, beyond tourism</li> <li>• Land use and modernizing definitions of industry and manufacturing</li> <li>• Increasing job availability</li> <li>• Issue of diversity and equity</li> <li>• Underserved low-income community</li> </ul> | JP     |

MEETING MINUTES

|             |               |           |                                     |
|-------------|---------------|-----------|-------------------------------------|
| DATE        | May 16, 2016  | PROJECT   | Asheville Comprehensive Plan Update |
| TIME        | 4:00-5:00     | PROJECT # | 216132                              |
| LOCATION    | Asheville, NC | SUBJECT   | Meeting with City Manager           |
| PREPARED BY | Jennifer Pehr | MEETING # | 1                                   |

ATTENDEES

**City of Asheville**

Todd Okolichany  
 Stacy Merten  
 Alan Glines  
 Cathy Ball  
 Gary Jackson

**SOM**

Jennifer Pehr  
 Kristopher Takacs  
 Roger Weber

**VHB**

Don Bryson

These notes record the discussions and reflect the current status of the project. If you have any comments or corrections, please notify SOM in writing within 10 days.

| ITEM | SUBJECT  | ACTION |
|------|--|--------|
| 1.1  | <b>Organization of previous plans and relevance to comp plan update</b><br><ul style="list-style-type: none"> <li>Create graphic of all plans and how they relate to comp plan update</li> </ul>   | RW     |
| 1.2  | <b>Important elements for comp plan update</b><br><ul style="list-style-type: none"> <li>Process as important and product</li> <li>Use comp plan update as focus tool for important issues</li> <li>Help bring predictability to development and change</li> <li>Comp plan update as a document for discipline in future growth</li> </ul> | n/a    |

MEETING MINUTES

|             |               |           |                                     |
|-------------|---------------|-----------|-------------------------------------|
| DATE        | May 17, 2016  | PROJECT   | Asheville Comprehensive Plan Update |
| TIME        | 9:00-12:00    | PROJECT # | 216132                              |
| LOCATION    | Asheville, NC | SUBJECT   | Schedule and Future Workshops       |
| PREPARED BY | Jennifer Pehr | MEETING # | 1                                   |

ATTENDEES

**City of Asheville**

Todd Okolichany  
 Stacy Merten

**SOM**

Jennifer Pehr  
 Kristopher Takacs  
 Roger Weber

**Design Workshop**

Caitlin Sloop

**VHB**

Don Bryson

**Chipley Consulting**

Sealy Chipley

These notes record the discussions and reflect the current status of the project. If you have any comments or corrections, please notify SOM in writing within 10 days.

| ITEM | SUBJECT   | ACTION |
|------|---|--------|
| 1.1  | <b>Review of project schedule and workshops</b>   | n/a    |
|      | <ul style="list-style-type: none"> <li>• Update meeting dates and agendas               <ul style="list-style-type: none"> <li>○ June 22 teleconference to review Task 2 progress</li> <li>○ August 4 in-person meeting with Advisory group to review and provide feedback/input for Consultant Team</li> <li>○ Beginning of week starting Sept. 26 to hold first public meeting</li> </ul> </li> </ul> |        |



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|     |   |     |
|-----|---|-----|
| 1.2 | <b>Development Scenarios</b> <ul style="list-style-type: none"><li>• Initial 3 development scenarios to be based on distinct set of assumptions</li><li>• By conclusion Task 3, refine development scenarios to single idea, with alternatives</li></ul>  | n/a |
| 1.3 | <b>Potential benchmark cities</b><br>For comparison and review of comprehensive plan <ul style="list-style-type: none"><li>• Cities<ul style="list-style-type: none"><li>○ Greenville</li><li>○ Chattanooga</li><li>○ Wilmington, NC</li><li>○ Chapel Hill</li><li>○ Charlottesville</li><li>○ Winston-Salem</li><li>○ Athens, GA</li><li>○ Knoxville</li><li>○ Roanoke</li><li>○ Boulder</li><li>○ Santa Fe</li></ul></li><li>• For Comp Plan reference<ul style="list-style-type: none"><li>○ Nashville</li><li>○ Winston-Salem</li><li>○ Branson, MO</li><li>○ Ft. Lauderdale</li><li>○ Phoenix</li><li>○ Chapel Hill</li><li>○ Wilmington</li></ul></li></ul> | RW  |

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May 16, 2016

## Asheville Comprehensive Plan Update: Roles and Responsibilities

### ADVISORS AND STAKEHOLDERS

- Advisory Committee – advisory committee comprised of 15 individuals (12 commissioned by the City Council from specified groups plus three at-large members) representing a broad diversity of interest on topics relevant to the Comprehensive Plan Update. Members will guide the planning process and provide advice on public engagement.
- City Technical Team – core team of City employees who will assemble on an as needed basis to review project deliverables and provide advice as necessary.
- Stakeholders – a list of focus groups to be determined. They will have no advisory role.
- NEMAC – UNC-Asheville's National Environmental Modeling and Analysis Center. The Consultant Team will become familiar with NEMAC's ongoing work in Asheville.
- CAPE – City of Asheville's Communication & Public Engagement Division. The Consultant Team will work with designated representatives from CAPE to develop a coordinated communication plan for public and stakeholder engagement.

### PROJECT MANAGEMENT

- City of Asheville Planning and Urban Design Department – City of Asheville department overseeing and managing the Asheville Comprehensive Plan update. This department will oversee all information from advisors, stakeholders and government bodies related to the Comp Plan Update, and will transmit information to the Consultant Team.
- Consultant Team – Group of consultants hired to lead the Comp Plan Update. This team will provide management, design, and strategies for Comp Plan elements. SOM will project all project management services for the Consultant Team.

### GOVERNMENT BODIES

- Asheville City Council – legislative body that establishes city policy. [*They hold final approval of the Asheville Comprehensive Plan Update?*]
- Planning and Economic Development Sub-Committee – 3 member sub-committee of City Council who receive monthly updates
- Zoning Sub-Committee – 3 member sub-committee of City Council who receive monthly updates

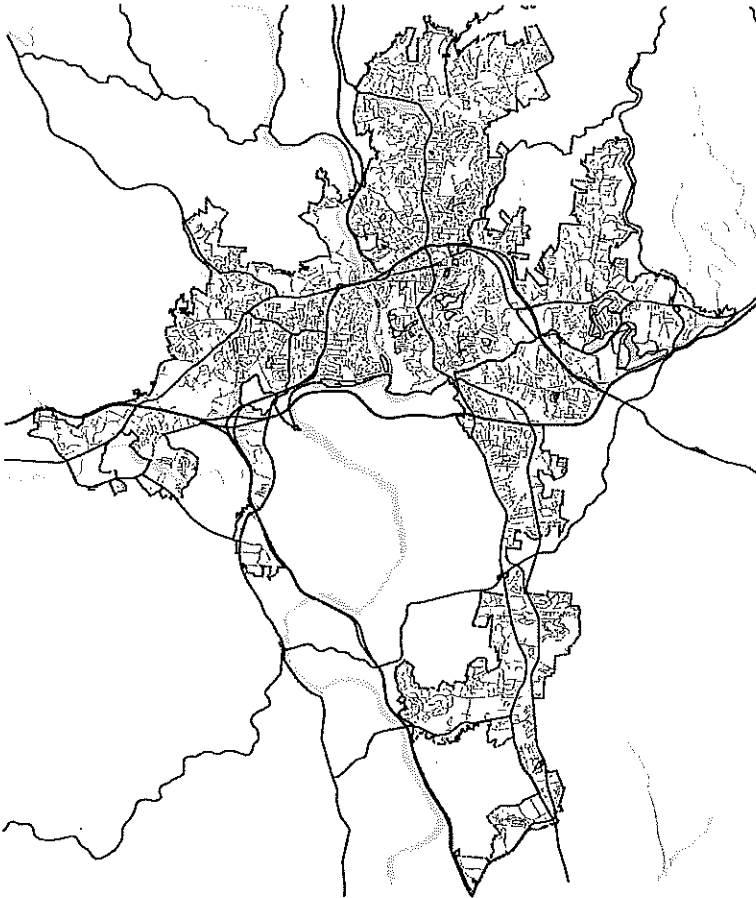


ASHEVILLE  
**COMPREHENSIVE PLAN //**

**Plan Introduction:**

Task 2 Overview

August 4, 2016



## MISSION OF THE PLAN UPDATE

### What is a Comprehensive Plan?

A Comprehensive Plan is a tool that many cities use as the leading means for establishing a high-level vision to guide citywide policy decisions over several years. The famed city planner John Nolen prepared Asheville's first Comprehensive Plan in 1925, and since then, the city has periodically created a new Comprehensive Plan as an official tool to guide future growth.

