

MINUTES OF THE STRATEGIC PLANNING MEETING OF THE CITY COUNCIL OF  
THE CITY OF COTTONWOOD, ARIZONA, HELD JANUARY 7, 2013, AT 9:00 A.M.,  
AT THE COTTONWOOD PUBLIC SAFETY BUILDING, 199 S. 6TH STREET,  
COTTONWOOD, ARIZONA.

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CALL TO ORDER AND ROLL CALL

Mayor Joens called the regular meeting to order at 9:00 a.m. Roll call was taken as follows:

COUNCIL MEMBERS PRESENT

Diane Joens, Mayor  
Karen Pfeifer, Vice Mayor  
Jesse Dowling, Council Member  
Tim Elinski, Council Member  
Linda Norman, Council Member  
Terence Pratt, Council Member (left at 3:45 p.m.)

COUNCIL MEMBERS ABSENT

Ruben Jauregui, Council Member

STAFF MEMBERS PRESENT

Doug Bartosh, City Manager  
Marianne Jiménez, City Clerk  
Mike Kuykendall, Fire Chief  
George Gehlert, Planning and Zoning Director  
Casey Rooney, Economic Development Manager  
Iris Dobler, Human Resources Manager  
Dan Lueder, Development Services General Manager  
Rudy Rodriguez, Administrative Services General Manager  
Richard Faust, Community Services General Manager  
Morgan Scott, Development Services Operations Manager

Steve Horton, City Attorney  
Jody Fanning, Police Chief  
Charlie Scully, Long-Range Planner

City Council Only Planning and Legislative Discussion

The Council discussed how to communicate with the public, the council's desire to have more information regarding city projects, the letter of complaint that had been sent to the council regarding the increase in business registration fees and the renewal notices that were sent out late, the council prioritizing city projects, changing certain speed limits within the city, improving the rest of Mingus Avenue from Willard to Main Street and the cost for the improvement, and highlighting the city as a bike and trail friendly community.

Mr. Bartosh briefed the council regarding the recruitment of a new community development director following Mr. Gehlert's resignation.

Mayor Joens mentioned she and the city clerk had been working with the Teen Center Committee and they may need a building for a teen center.

Five Year City Accomplishments

Mr. Bartosh stated the council had received a copy of the city's five year accomplishments and asked if the council had any questions; and there were none.

#### Focus on Success Update

Mayor Joens stated economic development is something that is really big with the council and our staff. Our city manager has also provided a lot of leadership in the community with tourism and where we are at, and Casey is everywhere, whether it is statewide or local, doing his work on behalf of the citizens of Cottonwood and the region.

Mr. Rooney went over the definition for Economic Development and the Cottonwood economic vision statement and indicated it hasn't changed. He then reviewed the status of the components of the Focus on Success project.

#### Capital Projects Update

Mr. Lueder reviewed the capital projects list that had been sent to the council and gave an update on each project.

#### Vision & Mission Statement Discussion

Mayor Joens stated we created this vision statement about four or five years ago and last year we looked at it and didn't see a need to update it. She thought it was a pretty good vision and mission statement. On the mission statement, we are supposed to be answering the purpose and what do you do get to the vision concerning our citizens. The City of Cottonwood through ethical accountable professional leadership and collaboration enhances quality of life for our diverse community while preserving our unique environment and character. We would have to go through a whole process like we did originally probably to make any valid changes.

Council Member Pratt stated he thought it was fine.

Mayor Joens asked everyone if they thought it was fine. The vision statement is a picture of the city in the future and it answers the questions what does vision mean to you, where do we want to go as a city, and where do we want to be in the future. The City of Cottonwood strives to maintain a uniquely desirable and sustainable community. We are unique because of our people, our grand natural resources, public amenities, leadership, diversity, and hometown atmosphere. We will continue to conserve, preserve and manage our precious resources including the Verde River and its unique riparian habit. We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation and tourism. She thought there were a couple of things we might add; art and agriculture, which is kind of what Casey has added to our economic development list.

Council Member Elinski stated there isn't anything in there about agriculture or any kind of industry and it probably should be in there.

Vice Mayor Pfeifer stated it seems to be on the upswing too.

Mr. Rooney stated they ought to take those focus areas, there are seven that we decided on that he added to, and make sure that they are all in that statement somehow. He would be happy to work with it.

Mayor Joens stated why don't we work on that statement and then bring it back to another council meeting.

Mr. Rooney stated he thought it basically it really good statement, maybe a little tweak here and there and you are all set.

There was a brief discussion regarding adding additions to the Vision and Mission Statement that refer to the city being the retail center and heart of the Verde Valley.

Council Members Dowling and Pratt stated it says economic center.

Mayor Joens stated everybody might be thinking about it before we bring it back and any ideas you have will be welcome.

