



**CHANDLER CITY COUNCIL
SPECIAL MEETING - RETREAT**

Thursday, March 5, 2021

MINUTES OF THE SPECIAL MEETING - RETREAT OF THE HONORABLE MAYOR AND CITY COUNCIL OF THE CITY OF CHANDLER, ARIZONA, held on Friday, March 5, 2021, in the Public Safety Training Room, 3550 S. Dobson Rd., Chandler, Arizona.

THE MEETING WAS CALLED TO ORDER BY MAYOR KEVIN HARTKE AT 8:24 A.M.

The following members of the Council were present:

Kevin Hartke	Mayor
Mark Stewart	Vice-Mayor
René Lopez	Councilmember
OD Harris	Councilmember
Terry Roe	Councilmember
Christine Ellis	Councilmember
Matt Orlando	Councilmember

City staff present: Joshua Wright, Acting City Manager; Kelly Schwab, City Attorney; Dana DeLong, City Clerk; Debra Stapleton, Assistant City Manager; Matthew Burdick, Communications and Public Affairs Director

PATRICK IBARRA, The Mejorando Group, thanked staff for putting together these meetings and introduced the discussion item. Mr. Ibarra recapped the March 4th meeting and the discussion that was held.

VICE MAYOR STEWART asked if these were similar discussions to other cities and asked if there was anything they were missing.

MR. IBARRA said each community is different. Many communities discuss amenities and beautification and economic development. Mr. Ibarra said those items Chandler has always addressed. Mr. Ibarra said many communities have also discussed homelessness and it is an issue communities everywhere, including the Valley, are trying to address.

MAYOR HARTKE said there have been past initiatives that came from multiple master plans and some of these items may already be in process.

1. Discussion of potential modifications to the five key focus areas of the existing Strategic Framework.

MR. IBARRA talked about the discussion of each topic listed in the strategic framework and to go beyond just a concept.

- Strategic Framework 2019-2024
 - Community of Innovation
- Our Vision
 - We are a world-class City that provides an exceptional quality of life
- Our Goals
 - City Council Strategic Policy Goals
 - Being the most connected City
 - Being a leader in trust and transparency
 - Maintaining fiscal sustainability
 - Attracting a range of private sector businesses
 - Fostering a contemporary culture that embraces unity
 - Being safe and beautiful
- Infill and Redevelopment
 - Strategic economic development with:
 - Destination mixed use projects that support continued vitality of surrounding neighborhoods
 - Targeted efforts to repurpose vacant retail space
 - Unique amenities, events and experiences that attract people to Chandler
 - A deliberate, calculated approach to infill projects and annexation
 - An emphasis on workforce development and high-quality education
- Innovation and Technology
 - Embracing global technology that offers enhanced opportunities for citizens and businesses through:
 - Smart, sustainable solutions that empower, engage and improve the quality of life for residents, visitors, and businesses
 - Piloting innovative ideas to promote efficiency, productivity and connectivity
 - Leveraging partnerships and alternative funding sources
 - Marketing Chandler as the premier location for cutting-edge technologies
 - Investing in infrastructure to drive future technological advancements
- Mobility
 - Forward-thinking transportation networks with:
 - Multiple, integrated options to access Chandler's employment corridors
 - Convenient connections to the greater East Valley region
 - High-tech, multi-modal transit options for residents and visitors
 - Safe, attractive and well – managed roadways and traffic systems
 - A modern airport that serves as an engine for economic development
 - Open spaces and multi-use paths connecting developments and neighborhoods
 - Regional resources that maximize Chandler's ability to finance transportation projects
- Neighborhoods

- Unique and vibrant neighborhoods with:
 - Services and amenities that build a community aligned with the needs of the people in the surrounding area
 - A holistic approach to neighborhood improvement through coordination with City departments, non-profits, business partners, faith agencies and community members
 - Innovative programs that provide housing options for residents' diverse needs
 - Well-maintained and enhanced infrastructure that promotes aesthetics, safety and community vitality
- Quality of Life
 - Providing a safe community and an exceptional quality of life through:
 - People, resources and relationships that foster a stable and secure environment
 - High aesthetic standards incorporating innovative architecture, art and landscaping elements
 - Destination parks and open spaces with amenities catering to the demographics of the surrounding area
 - Re-imagined public spaces that are usable year-round and minimize blight
 - Activities, entertainment and business retention that capitalize on Chandler's hip culture, unique history and burgeoning arts scene
 - Use of creative partnerships to provide recreational opportunities for all
- Our Brand
 - A safe community that connects people, chooses innovation and inspires excellence

MAYOR HARTKE talked about the process for the discussion and how he would get a feel for how many Councilmembers are in support of an item to determine their next steps as a City.