Asheville currently is renewing this tradition by conducting an update to the City's existing Comprehensive Plan, which was adopted in 2003. The update to the Comprehensive Plan will provide a visionary framework to help guide the city's continued long-term development, and provide an essential tool that will be used across the City's many departments.

### Goals of the Plan:

- To highlight key aspirations, challenges, and opportunities that will define Asheville in the coming decades
- To set principles and priorities about where the city should be devoting its time, attention, and investment
- To help guide decision-making with respect to the key ongoing challenges and opportunities of fostering a livable and affordable built environment, ensuring harmony with the natural environment, growing a resilient economy, promoting interwoven equity, ensuring a healthy community, and bolstering responsible thinking at the regional scale
- To outline specific goals and strategies for addressing each of these challenges and opportunities
- To create a unifying vision that integrates the many existing and ongoing planning and development efforts across the city
- To create a resource to inform policy decisions over the lifespan of the plan
- To develop a high-level methodology for implementing and measuring progress

### Why is the Comprehensive Plan Update being conducted now?

The City's current Comprehensive Plan was adopted in 2003, and has provided guidance to the City on development decisions for the last 13 years. Since its adoption, the City has made progress in addressing many of its goals. However, since 2003 Asheville has continued to grow and change. The Comprehensive Plan Update will look at items identified in the National Community Survey and will renew the city's thinking as it relates to the key issues Asheville faces today, including, but not limited to: continued population growth, demographic changes, culture and character, livability, climate change, economic resiliency, sustainability, and equity.

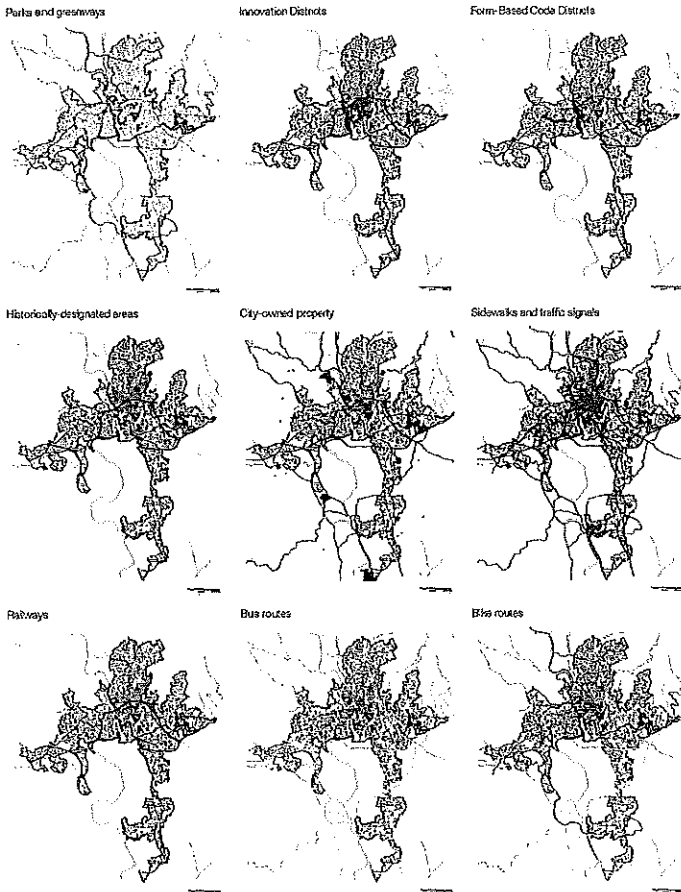
### Who is leading the Comprehensive Plan Update?

The Comprehensive Plan Update is being led by the City's Planning and Urban Design Department, with support from an Advisory Committee established by City Council and a technical team from relevant City Departments. The City has hired a consultant team led by Skidmore, Owings & Merrill (SOM), one of the country's leading urban design, planning, and sustainability firms to help guide and shape the process. SOM is working in association with four additional firms: Asheville-based Design Workshop, Asheville-based Chapley Consulting, St. Louis-based Development Strategies, and Charlotte-based V+R.

### How is the plan being conducted?

The process for completing the Comprehensive Plan Update is projected to take approximately 17 months. Early phases of the Comprehensive Plan Update include an analysis of Asheville's existing environment, its role within the region, social and economic conditions, and projected growth patterns. The team is working closely with city leaders to coordinate work with city planning efforts currently underway, and will incorporate a sustainable design strategy to track and measure the city's progress toward future goals. The Comprehensive Planning process is designed for public engagement, to gather input from the city's residents and to reflect the diversity of voices within Asheville. Thus, the process for creating the plan includes several opportunities for the public to provide input, voice opinions, and to comment on in-progress plan materials.

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## SINCE THE LAST COMPREHENSIVE PLAN

### What's changed in 13 years

Asheville has changed a lot since the completion of City Development Plan 2025. There is new growth, new challenges, new city leadership, and new branches of planning that may not have existed a decade ago. There are many factors driving the need for a new Comp Plan:

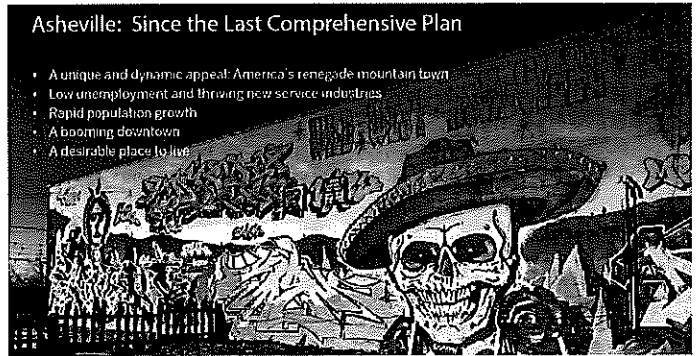
- It's time: Comp planning typically occurs every 10-15 years in cities
- Most of the objectives of the last comp plan have been met: A 2009-10 "report card" evaluating progress on the previous Comp Plan indicated that most of its goals had been met or addressed.
- Asheville faces a new suite of challenges, and new best practices have emerged in planning since the last plan
- A lot of planning that has occurred since needs culing

### Key Challenges

- Shaping a shared community vision that equitably addresses the challenges of each neighborhood
- Growing a resilient, diversified economy, and a wider range of jobs
- Improving housing affordability
- Embracing Asheville's natural heritage
- Combating climate change, promoting resiliency, and investing in healthy living
- Directing growth and improving neighborhoods
- Broadening mobility for a diverse population
- Increasing multi-modal options to reduce car dependence
- Connecting people to place through mobility and land use decisions
- Keeping Asheville unique - and a great place to live

## Asheville: Since the Last Comprehensive Plan

- A unique and dynamic appeal: America's renegade mountain town
- Low unemployment and thriving new service industries
- Rapid population growth
- A booming downtown
- A desirable place to live



## PLAN BACKGROUND COUNCIL 2036 VISION

In January 2016, Asheville City Council created a 20-year vision for the city. This Council vision reflects Asheville's unique character and the aspirations for the community. While recognizing that portions of the vision are not in direct control of local government and resources may be constrained, Council plans to use the vision as a guide when developing policies and priorities.

City management will use the adopted Council vision and the three-year short-range priorities to create a strategic work plan. In developing the strategic work plan, management will analyze existing and potential resources. The Council vision and progress on the strategic work plan will be communicated through an engaging multi-channel communication effort to include traditional and social media as well as communication networks involving community groups, boards and commissions.

