

# Meeting Minutes

## City Council Special Meeting

February 2, 2023 | 9:30 a.m.  
Chandler Museum, Saguaro Room  
300 S. Chandler Village Dr., Chandler, AZ



### Call to Order

The meeting was called to order by Mayor Kevin Hartke at 9:40 a.m.

### Roll Call

#### Council Attendance

Mayor Kevin Hartke  
Vice Mayor Matt Orlando  
\*Councilmember OD Harris  
Councilmember Mark Stewart  
Councilmember Christine Ellis  
Councilmember Jane Poston  
Councilmember Angel Encinas

#### Appointee Attendance

Josh Wright, City Manager  
Kelly Schwab, City Attorney  
Dana DeLong, City Clerk

#### Staff in Attendance

Tadd Wille, Assistant City Manager  
Dawn Lang, Deputy City Manager / CFO  
Andy Bass, Deputy City Manager  
Matt Burdick, Communications and  
Public Affairs Director

#### Facilitator Attendance

Nicole Lance, Lance Strategies &  
Extraordinary Balance  
Eric Bailey, Bailey Strategic Innovation Group  
& Extraordinary Balance

\*CM Harris departed at approximately 10:30 am.

### Welcome

NICOLE LANCE, Lance Strategies & Extraordinary Balance, and ERIC BAILEY, Bailey Strategic Innovation Group & Extraordinary Balance set goals for the day.

## Discussion

Discussion, Review, Identification, and Modification of Priorities to Address and Create a Unified Strategic Policy Direction for the City of Chandler

### 3. Consensus-Building on Priorities and Focus Areas

#### **Economic Vitality**

COUNCILMEMBER ENCINAS said overall this section is good. Combine points 3 and 5. Remove amenities from point 4.

COUNCILMEMBER POSTON said we need to make sure we have a consistent vision for adaptive reuse. In general, broaden the framework to attract new development to older areas. We do not need to be the producer of these events if we can attract and support events. Another idea is to create synergy in micro communities across Chandler. How can we foster organic activity.

VICE MAYOR ORLANDO asked if this belongs in this category.

COUNCILMEMBER POSTON said it could belong to a few categories. Councilmember Poston continued by adding business-friendly strategies: we need to get purposeful about small businesses, one path forward may be through pursuing partnerships; revisit the incubator; and assess business diversity in the strategy for what sort of business we pursue for Chandler. The focus on the Chandler Airpark and Price Corridor are opportunity areas for Chandler, while continuing to preserve roads, it can be one bullet point.

COUNCILMEMBER ENCINAS emphasized that the overall theme would be telling our economic story.

VICE MAYOR ORLANDO asked where capital investment meets start-ups in the incubator.

MR. WRIGHT said that connections to startup funding opportunities or angel investing.

COUNCILMEMBER POSTON suggested connection to financial resources as a goal.

COUNCILMEMBER STEWART said that the priority for small businesses is important, and we need to have more focus on how to develop this into a full project to redevelop the incubator. If we can incorporate larger cornerstone businesses into the incubator it would work well with small businesses.

MAYOR HARTKE said we need to put intentional thought into developing the incubator. The goals of the incubator would be less for small businesses and more for the next big thing for Chandler. We need to look at this space and reexamine potential concepts.

COUNCILMEMBER POSTON said we need to set solid expectations for participants in the incubator program.

MR. WRIGHT added that we need to disconnect the physical incubator space from the incubator concept. Much of the start-up resources is not bound by location.

COUNCILMEMBER STEWART said that we do need some physical space for groups to meet and collaborate.

MAYOR HARTKE restated that we cannot be everything to everyone.

### **Quality of Life**

MAYOR HARTKE said we need to provide connections to allow other groups to put on events. We want to be a community of celebration.

COUNCILMEMBER STEWART said Quality of Life encompasses everything. Remove reference to safety, change point to inclusivity. Add more conversation about aesthetics, living in a beautiful community. Ensure planning and zoning meets Chandler standards in aesthetics and amenities. We have no need to break away from our standards on request. We can focus in on enhancing North Arizona Avenue. Remove point on architecture, art and landscaping to be more general. The goal is to facilitate projects and events, not run them.

COUNCILMEMBER ELLIS said that people want the City to help support events. We can consider supporting new events, but must consider qualifications of the events. This will be helped by the strategic plan that the DEI office is doing. How do we stay relevant to a diverse population.

MR. WILLE said that some of these strategies will be in the DEI strategic plan.

MR. WRIGHT added that some things we are already doing, like spending money to market city events. We are taking steps forward, there are subtle changes in progress, rather than one thing.