COUNCILMEMBER ROE said this is a good dialogue and everyone has a few projects.

MR. IBARRA said there is overlap in some of these areas.

COUNCILMEMBER ROE said he would like the City Manager to hear these things to best determine staff direction.

MR. IBARRA introduced the Neighborhood focus area.

MAYOR HARTKE asked without using Chandler tax dollars what options are available to us for housing options to meet diverse housing needs. Mayor Hartke said he wanted to see what options are available.

COUNCILMEMBER ORLANDO said he wanted to begin dialoguing the questions to see what is out there. Councilmember Orlando said they need to look at diversity and other communities. There is still not a good understanding of what the inventory is and there may be enough diverse housing and the issue then is just sustainability. Councilmember Orlando said they need to see what is there and create a reasonable plan.

COUNCILMEMBER LOPEZ said he believes they are more aligned than what he previously thought. Councilmember Lopez said they need to know what the inventory is like now and have staff look to see what housing availability looks like. Councilmember Lopez said it is important that Council is on the same page when it comes to the overall plan.

MAYOR HARTKE said they would like to have staff get more information. Mayor Hartke said if they are giving mixed messages to the community they are going to get mixed messages back.

COUNCILMEMBER ELLIS asked how they get on the same page.

COUNCILMEMBER HARRIS said they need another retreat to lay out a foundation and have more clarity on what they are trying to define.

COUNCILMEMBER ROE said housing is a big discussion and the City is giving a lot of things the zoning attorneys are asking for. Councilmember Roe said they need to determine what is next and housing should be a gold standard.

COUNCILMEMBER LOPEZ said it would be important to go back to those troubled areas, look at redevelopment, and elevate the area.

VICE MAYOR STEWART talked about the last zoning case and Council needs to be aligned on what a good project is.

COUNCILMEMBER ORLANDO asked if that was a separate item to talk about building standards.

COUNCILMEMBER HARRIS said they always talk about innovation and asked if people see that when people drive down the street. Councilmember Harris said it is important to look at what Chandler looks like tomorrow and what the architecture would be.

COUNCILMEMBER ROE asked for a scorecard that would come out of Development Services and Planning and Zoning Commission.

MAYOR HARTKE said that information is in the narrative, but perhaps something more like a dashboard.

COUNCILMEMBER ORLANDO asked to add the word quality housing projects and if that made a difference.

COUNCILMEMBER ELLIS said yes.

VICE MAYOR STEWART said he thought it did for staff.

MAYOR HARTKE said he wanted those types of projects, but to remember that a development cannot have all of these amenities and still be priced at work force housing.

VICE MAYOR STEWART said when it is an elevated product it would generate better opportunities for everyone.

MAYOR HARTKE said they would not be able to have everything in one development.

COUNCILMEMBER HARRIS said they need to find a way to determine what the gold standard is for Chandler and what it would look like in the future. Councilmember Harris asked if staff could send samples of what other communities have done that are deemed smart cities to have a visual idea of what Council should look for in a project.

COUNCIL agreed to move forward with studying this.

MAYOR HARTKE asked if Council was in agreement to hold additional Work Sessions.

COUNCIL agreed.

MR. IBARRA said for staff to bring back to Council the subcommittee report, standards for development, and what it looks like in the future.

COUNCILMEMBER LOPEZ said they need to know where the City is now in regards to inventory and then requirements to give to staff of what a good project looks like from Council's perspective. Councilmember Lopez said this would tie back into beautification and what the City would look like in the future.

COUNCILMEMBER ORLANDO asked if art projects were still added in developments today like they were in the past.

MAYOR HARTKE said most major development have and the buildings by the airport are themed. Mayor Hartke said if there are more changes on developments it could be sent to Planning and Zoning and Council direction needs to be clear to them as well.

