

Friday – January 20, 2006 – 11:30 a.m.  
Saturday – January 21, 2006 – 8:00 a.m.  
W.C. Reid Recreation Center

## City Council Retreat

Mayor Terry M. Bellamy, Presiding; Vice-Mayor Diana Hollis Jones; Councilwoman Robin L. Cape; Councilman Jan B. Davis; Councilman Bryan E. Freeborn; Councilman R. Carl Mumpower; Councilman Brownie W. Newman; City Manager Gary W. Jackson; City Attorney Robert W. Oast Jr.; and City Clerk Magdalen Burleson

### Friday, January 20, 2006 – 12:10 p.m.

City Council each identified what their expectations would be of this retreat.

Ms. Belinda Odom, Human Resources Director, and Mr. Lewis Isaac, Training Coordinator, reviewed with Council their Myers-Briggs profile, explaining how their managerial type is based on their personality type. Council discussed the implications of the Myers-Briggs information.

Discussion then surrounded ground rules for the meeting.

Mayor Bellamy then reviewed with Council the Committee structure, their rules and appointments. She said that Council committee are to be policy review and discussion arms of the City Council, providing an opportunity to explore the implications of policy alternatives and the policy development process; and to serve in an advisory capacity to the Council as a whole on reviewing policy matters referred to them; informing and educating the Council on existing city programs and issues and other such matters as the committee deems appropriate. In reviewing issues, the committees are expected to anticipate the full range of considerations and concerns related to the various policy questions. When participating on committees, members are expected to temper their role as policy advocates in order to fully evaluate all the alternatives. The City Council committees shall not become involved in the administration of City government. Each committee has a chairperson and an agenda. Mayor will be an ex-officio member to each Committee.

- Budget and Finance Committee

Purpose: The Budget and Finance Committee's area of interest includes Annual Budget Process, Capital Improvement Programming, Financial Reports, Taxes, Fees, Assessments, and Infrastructure Finance.

Councilman Newman, Chairman

Councilman Mumpower

Councilman Freeborn

Staff: Ben Durant

- Public Safety Committee

Purpose: To recommend public safety policy direction in areas of interest including: police, fire, EMS, and emergency management services. Matters relating to the illegal use and possession of narcotics and drugs, intergovernmental relations, cooperation with law enforcement and fire and rescue, and emergency management agencies, as well as educational and research organizations, involved with control and prevention of illegal traffic in and use of narcotics and drugs.

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Councilman Mumpower, Chairman

Councilman Davis

Councilman Freeborn

Staff: Jeff Richardson

- Land Use and Economic Development Committee

Purpose: To recommend policies to support our long-range vision and comprehensive planning goals. Areas of focus include: develop policies to enhance the employability of Asheville residents, Planning, Land Use, Development Services, General Plan Amendments, Subdivisions, Engineering, Annexations, Building Code/Inspection, HUB strategies and Land

Development Code.

Examples of Work Plan:

1. Development Process Improvements
  - a. Development Application Process and Service Extension Requests
  - b. Departmental Organization and Workflow Improvements
2. Land Development Code Amendments
  - a. Infill and Redevelopment Code Changes
  - b. Smart Growth Zone Specific Incentives
  - c. Environmental Recommendations
  - d. Transportation Recommendations
3. Master Planning Tools
  - a. Master Planning Guidelines/Design Standards
  - b. Smart Growth Map
  - c. Smart Growth Incentive Matrix
  - d. Neighborhood Planning Process Recommendations (in collaboration with Housing & Neighborhood Development Committee)
4. Non-Substantive Revisions to Land Development Code ("Plain English" Version)

Councilman Davis, Chairman  
Vice-Mayor Jones  
Councilwoman Cape

Staff: Jeff Richardson

■ Housing and Neighborhood Development

Purpose: To enhance the quality of life in Asheville and the livability of neighborhoods by providing policy recommendations to Council on all matters relating to the creation and maintenance of housing within the City, including public housing and affordable private housing; all matters relating to the alleviation of homelessness and services provided to homeless individuals within the City.

Vice-Mayor Holly Jones, Chairman  
Councilwoman Cape  
Councilman Newman

Staff: Gary Jackson

Discussion surrounded the policy committee structure. Mayor Bellamy requesting Council's feedback by Friday, January 27, 2006. However, in general, Council expressed willingness to try this policy structure for one year after Mayor Bellamy clarifies some areas of concern.

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As a result of Council concerns, City Attorney Oast said that he would review the duties and responsibilities of the ex-officio member.

Discussion and appointments were made for the City Council liaison and mandatory seats for Council on the various boards and commissions.

Ms. Kim Hibbard, Associate General Counsel at the N.C. League of Municipalities, reviewed with Council the open meetings and public records laws.