#### Working Lunch General Plan Update

Mr. Gehlert stated the General Plan is a policy document that is approved by the city as well voted on by the folks that live here and it establishes a vision for the city as well as objectives for land use, traffic, planning and largely physical development within the City of Cottonwood. It also makes statements about economic development, housing and human services. Our general plan document is subject to regulation by the state of Arizona. It requires a revision process which occurs every ten years, which generally takes 18-24 months to accomplish. We recently embarked upon a public process which is the very beginning of that process. Our objective from this point is to put together a draft document, hopefully by the middle of this year that would ultimately be subject to public review and department review before going through the hearing process and the public vote in 2014. Staff recently conducted a series of workshops inviting folks to come and tell us what they think about the city and what we were are doing and what they feel is good about Cottonwood and what they would like to change about Cottonwood. There were several dozen people that attend those workshops. What we have been hearing from folks has to do with keeping the small town qualities in Cottonwood with an emphasis on Old Town, job development, and things to do with kids. They had thought about using the city's website for a community survey function. They assembled a steering committee to help us through this portion of the job, where we review the current draft document. We are anticipating a series of meetings with the steering committee between January and June. There is a 60 day review process that is required by the state once we put together the revised document.

The planning and zoning commission is very much a part of the process, and staffs presents them monthly updates concerning the progress of the project. We will be generating public service announcements as well as providing updates on the city's website. The revised document will be before the planning and zoning commission and the city council before public vote at the end of 2014.

### 2012-13 Budget Update

Mr. Rodriguez gave an update on the city's revenues and expenditures to date for the 2012-13 budget year.

### Development and Update of Strategic Initiatives and Goals

#### **Strategic Initiative #1: Growth should support the cost of new city services.**

##### **Goals:**

- Contract for a cost of growth study. Ensure it includes the cost and benefits of growth, issues of sustainability, impact fees, funding options such as sales/property taxes, impact of no-growth, etc. – 1/13 – Responsible Staff : Doug Bartosh–Study was not funded for 2012-13 but will need to be funded in 2013-14 to meet impact fee requirements

Mr. Bartosh stated this has not been funded and we haven't had the funds to do it. This is probably going to need to take on a priority for next year. This will probably help us meet the new legislative requirements related to impact fees. With the council's approval on this we will bring this forward as a budget item next year.

Vice Mayor Pfeifer asked how much this will cost.

Mr. Bartosh stated our original estimates were \$150,000 and that might be a little bit higher because we anticipate that there will be a lot of communities that are going to be getting this done as required by law.

Mayor Joens asked how this fits in with our General Plan.

Mr. Bartosh stated he doesn't think it really does. This is something completely different.

Mayor Joens stated it has been on our list for five years and we just keep putting it off because of the economy and other things were more important.

Council Member Elinski stated he was glad we are going to make it a priority now.

#### **Strategic Initiative #2 – Ensure our employees are trained and competitively compensated to ensure a qualified workforce to provide quality services.**

##### **Goals:**

- Complete a compensation study to develop strategies for market competitiveness (include benefit comparison) - 6/12 – Responsible Staff: Doug Bartosh – Complete – Initial report received, ranges and salaries adjusted December 2012, and merit increase methods redesigned.

Mr. Bartosh stated this was on there for several years and we were able to complete that this year and make those adjustments. We are still working on the benefits portion, but if it impacts the budget it will be part of the budget discussions. The preliminary indications are that we are fairly competitive in terms of benefits.

Mayor Joens asked if this is one that we leave on or take it off.

Mr. Bartosh stated we could leave it on as a strategic initiative just to show it is one of the council's priorities and if there are no goals for it then we just leave it blank. If there are goals for it down the road, then we can certainly add the benefits portion to that to ensure that we complete that.

Council Member Elinski stated some time ago we went over the continuing education the city offers and asked what the status is of that.

Mr. Bartosh stated it is slowly being used again.

Mrs. Dobler stated if the department has budgeted for it, then people can use it.

Vice Mayor Pfeifer stated that is a good thing because if we want to keep matching the wages of other communities then we need to keep them up to speed on education and how to do those jobs.

Mr. Bartosh stated it is a good investment on how to prepare our employees to move up in the organization. We can add that on there as a goal as well.

Council Member Elinski questioned if it is up to the department head to budget for this.

Mr. Bartosh stated there is usually a discussion that occurs with the employee or employees. It generally comes up during an evaluation period where they talk about future goals and development goals and what they are interested in pursuing, and that gives the department head the opportunity to plan and budget for that.

Council Member Elinski asked if it is just related to their field of work.

Mr. Bartosh stated what we are looking for is people to enhance their job and enable them to move up within the organization.