COUNCILMEMBER HARRIS said they should add innovation neighborhoods or innovated development so it speaks to the progression of the City.

VICE MAYOR STEWART said they should look at Smart Cities and what that means not just in terms of charging stations, but inside the building as well. Vice Mayor Stewart said the developers come in and develop and then leave, but perhaps they add more standards for sustainability.

MAYOR HARTKE asked for a presentation on what a Smart City is and where Chandler stands in regards to that.

COUNCILMEMBER LOPEZ said they talked about this before and did not want to be pigeon holed into that.

MAYOR HARTKE said it would be worth understanding and what that would mean to the City.

MR. IBARRA said it is important to think about innovation as not just technology.

COUNCILMEMBER HARRIS said they need to think about how the citizens can access to the internet and be connected using community partners.

MAYOR HARTKE said they have done a lot of work on the fiber network.

COUNCILMEMBER LOPEZ said to remember there are unintended consequences of innovation and change within the community as some are resistant to that.

COUNCILMEMBER ORLANDO said Chandler historically has set the standard and set the definition of what Smart City is and the City can define what that is.

COUNCILMEMBER HARRIS said the definition could be small, but it needs to be defined. Chandler is the community of innovation, but they need to define what that means.

MR. IBARRA introduced the Mobility focus area.

MAYOR HARTKE talked about Prop 400 and that the West Valley is very organized and there are a lot of projects and conservations happening. Chandler does not have any more freeways to build, but there is more work on circulars. Mayor Hartke said there is also work on a technology fund.

COUNCILMEMBER ROE said this was well defined. Councilmember Roe said he wanted to see a fleet of self-driving electric vehicles that take people where they need to go. Councilmember Roe said Metro could not completely dictate what the City does. Councilmember Roe said instead of having empty bus routes they could have self-driving vehicles that move up and down the transit corridors and there would a lot of monitoring of the vehicles.

COUNCILMEMBER ORLANDO agreed with the idea and it would be complex to coordinate all of that.

COUNCILMEMBER ROE said he was a fan of the express and mobility is a solution to help many people in the community.

COUNCILMEMBER ORLANDO asked if there was a public private partnership.

MAYOR HARTKE said Waymo is moving towards that and there is a partnership with Lyft. Waymo has a partnership with Valley Metro and there was a pilot in the City in 2019 with the City employees. Mayor Hartke thought there would be one with Uber, but they went to another City. Mayor Hartke said they are not that far off from being able to have a light rail experience, but without the traditional light rail. There may be a pilot project, but it would not be with Valley Metro.

COUNCILMEMBER LOPEZ said they need to evaluate how much money is being invested and determine how the bus routes are performing. Councilmember Lopez said if that money was reallocated and they did a different program that could be more impactful.

MAYOR HARTKE said it is not easy to drop a bus because of the regional system.

COUNCILMEMBER LOPEZ said he often sees empty busses, but it may be at the end of the line and on its way to pick up other people. Councilmember Lopez said circulators come more often like the ones in Tempe to go to the next bus stop. Councilmember Lopez said this may save additional dollars. Councilmember Lopez said there needs to be more information about how the bus system is performing and how much the City is paying and reevaluate as needed.

COUNCILMEMBER HARRIS said Council should look at Tempe's system because their system is effective and has some destination stops.

COUNCILMEMBER LOPEZ asked who subsidizes that system.

MAYOR HARTKE said the cities that offer that also have a transportation tax and that is a way to do the circulators and offer the service.

COUNCILMEMBER LOPEZ said he would like to see what is already being spent so they do not have to raise the tax.

COUNCILMEMBER ORLANDO said the circulators are more convenient for people and they need to look at a way to reimagine the way to move people. Councilmember Orlando said he was in support of pilot programs and see what works.

VICE MAYOR STEWART said decentralization is the next step in everything we do. Mass transit is centralization and is an outdated way to move people. People are being moved by cars and buses. Vice Mayor Stewart said this mass approach is an old style. Vice Mayor Stewart said if they find a way to change the approach and find a public private partnership to be more efficient and effective.

MAYOR HARTKE said one of the reasons we did not get Uber was partly because of the regional transportation not in Chandler.