### Draft 2036 Vision

Asheville is a great place to live because we care about people, we invest in our city, and we celebrate our natural and cultural heritage. Our city is for everyone. Our urban environment and locally-based economy support workers, entrepreneurs and business owners, families and tourists, and people of all ages. Cultural diversity and social and economic equity are evident in all that we do. Our neighborhoods are strong, participation in civic life is widespread, and collaborative partnerships are the foundation of our success.

Here's what makes us special.

**A diverse community:** Asheville is an inclusive, diverse community. We define diversity broadly, including but not limited to all races, ages, sexual orientations, gender identification, socioeconomic backgrounds, and cultural beliefs. We have created a fair and balanced society where everyone can participate and has the opportunity to fulfill their potential because they have access to healthy, affordable food, transportation, quality education, and living wage jobs. Asheville promotes and supports minority business as a means of strengthening our local economy. We use a racial equity lens to review and achieve our city's strategic goals in health, education, housing, and economic mobility.

**A well-planned and livable community:** Asheville promotes community through thoughtful, resident-led planning that results in pedestrian oriented development for all ages and abilities, harmonized with an integrated transportation system. Asheville's unique character is reflected in our land use, preserved in our historic structures, and honored when incorporated in new development. Thoroughfares are lined with thriving businesses mixed with residential and office uses, and neighborhoods are socioeconomically diverse with a range of affordable housing choices. Open spaces, parks, greenways, community gardens, and edible landscapes are abundant throughout the city.

**A clean and healthy environment:** Asheville continues to be a leader in innovative technologies and conservation efforts in response to global climate change. The City is powered by locally-generated, clean sources of energy, and air quality problems have disappeared. Views of surrounding mountains have regained clarity unknown since the late 1800s.

**Clean energy is not the only priority** when preserving our high quality of life. Recognized as a Tree City USA for decades, streets, greenways, and parks embody an urban forest. Emphasis on local residence spurs the use of municipal land for gardening, farming, and urban orchards. Known as a food destination city, most restaurants serve locally grown foods.

Thanks to an extremely high-quality water source nestled in the gentle folds of the Blue Ridge Mountains, Asheville continues to attract companies that depend on clean water - from breweries to high tech start-ups to restaurants and food manufacturers. Our modern transportation system has increased options that reduce carbon emissions. Successful waste, recycling, and curbside composting programs have greatly reduced the city's landfill needs.

**Quality Affordable Housing:** Asheville is a city with abundant housing choices for people at all economic levels and stages of life. Chronic homelessness is a thing of the past and rapid rehousing strategies abound thanks to an effective network of service providers. Housing is affordable not only because of reasonable prices but also because of low energy and transportation costs. Innovative and historic housing options, from tiny homes and co-housing to apartments and single-family homes, are available throughout the city. Asheville's former public housing communities have been transformed into a diverse mix of affordable and market rate homes within vibrant neighborhoods.

**Transportation and Accessibility:** Whether you drive a car, take the bus, ride a bike or walk, getting around Asheville is easy. Public transportation is widespread, frequent, and reliable. Sidewalks, greenways, and bike facilities get us where we want to go safely and keep us active and healthy. It is easy to live in Asheville without a car and still enjoy economic, academic, and social success.

**Thriving Local Economy:** Asheville is unique in its locally-focused economy. Our local businesses are vibrant and, no matter where you are in the city, you see a diversity of customers, employees, and business owners. Our historic buildings are home to funky, eclectic businesses that reflect the character of the city, and a creative economy of artists, makers, and innovators is thriving.

As an employer, the City values its workers by paying living wages and offering benefits that ensure both security and opportunity. Businesses of all types that share those values locate, start, and grow in Asheville, offering a wide range of career opportunities. Plentiful educational options, workforce development, access to capital, economic incentives, and a culture that values homegrown businesses make our economy strong. Our public and private partners have demonstrated a unity of purpose. If you do your part, you will find opportunity for success.

**Connected and Engaged Community:** We pride ourselves on building and growing partnerships - with regional and state governments, nonprofits, the private sector, and neighborhood associations to name a few - to achieve our vision. If you live, work, or play here, you want to be involved and you have a voice. When you join a citizen board or commission, the City provides training and support. Diverse interest groups work together to tackle problems, and neighborhood engagement enables residents to express thoughts, visions, and concrete plans that build a collective and harmonious community. City government is trusted and transparent, and we use the latest technologies and methods to communicate with, engage, and empower community participants. When you live in Asheville, you belong and are valued.

**Smart City:** Asheville has an AAA bond rating. We use our debt capacity and revenue wisely in order to maintain and improve the City's infrastructure and invest in our public employees. We strive to control our costs and still provide the highest possible level of service. We have a diverse revenue base that enables us to plan far into the future and to benefit from our growth. Our individual and corporate citizens generously invest in our community through partnerships and public/private projects that enrich the quality of life in the city.



## ROLE OF THE PLAN

A comp plan is only successful if it serves as a useful tool for its city. City Development Plan 2025 outlined strategies that were able to be effectively implemented such that by 2009 a city analysis indicated that nearly 90 percent of the plan's recommendations had been achieved. This comp plan update likewise must be shaped both to reflect the appropriate role for the comp plan - is it a consolidated compendium of

existing planning work, or is it a document of new ideas, for instance - as well as include strategies that are most useful for the city - should it be a checklist, a set of high-level goals and aspirations, or place-specific strategies that can shape detailed planning at the neighborhood scale. Understanding the answers to these questions before embarking on future tasks will be essential.

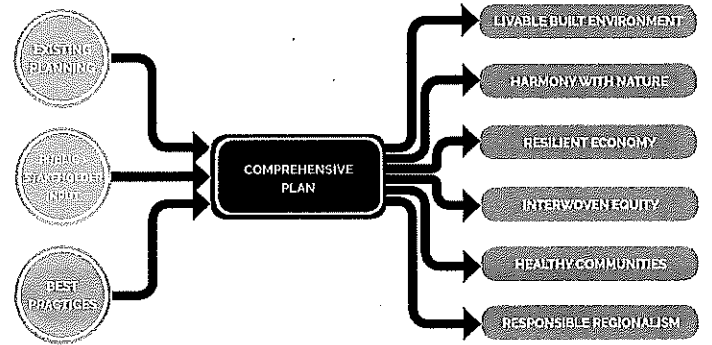
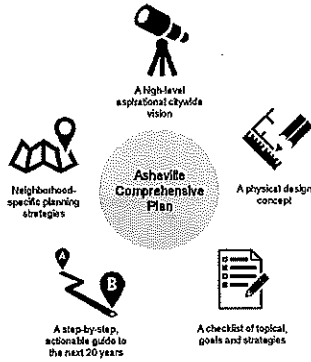
A comp plan is a complex document that is in many ways a streamlined tapestry compiling and consolidating a variety of "inputs" in a way that can usefully create successful "outputs". A comprehensive plan must incorporate a city's existing planning and development efforts, an understanding of public and stakeholder needs and goals, and an application of "best practices" in place-specific urban planning, in order to generate effective strategies toward achieving broad goals.

In Asheville, an abundance of planning efforts have been conducted over the last several years that have addressed a wide variety of topics individually. The plan must synthesize and pull together the thinking from these efforts. Asheville is also a vibrant community of many voices. The plan must establish a shared vision shaped by the community. Finally, the plan must also consider Asheville's greatest challenges through best practice strategies and tools through the lens of professional expertise.