**Strategic Initiative #3 – Build and retain a strong diversified economy**  
**Goals:**

- Increase use of Business Assistance Center by 15% – 6/13 – Responsible Staff: Casey Rooney – Complete- Hourly use increased almost 800% over last year, all available offices leased, and 50% of users are outside the city.

Mr. Bartosh stated he thinks we met that goal. The question is do we want to keep that goal on there, or do we want to take it off.

Mayor Joens stated even though we have met our goal it seems to be an important goal.

The Council agreed it should say continue to maintain use.

- Encourage other communities to use the Business Assistance Center and to provide financial support – 6/12 – Responsible Staff: Casey Rooney – Complete – 50% of users are from outside of Cottonwood

Mr. Bartosh stated we really haven't received much interest from other communities in terms of financial support. We do see a large number of people from outside the city using the facility, and he doesn't know if this is something we still want to pursue with other communities.

Mayor Joens stated she thinks we should take it off, but when he is meeting with other communities still tell them about the Business Assistance Center and solicit their support.

Mr. Bartosh suggested we add this to an intergovernmental meeting.

Mr. Rooney stated Camp Verde is looking to add their own Business Assistance Center.

The council agreed to remove this one, but still have council and staff continue to talk to other communities about it and put it on an intergovernmental meeting agenda.

- Enhance our marketing and reputation as a business friendly city, which promotes local businesses and encourages our citizens to "Shop in Cottonwood." – 6/13 – Responsible Staff: Casey Rooney – Complete – Cottonwood received an award for our cooperative local marketing from the Office of Tourism. Received national recognition from Lonely Planet as one of the Top 10 vacation spots in the United States.

Mr. Bartosh stated this was part of our citizen survey this last time around and the results were generally positive.

Mr. Rooney stated this whole branding thing kind of fits into that topic as well.

Council Member Elinski stated he mentioned the last time we talked about this issue that he was wondering if the city could have on the website a list of businesses that do have a business license with the city. If someone wanted to use a business in the city, instead of using a phone book they could go to the city's website, and that would promote our local businesses in the city.

Mr. Rodriguez stated we use an archaic program to manage the business registrations but we could sort out and post a PDF file.

Council Member Elinski stated if they knew they were going to be on the city's website, then that might encourage them to register with the city.

Mr. Bartosh stated we will put that down as a goal and try and highlight it somehow on the website.

- Promote the development of a resort and Conference Center – 6/13 – Responsible Staff: Doug Bartosh/Casey Rooney – Discussions have been held with three potential developers who are interested in constructing such a center in Cottonwood.

Mr. Bartosh stated he thinks the Council would like to leave that on there and he has had discussions with people and it has some potential.

Council discussed how there is not a space large enough to hold some events in Cottonwood and it would be nice to have a conference center.

Mayor Joens asked about the shop local campaign.

Council Member Pratt stated there is a Facebook page now with Discover the Verde Valley and Kimber Lanning has done a really great job with it. It is still going and he thinks it is working well.

Mayor Joens questioned if we want to talk about marketing biking, canoeing, hang-gliding, ballooning, etc., would that be under this item or would it be under another initiative. We have the trails and the environment, but this is about marketing. She would like to see the council and the city kind of step up that idealism and start a brochure or something of our own. We have talked about it for years; it is time to do it.

Vice Mayor Pfeifer stated she called Dan's office one day about the disc golf. There were three people in one day asking about disc golf at the Chamber and we had nothing to give them at that point. She called Dan and Roger took it over and within a week we had a neat brochure on disc golf within the office. Three in one day is a pretty good indication that people are coming up here to play disc golf. We need to get that stuff out there.

Mr. Bartosh stated he is beginning to hear a theme in terms of marketing, communications, and public relations. This is something that we have really struggled with over the years, because we just don't have someone to do it. It would be great to have someone feeding the media good news stories.

Mayor Joens asked if that is something that we need to talk about during budget time.

Mr. Bartosh stated it is something that we can talk about during the budget process.

Vice Mayor Pfeifer stated we need to get more good news stories in the paper.

- Update and expand Portal/Entry signage into Cottonwood – 9/12 – Responsible Staff: Morgan Scott – Complete - Current portal signs were updated. No additional funds have been budgeted to expand the number of signs.

Mr. Bartosh stated we did update the portal signage into Cottonwood and talked about adding three other signs, so it might be something the Council would like to consider. It might be something we do with the branding, so we are carrying that branding as much as possible.

Mayor Joens stated she and Charlie Scully had a meeting with Chip Norton to talk about some of the brandings or signage that they are talking about for river access. It could be time that we start discussing that and she wanted to put this somewhere on the list. It may be time for us to pick up the ball and run with the rest of the story on promoting the greenway, Dead Horse Ranch State Park, the Jail Trail, the west Mingus Trails, and the Centennial Cliff Rose Trail that we are talking about.