VICE MAYOR STEWART said he is more focused on the surface streets and getting people where they need to me.

COUNCILMEMBER LOPEZ said they are aligned with the items, but they need to review the public transportation budget and the ridership levels. Councilmember Lopez said when COVID-19 came they are still being billed for the buses, but if there was an alternate option that was as needed the cost would drop.

MR. WRIGHT confirmed there was Council interest in micro transit and it is a complicated issue due to regional factors.

MAYOR HARTKE said this issue has come up before and Chandler is not the same as it was 10 years ago.

COUNCILMEMBER ELLIS said the airport is valuable as an economic engine and there was a lot of discussion on what it would be. Councilmember Ellis said they all have some different ideas and wanted to define what a modern airport means to them. Councilmember Ellis said the airport needs to find its place in mobility.

MAYOR HARTKE said if they could displace the touch-and-goes which is where most of the complaints come from and focus on an appetite to modernize it.

COUNCILMEMBER LOPEZ said there are some remodel projects in the CIP plan and could be a hub for businesses. Councilmember Lopez said modern aircraft could come in and out of the airport.

COUNCILMEMBER ORLANDO suggested it be a modern airport that serves as a business park engine for economic development.

MAYOR HARTKE said they have heard from the Parks Master Plan that people want more places to walk and they receive funds from other agencies on these projects.

VICE MAYOR STEWART said he had requested additional safety barriers or something to be added to keep the bicyclists safe.

MR. WRIGHT said they are working on some solutions for future bike lanes.

MAYOR HARTKE asked if there were any reports regarding cell phone laws in terms of making biking safer.

MR. WRIGHT said it just started January 1, so he has not received a report yet.

MAYOR HARTKE said he would like in six months to see the impact.

THE MEETING RECESSED AT 9:44 A.M.
THE MEETING RECONVEINED AT 9:59 A.M. ALL PRESENT

MR. IBARRA introduced the Innovation and Technology focus area.

MAYOR HARTKE talked about a scorecard to see where the City is at overall and how the City's definition of a Smart City is developing. Mayor Hartke said after they define what a Smart City is then other projects and direction may come from that.

COUNCILMEMBER ELLIS agreed.

COUNCILMEMBER ROE suggested there be a speaker that is forward thinking come to the City to talk to staff about the next big ideas and see how Chandler can innovate and if we are missing something.

MAYOR HARTKE suggested Council attend events in other cities and ASU to see regional innovation.

VICE MAYOR STEWART said this is a great thing to talk about and this fits within the City's brand. Vice Mayor Stewart said he would like more information on where Chandler is being marketed and micro-targeting to CEOs outside of the State. Vice Mayor Stewart asked for a report on dark fiber and they have to be able to move data.

COUNCILMEMBER ELLIS said it needs to be throughout the whole City.

COUNCILMEMBER LOPEZ said infrastructure and fiber is not the way of the future anymore and they need to weight the options.

COUNCILMEMBER ORLANDO said they need to look at redundancy and a Smart City would have redundancy in the event of an emergency. Councilmember Orlando said if one system goes down they need to have redundancy.

MAYOR HARTKE said as part of GPEC the City advertises with them instead of sending our own ads so we do not compete with our neighbors.

VICE MAYOR STEWART asked if that was a good thing.

MAYOR HARTKE said it has been a good thing and has opened opportunities in the past. Marketing the City to businesses is different than marketing for tourism.

COUNCILMEMBER LOPEZ said businesses know their employees may not all live in that City so they look at the region and it is better to share costs.

VICE MAYOR STEWART said micro-targeting is the future and handing over marketing to another organization is great, but having our own is not a bad thing.

COUNCILMEMBER ORLANDO said Chandler is a first tier global community and is interested in marketing globally. Councilmember Orlando said the City is diverse and we should market to those diverse communities to bring other global companies here.

VICE MAYOR STEWART said Chandler's success would raise the bar for the other neighboring cities and would help the State. Vice Mayor Stewart said if they do some of their own marketing it would be beneficial and is inexpensive.

MAYOR HARTKE asked staff to explore marketing expansion globally.

COUNCILMEMBER LOPEZ said asking the business community about what future expansion looks like. Councilmember Lopez talked about a CIO round table.

