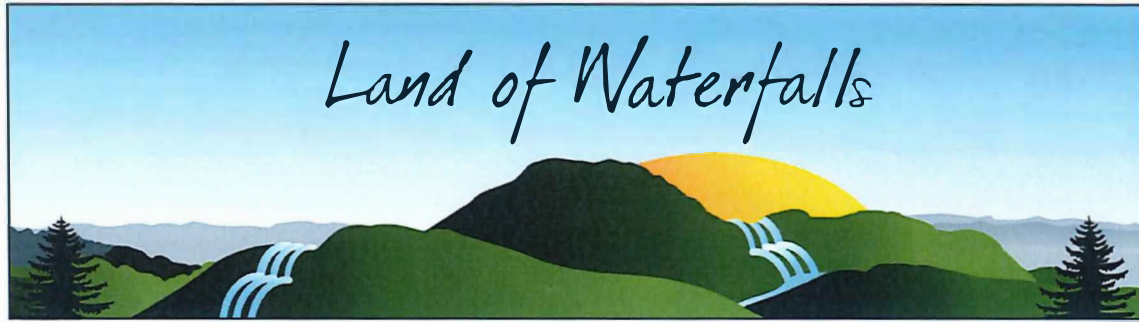




TRANSYLVANIA

— COUNTY —

NORTH CAROLINA

Strategic Plan 2016-2021

Adopted January 11, 2015

GOAL #1: The local economy has a more diversified tax base, an increase in living wage jobs and has more stability. The community has capitalized on the unique quality of life and environment unique to the area.

Strategy 1A:
Provide coordinated customer service across the development process from planning, building and environmental health to make personal and business investment a positive experience

Amount of additional investment, Amount of reinvestment from existing business; % split between industrial- commercial- residential shows diversity in the tax base.

Strategy 1B:
Plan, advocate and provide for infrastructure to support economic development and to make the community a desirable place to live and work

of Additional jobs in community by sector; improvement in the average wage for county; unemployment rate as participation rate at or below state average

Strategy 1C:
Protect the community sense of place by balancing growth and maintaining high levels of community social infrastructure like parks, quality education, tourism, etc

Occupancy rates in hotels and overall rentals; TDA visitor ship

GOAL #2: The educational environment facilitates learning and students are being prepared for a successful future. There are more available resources for enhancing education for all ages.

Strategy 2A:
Provide resources to support quality educational opportunities with a standard of excellence

Become work ready community certified; graduation rates of charter school, public school and BRCC; # of BRCC students/TCPs graduates getting jobs in county after graduation

Strategy 2B:
Provide support resources that eliminate barriers to receiving education

of kids who qualify for free and reduced lunch programs; # of kids utilizing free and reduced lunch vs qualify; % children scoring ready for kindergarten at entry; Funding per student ranking across state remaining in top quartile; Test achievement

GOAL #3: The community has vibrant nodes of economic and civic activity that create a draw for tourism as well as a platform for community engagement.

Strategy 3A:

Support infrastructure that facilitates the visitor's unique experience of our community and encourages them to visit again.

of visitors staying and distribution rates throughout year; non-residential tax base by community

Strategy 3B:

Support community involvement in civic activities across demographics and geographies

Voter rates; # volunteers/capita

Strategy 3C:

Protect and preserve cultural heritage and promote arts in the community

of year round programs, events and concerts especially Founders Day, Twilight and Halloween Fest; attendance records

GOAL #4: The wealth of natural resources in Transylvania County have been well managed and maintained to support the local economy and quality of life with plans in place to assure sustainability.

Strategy 4A:
Protect and preserve natural resources with long term management plans including water, air and forest resources to insure long term sustainability

Acreage in present use value; acreage in conservation as % of total compared to other counties; Trail miles in compliance with national standards

Strategy 4B:
Educate the public on environmental concerns and best practices

Increase in recycling % of total waste

GOAL #5: The community's quality of life includes resources that promote health, transportation connectivity, a sense of place, cultural heritage and public safety.