Council Member Elinski stated he would agree, but the branding needs to go along with it because we need some kind of signage that is consistent all across the city so we know that it is City of Cottonwood specific and they can recognize it as such. He then asked Mr. Rooney how he was funding the branding.

Mayor Joens stated that is something we need to talk about. Casey has \$7,000 and that is not very much for a branding study. The council may need to look at adding a little bit of funding to that process.

Mr. Rooney stated what he was looking at was APS is going to help us with this, so he was thinking of using some CEDC funds along with his budget and with APS that would take care of it.

- Promote Neighborhood Clean-Ups through “Lookin’ Good Cottonwood” Campaign – 6/12 – Responsible Staff: Dan Lueder – Complete – A community clean-up was held in April with close to 40 tons of trash removed. Second clean up held October 27 with 94.34 tons of waste, 364 tires, and 35 appliances removed.

The council suggested moving Community Cleanup to quality of life.

Mr. Bartosh stated we probably need to look at continuing this, but doing it on an annual basis and move it between spring and fall so people aren’t saving up all of their garbage for one particular time of year.

Mayor Joens stated we called it neighborhood revitalization and the cleanup is part of it. The other part of it is working with nonprofits and we usually end up collaborating in some way on how we are going to help elderly and people with their yards that need help. The Verde Valley Caregivers is the next step and they are interested. For years we did a lot and hoped for funds to help clean up neighborhoods. She wondered if any of those funds are still there. Sue Shoemaker used to work on this and we used to get funds to help private homes.

Mr. Gehlert stated they were rehab funds.

Mayor Joens stated there were different names throughout the years, but that used to be a priority that we get these funds when they were available.

Mr. Gehlert stated that was generally through the block grant program.

Mr. Scully stated the funding has changed and we can only get one project per cycle so we have to decide if that is our priority.

Mayor Joens questioned if the council wanted to continue with one annual cleanup.

Mr. Lueder stated one other thing the council needs to talk about is if we are we going to expand this to the entire Verde Valley. A lot of people from outside of Cottonwood are bringing their trash, yet Cottonwood is funding it. We are pretty sure most of that didn't come from Cottonwood, so that is a decision that Council has to look at on whether we are going to make it just for Cottonwood residents.

Mayor Joens asked how the council would like to handle that and if we would be amenable to getting ID from people to make sure they are from inside the city and if they are not then we charge them the regular dumping fees, or else just direct them towards the compactor too.

Council Member Elinski stated he would like for us to talk with the county first to see if they would be willing to assist.

Mayor Joens stated they collaborate for Verde Village and they have been collaborating every time with us.

Council Member Dowling stated we could offer them to pay a fee for the convenience of dropping it here or directing them to the site for the county.

- Develop a plan to identify historic boundaries and the preservation of historic buildings in Cottonwood -1/13 - Responsible Staff: Charlie Scully - Draft ordinance is complete and being reviewed by the HPC. Application for Certified Local Government designation being prepared.

Discussion ensued regarding historic buildings. Mr. Lueder stated that Morgan has an intern that recently started and one of the things we discussed is have this person sit and document everything and get as much history as you can on every building.

Mr. Scully stated that voters approved Prop 207, the Arizona property rights act, which creates a process when we create a historic district we have to apply these new rules on an area and it gives people an opportunity an opt-out. We will be breaking new ground by adding this to the ordinance.

- Implement an instrument approach designation for the airport – 6/12 – Responsible Staff: Morgan Scott – The instrument approached has been approved by the FAA and will be published in May 2013. Required runway markings will be installed following the runway asphalt overlay project to be completed this fall or in the spring.

Mr. Bartosh stated the instrument approach to the airport is complete and we can cross that one off.

- Complete the 3 to 5 year objectives in the Focus on Success program with an emphasis on creating jobs – 6/13 – Responsible Staff: Casey Rooney – The CEDC continues to make good progress on the plan.

Mr. Rooney stated we are into the third going into the fourth year.  
The council agreed to leave this on.

- Work with the Chamber of Commerce, the Cottonwood Economic Development Commission, the Old Town Association and the general community to develop a “brand” for the city – 1/13 – Responsible Staff: Casey Rooney – The CEDC has heard branding presentations from *multiple* consultants. Casey is still attempting to find funding.

The council agreed to leave this on.

- Develop a revolving loan fund to support the creation of new businesses – 9/12 – Responsible Staff: Casey Rooney – Complete - Grant and private funding has been obtained and the program will be administered through VVREO.

Mr. Bartosh stated this has been done and can be crossed off.

- Work with the Chamber of Commerce to promote a “Buy Local” Campaign – 6/12 – Responsible Staff: Casey Rooney –

Mayor Joens stated we talked about this and we can’t ever do too much of that. She asked the council if we want to have a specific project under here.