MAYOR HARTKE said the Citizen Bond Committee had great stakeholders from the community.

COUNCILMEMBER ORLANDO said it was a very diverse high powered group.

MR. IBARRA introduced the Infill and Redevelopment focus area.

COUNCILMEMBER HARRIS asked if this needed to be part of the strategic plan. Councilmember Harris said by focusing on the other pillars they are already doing this and should this just be part of the expectation. Councilmember Harris asked if this needed to be singled out as its own.

COUNCILMEMBER ROE said yes, for the public and the developers to see redevelopment is a focus and that they have quality developments.

COUNCILMEMBER HARRIS said when he reads this he thinks of properties being built, but not economic development. Councilmember Harris asked what redevelopment meant to Council because they should automatically be doing this and maybe should be part of the other buckets.

MAYOR HARTKE said two years ago, Chandler was at 12% buildout and now they are at 9.1%. Looking at the developments it takes on a greater sense of importance because there is less land.

COUNCILMEMBER ORLANDO said this is important because this is where we are in the maturation of the City. Councilmember Orlando said as retails begins to go away they need to think about what to do with the land. If they do not focus staff time, developer time, and Council time on this then we lose out a lot and would go somewhere else.

COUNCILMEMBER LOPEZ said this also is applicable to small businesses and that we want them here. Councilmember Lopez said in the past it was important to have this pulled out on its own because of where the City is at and ensure that small businesses understand the City needs to be adapted.

COUNCILMEMBER ORLANDO asked if this is put as an overlapping element or standalone.

COUNCILMEMBER HARRIS said as they look at the strategic plan they talk about economic development and infill and redevelopment. Councilmember Harris suggested economic development could be its own pillar and discuss entrepreneurship, small businesses, large corporations, and all of these different things. Councilmember Harris said residents are not going to read as deeply into it as the Council is philosophically. Councilmember Harris said entrepreneurs and small businesses are not going to think infill and redevelopment.

COUNCILMEMBER ELLIS asked if another category should be added. If they are really going to push the City forward and discuss what they are going to do with small businesses then it may need to be separate.

COUNCILMEMBER HARRIS said it is important to keep the focus areas simple so that people can clearly understand what Council's goals are.

COUNCILMEMBER ELLIS said they could have both and really have points in each area to have clear focus on what the City is doing.

MR. IBARRA said these focus areas are points of emphasis and this document gives staff direction, but the audience are the residents and businesses.

COUNCILMEMBER LOPEZ asked if there were going to be two buckets or rename infill and redevelopment to include economic development.

COUNCILMEMBER HARRIS said it could be both and they could focus on economic development initiatives as well. Councilmember Harris said this sends a clear message that economic development is important to the City especially as they market the City.

VICE MAYOR STEWART said infill and redevelopment is a function of economic development and the title should be economic development.

COUNCILMEMBER ORLANDO said each category has an economic element and those could be pulled into one category such as the airport.

COUNCILMEMBER LOPEZ agreed for the title to be something that is encompassing that is easy for people to understand. Councilmember Lopez agreed the airport could be moved and this category would show a higher level of priority.

MR. IBARRA said some cities use the term economic vitality.

MAYOR HARTKE said infill and redevelopment is important, but it is important to serve the existing businesses and broaden the diverse business climate.

COUNCILMEMBER ELLIS said she agreed to add information about existing businesses.

MR. WRIGHT clarified both the built environment and the people.

MAYOR HARTKE asked to add a point about being business friendly to existing and developing industries.

COUNCILMEMBER HARRIS said Economic Development staff goes the extra mile for the business community and empowering that team to do more.

MAYOR HARTKE said Development Services staff also does a lot for the business community.

COUNCIL determined infill would be a under economic vitality as a subcategory.

COUNCILMEMBER ORLANDO asked if there is anything else they should be doing regarding redevelopment.

MR. WRIGHT recommended Council add protecting employment corridors as it is an ongoing discussion.

COUNCIL agreed.

VICE MAYOR STEWART asked what kind of economic development Council wants to do. The City has evolved into a different type of economic development and the City is bringing in high paying jobs.

MAYOR HARTKE said they were protecting Price Corridor for certain type of jobs and the Airpark for light industrial. Mayor Hartke said it would be good to have this conversation with the Economic Development staff.