### What is the role of the Comprehensive Plan?



### What strategies will it comprise?

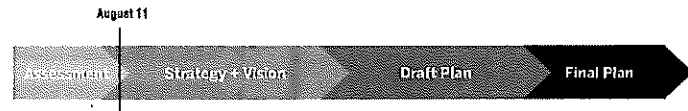


## PLAN SCHEDULE AND ORGANIZATION

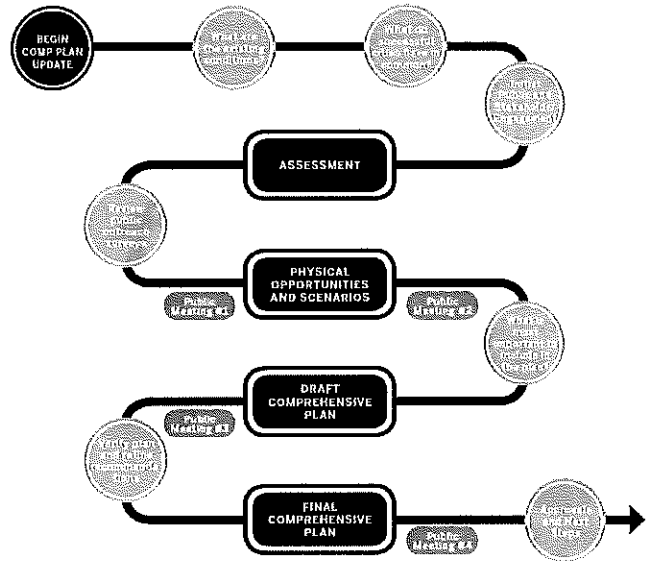
### Planning Process

The planning process began in May 2016 and is expected to take approximately 17 months. The process is organized around four main phases following the kickoff meeting.

- **Task 1: Project Mobilization and Kickoff - May 2016**
- **Task 2: Assessment - May-August 2016:** The Planning Team will gather data and compile a background understanding on key issues facing the City of Asheville. The task will entail a process to review existing and past planning in the city, begin research into socioeconomic trends and opportunities, and will include a benchmarking exercise that will compare Asheville against other comparable cities and evaluate key metrics for success.
- **Task 3: Strategy + Vision - 4+ months:** In Task 3, the Planning Team will develop a strategy and vision for the Comprehensive Plan process. This task will entail extensive community engagement, including administration of a public survey, two formal community workshops, and extensive stakeholder outreach. The task will establish guiding principles, priorities, and goals, and will shape physical opportunities and scenarios. The task will also yield economic development and housing strategies.
- **Task 4: Draft Plan - 4+ months:** The Planning Team will work with the City to develop the Draft Comprehensive Plan. At the conclusion of Task 4, the City and Planning Team will present the Draft Comprehensive Plan to the public. Recommended refinements to the plan will be gathered, and a page-by-page review will allow key advisors to help shape the plan's final recommendations.
- **Task 5: Final Plan - 3+ months:** The Planning Team will work with the City to finalize the elements in the Comprehensive Plan. During Task 5, the final draft Comprehensive Plan will be completed and reviewed by the City Technical Team and Advisory Committee. At the conclusion of this phase, the final Comprehensive Plan update will be presented to the city for final review and adoption.



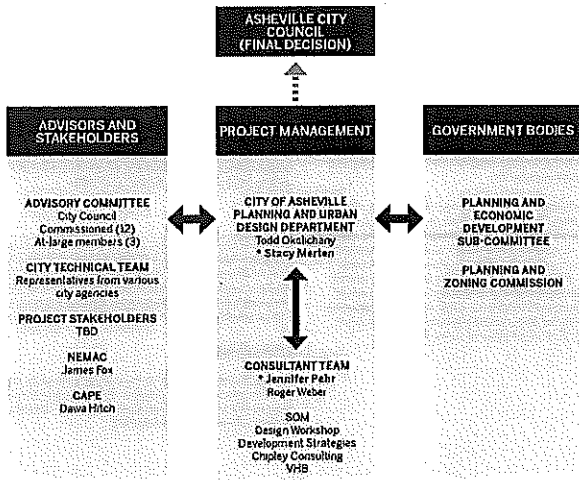
## THE PATH FORWARD



## WORK CHART

The Comprehensive Plan Update is being led by the City's Planning and Urban Design Department, with support from an Advisory Committee established by City Council and a technical team from relevant City Departments. The Planning Process is a multidisciplinary effort that will

be shaped by these groups working alongside a Consultant Team. The work chart below outlines the relationships between the organizations involved.



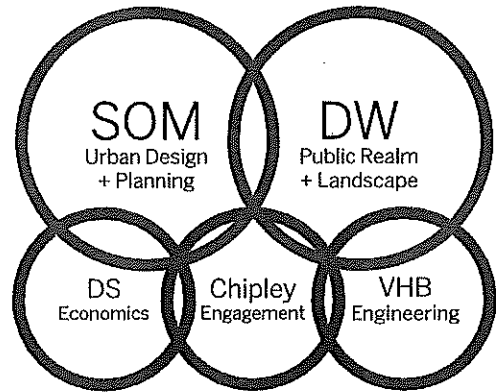
\* Project Manager and Primary Point of Contact

## THE PLANNING TEAM

The City has hired a consultant team led by Skidmore, Owings & Merrill (SOM), one of the country's leading urban design, planning, and sustainability firms to help guide and shape the process. SOM is working in association with four additional firms: Asheville-based Design Workshop, Asheville-based Chipley Consulting, St. Louis-based Development Strategies, and Charlotte-based VHB.

SOM, in conjunction with Design Workshop, will lead plan visioning, design, public realm ideas, placemaking and creative endeavors, and resiliency and regional sustainability planning. Development Strategies will lead the thinking about economic development strategies, land use decisions, and plan phasing. VHB will lead thinking about transportation, including pedestrian, transit, vehicular, and mixed-use concepts. Their work will include strategies for public infrastructure, resiliency and regional sustainability. Chipley Consulting will lead the public outreach process, including public engagement, communications, and facilitation.

Consultant team structure





## THE PLANNING TEAM

### SOM

SOM was founded in 1936 on the notion that the whole is greater than the sum of its parts. The firm's founders sought to integrate planning, architecture, engineering, and other design disciplines under one roof, resulting in projects that are efficient, elegant, and unlike any others.

Since its inception, SOM has received over 1,700 design awards—more than any other design firm in the country. SOM employs over 1,000 design professionals worldwide. Our in-house diversity of strengths allows us to offer a complete breadth of services—from the master planning phase to the finest design details. We are dedicated to improving the built environment through visionary planning, superior functionality, technical strength, sustainability, and unparalleled design. As a multi-disciplinary firm, SOM fosters a collaborative environment. The multi-disciplinary approach—one that SOM helped pioneer—has allowed us to develop new and unique solutions in our planning, architectural design and project management.

The SOM City Design Practice is the world's most awarded urban design and planning studio. It has won the respect of its clients and recognition of its leadership from professional urban design organizations, based on its decades-long record of innovative work on many of the world's largest and most complex urban redevelopment projects. SOM combines experience in creating long-range plans for entire cities, city centers, mixed-use districts, education, healthcare and research campuses, and vibrant urban neighborhoods to provide thoughtful, sensitive and powerful planning solutions. Designs that maximize the harmony of humanity and nature are a hallmark of our practice.

### Design Workshop

For more than four decades, Design Workshop has provided landscape architecture, planning, urban design and strategic services to clients in North America and throughout the world. The firm offers many services, including DW Legacy Design®, a proprietary process that seeks to imbue every project with a balance between environmental sensitivity, community connection, artistic beauty and economic viability that demonstrates measurable results.

### Development Strategies

Development Strategies provides economic development analyses and strategies, market and feasibility analysis, and fiscal and economic impacts studies. Development Strategies believes that successful planning goes beyond standard approaches, and thus brings clients creative solutions and strategies that are tailored to the unique characteristics of their projects and communities.

### VHB

VHB works to improve mobility, enhance communities and economic vitality, and balance development and infrastructure needs with environmental stewardship. VHB's passionate professionals include engineers, scientists, planners, and designers who partner with public and private clients in the transportation, real estate, institutional, and energy industries, as well as federal, state, and local governments.

### Chipley Consulting

Chipley Consulting is a small, woman-owned firm based in Asheville that provides communities with a range of communications and planning services. The firm manages public and stakeholder involvement for projects across Western North Carolina.