Mr. Rooney stated this is going to continue on and there will be projects.

- Market and expand the Cottonwood/Lynx transit systems – 6/13 – Responsible Staff: Richard Faust – Staff continues to identify grants to help expand the program – funding is shrinking. Funding primarily dependent upon annual Federal Transportation allocations. Staff to continue seeking funding from the Central Yavapai Metropolitan Planning Organization (CYMPO) through Chip Davis for supplemental and increases to Verde Valley operations and administration.

Mr. Bartosh stated we are still looking to get a person here to talk about where to expand and how to expand.

Mr. Morrow stated he has talked to ADOT and got some information that has a number of options we can go through, such as a huge study that would cost \$200,000 or we can get one of their planners to come up for free. He is trying to get one of the planners to come up and go over what we were planning for expanding the system.

Mr. Bartosh stated he would leave this on there since we are continuing to look at doing this.

Mayor Joens stated John Razo from the VFW has come to the city saying the van they have to take around for all the events, the 90 year old patrons can't get into the van and it is also broken. The city manager and staff looked at donating a van which could happen in 2013.

Mr. Morrow suggested we should advertise the transit system more. We are always looking for ways to promote that with the city and Sedona.

Vice Mayor Pfeifer stated we were talking about a public information officer type of person and every time we talk about this branding and marketing and promoting—we need a marketing person for the city.

Mayor Joens stated maybe we need to talk about some advertising dollars set aside for brochures and newspaper ads.

Mr. Morrow stated we do get our brochures out and make sure that they are everywhere.

Mayor Joens asked Council if we should ask staff to put a half time marketing person into next year's budget, which the council agreed to.

#### **Strategic Initiative #4 – Develop water adequacy for our citizens for today and into the future.**

##### **Goals:**

Mr. Bartosh stated the Mayor and Tom recently talked with Andy Groseta about our adequate water supply designation.

Mayor Joens stated that he didn't know about that. When he tries to promote business this is a sell. This is something that we really haven't marketed either that might come in handy for Casey.

- Develop an ordinance regarding water reuse and dual plumbing - 6/12 - Responsible Staff: George Gehlert

Mr. Bartosh stated this has taken a back seat for a while.

Mr. Lueder stated it has a couple of issues with it; one is the dual plumbing is really tough to put in retroactively.

Mayor Joens stated we don't have an ordinance to do it retroactive. Our ordinance is for new construction. We won't make people go back and redo their homes.

Mr. Bartosh stated this is an ordinance where we were looking at for large tract developments.

Council Member Elinski stated he believes it is important before the annexation goes through or Bella Montaña or whatever, that we get it in place because we could potentially double the size of Cottonwood.

Mr. Bartosh stated we will continue on the dual plumbing as well.

- Create incentives for citizens for removal of high water usage landscaping, installation of rainwater harvesting, etc. - 9/12 - Responsible Staff: Tom Whitmer - Draft conservation plan is complete and will be presented to the Council in September

Mr. Whitmer stated he presented a plan to the council that he would take what we would be recommending out to the public for their input and acceptance and we have had two meetings. As what typically happens with water, there are more questions just about water in general and it makes it very difficult to get to the conservation part of it.

Mayor Joens stated she wondered if we could do that through a community survey, where you send it out in all the utility bills. You would only get about 10 percent response back if you were lucky.

Mr. Whitmer stated it would be much better to get in a public meeting as opposed to a survey. Mostly there are a lot of questions that go along with what is being recommended. When we have that completed we will bring it back to council for adoption.

Mayor Joens stated we should leave this one on since we are right in the middle of it.

- Place low-water usage items within City facilities when practical - 6/13 - Responsible Staff: Dan Lueder - On-going

Mr. Bartosh stated we have been doing this.

Mayor Joens asked if we need to leave this one on or is it just an assumption that we are going to do it.

Mr. Bartosh stated he thought it was really an assumption that we are going to be doing it.

Mayor Joens stated we will cross that one off and just do it.

Mr. Rooney stated he added a couple things as focus areas to the end of his presentation. One of them was agriculture and Tom brought it to his attention that maybe he shouldn't have that on there, because if you are growing crops you are using more water for sustainable agriculture. It might be very helpful to educate the community because there is a push towards agriculture and sustainability.

Mr. Whitmer stated it is not a matter of if you want to or not promote it. When you say agriculture, the term is really one that is associated with a large commercial farm as opposed to a personal garden.

Mr. Rooney stated there is an agricultural movement going on in the Verde Valley, but it is going to happen. It is hard to be in economic development and not talk about agriculture with the wine industry.

Council Member Dowling questioned if there was an alternate term we could look at like micro agriculture or is there an agricultural term that does not designate mega agriculture. If it is about how it is perceived, we can use some wordage there to adjust the perception to small scale local farming or something like that, versus just saying agriculture.