COUNCILMEMBER HARRIS said he like the idea of protecting employment corridors and for the airport to be a focus area and being entrepreneurship friendly. Councilmember Harris said adding innovation to the category as well.

COUNCILMEMBER ORLANDO asked what the major impediment was to redevelopment. Councilmember Orlando discussed redevelopment in the City and asked what they should do.

MR. WRIGHT talked about a redevelopment area and the challenges redeveloping the site. Mr. Wright said each site is unique.

MAYOR HARTKE said they could have a work session regarding the issue.

MR. IBARRA introduced the Quality of Life focus area.

MAYOR HARTKE said there was discussion regarding public safety to add as a focus area.

COUNCILMEMBER LOPEZ said because of the environment, he suggested adding a public safety header and to show the City sees that as a priority. Councilmember Lopez said he did not think public safety should be a separate pillar, but should be a subcategory and moved towards the top of the list. Councilmember Lopez said he also wanted to be respectful of our history as we begin redeveloping and new innovation. Councilmember Lopez said it is important to show the evolution of the City and pay homage to the past.

COUNCILMEMBER ORLANDO talked about sustainability and asked if that fit into quality of life.

MAYOR HARTKE asked what sustainability meant to Councilmember Orlando.

COUNCILMEMBER ORLANDO said some cities have a sustainability plan and asked if Chandler had created one.

MR. WRIGHT said the City does not have a sustainability or climate action plan. There are some standards as far as City buildings, but there is not a specific plan.

COUNCILMEMBER ORLANDO asked if the City should have one as there is more emphasis on that in terms of federal dollars.

MR. WRIGHT asked if Council had specific goals or if it was more general.

COUNCILMEMBER ELLIS said it is important to educate the residents about sustainability, encourage them, and show the benefits to the City.

MAYOR HARTKE said solar, planting trees, water, and recycling have always been important topics. Mayor Hartke said they could give out awards for sustainable developments as they come on board which they have done in the past. Mayor Hartke said he was not interested in creating a document to become a carbon neutral city, but wanted to look at ways to highlight sustainability.

COUNCILMEMBER LOPEZ said as a region there are a lot of talks about water.

COUNCILMEMBER ORLANDO said they are already doing sustainable things as a City and asked if this should be added.

VICE MAYOR STEWART said there are cost neutral ways to be sustainable.

COUNCILMEMBER ORLANDO talked about past sustainable additions to projects.

VICE MAYOR STEWART talked about the heat effect of concrete in the City.

COUNCIL agreed to add sustainability to Quality of Life.

COUNCILMEMBER ROE said he is in favor of a multigenerational project and about adding more space for the Senior Center.

MAYOR HARTKE said there was discussion about a multigenerational facility and asked if Council wanted to pursue options.

COUNCILMEMBER ROE said most everyone wanted something, but there was concern about the cost.

MR. WRIGHT said there were options and talked about revisiting the topic.

MR. IBARRA talked about the trend of repurposing libraries as community centers being multifunctional.

COUNCILMEMBER LOPEZ said a multifunction center or community center makes it feel like it is for all generations not just one.

MR. IBARRA talked about Community Services and how they serve a diverse population.

COUNCILMEMBER HARRIS asked if Council wanted to add diversity and inclusion as part of quality of life or if it should be its own category. Councilmember Harris said it is a focus in the community and businesses in Chandler have the vision of being very inclusive. Councilmember Harris said this should be a top priority and show the City cares about diversity and inclusion.

MAYOR HARTKE did not see it as a standalone category, but thought it should be in quality of life.

2. Summary and Wrap Up

MR. IBARRA made summary remarks and wrapped up the retreat.

MAYOR HARTKE thanked the Council for their comments and ideas over the past two days, and said staff would take the information and bring back details for the Council to review.

ADJOURNMENT: The Retreat was adjourned at approximately 11:57 a.m.

ATTEST: _____
City Clerk

Mayor

Approval Date of Minutes: April 8, 2021

CERTIFICATION

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Special Meeting – Retreat of the City Council of Chandler, Arizona, held on the 5th day of March, 2021. I further certify that the meeting was duly called and held and that a quorum was present.

DATED this _____ day of April, 2021.

City Clerk