

Friday – March 8, 2019 - 9:00 a.m.
200 College Street

Annual Retreat

Present: Mayor Esther E. Manheimer, Presiding; Vice-Mayor Gwen C. Wisler; Councilman Brian D. Haynes; Councilman Vijay Kapoor; Councilwoman Julie V. Mayfield; Councilwoman Sheneika Smith; Councilman W. Keith Young; City Manager Debra Campbell; Interim City Attorney Sabrina Rockoff; and City Clerk Magdalen Burleson

Mayor Manheimer welcomed everyone to the City Council Annual Retreat.

Mayor Manheimer then convened the retreat. She said the purpose of the retreat is to help inform the City Manager and staff about Council priorities and aligning those priorities in the budget process.

City Manager Campbell provided an overview of the day. She said that this retreat will give staff a better understanding of Council's priorities and will direct staff to focus on our limited resources on those things that will have the greatest impact to 1-3 years, in particular. We will exercise prioritization to ensure the work staff has done is consistent with the types of projects they need to work on. She said that Council will then talk about strategies and priorities and how to align them as part of the budget process. Staff will then provide Council detailed information about not only challenges for this year, but longer term of a 5 year budget process. She then introduced Mr. Ed Manning, Executive Director of Leadership Asheville, who would be facilitating the treat. Mr. Manning explained the guidelines that maximize Council's success as an elected body.

Assistant City Manager Cathy Ball reviewed with Council some of their major accomplishments from the strategic plan.

City Manager Campbell said that staff wants to make sure Council's goals are implemented in an effective and efficient manner. Therefore, our objectives are (1) build on great work that has been done to date; (2) further refine and clarify organizational and community priorities; (3) opportunity to link budgetary and staff resources to priorities; (4) development clear performance metrics and schedules for completion of work (ultimately link department and employee work plans to enhance accountability and impact on the community.)

She said that at the Management Team retreat and work groups they (1) maintained vision statement and themes; (2) revised goals - shortened and clarified, noting that some goals became strategies; (3) added timeframe for completion (short-term, medium-term, long-term); and (4) are seeking direction today to finalize and align with budget.

She said they took the goals and revised, shortened them, made some strategies, and then identified some things on-going, short-term (1-3 years), medium-term (4-7 years) and long-term (8+ years). Council's exercise is to define the revised strategies and timeframe. She reminded them to think about resources (funding and staff) noting that ongoing strategies is a resource drain as well. She asked that Council narrow the strategies down to 10-15 things. Staff wants to do good for the community, but in order to do that we need to align our resources with Council's priorities to be as impactful as possible.

Council then prioritized their strategies, along with the timeframes, as outlined below. City Manager Campbell said the revised Council goals, with alignment to strategies, along with the timeframe will then be linked into the budget process.

Short 1-3 years	12	E.2 Implement phase one recommendations of the Transit Master Plan.
	11	D.2 Develop a strategy for sale or lease of city-owned land to incentivize affordable housing development.
	10	A.5 Expand partnership opportunities with Asheville City Schools through the Equity Collaborative to eliminate disparities in access to quality schools and other educational resources.
	9	B.1 Develop specific implementation plan and schedule to amend the UDO and ordinances to reflect recommendations in the Comprehensive Plan.
	8	F.1 Develop a business inclusion program to increase minority contractor participation in response to the Disparity Study.
	7	D.1 Review and update Comprehensive Housing Affordability Strategy with a goal of assessing the effectiveness of the tools and encouraging development of mixed income communities.
	6	A.6 Develop and implement a strategy based on the NLC report to foster economic mobility.
		H.11 Identify opportunities to develop new tax revenue
		H.8 Participate in the BCTDA management and planning initiative to develop a capital investment plan for high priority projects.
		H.9 Identify opportunities to fund transit service via a dedicated revenue stream.
	5	B.3 Complete corridor studies and other plans for identified transit-corridors to encourage supportive development that will be sensitive and complement adjacent neighborhoods.
	4	B.4 Develop a plan for use of city-owned property on Haywood Street.
		D.3 Market and implement down payment assistance and other housing programs for low/moderate income residents.
	3	H.6 Complete a comprehensive classification and compensation study.
		H.7 Review and revise human resource policies.
	1	B.5 Complete a plan for the North Charlotte Street Innovation District.
	B.6 Complete a plan for the South Slope Extension Innovation District.	
	C.1 Implement energy efficiency and demand-side management programs that will reduce energy consumption in Asheville and Buncombe County based on recommendations from the Energy Innovation Task Force.	

City Manager Campbell also provided Council with a list of recommendations from some of our various boards & commissions. She said that Council can consider these, if they wish, as part of the budget process.

Deputy Finance Director Tony McDowell reviewed with Council's operating budget financial forecast of the Quarter 2; the five-year forecast (purpose, assumptions, inclusions and structural gap); and the Mission/HCA investment options. He, along with other budget staff, responded to questions/comments from Council.

Chief Financial Officer Barbara Whitehorn reviewed the Capital Improvement Plan review regarding the Council the historic level of community investment; future needs and costs; and Mission/HCA investment options. He, along with other budget staff, responded to questions/comments from Council.

City Council then gave feedback on this retreat.

At 2:12 p.m., Mayor Manheimer adjourned the meeting and announced that City Council will gather later in the evening for dinner.