## TASK 2: WHAT WE'RE DOING NOW

### Peer Cities Benchmarking

An ethos of responsible regionalism - one of the six themes of this comp planning effort - suggests it is prudent to reflect at a high level on how Asheville is performing in key areas relative to other similar cities, particularly those with similar challenges and shared aspirations. Peer city benchmarking is one of the core elements of the consultant team's Task 2 work. It is useful for understanding where Asheville is distinct, where it is typical, and can be helpful for understanding tools that Asheville has employed that other cities have not, and what tools Asheville should aspire to in order to achieve positive ends based on the experiences of other cities. While the map to the right shows 13 cities initially considered for this exercise, only Eugene, Chattanooga, Greenville, Charleston, Wilmington, Winston-Salem, and Charlottesville are being evaluated in detail.



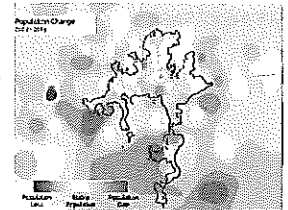
### Plan Review

Dating back to the John Nolen plan compiled in 1925, to its most recent comp plans completed in 1987 and 2003 respectively, Asheville has long benefited from a tradition of strong city planning. Over the course of Task 2, the Planning Team has conducted an extensive but not exhaustive plan review process to understand the city's planning tradition. At the heart of this process has been an extensive review of a collection of nine recent plans known as the "core plans" of this plan review process. These plans are analyzed in detail in the Task 2 Report. An assessment is being conducted to understand how the city has responded to recommendations put forward in those plans.



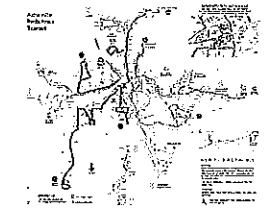
### Economic Analysis

The team is working with the City and stakeholders to collect, re-visit, analyze, and summarize socioeconomic information, including current local and regional economic drivers, housing, including affordable housing issues, a socioeconomic profile of the region, projected trends in future population and economic growth and projected implications on the city, initial ideas for catalytic projects, and land use projections based on anticipated future growth. The Planning Team is working with the City over the course of Tasks 2 and 3 to offer strategies for strengthening the economy and addressing housing affordability in a sustainable manner.



### Transportation Analysis

Asheville is the largest city in western North Carolina, and its importance is highlighted by the confluence of transportation resources. Transportation and land use are inextricably linked in Asheville, and strong transportation strategies are key to a strong future for the city. During Task 2, the Planning Team has begun conducting an extensive transportation analysis of the city, exploring transit, roadways, pedestrian and bicycling opportunities, and parking.



### Community Outreach

The Comprehensive Plan Update will be Asheville's plan, shaped centrally around the generation of a shared local vision. Capturing the spirit of the community is essential to the plan's execution. To create a path for doing this, the Planning Team has, during Task 2, devised a multi-faceted strategy to engage the public, key stakeholders, and plan advisors continuously over the course of the plan. This strategy includes four components:

- Stakeholder Engagement
- Advisory Engagement
- Public Outreach
- Public Engagement

 THE OFFICIAL PLAN WEBSITE:  
[www.ashevillenc.gov/compplan](http://www.ashevillenc.gov/compplan)

 CITY SOURCE:  
[coablog@ashevillenc.gov](mailto:coablog@ashevillenc.gov)

 FACEBOOK:  
[facebook.com/CityofAsheville](https://facebook.com/CityofAsheville)

 TWITTER:  
[twitter.com/CityofAsheville](https://twitter.com/CityofAsheville)

## WHAT'S NEXT: TASK 3

### Task 3 Overview

In Task 3, the Planning Team will develop a strategy and vision for the Comprehensive Plan process. During this stage, we will work on and complete assignments related to:

- Engaging the public to determine priorities
- Economic development and strategies for housing
- Physical opportunities and scenarios
- Establishment of Asheville's Principles and Goals

During Task 3, the Planning Team will hold two public workshops and will meet with the Technical Team three times and the Advisory Committee two times.

### Shaping Plan Goals, Principles, and Physical Scenarios

The Planning Team will work with the City Technical Team, Advisory Committee, Stakeholders and the public to craft principles toward a Vision for Asheville. These principles will represent future goals of the City and will be aspirational in nature yet grounded in reality and implementable. The Planning Team will use the topics studied to date to elicit from these same groups the priority areas of focus for the Comprehensive Plan. Through an iterative process, the priorities identified will inform the principles and goals for the plan.

For each topic, options will be studied and concept-level solutions for incorporation in the Draft Comprehensive Plan will be identified. The team will work through these processes to begin shaping strategies for land use, density, open space and the public realm, transportation, infrastructure, utilities, population growth, character, heritage, and culture, sustainability, district and neighborhood branding, mixed-use concepts, anchor and location strategies, and competitive differentiation.

### Public Engagement

The Planning Team is promoting opportunities for public involvement in the plan through multimedia and in-person outreach throughout the month of August. Other major elements of public engagement in Task 3:

- A brief survey will be opened to the public in August, both online and in hard format as the first major element of public outreach. The survey will be used to discern citizen satisfaction with existing city services and qualities, and to understand public preferences for prioritizing future investment. The survey will be used to inform the physical scenario development in the public workshops. Survey tools will allow the Planning Team to evaluate how responses differ by geographic area.
- In addition to meetings with the City Technical Team, Advisory Committee, and Stakeholders, the Planning Team will conduct two public workshops during Task 3, the first as a working session to brainstorm ideas in response to an understanding of priorities generated through the survey, and the second an opportunity to vet and refine physical planning scenarios.

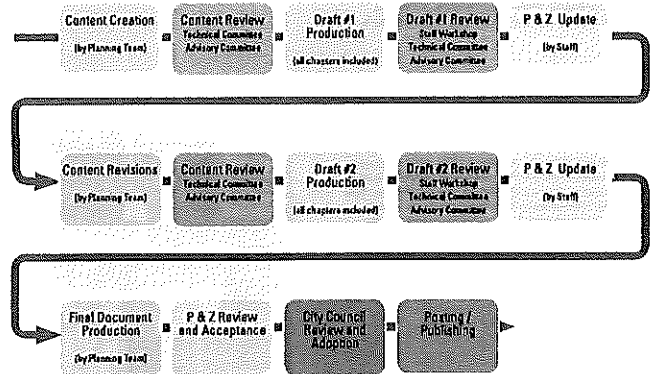
### Ongoing Market, Economic, and Housing Studies

Building on the assessment phase, the team will work with the City to offer strategies for strengthening the economy and addressing housing affordability in a sustainable manner. Continued analyses will inform the generation of principles and physical scenarios, and will address place-based attraction and retention strategies, strategies to leverage planned public and private investment to maximize potential impact, related businesses, and key connections, strategies to boost innovation, entrepreneurship, venture capital, ideas related to the sharing economy, tourism, equity, and workforce readiness, housing policy, affordability, growth, preservation, density, and development tools.

## TASK 4 AND 5 PLAN REVIEW PROCESS

Following the generation of principles and physical scenarios in Task 3, Task 4 will entail the creation of the Draft Plan. The following chart outlines the process that will be entailed during the creation and review of planning materials created during that task. The Advisory Committee and Technical Committee will be particularly important during this task, and so the process is designed to elicit their feedback repeatedly.

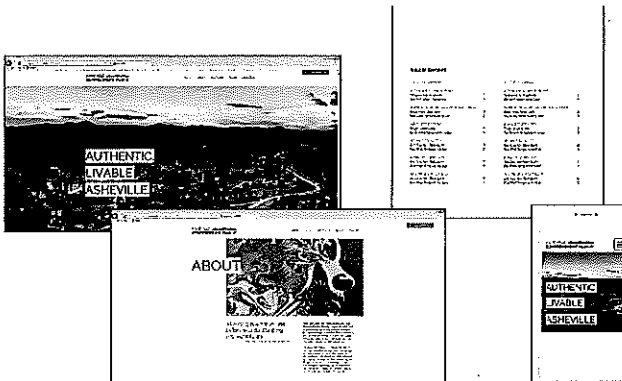
This process is designed to ensure that all voices have a chance to share in the creation and review of the plan, helping to mold it into a useful document for the city. This process will ensure that input is gathered at timely intervals through a structured process of continuous review in a way that is useful to the Consultant Team.



