Strategic Priority	Retreat Group	Draft Goals (from Retreat)	Summarized Themes	Suggested Consolidated Goals
Equitable & Affordable Housing and Stability	EM, AM, KR, BW	Continue property tax mitigation	Homeownership Retention	Support repair programs, rental assistance, and property tax mitigation to help keep residents in their homes.
Equitable & Affordable Housing and Stability	SS, ST, DC	Increase repair programs and rental assistance to keep people in their homes	Homeownership Retention	Support repair programs, rental assistance, and property tax mitigation to help keep residents in their homes.
Equitable & Affordable Housing and Stability	SS, ST, DC	Continue property tax mitigation program	Homeownership Retention	Support repair programs, rental assistance, and property tax mitigation to help keep residents in their homes.
Equitable & Affordable Housing and Stability	EM, AM, KR, BW	Pause the Land Use Incentive Grant Program (LUIG), move to use-by-right with a community benefits table and overlay map	Housing Policy	Review and update affordable housing policies to increase availability, incentivize affordability, and provide for a broad mix of housing stock for people of all income levels.
Equitable & Affordable Housing and Stability	SS, ST, DC	Review all affordability tools and programs for effectiveness and update where needed to increase impact	Housing Policy	Review and update affordable housing policies to increase availability, incentivize affordability, and provide for a broad mix of housing stock for people of all income levels.
Equitable & Affordable Housing and Stability	SS, ST, DC	Move large housing applicants to a benefits table (like hotels) to expedite quality, affordable housing	Housing Policy	Review and update affordable housing policies to increase availability, incentivize affordability, and provide for a broad mix of housing stock for people of all income levels.
Equitable & Affordable Housing and Stability	SS, ST, DC	Increase by right number of units from 49 to 99	Housing Policy	Review and update affordable housing policies to increase availability, incentivize affordability, and provide for a broad mix of housing stock for people of all income levels.
Equitable & Affordable Housing and Stability	SS, ST, DC	Complete missing middle study and implement upzoning where needed	Housing Policy	Review and update affordable housing policies to increase availability, incentivize affordability, and provide for a broad mix of housing stock for people of all income levels.
Equitable & Affordable Housing and Stability	SS, ST, DC	Prepare for a 2024 Housing Bond to increase supply of affordable housing	Housing Supply	Prepare for a 2024 Housing Bond to increase supply of affordable housing
Equitable & Affordable Housing and Stability	SK, MU, BB, RW	Increase housing supply for our lowest income residents by incentivizing affordable housing and reducing land use and zoning barriers to creating affordable housing	Housing Supply	Review and update affordable housing policies to increase availability, incentivize affordability, and provide for a broad mix of housing stock for people of all income levels.
Equitable & Affordable Housing and Stability	SK, MU, BB, RW	Promote walkable, mixed use and mixed income neighborhoods including those near transit	Transportation Access	Promote walkable, mixed use and mixed income neighborhoods including those near transit
Homelessness Strategies	SK, MU, BB, RW	Support the Continuum of Care recommendations with particular focus on high access shelter with wrap around services	Improved Coordination	Improve partnerships between organizations and service providers that are working to end homelessness including joint strategies for data collection and improved funding coordination.
Homelessness Strategies	SK, MU, BB, RW	Collaborate to leverage community partners' expertise to make homelessness rare, brief, and nonrecurring	Improved Coordination	Improve partnerships between organizations and service providers that are working to end homelessness including joint strategies for data collection and improved funding coordination.

Strategic Priority	Retreat Group	Draft Goals (from Retreat)	Summarized Themes	Suggested Consolidated Goals
Homelessness Strategies	SS, ST, DC	Improve communication and partnership between existing organizations that are working on this issue, including joint strategies for data collection	Improved Coordination	Improve partnerships between organizations and service providers that are working to end homelessness including joint strategies for data collection and improved funding coordination.
Homelessness Strategies	SS, ST, DC	Partner with larger cities that have more resources and programs	Improved Coordination	Improve partnerships between organizations and service providers that are working to end homelessness including joint strategies for data collection and improved funding coordination.
Homelessness Strategies	SS, ST, DC	Continue funding supportive services via HOME, CDBG, & HOME ARP	Improved Coordination	
Homelessness Strategies	SS, ST, DC	Do more point in time counts and collect more data	National Alliance to End Homelessness Recommendations	Work with partners to expand data collection beyond a single annual Point in Time count.