Mr. Bartosh stated at this point, we haven't taken the lead on it we are just a participant. He doesn't think that Cottonwood is out there saying we are the leader on this and we are going to make it happen.

- Participate in Water Literacy for Kindergarteners and Project WET - 6/13 - Responsible Staff: Dan Lueder - Complete - Roger Biggs and Debbie Breitreutz took the lead for the city.

Mr. Bartosh stated this is probably a forgone conclusion that we are going to do it.

Mayor Joens stated continuing community education is always okay.

- Develop an integrated water management plan - 1/13 - Responsible Staff: Tom Whitmer

Mr. Bartosh stated Tom is working on that.

Mayor Joens stated we are talking about changing that to conservation.

Mr. Whitmer stated we can leave that in there, but we don't want an ending date at this point and time.

## **Strategic Initiative #5 – Develop initiatives that protect the environment of the Verde Valley for future generations**

### **Goals:**

- Create development incentives to encourage “green” building and LEED certification – 6/12 – Responsible Staff: George Gehlert

Mr. Lueder stated that has taken a back seat to the design and review manual.

Mr. Gehlert stated it is one of those things that we are starting to address as part of those standards.

Mr. Bartosh stated we would need the design standards first and the council would be able to consider the design incentives at that point.

- Pursue the annexation of the 10 sections of state trust land north of the city with the goal of preserving as much open space as allowable – 1/13 – Responsible Staff: Doug Bartosh/George Gehlert – Draft request completed and ready to be submitted to the State Land Department. ASLD has indicated they want the annexation process to be submitted after the General Plan has been updated.

Mr. Bartosh stated this is now part of the General Plan update and although we do have a packet ready to go to the state land department, we need to do the additions to the General Plan, so it will stay on there.

- Encourage residential and commercial infill and create a map of available areas – 6/12 – Responsible Staff: George Gehlert – Staff has developed a draft map that will be presented to Council in September. Morgan took the lead on developing the map which was presented to the Council on September 11, 2012.

Mr. Bartosh stated we did it and provided the council with the map. This really seems to be more market driven then staff driven because obviously it is much cheaper to develop where we have infrastructure, and going to outlying areas makes it more expensive for them to develop.

Mr. Lueder stated Mr. Scott is adding something to the map and we will get it out to the council within the next couple weeks.

- Construct Riverfront Reclamation Facility – 12/13 – Responsible Staff: Dan Lueder – Design over 30 percent complete and a request for a new construction company is complete.

Mr. Bartosh stated this is still a go.

- Develop process to obtain 80 acres on Black Canyon Wash traded for property contiguous to the City – 1/13 – Responsible Staff: Doug Bartosh – Complete – Land owner is not interested.

Mayor Joens stated cross it off.

Mr. Bartosh stated he thought it was a dead one. The owner of that just really doesn't seem interested.

- Proceed with update of the General Plan. – 6/13 – Responsible Staff: George Gehlert  
Process underway with an advisory committee formed and several public meetings have already been held.

Mr. Bartosh stated it is moving.

- Absorb the management of the CAT and Lynx system into Cottonwood. – 7/12 – Responsible Staff: Richard Faust – Complete as of 7-1-12

Mr. Bartosh stated we did that and Mayor Joens stated we can cross it off.

Mayor Joens asked about the neighborhood revitalizations and where would that go.

Mr. Bartosh stated he was thinking of quality of life.

### **Strategic Initiative #6 - Quantify our street standards and improvement plans including funding options**

#### **Goals:**

Complete design and construction of 12th Street from Hwy 89A to Fir Street – 12/13 – Responsible Staff: Dan Lueder – Design close to complete and acquiring rights-of-way in coordination with APS. Plan to bid for construction at the end of this calendar year. APS delays in designing utility replacement have delayed project until spring of 2013.

Mr. Bartosh stated we are still working on 12th Street so we will still leave that on there.

- Complete construction of Mingus Avenue west of Willard – 10/12 – Responsible Staff: Dan Lueder – Roundabout completed on time for school opening with remainder of street completed by December. Substantial completion achieved and road is fully operational.

Mr. Bartosh stated this was done.

- Complete an analysis of the need and costs of all street improvements along with funding options – 9/12 – Responsible Staff: Dan Lueder – Complete – Staff is adding a priority list.  
Mr. Bartosh stated this one where staff is working on adding the priority list.

- Complete remodel of Mingus Avenue between Main Street and Willard to include complete sidewalks and bike lanes – 10/13 – Responsible Staff: Dan Lueder – This project has been moved to the 2014 NACOG funding cycle due to staffing and funding concerns.

Mr. Bartosh stated we are probably looking out at around 2014 for that.