## FORMAT OF THE PLAN + DIGITAL & WEB PRESENCE

Asheville's comp plan update will be a living document - with the potential to be edited and updated over time to meet the ongoing challenges of a continually evolving city. The Planning Team will work with the city to establish a graphic interface and appropriate presence for the plan that captures the spirit of its aspirations, facilitates usefulness for both the general public and for city departments, and maximizes

its legibility. Of particular interest is establishing an appropriate web presence for the plan, likely to accompany a physical document. The Planning Team is working alongside CAPE to determine the appropriate vehicle for promoting an interactive planning process with the public, as well as producing a final web-based life for the plan after its initial completion.



## PLAN THEMES

A successful comprehensive plan must encapsulate many ideas and address a bevy of city-scale challenges. To do this, comp plans are typically structured around a small collection of topical "elements" or "themes" that vary by plan. To ensure the comp plan is both comprehensive and manageable, Asheville's comp plan update will look for inspiration from a variety of sources, including such precedent plans, as well as the American Planning Association's 2010 "Sustaining Places Initiative", which attempted to establish best practices for structuring comp plans.

In the "Sustaining Places Initiative", the APA established a list of six "best practices" principles for guiding comprehensive planning, based on an extensive review of comp planning nationwide. These will be used as a structure for the citywide ideas offered in the Asheville plan update, and are highlighted below.



**A LIVABLE BUILT ENVIRONMENT**  
Grow Responsibly to Promote Affordability and Quality of Life



**INTERWOVEN EQUITY**  
Keep Asheville a Top Place to Live by Celebrating Diversity



**HARMONY WITH THE NATURAL ENVIRONMENT**  
Become a Pioneer in the Integration of the Natural Environment



**A HEALTHY COMMUNITY**  
Encourage Public Health by Prioritizing Walkability



**A RESILIENT ECONOMY**  
Balance Environmental Stewardship with Economic Vitality to Grow a Resilient Future



**RESPONSIBLE REGIONALISM**  
Plan for a Future of Regional Growth, Opportunity and Improvement

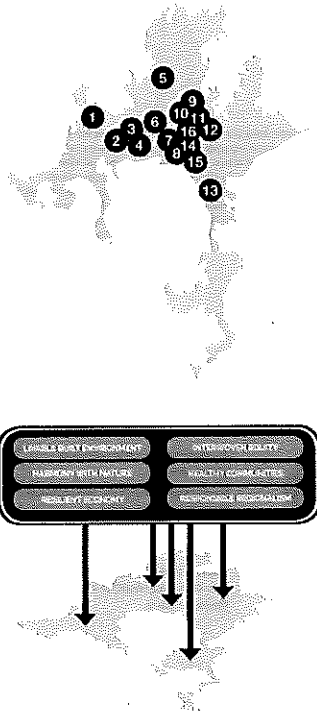
## PLACE-SPECIFIC APPROACH

Asheville has benefited from abundant planning work to-date through the execution of over 100 city planning efforts completed within the last decade or so. A goal of the comp plan will be to consolidate and coalesce the citywide planning work behind a unified vision.

It is worth noting, however, that while Asheville has benefited from extensive planning, most of this planning work has focused on the macro-scale through citywide goals and policies. The 16 or so detailed planning efforts that have avoided repeat at a more local grain have primarily focused on only a few areas, among them Downtown, the neighborhoods east of the Riverway, and West Asheville. Below is a list of neighborhood-specific plans, which are represented spatially in the map at the right, which highlights the dearth of detailed planning in the rest of the city.

- 1) Smith Mill Creek Greenway
- 2) Haywood Road Form Based Code
- 3) Burton Street Community Plan
- 4) I-26 Connector
- 5) Riverside Drive Development Plan
- 6) West End Clingman Area Neighborhood Plan
- 7) River Arts Form Based Code
- 8) RADTIP
- 9) Charlotte Street Corridor
- 10) Downtown (multiple plans)
- 11) The Block development Plan
- 12) East End Valley Street Neighborhood Vision
- 13) Shiloh Community 2025 Plan
- 14) Wynn Dyerman Bypass Plan
- 15) East of the Riverway (multiple plans)
- 16) South Slope Innovation District

Unlike many comp planning efforts, this comp plan update has a unique opportunity to leverage the abundance of city-scale planning to date to help remedy the geographic inequity in the city's neighborhood-specific plans by dedicating increased focus on place-specific implementation of ideas and policies already conceptually well-established citywide, rather than focusing only on ideas at the macro-scale. A point of emphasis of the Task 2 work has been to understand ways in which the comp plan update can be of particular value to neighborhoods that have not benefited as richly from planning as others.



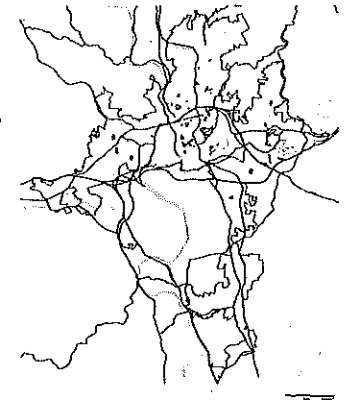
## PLAN CHARACTER AREAS

During Task 2, the Planning Team has deliberated about how to best ensure the plan is responding to the unique concerns of each of the city's neighborhoods.

The plan must offer both citywide and locally-focused strategies, to both shape a shared aspirational vision for the city as a whole, and to ensure that each neighborhood benefits individually and uniquely from opportunities to implement that vision. Local planning strategies are useful in helping to shape small area thinking, and the comp plan has the opportunity to provide specific ideas for how citywide goals can be implemented equitably and uniquely in each neighborhood across the city - through real, discernible physical strategies.

The Planning Team has proposed considering local implementation strategies at the scale of five "character areas", each of which has a distinct local identity. These are based on our team's local knowledge, as well as discernible geographic and infrastructural boundaries. The outlines of these "character areas" are depicted in the adjoining image. The public engagement process in Task 3 will assess the viability of this strategy. Tools like the survey can provide insight into whether priorities differ between the different "character areas".

Asheville Neighborhood Character Areas

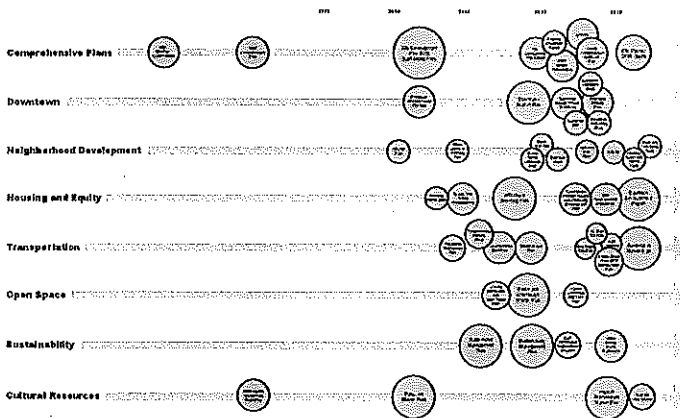




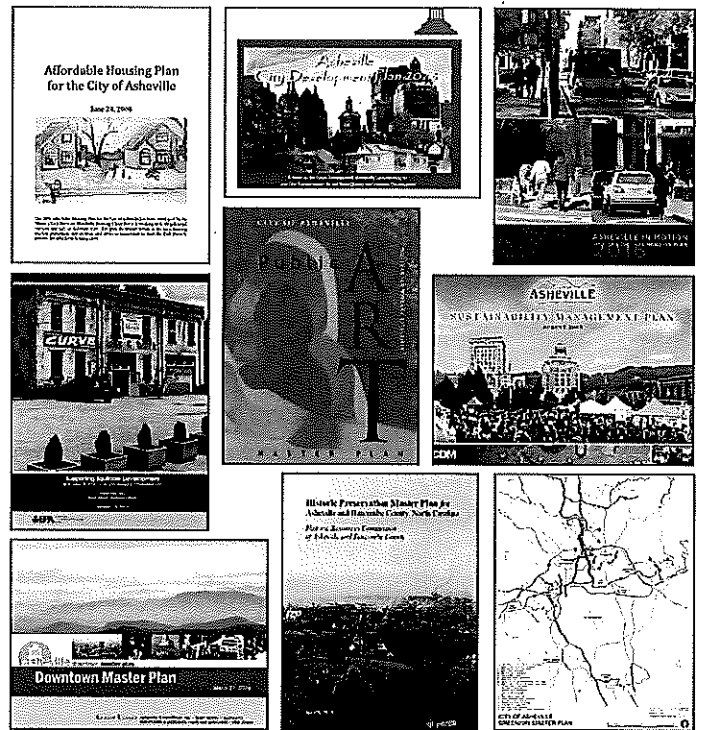
## ASHEVILLE'S PLANNING TRADITION

Dating back to the John Nolen plan compiled in 1925, to its most recent comp plans completed in 1987 and 2003 respectively, Asheville has long benefited from a tradition of strong city planning. Asheville's planning has long been visionary in leading the cultivation of the city's unique identity - for tourism, for art, for historic preservation, and for responsible and equitable growth.

