

BEAVERDAM VALLEY NEIGHBORHOOD ASSOCIATION STRATEGIC PLAN



BVNA STRATEGIC PLAN

HISTORY & OVERVIEW

① Initial Stage

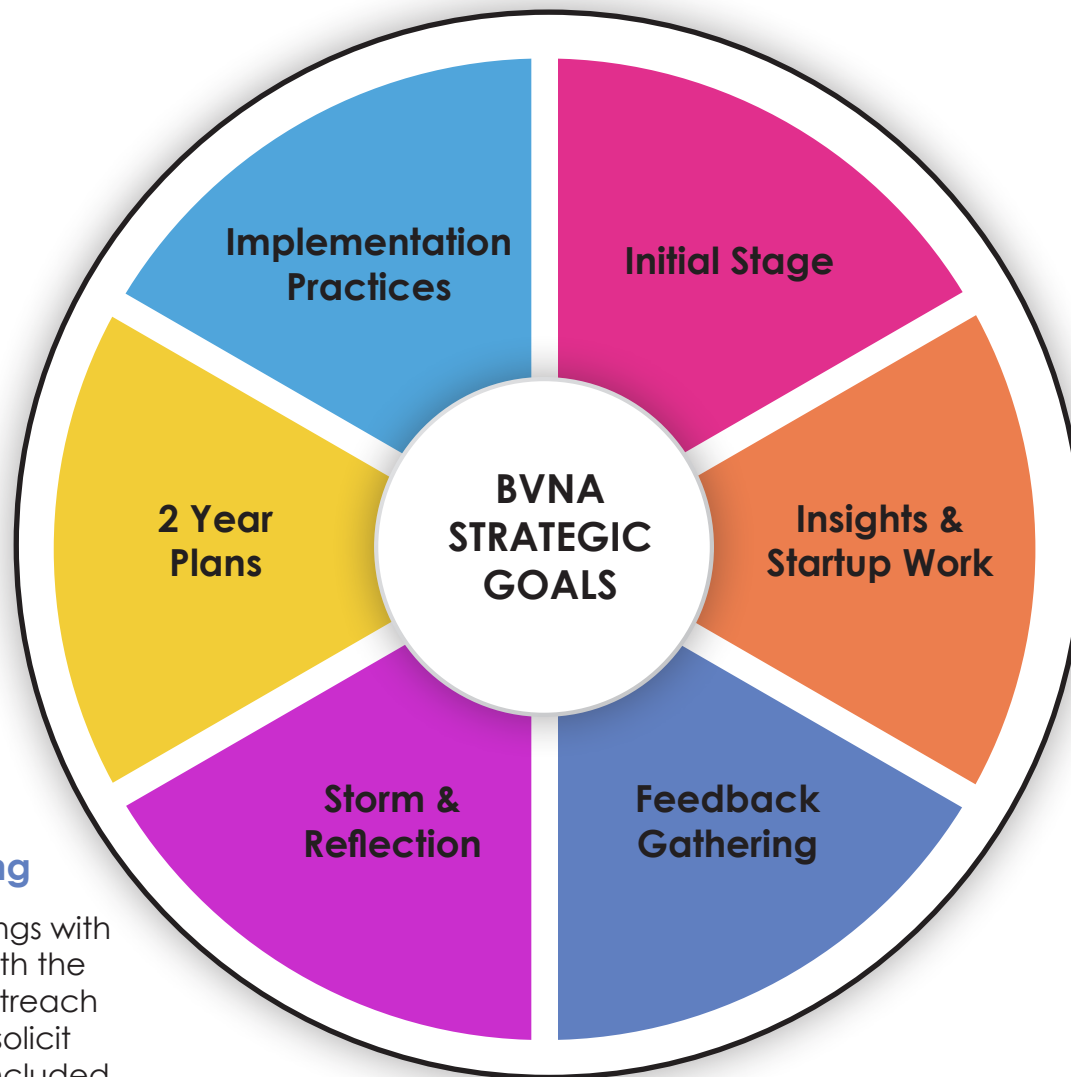
Board members serving at the time assessed their current needs, their work to date, then sought and procured a grant to develop a strategic plan.