Homelessness Strategies	SS, ST, DC	Align funding with requirements for reporting that move us forward together	National Alliance to End Homelessness Recommendations	Coordinate funding with partners to maximize available resources to help address and end homelessness.
Homelessness Strategies	EM, AM, KR, BW	Support implementation of the National Alliance to End Homelessness recommendations, prioritizing the reconfiguration of the Continuum of Care Board	National Alliance to End Homelessness Recommendations	Support implementation of the National Alliance to End Homelessness recommendations, prioritizing the reconfiguration of the Continuum of Care Board
Homelessness Strategies	SS, ST, DC	Finalize the opening of two permanent supportive housing communities	Supportive Services	Finalize the opening of two permanent supportive housing communities
Homelessness Strategies	SS, ST, DC	Increase supportive services	Supportive Services	Finalize the opening of two permanent supportive housing communities
Improve & Expand Core Services	SS, ST, DC	Clean and safe environment for residents	Clean and safe environment for residents	*removed (this is covered by items in Neighborhood & Climate Resilience)*
Improve & Expand Core Services	SK, MU, BB, RW	Clean and safe environment for residents	Clean and safe environment for residents	*removed (this is covered by items in Neighborhood & Climate Resilience)*
Improve & Expand Core Services	SK, MU, BB, RW	Advance community engagement and information sharing	Community Engagement	Make advancements in community engagement and information sharing
Improve & Expand Core Services	SS, ST, DC	Make advancements in community engagement and information sharing ie improving and growing the Asheville App	Community Engagement	Make advancements in community engagement and information sharing
Improve & Expand Core Services	SK, MU, BB, RW	Invest in hiring and retention efforts so Asheville is an employer of choice	Employee Investments	Invest in hiring and retention efforts to ensure Asheville is an employer of choice with a particular focus on public safety and front line employees

Strategic Priority	Retreat Group	Draft Goals (from Retreat)	Summarized Themes	Suggested Consolidated Goals
Improve & Expand Core Services	EM, AM, KR, BW	Develop a plan to recruit and retain employees by x% to ensure quality, equitable service outcomes, specifically for APD and Public Works	Employee Investments	Invest in hiring and retention efforts to ensure Asheville is an employer of choice with a particular focus on public safety and front line employees
Improve & Expand Core Services	SK, MU, BB, RW	Prioritize and develop plan to implement Independent Review Committee recommendations	Infrastructure Investments	Prioritize and develop plan to implement Independent Review Committee recommendations
Improve & Expand Core Services	SS, ST, DC	Implement findings of the Independent Review Committee to improve water infrastructure and emergency planning	Infrastructure Investments	Prioritize and develop plan to implement Independent Review Committee recommendations
Improve & Expand Core Services	SK, MU, BB, RW	Review and assess infrastructure needs to prioritize and develop a future bond package	Infrastructure Investments	Review and/or assess infrastructure needs to prioritize and develop a plan for financial investment to include a potential future bond program.
Improve & Expand Core Services	SS, ST, DC	Review and/or assess infrastructure needs to prioritize and develop a financial plan for investments	Infrastructure Investments	Review and/or assess infrastructure needs to prioritize and develop a plan for financial investment to include a potential future bond program.
Improve & Expand Core Services	SS, ST, DC	Fill or contract out staffing positions to provide basic functions like cleanliness, public safety, and service provision	Service Provision	Fill or contract out staffing positions to provide basic functions like cleanliness, public safety, and service provision
Improve & Expand Core Services	SS, ST, DC	Improve public-facing amenities like parking signage, garage maintenance, lighting trash receptacles, potholes, parks, etc.	Service Provision	Review and/or assess infrastructure needs to prioritize and develop a plan for financial investment to include a potential future bond program.
Neighborhood and Climate Resilience	EM, AM, KR, BW	Urban Forestry Master Plan	Master Planning	*removed (not included in draft FY2024 budget, need to give Urban Forester time to adjust to role and assess needs prior to prioritizing master plan)*
Neighborhood and Climate Resilience	SS, ST, DC	Fund Urban Forestry Master Plan	Master Planning	*removed (not included in draft FY2024 budget, need to give Urban Forester time to adjust to role and assess needs prior to prioritizing master plan)*
Neighborhood and Climate Resilience	SS, ST, DC	Strengthen Neighborhood Coalitions and Resource Centers	Neighborhood Coalitions	Strengthen Neighborhood Coalitions and Resource Centers
Neighborhood and Climate Resilience	SK, MU, BB, RW	Create the environmental component of the Environment and Safety Committee work plan by reviewing the municipal climate action plan, the community 100% renewable energy policy, food security plan, the community 50% waste reduction policies, and others to prioritize resources and efforts	Prioritize and Implement Recommendations from Climate, Climate Justice, and Emergency/Continuity of Operations Plans	Create the environmental component of the Environment and Safety Committee work plan by reviewing related plans and commitments to prioritize resources and efforts.