Over the last few decades Asheville has benefited from an extensive array of city planning efforts, most dedicated to addressing specific topical challenges at the city scale. The comp plan update will have a uniquely significant responsibility to build on, synthesize, and unify established planning thinking around a shared vision. Over the course of Task 2, the Planning Team has conducted a plan review process to understand the city's planning tradition, at the heart of which has been a review of a collection of nine recent plans known as the "core plans".



## EXISTING PLAN REVIEW CORE PLANS ANALYSIS



## PEER CITIES ANALYSIS

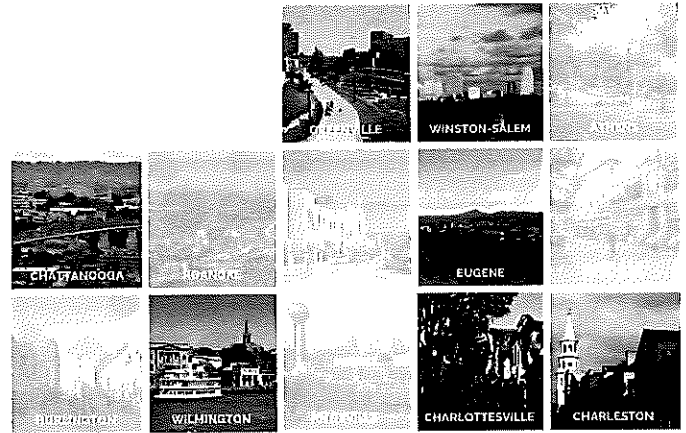
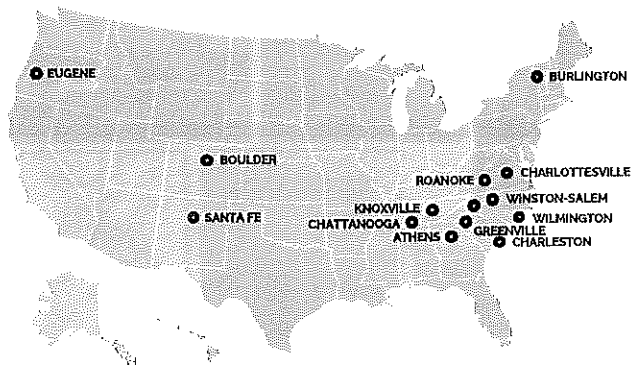
Cities today are increasingly competitive. Asheville has remained a leader because it has cultivated a unique brand, identity, appeal, and quality of life that distinguishes it from other places. However many other cities are vying for similar residents, and, more importantly, many cities share similar aspirations and similar challenges. An ethos of responsible regionalism suggests it is prudent to reflect at a high level on how Asheville is performing in key areas relative to other similar cities. Those metrics should represent a combination of best practice understanding and a reflection of the priorities of local residents. Understanding those priorities is a focus of Task 3.

The Task 2 Benchmarking explores these cities on a variety of levels. The exercise is useful for understanding where Asheville is distinct, where it is typical, and can be helpful for understanding tools that Asheville has employed that other cities have not, and what tools Asheville should aspire to create in order to achieve positive ends.

An initial brainstorming session during Task 1 - Project Kickoff and Mobilization - yielded a list of 13 potential peer cities against which to benchmark, as shown in the map below.

Initial economic and demographic analysis helped the Planning Team reduce the list of 13 cities to a more manageable set of seven "peer cities" that share many things in common with Asheville, including a similar population, a similar bent for tourism, a similar mix of jobs and industries, and a similar relationship to nature. This smaller list has allowed the consultant team to optimize resources to yield useful inputs from the study of these seven cities.

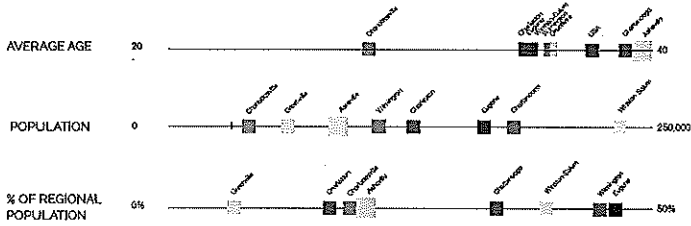
Cities that were eliminated during this initial analysis period were done so for a few typical reasons: 1) several are home to large universities with tens of thousands of students, something Asheville does not have, which can deeply shape local economic drivers and strategies; 2) several were slow-growth cities, in contrast to Asheville's rapid growth, and thus do not experience similar challenges with regard to jobs and housing affordability; and 3) some are substantially different in scale or setting.



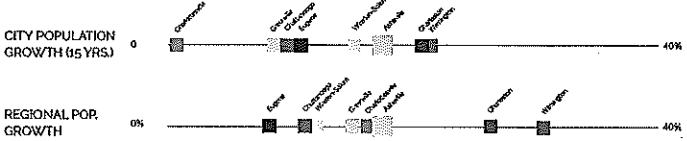
## PEER CITIES COMPARISON

Preliminary comparisons between the selected benchmark cities confirm the urgency of addressing many of the themes commonly discussed within the Asheville planning community, among them:

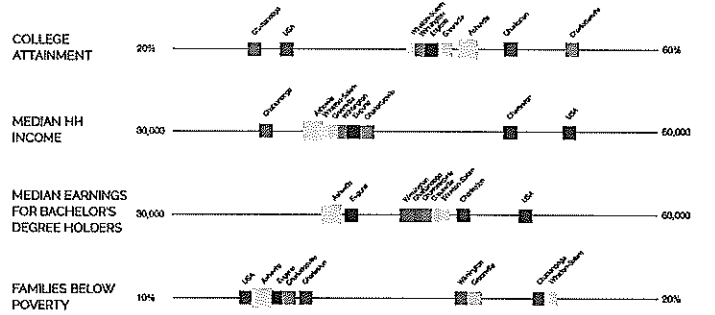
- Planning for growth
- Promoting income growth
- Diversifying Asheville's economy
- Facilitating an increase in entrepreneurship opportunities
- Promoting housing affordability
- Increasing access to jobs
- Improving and investing more heavily in citywide transportation



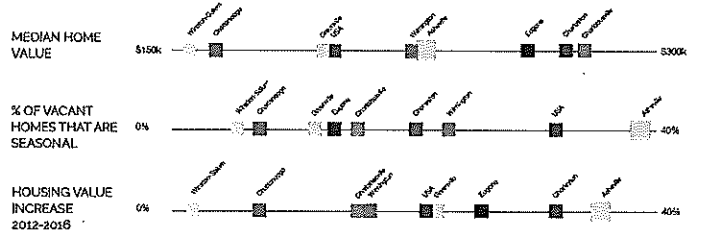
Uniquely, both Asheville and its surrounding region are growing rapidly, at approximately the same rate. In many cities discussions about growth center around concerns that the center city is not accommodating its "fair share" of regional growth. However in Asheville the city has managed to grow as quickly as the overall region, despite limits on buildable area and mounting affordability concerns.