- Complete reconstruction of 10th Street between Main Street and Mingus Street – 10/12 – Responsible Staff: Dan Lueder – Design underway with SWI. We are still working out the final details of SWI's scope and will bring it to council in the near future

Mr. Lueder stated they would probably be bringing it back this summer.

Mr. Bartosh stated all of these streets are planned with sidewalks and bike lanes on both sides.

Mayor Joens stated we are getting to the point where these are in sight and it is time to start talking about what is next for the future.

Mr. Lueder stated 6th Street has been there forever and one of the things we need to do is once we get the priority list done, staff can put their input in from an engineering stand point, but it is going to be the council's decision to prioritize.

Mayor Joens stated streets are something the public thinks the council is responsible to do and she likes being included in on that discussion.

Mr. Lueder stated the only priority council has given us is recently is the one for Randall's and Woody's.

Mayor Joens stated she doesn't know if you would put the city into districts and take turns from district to district.

Council Member Norman stated on the last bullet point where it says complete reconstruction of 10th Street between Main and Mingus, it has the date of 10/12 and asked what that should be changed to.

Mr. Lueder stated just change the 12 to 13.

**Strategic Initiative #7 – Determine options involving collection and disposal of recyclables and trash.**

**Goals:**

- Develop public education on recycling – 6/12 – Responsible Staff: Doug Bartosh

Mr. Bartosh stated we make it available and have been trying to make it more accessible than ever.

Council Member Elinski stated he thinks we should have recycling facilities at the city buildings and it would help brand this too.

- Establish a truck route/truck weight limits on residential streets – 6/12 – Responsible Staff: Dan Lueder – Draft reviewed by Council during Work Session – Final will be presented as Staff continues to fine tune proposed ordinance.

Mr. Bartosh stated this got some negative feedback, but staff is ready to bring that forward again.

Mayor Joens stated bring it back.

- Continue to look at options for solid waste disposal to include assuming operation of the compactor site – 3/12 – Responsible Staff: Dan Lueder – Complete – City assumed operation of compactor site and we are making a profit.

Mayor Joens stated cross it off.

- Develop a plan to safely dispose of hazardous household waste – 9/12 – Responsible Staff: Dan Lueder - Complete – Coordinated with the county in providing a hazardous waste drop off day.

Mr. Bartosh stated the County recently did one, which we used to our advantage. The biggest problem with this is there is no money to support these unless the city funds them.

Mayor Joens stated it is about \$100,000 if the city funds it for about a half a day.

- Develop a solid waste transfer station – 6/13 – Responsible Staff: Dan Lueder – Not a high priority project at this point.

Mr. Bartosh stated he doesn't know if this real high priority.

Mayor Joens stated we can cross this off for now and put it back when it is time.

Council Member Elinski stated we should look at having one company collecting in the city.

Council Member Dowling stated in a perfect world that may work, but we have free will and people like to exercise it. Until you get everyone on the same page it will probably be counterproductive.

Mayor Joens stated in talking with Chris Taylor, he suggested putting all the garbage cans on one side of the street, which saves them from driving back and forth and impacts your streets less. That could be one little step we could do.

Council Member Pratt stated we did a survey and people really want to be able to choose their own refuse company and we really have to listen to the people.

**Strategic Initiative #8 – Support recreation, neighborhood health, and quality of life initiatives.**

**Goals:**

- Complete additional upgrades to the parking area and sidewalks at Riverfront Park – 8/12 – Responsible Staff: Dan Lueder - Complete – Also included erosion protection around the baseball dugouts.

Mr. Bartosh stated this is done. We will probably be looking at the ramada area next year if the council agrees with that approach.

- Slag Pile Removal Initiated with the construction of the crushing plant – 6/13 – Responsible Staff: George Gehlert – Conditional Use Permit was renewed by P&Z Commission – company is closing out facility in Ajo and preparing Cottonwood site for installation of processing equipment.

Mr. Bartosh stated this is still being removed and they should be moving in there this spring.

Mr. Gehlert stated they will begin the permit process in the spring and then begin the construction process for a year and half.

- Begin implementation of bicycle plan and seek Bicycle Friendly Community designation – 6/12 – Responsible Staff: Nikki Arbiter – Complete – City received a bronze designation as a bicycle friendly community and progress continues on implementation of the bicycle plan.

Mr. Bartosh stated we probably want to change that to complete implementation and probably seek silver designation.

- Continue Trails System Planning and development – 6/13 – Responsible Staff: Charlie Scully – Acquired critical easement for Del Monte Wash Trail and working on trail system with Forest Service at the West end of Mingus Ave.

Mr. Bartosh stated Charlie is working hard on that. We are probably working on two trails specifically right now, which is the west Mingus and Centennial Cliff Rose Trail.