Strategic Priority	Retreat Group	Draft Goals (from Retreat)	Summarized Themes	Suggested Consolidated Goals
Neighborhood and Climate Resilience	EM, AM, KR, BW	Develop communication strategy for policy discussions	Prioritize and Implement Recommendations from Climate, Climate Justice, and Emergency/Continuity of Operations Plans	Create the environmental component of the Environment and Safety Committee work plan by reviewing related plans and commitments to prioritize resources and efforts.
Neighborhood and Climate Resilience	SS, ST, DC	Adopt and Implement Municipal Climate Action Plan	Prioritize and Implement Recommendations from the Municipal Climate Action Plan, Climate Justice, and Emergency/Continuity of Operations Plans	Support phase one implementation of the Municipal Climate Action Plan. Reevaluate and reprioritized near term actions based on resources approved in FY24 budget.
Neighborhood and Climate Resilience	SK, MU, BB, RW	Support the emergency operations plan and continuity of operations plan	Prioritize and Implement Recommendations from the Municipal Climate Action Plan, Climate Justice, and Emergency/Continuity of Operations Plans	Work to identify alignment between climate and emergency preparedness plans and consider plans for funding the recommendations.
Neighborhood and Climate Resilience	EM, AM, KR, BW	Reduce food insecurity/desserts by x% using Climate Justice, Food Action, and Neighborhood Plans	Prioritize and Implement Recommendations from the Municipal Climate Action Plan, Climate Justice, and Emergency/Continuity of Operations Plans	Work to identify alignment between climate and emergency preparedness plans and consider plans for funding the recommendations.
Neighborhood and Climate Resilience	SS, ST, DC	Update emergency Operations/Continuity of Operations Plan	Prioritize and Implement Recommendations from the Municipal Climate Action Plan, Climate Justice, and Emergency/Continuity of Operations Plans	Work to identify alignment between climate and emergency preparedness plans and consider plans for funding the recommendations.
Neighborhood and Climate Resilience	SS, ST, DC	Grow solar -municipal or community	Waste Stream Reduction and Sustainability Investments	Consider and prioritize waste stream reduction and sustainbility investments
Neighborhood and Climate Resilience	SS, ST, DC	Begin long term solid waste management planning process	Waste Stream Reduction and Sustainability Investments	Consider and prioritize waste stream reduction and sustainbility investments
Neighborhood and Climate Resilience	SS, ST, DC	Update Electric Vehicle charging availability throughout the city	Waste Stream Reduction and Sustainability Investments	Consider and prioritize waste stream reduction and sustainbility investments

Strategic Priority	Retreat Group	Draft Goals (from Retreat)	Summarized Themes	Suggested Consolidated Goals
Neighborhood and Climate Resilience	SS, ST, DC	Utilize Facilities Assessment to identify location of resilience hubs	Waste Stream Reduction and Sustainability Investments	Consider and prioritize waste stream reduction and sustainbility investments
Neighborhood and Climate Resilience	SS, ST, DC	Enact the use of available tree funds and plant in low-income areas that would benefit from shade/lowered utility use	Waste Stream Reduction and Sustainability Investments	Consider and prioritize waste stream reduction and sustainbility investments
Neighborhood and Climate Resilience	SS, ST, DC	Implement Plastic Reduction Plan	Waste Stream Reduction and Sustainability Investments	Implement Plastic Reduction Plan
Reimagining Public Safety	SS, ST, DC	Review Unified Development Ordinance for safety and crime prevention through environmental design	Community Prevention Through Environmental Design	Review Unified Development Ordinance for safety and crime prevention through environmental design
Reimagining Public Safety	EM, AM, KR, BW	Pilot a community responder program, collaborating with the County to address crises related to mental health, homelessness, and substance use	Community Responder Program	Study and implement a pilot community responder program to help address those experiencing mental health disorders, substance abuse, intimate partner violence, and other behavioral issues.
Reimagining Public Safety	SS, ST, DC	Study and possibly implement community responder programs to better triage quality of life issues, mental health disorders, substance abuse and intimate partner violence	Community Responder Program	Study and implement a pilot community responder program to help address those experiencing mental health disorders, substance abuse, intimate partner violence, and other behavioral issues.