*Strategy 5A:
Provide framework
for Prevention,
Response, and
Recovery for
individual and
community wide
emergencies in
Transylvania
County*

*Response times by
county and district
for EMS, fire, rescue
squad; maintain or
improve fire
insurance rates*

*Strategy 5B:
Provide
resources,
infrastructure and
services that
improve public
health, mental
health, wellness
and safety to
insure a vibrant
community*

*# of people using
parks; # of people
attending recreation
programs;
Improvements in
community health
assessment*

*Strategy 5C:
Preserve and
educate about
cultural heritage
of the
community*

*# of historic sites; # of
volunteers*

*Strategy 5D:
Partner with
existing agencies
on community
needs*

*Increase # of interlocal
agreements*

GOAL #6: County government is service driven, transparent and performance based with more active and engaged citizens.

Strategy 6A:
Provide facilities that allow for efficient service delivery to the public while creating a secure, inviting and customer friendly environment for customers and citizens

Strategy 6B:
Assure compliance with state mandates for service provision along with state regulatory requirements.

Strategy 6C:
Provide sufficient resources to recruit and retain qualified professional staff, keep training current and minimize the expense of turnover to insure efficient organizational infrastructure

Strategy 6D:
Enhance fiscal planning for public dollars while leveraging available revenues to the fullest

Strategy 6E:
Provide timely, accurate, transparent and informative communication to the public and across the organization with superior customer service delivery

Decrease time out of service due to maintenance/construction; increase visits to website, social media

Audits and state reports on services identify fewer issues

Improved results on employee satisfaction survey; # of employees engaged in professional development

Maintain Financial report designation; \$ leveraged from grants, outside sources

of customers reflecting satisfaction in surveys

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Goal/Strategy	Work Plan Activity/Potential Work Plan Activity	Activity Measure	Department
1A	Education for the public on how to develop property residential AND commercial		
	Professional development beyond state mandated		
	Tell the story of why people would want to invest here		
	Incentives for businesses to locate		
1B	Need more buildings for expanding businesses		
	Evaluate infrastructure needs against buildable land area to prioritize capital projects		
	Invest in a county owned business park		
	Sewer capacity and ability to extend water and sewer to sites for development		
	Invest in world class internet		
	Collaborate regionally on infrastructure issues and planning		
	Allocate county funds for transportation services in order to promote economic development		
	Work with city, town to maximize revenue		
	Educate partners on the importance of transportation to economic development		
	Reinstitute the shuttle between Rosman and Brevard		
1C	Identify sense of place and comprehensive plan to detail types of desired development		
	Facilitate nonprofit collaboration		
2A	Develop a funding formula for current funding and revise every 3-5 years		
	Work with the School Board to identify capital needs and program major expenditures with defined funding strategies		
	Facilitate civic groups with students to help direct mentorship and career education (Existing programming through co-op, soil and water)		
	Provide training on how to start a business		
	Develop a focus group to look at how to keep students educated here in the work force after graduation		
3A	County wide wayfinding signage to direct visitors around to attractions and to other destinations		
	Conference center to attract off season visits		
	Support and plan for bike facilities outside of parks		
	Support new recreational opportunities (Ecusta Trail?, French Broad River?)		
	County embracing tourism, outdoor recreation, etc. as part of a marketing plan to show quality of life		
	Support temporary park and ride facilities for special events		
	Identify a community coordinator for tourism activities		
3B	Facilitate understanding between new and existing residents, explore urban vs rural differences		
	Identify locations to support as active nodes		
	Develop partnerships with community centers to support and reach citizens county wide		
3C	Engage community centers in cultural discussion		
	Coordinate the different groups concerned with the current and past culture	Number of visitors at arts and cultural events/locations, tickets sales, hits on community calendar website, number of properties preserved	
	Advance fiscal stability with grants and finances	Value of Grants received for arts and cultural programs	