② Insights & Startup Work

BVNA Board contracted with Audette Fulson, and began meeting with her to articulate their hopes, concerns for their own work and capacities, and offered their initial opinions on what strategic goals they were considering.

③ Feedback Gathering

In addition to several meetings with the Board, Fulson worked with the Board to conduct public outreach to the BVNA community to solicit their ideas and inputs. This included hosting public meetings.



④ Storm & Reflection

Almost immediately after the last public meeting, the BVNA community was hit by Helene, pausing the work for months. This created an opportunity for the Board to better understand their relationships, and to witness the BVNA community's response and energy in a time of crisis

⑤ 2 Year Plan

Using collected information from meetings before the storm and reflection with Board after, Fulson has generated a proposed 2 year plan to address expressed strategic goals.

⑥ Recommendations for Implementation

The plans include recommendations for implementation, including areas of critical focus.

BVNA STRATEGIC GOALS



STRENGTHEN NEIGHBORHOOD CONNECTIONS

As a large-region association, BVNA will help neighbors connect more, know each other better, and create opportunities to work and play together. This goal includes raising the profile and salience of BVNA.



BOTTOM-UP RESPONSIVENESS

In the post-Helene environment, **BVNA will remain a lean organization**, yet prepared to respond quickly to changing circumstances, such as development plans or opportunities for education.



STRENGTHEN CORE BASICS

To enhance its prospects for growth, BVNA will strengthen basic core functions; organizing communications; hosting a manageable set of outreach events; developing enhanced follow-up practices; and posting regular and specific invitations.



CONSISTENCY IS KEY

To foster **membership growth**, BVNA will raise its presence in the neighborhood through regular communications & invitations, signage, website maintenance, and other opportunities.



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BACKGROUND

BVNA originated from the efforts of hundreds of residents who, in early 2021, formed the Beaverdam Preservation Society (BPS) to support community opposition to a high-density development on Pinecroft Road. Later that year BPS leaders recognized the need for an organization with expanded capacity to focus on a broader range of valley interests such as road safety, stormwater management, tree canopy preservation, steep slope zoning, a neighborhood park, as well as social events.

Following a public invitation from BPS, an open online discussion was held on November 4, 2021, out of which was launched BVNA, which became formally recognized by the City of Asheville and added to the City Neighborhoods Map on March 9, 2022. With 5,300 residents and a land mass of 5.5 miles by 1 mile, it ranks as the second largest recognized neighborhood in Asheville.

By early 2023, faced with a growing range of competing issues, the BVNA Board committed to creating a Strategic Plan. The plan's aim would be to sharpen the organization's focus, improve efficiency, and ensure its priorities reflected community needs. Key objectives included building a strong and sustainable association, increasing resident engagement, expanding social opportunities, and developing a clear framework for advocacy.

In September 2023, BVNA was awarded its second City of Asheville Neighborhood Matching Grant to support the Strategic Plan's development. With these funds, the Association hired consultant Audette Fulson in February 2024 to lead a process of public engagement and strategic planning.

By mid-September 2024, Ms. Fulson had facilitated a series of board and community workshops that began shaping a robust three-year action plan. However, on September 27, 2024, Hurricane Helene struck WNC, disrupting the planning process as the BVNA leadership paused its work to focus on recovery. Planning resumed in the spring of 2025, informed by insights gathered both before and after the storm.

Drawing from earlier meetings and post-storm reflections, Ms. Fulson produced a draft two-year Strategic Plan aligned with the board's stated goals, its energies and the evolving needs of the community.

This finalized Strategic Plan outlines a tightly focused, achievable roadmap that aligns with the ongoing recovery efforts of Beaverdam Valley, the City of Asheville and BVNA itself. It is designed to leverage the resilience, warmth, and spirit of our neighborhood—and is designed to help guide BVNA's work during this pivotal time.