As a result of discussion on public records, City Attorney Oast said that he would investigate the issue of e-mails under the public records law.

There was considerable discussion regarding Council worksessions, from holding another worksession, to the types of presentations given at worksessions. As a result of that discussion, it was the consensus of Council to (1) continue holding the worksessions on the third Tuesday of each month at 3:00 p.m. with no public comment being taken; (2) move the worksessions from the First Floor North Conference Room to the Council Chamber; (3) televise the worksessions live; and (4) brief powerpoint

presentations by City staff with no hard copies being distributed. City staff will develop an informational sheet on how to make a presentation before City Council.

After discussion, it was the consensus of Council to limit public comments on public hearings to one hour with developers on conditional use permits and conditional use zonings being limited to 20-30 minutes (exclusive of the one hour).

Resulting from a discussion about Council adding items to the agenda, it was the consensus of Council that one Council member could add an item to an upcoming agenda by contacting the Mayor at least two weeks in advance (if possible) of the requested meeting agenda. It would also be a good idea to advise the City Clerk of the requested item and date as well.

Vice-Mayor Jones, Chair of the Boards & Commissions Committee, explained how she will be reviewing the entire board and commission process, including, but not limited to, the interview process; looking at current boards for effectiveness and asking their recommendations for consolidation, etc.; reappointments; policy on County residents; etc.

At 5:35 p.m., Mayor Bellamy thanked City Council for their input and recessed the retreat until the following morning at 8:00 a.m.

#### Saturday, January 21, 2006 – 8:00 a.m.

Mayor Terry M. Bellamy, Presiding; Vice-Mayor Diana Hollis Jones; Councilwoman Robin L. Cape; Councilman Jan B. Davis; Councilman Bryan E. Freeborn; Councilman R. Carl Mumpower; Councilman Brownie W. Newman; City Manager Gary W. Jackson; City Attorney Robert W. Oast Jr.; and City Clerk Magdalen Burleson

Assistant City Manager Jeff Richardson outlined the community forum summary's top focus areas: development and growth; employment, local business and economic development opportunities; natural environment and public/alternative forms of transportation; public safety and drug issues; housing opportunities; and education and youth.

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He then summarized the City department's operational objectives: enhanced citizen and customer service through improved processes and procedures; capital improvements; organizational development/professional training/performance-based compensation; and internal and external communications.

City Councils Strategic Operating Plan summary included: economic development; housing opportunities; planning; sense of place, heritage and arts; partnerships to improve critical services and infrastructure; natural and built environment; and community building.

Chief Financial Officer Ben Durant summarized the financial forecast for Council, noting that his forecast is without any shift in policies or priorities. Mr. Durant responded to various questions from Council regarding the impact of the dissolution of the water agreement. Discussion surrounding working on a relationship with our legislators to share our concerns.

With the assistance of Mayor Bellamy, facilitator Paul Godfrey led Council through a process to develop a set of goals. Each Council Member explained the following goals that were important to them:

#### Councilman Mumpower

- Strengthen our emphasis on enforcing existing laws and regulations over adding new ones
- Water – stay the course – request immediate open negotiations with County Commissioners and state legislators
- Remain revenue neutral during this reevaluation year
- Maintain our fund balance in terms of percentages and dollar amounts
- Give consideration to a cottage housing adjustment to the UDO for all residential zoning district
- One stop permitting and a continued balanced prioritization of serve over regulation
- Continued and strengthened drug intervention/prevention and public safety initiatives – we are making headway
- Public safety – salary adjustments to fit current market realities
- Stop the paper chase – development realistic plans that emphasize execution over fantasy
- Renew efforts to consolidate the County and City parks departments – search for other opportunities
- Initiate a “Keep it Clean – Take the Screen” drug screen program in the City – Council can start it
- Change our charter and discontinued non-partisan elections in the City – such no longer realistically exists
- Concentrate on our core service over benefits as we apply our limited resources

- Bring to embrace public safety as an economic impact tool – “Asheville – The safety city in America”
- Public and Film Artist of the Year
- Bathroom kiosks downtown
- Remain considerate of the historic indicators demonstrating that the free market is more adequate than planners, regulators and government intervention in affecting our future – a free market provides a self-correcting system that we cannot easily duplicate

#### Councilman Freeborn

- Riverfront Development
  - sequencing of infrastructure needs, e.g., water, roads. Etc.)