Asheville is highly educated compared to many cities, with a low rate of poverty. But incomes for the city's well-educated incomes, as well as average income overall, are comparatively low. Asheville is not providing well-paying jobs in comparison to other cities, particularly notable given the quality of its workforce.



Asheville's home values are not uniquely high, despite concerns about affordability. However affordability concerns are compounded by low average incomes. Prices are rapidly rising, which is contributing to the perception of unaffordability. A major area of note is the high percentage of vacant units that are vacant because they are seasonal residences.



## OUTREACH AND ENGAGEMENT STRATEGY

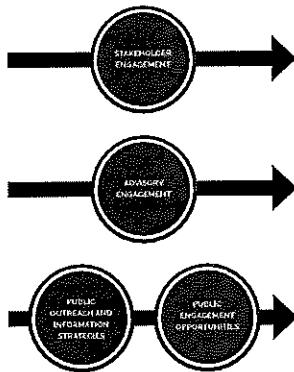
The Comprehensive Plan Update will be Asheville's plan, shaped centrally around the generation of a shared local vision. Capturing the spirit of the community is essential to the plan's execution. Thus, the Planning Team has devised a multi-faceted strategy to engage the public, key stakeholders, and plan advisors continuously over the course of the plan, while also working hand-in-hand with the City Department of Planning and Urban Design.

The input of the public over the course of the Comprehensive Plan update is particularly essential to determine the values and priorities that should be incorporated into physical planning and policy strategies, and to achieve a successful plan that gets realized. City Development Plan 2025, the last Comprehensive Plan conducted in Asheville, was developed through an open-ended public engagement process that included nine public forums, and which solicited open-ended comments from the public which are included at the end of that plan as a memorialization of public commentary at the time. Since its creation, community engagement processes for comp plans have become leaner and more focused on employing fewer resources and a wider range of strategies to generate meaningful public input in more structured ways. Technology has also greatly expanded the ability to keep the public actively engaged, and created new avenues to reach more people. The planning process for this update to the comp plan will devote particular effort to crafting engagement that is diverse, but which solicits feedback that will be productive and meaningful.

The plan's Outreach and Engagement strategy will entail four major components:

- Stakeholder Engagement
- Advisory Engagement
- Public Outreach
- Public Engagement

Extensive community outreach will occur during Task 3, immediately following the Task 2 workshop.

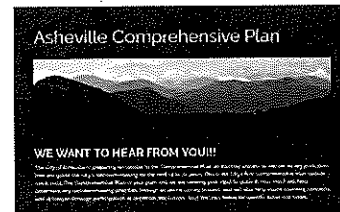


### Goals of the Plan:

|   |   |
|---|---|
| <b>IMPROVE THE QUALITY OF LIFE</b><br>Create a vibrant, livable, and healthy community. | <b>STRENGTHEN COMMUNITY</b><br>Foster a sense of community and shared responsibility.   |
| <b>IMPROVE THE QUALITY OF LIFE</b><br>Create a vibrant, livable, and healthy community. | <b>IMPROVE THE QUALITY OF LIFE</b><br>Create a vibrant, livable, and healthy community. |
| <b>IMPROVE THE QUALITY OF LIFE</b><br>Create a vibrant, livable, and healthy community. | <b>IMPROVE THE QUALITY OF LIFE</b><br>Create a vibrant, livable, and healthy community. |

### Get Involved:

|   |  |
|---|--|
| <b>THE OFFICIAL PLAN WEBSITE:</b><br><a href="http://www.ashevillenc.gov/complan">www.ashevillenc.gov/complan</a> |  |
| <b>CITY SOURCE:</b><br><a href="http://coablog.ashevillenc.gov">coablog.ashevillenc.gov</a>                       |  |
| <b>FACEBOOK:</b><br><a href="https://facebook.com/CityofAsheville">facebook.com/CityofAsheville</a>               |  |
| <b>TWITTER:</b><br><a href="https://twitter.com/CityofAsheville">twitter.com/CityofAsheville</a>                  |  |



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| <b>THE OFFICIAL PLAN WEBSITE:</b><br><a href="http://www.ashevillenc.gov/complan">www.ashevillenc.gov/complan</a> |  |
| <b>CITY SOURCE:</b><br><a href="http://coablog.ashevillenc.gov">coablog.ashevillenc.gov</a>                       |  |
| <b>FACEBOOK:</b><br><a href="https://facebook.com/CityofAsheville">facebook.com/CityofAsheville</a>               |  |
| <b>TWITTER:</b><br><a href="https://twitter.com/CityofAsheville">twitter.com/CityofAsheville</a>                  |  |

## OUTREACH AND ENGAGEMENT STRATEGY

### Advisory and Stakeholder Engagement

To ensure the plan responds to technical challenges as well as aspirational ones, to ensure it develops as a useful document for those with decision-making authority, and to ensure the plan reflects aspirations from both inside City Hall and out, the plan includes a process for engaging specified advisors and specific identified stakeholders.

**Plan Advisors:** The planning team will meet at regularly scheduled intervals with the Advisory Committee and City Technical Team, soliciting feedback and input through an established Document Review process that will ensure these key groups have a continuous ability to influence the plan's development. Asheville City Council, the Planning and Economic Development SubCommittee, and the Planning and Zoning Committee will be engaged through a less intensive process. The consultant team is also engaging NEMAC and CAPE as advisors to the project to ensure the plan is compatible with their work.

**Stakeholder Outreach:** The Planning Team will work with stakeholders and focus groups to help shape a list of plan priorities, to be supplemented by input from the public. This will include stakeholder group meetings and engagement with specific groups that focus on Transportation issues, the Environment, Cultural and Housing issues, and Employers.

### Public Outreach

Strategies for communicating information and updates about the plan to the public, and to advertise opportunities for the public to get involved, include:

**Plan website:** Working with CAPE, the Planning Team has prepared an official website for the plan accessible at [www.asheville.gov/compplan](http://www.asheville.gov/compplan). The website is intended as an overarching tool for informing the public about the plan, and includes plan information and to get involved in the public engagement opportunities, and information about additional resources.

**Digital outreach platform:** Information about the plan, as well as links to engagement tools for the survey, will be shared across the city's social media and interactive platforms, including on Facebook, Twitter, and City Source.

**In-person Community outreach:** Kiplay Consulting has scheduled several neighborhood meetings in each of the major geographic areas of Asheville. They will provide a short introduction to the plan, advertise its intent and ways for the public to get involved, followed by a Q&A Session. They will also include opportunities for the public to share initial ideas in an interactive format.

### Public Engagement

Opportunities for the public to engage in and shape the development of the plan include:

**Plan survey (August):** A brief survey will be opened to the public both online and in hard format as the first major element of public outreach. The survey will be used to discern citizen satisfaction with existing city services and qualities, and to understand public preferences for prioritizing future investment. The survey will be used to shape a background understanding that will inform the physical scenario development in the public workshops. Survey tools will allow the Planning Team to evaluate how responses differ by geographic area.

The survey is organized into nine sections: Built Environment, Housing, Transportation, Downtown, Natural Environment, Economy, Equity, Health, and Regionalism. Within each section, residents will be asked to prioritize a series of sub-topical services and qualities based on 1) current satisfaction, and 2) perceived importance for investment in the future.

The survey will generate a matrix relating current satisfaction of city services, public prioritization of city services, and neighborhood geography. The survey will be reviewed in early September to inform the first public workshop in late September.

**Task 3 Public workshops (September and October):** During Task 3, in addition to meetings with the City Technical Team, Advisory Committee, and Stakeholders, the Planning Team will conduct two public workshops, the first as a working charrette to brainstorm ideas in response to an understanding of priorities generated through the survey, and the second an opportunity to vet and refine physical planning scenarios.

**Task 4 Public workshop:** Once the draft plan is developed in Task 4 in response to the generation of principles and physical scenarios in Task 3, an additional opportunity for the public to provide input to a more developed version of the plan will be held during Task 4.

**Task 5 Public presentation:** The final plan will be presented to the public at the conclusion of Task 5.