COUNCILMEMBER STEWART said that this may need to be written and captured a different way.

COUNCILMEMBER ELLIS continued by adding a bullet point about maximizing tax savings to residents while maintaining quality service.

VICE MAYOR ORLANDO commented that the use of the word maintaining has a different tone than enhancing quality service. We have city events that we plan and execute. Vice Mayor Orlando asked if we face pressure from outside organizations asking us to plan more events.

COUNCILMEMBER POSTON said that we do face pressure to hold and plan events.

COUNCILMEMBER ELLIS said most of the time, requests come from others at events.

COUNCILMEMBER STEWART asked if these were separate goals.

MR. WRIGHT said some policy framework to address this is forthcoming.

MAYOR HARTKE said we need to continue our legacy events. We can find pathways so people feel like they are being heard, but understand that it is not the City's responsibility to run events.

MS. LANCE asked for clarification on the point maximizing tax savings to residents while enhancing quality service.

COUNCILMEMBER ELLIS said staff is always looking at how to decrease cost.

VICE MAYOR ORLANDO reframed the statement as a purpose, not an action. This would make more sense in the introduction paragraph.

COUNCILMEMBER STEWART said we have invested in our water infrastructure and will have continual opportunities to do so in the future. The more money we can keep in our residents' pockets the better their quality of life will be. We need to be intentional about this phrasing. Another point added was continue to invest in smart technology to monitor and regulate traffic. This is a tactic rather than an action.

VICE MAYOR ORLANDO asked what points would be changed and removed.

COUNCILMEMBER ELLIS clarified that the first point would be removed and the second point would be edited to be more general about aesthetics.

VICE MAYOR ORLANDO said art is not an amenity. How can we capture art in this point.

COUNCILMEMBER POSTON asked about the bullet point reading public spaces that are usable year-round and eliminate blight.

MR. WRIGHT said this was to provide shade and update Dr. A. J. Chandler park.

COUNCILMEMBER ELLIS said these spaces need to be maintained and kept functional.

COUNCILMEMBER STEWART said that managing blight is part of the consideration on aesthetics.

### **Community Safety**

MAYOR HARTKE said this is a new stand-alone focus area, where previously it was considered to intrinsically be a part of every focus area. Some ideas could be present in other focus areas but should all tie into the theme of community safety. Safe health and a vibrant community.

VICE MAYOR ORLANDO summarized that it would be for individuals, businesses, and the community at large.

MAYOR HARTKE said some of this would be included in the opening paragraph. Bullet points would include develop a plan for homeless services past the federal funds they are currently funded by.

VICE MAYOR ORLANDO said providing wrap-around service for education, engagement community first responders. Building a positive perception and trust of public safety comes from fostering positive interactions in the community.

MAYOR HARTKE said we are continually looking for partners in our community other than schools.

VICE MAYOR ORLANDO said we can foster the further pursuit of safety technology for increased effectiveness and cost savings. We can create partnerships to focus on behavioral health.

MAYOR HARTKE said the goal of this focus area was to move beyond the concept of public safety to wider community safety. There are many other ways to improve the safety of our community.

VICE MAYOR ORLANDO added that we are doing a good job on our own with internal cybersecurity, we can partner with other resources for a wider lens.

MAYOR HARTKE enhance community safety programs, like community safety officers, events, or programs.

VICE MAYOR ORLANDO how do we tell our story of being a safe community.

MAYOR HARTKE added that how can we make our courts safe and fair for employees and people at the courts.

COUNCILMEMBER ELLIS asked about school resource officers.

COUNCILMEMBER STEWART said internet crime, financial crime. We have not discussed these things before.

MAYOR HARTKE said the focus of council is to best understand and make decisions to address what is happening in Chandler currently.

COUNCILMEMBER POSTON asked about safety technology.

MAYOR HARTKE clarified that this would mean making sure first responders have the appropriate equipment and training they need to do their job.

COUNCILMEMBER STEWART added concern for biker and road safety.

MAYOR HARTKE added water security infrastructure and emergency management.

#### 4. Finalization of Strategic Priorities and Commitments for Effective Implementation

MS. LANCE reviewed the Our Vision, Our Brand, and Our Goals structure in the strategic plan.

MAYOR HARTKE said these sections were up front as the Chandler mission and brand.

COUNCILMEMBER STEWART commented that the strategic policy goals do not need to be numbered as that creates a ranking. Private sector business statement excludes and defines rather than states opportunities.

MAYOR HARTKE said that the point of the goals is to follow through based on the values present.