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- Transportation
  - all transportation tools in one toolbox, e.g., parking, transit staff, MPO coordinator, transit planner, traffic planner, etc.
  - evaluate how we can use current budget to issues
  - improvement communication between transit staff
  - expand their scope
- More Planning & Development staff

#### Councilman Newman

- Asheville too expensive
  - water, taxes, etc.
- Find common ground with regional partners
- Share water services with Buncombe County under equitable outcome
  - fix infrastructure
  - fair rates
  - extension of lines
  - reimburse Asheville when applicable
- Regional cooperation agreement with Buncombe County
  - new tourism-based revenue sources to renovate Civic Center; build work-force housing
  - consolidation of services
- Community transit
- Parking Fund conversion
- Broaden mission of Transit Commission

#### Councilman Davis

- Develop finite plan for Civic Center
- Begin working toward a more equitable pay plan for public safety
- Continue looking at UDO changes and development issues for Central Business District
  - to include emphasis on Eagle/Market Street area by trying to foster private/public partnership.
  - emphasis on gateway corridors
- Stay on course on water issues
- Educational forum on what our development guidelines mean
- Presentation by City staff on the Joint Planning Area and what that means to the City in terms of the Water Agreement
- Basic City services
  - cleaning streets, sidewalks, litter
- Revisit the 2025 Plan

#### Councilwoman Cape

- Economic Development in Central Business District and Riverfront area
  - look at long-range development plans (30 years out with mixed use)
- Support HUB Plan
- Stay on course regarding water
- Energy efficiency (look at our own energy situation to find ways to conserve and save money)
- Environmental impact
- Development Transportation Plan for DOT and look at transportation in a broad way

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#### Vice-Mayor Jones

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- Implementation of City-County Flood Task Force
- Remain revenue neutral
- Support revisions to the UDO that will produce more sustainable development and environmental stewardship and protection
- Balance building regional relationships while standing up for Asheville's needs
- Identify other sources of revenues for our Asheville's needs
- Facilitate a public/private partnership for affordable issues (housing, transit health insurance)
- Citizen involvement
- Let City Manager do his job
- Become a model of wellness

#### Mayor Bellamy

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- Enhance basic City services
- Increase police presence in high crime neighborhoods
- Additional staff in the Planning & Development Department
- Develop a plan for completing neighborhood plans
- Support Civic Center Task Force recommendations
- Develop a workforce housing plan
- Develop new policies for Housing Trust Fund
- Implement the HUB project
- Improve water infrastructure and implement a uniformed rate
- Systematically address unfinished business, with the first being the Eagle/Market Street Plan
- Implement the City's motto
- General obligation referendum for development needs

Mayor Bellamy then asked for Council to narrow down their goals:

#### Councilman Mumpower:

- public safety
- maintaining our current commitments

#### Vice-Mayor Jones:

- remain revenue neutral
- affordability initiatives with public/private partnerships (Affordable Housing Plan, Hope 6, cottage housing)

#### Councilman Davis:

- design forum for public and developers explaining the UDO
- Eagle/Market Street Development Plan  
(noting the Civic Center and pay for public safety is already in the process)

Councilwoman Cape:

- environmental energy advisory committee
- development model of neighborhood plans

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Councilman Freeborn:

- transportation reorganization
- riverfront development

Councilman Newman:

- seek common ground on water and other common issues
- streamline planning

Mayor Bellamy:

- basic City services
- support of HUB project

Mayor Bellamy announced the following other topics:

- Reopen water discussions while staying on course
- Charter changes
  - Partisan/Non-Partisan Election
  - Filling 4<sup>th</sup> Council Seat
- Downtown
  - Update of the Downtown Social Issues Task Force
  - Public Toilets
  - Kiosks
- Survey youth services and additional opportunities

City Manager Jackson said that at the next worksession he would bring back to Council a 6-month plan on what City staff can realistically do.

Mayor Bellamy discussed the best way for Council to communicate with one another.

At the request of City Manager Jackson and after discussion, City Council reaffirmed their Strategic Operating Plan guidelines. Also resulting from the discussion, the following longer-term goals were established which will be discussed at Council worksessions:

- Departments Capital Improvement Plans
- Multi-year business plan
- Revisit the 2025 Comprehensive Plan
- Consider reaching underserved citizens in the downtown area
- TIF opportunities and how to use the full economic development tools

Additional topics discussed included:

- What opportunities are out there for revenue and feelings about re-hiring a lobbyist
- Strategy for the City to engage our state legislators
- City-owned properties issues
- Communication with our state delegation and other agencies in the community
- Open Meetings Law regarding policy committees

Work hard to separate personal from philosophical differences

- Regular meeting with Buncombe County Commissioners and State legislators
- Visits with Congressman Taylor and Senator Burr and Senator Dole
- Regular updates from Buncombe County School Board

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At 11:45 a.m., Mayor Bellamy adjourned the Council retreat.

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CITY CLERK

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MAYOR