Reimagining Public Safety	SK, MU, BB, RW	Reduce crime by pursuing short term innovative solutions while APD returns to full staffing levels (i.e. an ambassador program and non-sworn officer traffic stop method)	Innovative Public Safety Solutions	Reduce crime by pursuing short term, innovative solutions while APD returns to full staffing levels
Reimagining Public Safety	SS, ST, DC	Fill and/or contract out staffing positions to reduce vacancies	Innovative Public Safety Solutions	Reduce crime by pursuing short term, innovative solutions while APD returns to full staffing levels
Reimagining Public Safety	SS, ST, DC	Reduce crime using innovative short term solutions while APD staffs back up	Innovative Public Safety Solutions	Reduce crime by pursuing short term, innovative solutions while APD returns to full staffing levels
Reimagining Public Safety	SS, ST, DC	Diversify and target responses to/for unique neighborhood needs around safety	Neighborhood Safety	Diversify and target responses to/for unique neighborhood needs around safety
Reimagining Public Safety	SS, ST, DC	Improve safety and community building in high crime neighborhoods	Neighborhood Safety	Diversify and target responses to/for unique neighborhood needs around safety

Strategic Priority	Retreat Group	Draft Goals (from Retreat)	Summarized Themes	Suggested Consolidated Goals
Reimagining Public Safety	SK, MU, BB, RW	Increase programming and partnerships to interrupt patterns of violence particularly with youth and young adults	Violence Interruption	Increase programming and partnerships to interrupt patterns of violence particularly with youth and those experiencing intimate partner violence.
Reimagining Public Safety	EM, AM, KR, BW	Pursue funding to partner for violence interrupter programs focused on youth and intimate partner violence	Violence Interruption	Increase programming and partnerships to interrupt patterns of violence particularly with youth and those experiencing intimate partner violence.
Reimagining Public Safety	SS, ST, DC	Violence interrupters: continue investments, research, and training to curb violence	Violence Interruption	Increase programming and partnerships to interrupt patterns of violence particularly with youth and those experiencing intimate partner violence.
Reimagining Public Safety	SS, ST, DC	Strengthen and develop our partnerships with youth development organizations	Violence Interruption	Increase programming and partnerships to interrupt patterns of violence particularly with youth and those experiencing intimate partner violence.
Reparations	EM, AM, KR, BW	Increase funding, modify by adding compounding percentage	Reparations Funding	Develop plan to increase Reparations funding allocation on an annual basis
Reparations	SS, ST, DC	Look for more revenue streams, i.e. community benefits table or dedicated funding	Reparations Funding	Develop plan to increase Reparations funding allocation on an annual basis
Reparations	SK, MU, BB, RW	Formulate a plan to effectively respond to the recommendations made by the Committee's findings	Reparations Goals	Implement a plan to effectively respond to the Community Reparations Commission's findings and recommendations
Reparations	EM, AM, KR, BW	Implement short term goals of the Community Reparations Commission	Reparations Goals	Implement a plan to effectively respond to the Community Reparations Commission's findings and recommendations
Reparations	SS, ST, DC	Implement short term goals of the of the Community Reparations Commission	Reparations Goals	Implement a plan to effectively respond to the Community Reparations Commission's findings and recommendations
Reparations	SS, ST, DC	Continue to lean on and look to Community Reparations Commission for their recommendations and guidance	Reparations Goals	Implement a plan to effectively respond to the Community Reparations Commission's findings and recommendations
Reparations	SS, ST, DC	Formulate a plan to effectively respond to the Reparations Commission	Reparations Goals	Implement a plan to effectively respond to the Community Reparations Commission's findings and recommendations
Reparations	SK, MU, BB, RW	Review and respond to the findings of the Audit firm to end further harm to the African American communities in Asheville	Reparations Goals	Review and prioritize response to findings from the audit to ensure cessation of further harm to the African American community
Reparations	EM, AM, KR, BW	Implement recommendations from Stop the Harm Audit	Reparations Goals	Review and prioritize response to findings from the audit to ensure cessation of further harm to the African American community

Strategic Priority	Retreat Group	Draft Goals (from Retreat)	Summarized Themes	Suggested Consolidated Goals
Reparations	SS, ST, DC	Define the scope of the audit and help implement it as recommended by Community Reparations Commission	Reparations Goals	Review and prioritize response to findings from the audit to ensure cessation of further harm to the African American community