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4A	County-City-Town partnership to review and update existing policies and discuss future water quality and use	Amount of water available	
	Consider local financial support for trail maintenance in state/federal parks		
	Encourage green companies to locate		
	Work to increase acreage in conservation		
	Work with regional entities on water access, water quality and infrastructure	Economic measure of recreational draw, water monitoring from state	
	Fund the removal of dead trees in areas subject to funding	Number of complaints about erosion, water quality	
	Provide brochures about recycling in Spanish		
	Work with private land owners on natural resource preservation for those sensitive resources identified in the County Comprehensive Plan		
4B	Hire a county position responsible for coordination and education		
	Support programs to educate and preserve wildlife		
	Advocate for policies at the state and national level that promote forest maintenance, preservation of forested area, signage directing to local non-forest attractions, trail maintenance,		
	Promote outdoor education such as Muddy Sneakers, Cradle of Forestry, Holmes Educational State Forest, 4-H, Pisgah Wildlife Center, and Brevard College Outdoor Program		
	Bridge education of differing interests including hunting, recreation, wildlife observation, etc.		
5A	Establish claim to Transylvania County water resources by educating the public with technical materials showing need		
	Set standards for LEPC success including active non-county involvement and meeting frequency		
5B	Off ramps for bicyclists in addition to bike lanes		
	Strategic coordination of all parks in the county		
	Research and pursue funding for transportation- grants or public/private options		
	Expand transit shuttle county wide		
	Expand connections to Asheville Airport, Hendersonville		
	Connect Brevard to region via bike/ped/greenways		
	Support and seek funding for existing bicycle plans such as NC 280 and US 64		
	Educate the public on multi-modal transportation and how to use it		
	Lobby for transportation projects from NCDOT, state legislators		
	Facilitate development of additional life care facilities		
	Partner with other entities on water and sewer infrastructure		
	Evaluate affordable housing and make plans to address needs including temporary housing needs		
	Develop nonprofit registration with annual reports on services		
	Work with the hospital to prevent loss of services in county		
	Advocate private, public-private investment in transportation services		
	Improve and maintain existing transportation options for safety and efficiency		
	Explore needs for policies/ordinances to enhance transportation		
	Hold regular county transportation focused meetings		
	Stay current on STIP submission		
	Improve and create more bikes lanes and/or other bike infrastructure		
	Conduct bike facility inventory and draft improvement plan		
	Invest in low cost safety improvements such as signage		
	Support regional transportation projects that impact Transylvania County		

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	Initiate early planning for light rail connections and stay abreast of light rail plans and strategies		
5C	Spread awareness		
	Culture heritage as part of economic development "heritage tourism"		
	Tell the story in different ways		
	Conduct retiree specific study on needs of aging population to develop plans for aging in place		
	Signage system that identifies cultural heritage		
	Preserve history		
	Grant or provide funding for groups working on preservation		
6A	Develop and make available maps of county buildings to direct customers on where to go		
	Uniform building signage interior and exterior		
	Helping People Understand the right office/ number to call		
6C	Incentive for educational attainment		
	Develop and implement a long term training program; also possibly incorporate lynda.com		
	Have a plan for upcoming retirements in large numbers		
	Have standard exit interview questions and track results for reasons for leaving annually		
	Have an anonymous employee survey		
	Develop and implement a training program throughout the organization		
6D	Advocate for state and federal funding stability		
	Develop a fund balance policy		
	Implement LEAN management training		
	Collaborate with other agencies to fund projects together		
	Implement benchmarking to show value of county tax compared to other like communities		
	Develop a long range capital improvements plan to prioritize investments in community and organizational infrastructure and develop fiscal schedules		
6E	Develop and make available who to call lists		
	Public service announcement screens in public building entry ways with current pertinent information		
	Expand communications plan to department specific plans		
	Have quarterly report information available to the public on data sets; develop annual report to the citizens		
	Credit Cards without a Fee		
	Make buildings feel more accessible to the public while maintaining security		
	Enhancing the customer service attitude		
	Information sharing across departments		