We invite you to visit our website at www.beaverdamvalleyna.org, sign up for our email list, and share your thoughts on this Plan.



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VISION

The Beaverdam Valley Neighborhood Association supports a community connected by the remarkable character of Beaverdam Valley, its people, history, natural environment, and wildlife, working together to prepare for a rapidly changing future and joined in the preservation of its immeasurable beauty.

STRATEGIC GOALS

Goal 1. BUILD COMMUNITY

Goal 2. BE FLEXIBLE AND RESPONSIVE

Goal 3. PLAN FOR ORGANIZATIONAL GROWTH

Goal 4. MAINTAIN ROBUST PRESENCE





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GOAL 1. BUILD COMMUNITY

STRENGTHEN NEIGHBORHOOD CONNECTIONS

As a large-region association, BVNA will help neighbors connect more, know each other better, and create opportunities to work and play together. This goal includes raising the profile and salience of BVNA.

The primary purpose of BVNA is to build the capacity of the neighborhood to live, work and play as a community - and to have the power to make determinations about what happens in the neighborhood. In an area as large and diverse as that of Beaverdam Valley, this requires special effort. **Opportunities to gather, talk, socialize and build relationships are the primary mechanism of building community.** Therefore, the strategic objectives associated are:

Objective 1.A: 3 Yearly Gatherings. Host at least 3 social-based gatherings each year. The core purpose is to support the community in developing warm social connections among neighbors.

Objective 1.B: Holiday or other outreach. Identify two yearly "holiday" occasions to send a message to contacts, wishing them well and inviting people to consider offering a social gathering, lead a workshop or class, or otherwise connect with neighbors.



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GOAL 2. BE FLEXIBLE AND RESPONSIVE

BOTTOM-UP RESPONSIVENESS

In the post-Helene environment, BVNA will remain a lean organization, yet prepared to respond quickly to changing circumstances, such as development plans or opportunities for education.

BVNA is led by a small, committed group of Board members who are willing to continue to offer leadership in pursuit of these strategic goals, within manageable time and energy parameters.

Accordingly, BVNA will be a small, dynamic organization, with streamlined practices, designed to be flexible and responsive, rather than a body focused on driving specific program or association outcomes. The associated strategic objectives focus on:

Objective 2.A: Develop practices to “say yes.” The Board will develop a set of standards and practices which will guide them in boosting bottom-up ideas and leadership from the neighborhood membership - to be ready to “say yes” and provide basic guidance when community members want to lead/host a community event or action, provide social or education opportunities, or respond to emergent neighborhood situations.

Objective 2.B: Determine baseline association structure and have a plan to maintain it. The Board will determine the minimal elements necessary to being a Neighborhood Association, and oversee the maintenance of those elements - i.e., re-establishing monthly board meetings, updating the website, treasury practices, an accurate email/mailling list, meeting schedules, etc.



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GOAL 3. PLAN FOR ORGANIZATION GROWTH

STRENGTHEN CORE BASICS

To enhance its prospects for growth, BVNA will strengthen basic core functions; organizing communications; hosting a manageable set of outreach events; developing enhanced follow-up practices; and posting regular and specific invitations.

Planning for organization growth means, in this context, to make growth possible. Sustained growth and expanding leadership are founded on the existence of connectivity and a sense of community inside the Beaverdam neighborhood. It also means developing the basic infrastructure that will allow for growth. To that end, the Board will:

Objective 3.A: Update Communications Systems. Update and maintain a searchable database of participating neighbors with accurate names, addresses, email addresses and phone numbers, as well as create text chain communications and segmented email outreach.

Objective 3.B: Response practices. Develop clear and accountable protocols for timely responses to any association outreach mechanisms to the community - such as a website contact page, any interest sign-up forms, etc.

Objective 3.C: Pre-planned welcome & inclusion/onboarding practices. Develop best practices for onboarding new leaders to the board and into the organization. Draft basic FAQs for prospective new board or leader roles and develop a new-board member information package with strategic plan, by-laws, roles and responsibilities and other pertinent information.