VICE MAYOR ORLANDO asked about rephrasing the goals to reduce redundancy.

MR. BURDICK said this is more of a philosophical statement or narrative.

COUNCILMEMBER POSTON said the statements should have stronger words than being.

MS. LANG added that innovation should be captured in this section.

MS. LANCE asked what leading statements or key ideas you want people to know about the City of Chandler's commitment innovation.

COUNCILMEMBER POSTON answered that innovation is our expectation and our culture.

MAYOR HARTKE said innovation reflects who we are.

COUNCILMEMBER ENCINAS said this feels like a presentation of our story. We are at an opportunity to reevaluate what this looks like to us at this point, and where can we go next.

COUNCILMEMBER ELLIS said innovation as in where we are now and our future.

MS. LANCE asked if Chandler as an organization or Chandler as a community.

COUNCILMEMBER ELLIS said that it applies to both.

COUNCILMEMBER POSTON said that historically we have been an innovative community, less so an innovative organization. One example is the Saturday open house at the courts.

VICE MAYOR ORLANDO said that a culture of improvement and innovation effects every department and the views of the city. It is okay to try new things, making calculated risks is acceptable.

COUNCILMEMBER ELLIS mentioned empowering employees to have the power to bring new innovative ideas forward.

COUNCILMEMBER STEWART added that we should be dedicated to embracing change for improving quality of life is the overarching theme. This comes through a wide variety of partnerships.

MAYOR HARTKE shared that at the state level of legislature there is a focus on quantity rather than quality. We need to be thorough and thoughtful in our risk-taking. It is important to have a commitment to innovation as leaders for businesses and individuals.

COUNCILMEMBER ELLIS said we need to bring others up. Fostering innovation in Chandler will multiply the benefits on quality of life.

VICE MAYOR ORLANDO said that a common thought about government is that it is not innovative. Embedding innovation as a focus brings awareness and excitement.

MAYOR HARTKE said the goal is how to find the fit for what is right for us.

COUNCILMEMBER POSTON summarized that we are setting a high expectation for ourselves with innovation, rather than change for change's sake.

VICE MAYOR ORLANDO said the cultural shift in our organizational dynamics is aligned with the goals.

COUNCILMEMBER POSTON said Chandler has come a long way over a short time. Rapid growth and development happened all at once. We need to continue innovation in our current situation.

MS. LANCE asked for final thoughts.

COUNCILMEMBER STEWART was grateful for the opportunity to talk over these goals.

COUNCILMEMBER ELLIS asked Ms. Lance if she had any perspectives to share.

MS. LANCE said that Council was consistent with their goals over time. One shift with a new council is a distance, there is ownership and collaboration now as a council. After this, any new ideas are not discouraged, but must be understood under the context of the document. There is a balance to consider between adding new ideas and respecting what we came up with together.

MAYOR HARTKE said new ideas that may come from conferences need to be considered as to what they can provide to the document. The strategic plan is a living document to generate consensus on ideas we can work on together.

MS. LANCE said we are being thoughtful, intentional, and aligned with our ideas. Ms. Lance asked about ways to keep the conversation moving personally and as a team.

COUNCILMEMBER ENCINAS shared a commitment to do next level things out of the comfort zone. Stay committed to taking the next step for Chandler.

VICE MAYOR ORLANDO thanked the facilitators and shared a commitment to stay realistic and work collaboratively with other councilmembers.

COUNCILMEMBER STEWART thanked the facilitators and shared a commitment to remember it is the community's company to run and consider the community's needs first. Empower staff to be the best they can be and make strides in innovation.

COUNCILMEMBER ELLIS said she is committed to give 100% and stay prepared.

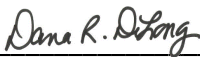
MAYOR HARTKE shared that councilmembers do not have all the answers, but we can rely on staff to get the right answers to people. This council represents our city in the best way, we can give opportunity and prosperity to all of Chandler.

COUNCILMEMBER POSTON shared a commitment to taking ownership of the work a councilmember does. Keep consideration of the needs of the public.

MR. WRIGHT thanked council and staff for creating this vision. Staff will make it happen and communicate, take physical steps to move forward with these goals. Communication will be key in Chandler's success.

## Adjourn

The meeting was adjourned at 12:52 p.m.

ATTEST:   
City Clerk

  
Mayor

Approval Date of Minutes: March 20, 2023



## Certification

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Special Meeting of the City Council of Chandler, Arizona, held on the 2nd day of February 2023. I further certify that the meeting was duly called and held and that a quorum was present.

DATED this 20th day of March, 2023.

*Dana R. Long*

City Clerk