Objective 3.D: Board-organized events. The Board will, for the next two years, schedule at least 3 yearly events open to the whole community, for the primary purpose of creating opportunities for neighborhood members to gather, connect, get to know one another and have opportunities to discuss things on their minds. **Rapid follow up from expressions of interest will be essential to growth.**



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GOAL 4. MAINTAIN PRESENCE

CONSISTENCY IS KEY

To foster membership growth, BVNA will raise its presence in the neighborhood through regular communications & invitations, signage, website maintenance, and other opportunities.

Maintaining presence is an underappreciated aspect of strategic organizational development, but an invisible organization with no active presence within the community or on the internet will be ineffective in its efforts. Five yearly “touches” with membership will keep them sufficiently aware that BVNA is alive and kicking. Remember, repetition is an organization's friend.

Objective 4A: Regular outreach communication. For the purposes of this two-year window, develop a calendar of communications and invitations and make announcements of the three yearly gatherings and the two “holiday” outreaches.

Objective 4B: Communications Committee. Begin building a network of individuals to support consistent member communications. Seek input from a professional website developer to review functionality.

Objective 4C: Maintain communications with the City Neighborhood Director and Coalition of Asheville Neighborhoods. Apply for the next round of City Neighborhood Grants to create an ‘Emergency Exit Plan’.

Objective 4D: Maintain association status with the City. Finalize and submit to the City the BVNA Plan-On-a-Page.



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BVNA GOALS AND OBJECTIVES

At-a-Glance · 2025-2027

GOAL 1. BUILD COMMUNITY

STRENGTHEN NEIGHBORHOOD CONNECTIONS

As a large-region association, BVNA will help neighbors connect more, know each other better, and create opportunities to work and play together. This goal includes raising the profile and salience of BVNA.

- OBJ 1: Host a late-Summer/early Fall 2025 neighborhood social gathering
- OBJ 2: Host 2 additional gatherings by Spring 2026 - one being the Annual Meeting
- OBJ 3: Develop a regular calendar of holiday outreach opportunities
- OBJ 4: Identify micro-neighborhoods as sources of regional representation

GOAL 2. BE FLEXIBLE & RESPONSIVE

BOTTOM-UP RESPONSIVENESS

In the post-Helene environment, BVNA will remain a lean organization, yet prepared to respond quickly to changing circumstances, such as development plans or opportunities for education.

- OBJ 1: Re-establish monthly board meetings
- OBJ 2: Finalize and submit to the City the BVNA Plan-On-a-Page
- OBJ 3: Set up rapid-response protocols for saying 'yes' to bottom-up initiatives
- OBJ 4: Create a written 'on-boarding' process for board members and committee leaders
- OBJ 5: Sustain CAN membership and sponsorship



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GOAL 3. PLAN FOR ORGANIZATIONAL GROWTH

STRENGTHEN CORE BASICS

To enhance its prospects for growth, BVNA will strengthen basic core functions; organizing communications; hosting a manageable set of outreach events; developing enhanced follow-up practices; and posting regular and specific invitations.

- OBJ 1: Update communications systems
- OBJ 2: Prioritize a strong Communications Committee
- OBJ 3: Develop streamlined and accountable rapid-response protocols
- OBJ 4: Develop FAQ responses for new board or committee leader roles
- OBJ 5: Create a written 'on-boarding' process for board members and committee leaders
- OBJ 6: Schedule 3 yearly events open to the whole community

GOAL 4. MAINTAIN PRESENCE

CONSISTENCY IS KEY

To foster membership growth, BVNA will raise its presence in the neighborhood through regular communications & invitations, signage, website maintenance, and other opportunities.

- OBJ 1: Develop a calendar of communications and invitations
- OBJ 2: Apply for the next round of City Neighborhood Grants to create an 'Emergency Exit Plan.'
- OBJ 3: Maintain communications with the City Neighborhood Director
- OBJ 4: Invite a City leader to speak at a hosted event