Mayor Joens asked if we can add, if the Council agrees, a big thrust this year on the Jail Trail and marketing it and getting people to use it.

Mr. Bartosh stated the other thing that is included in the development of that parking area down there is more visible signage announcing that the jail trail is there.

Council Member Elinski suggested a kiosk near the Riverfront trails to market our trails. Building new trails would be great, but marketing the trails we have now would be great.

Mr. Lueder stated we could get someone out there with the GPS to walk the trail.

Council Member Dowling stated if you did that and you had coordinates you could actually include that for people to use in their GPS for waypoints.

Mr. Scully stated the source he would go to is the county GIS since they have everything.

Mayor Joens asked if we need to look at funding for a brochure of that type or if it is something that you can do on paper.

Mayor Joens stated she just learned that Max has been reappointed to be the greenway coordinator. She and Charlie are going to meet with Max and whatever staff our council wants to do that, to start talking about the access points for the river that are close to or benefit Cottonwood and the Jail Trail. She wanted to know if trails are going to be one of our things that we work on in the coming year as a strategic initiative.

The council agreed to make it a strategic initiative.

- Address Parks and Recreation needs through a consultant study – 6/13 – Responsible Staff: Richard Faust – Study was not funded this year. Staff will be implementing the request through the 2013/14 budget cycle for funding of this much needed project involving parks, recreation, trails and open space needs.

Mr. Bartosh stated this was not funded this year, but staff's recommendation is to move forward and get that funded. We have growing needs in that area and it would be worthwhile to have somebody take a good look at that.

Mayor Joens stated she totally agrees that we need to move forward with that.

- Support legislation that would allow the city to obtain a Certificate of Need to provide medical transport services through the fire department – 6/12 – Responsible Staff: Mike Casson – Legislation was not passed.

Mr. Bartosh stated this seems to come up every year at the legislature and he hasn't heard anything so far. He thinks this is something that the city should continue to pursue to put us in a better position if we need that ability down the road.

Council Member Pratt stated we need to change the responsible staff's name.

Mayor Joens asked if we ever looked at the Yuma model.

Chief Kuykendall stated Yuma did get theirs by proving that the service was not meeting the time limits. We don't even know if it will get on the agenda or if anyone is going to introduce it this year. If it does come up, then he thinks the city should support it.

- Participate in “Let’s Move” Projects – 6/13 – Responsible Staff: Richard Faust – Complete – Park and Recreation staff continue to participate in Luau and other Let’s Move/Fit Kid events. City Clerk and D.S.G.M planning “Let’s Move” disc golf Fit Kids events for April 2013.

Mayor Joens stated we are continuing on with them whenever we can and we still plan to do the luau in August and we are talking about doing a disc golf tournament in April. We should add the teen center under this item–explore opportunities for a teen center and meeting the needs of at risk youth.

Mayor Joens then asked about the play equipment at the recreation center.

Mr. Bartosh stated we are a little bit short on the money.

Mr. Rodriguez stated we were going to work on finding similar play apparatus; not necessarily lock into the one bid, but try and find a similar product with a lot less cost to get it within the budget.

Mr. Bartosh stated we are a little bit short of what our projected budget needs were.

Mayor Joens stated our solar panels are taking more than we thought.

- Market Recreation Center and Equestrian Center – 9/12 – Responsible Staff: Richard Faust – Complete – Both have been widely marketed.

- Market the Farmers Market – 9/12 – Responsible Staff: Richard Faust – Complete – Is widely marketed each year and participation continues to grow.

Mayor Joens stated Ginny Rensch had sent her an email and asked if the city would consider having a commission for the equestrian center. She likes the support of these two items still. We put so much time and effort and energy into the Farmer’s Market and it is such a neat event, but when she is there she sometimes doesn’t see the attendance.

Mr. Faust stated it fluctuates. We continue to see about what we have seen for the last four years.

Mayor Joens questioned how much it costs, what we are getting out of it, and are people really bringing their veggies.

Mr. Faust stated he doesn’t really know the cost; that is the responsibility of Hezekiah Allen.

Mayor Joens stated she doesn’t want to do away with those, but how do we get people to participate in it.

Council Member Pratt stated when he has gone there it is really well attended, but it could be because of the band that was there.

Mr. Faust stated he knows that we have increased our budget for these items since that is one of the items that council had requested from last year was to try and market more the rec center, the Farmer's Market, and the equestrian center.

**Strategic Initiative #9 – Determine long and short term solutions for limited space in city facilities.**

**Goals:**

- Develop design and construct a regional public safety communications center – 6/13 – Responsible Staff: Doug Bartosh – Developing a Scope of Work to keep iXP on as consultants through the construction and preparing an RFQ for a contractor and designer. SOQ For design services currently being reviewed by Staff.

Mr. Mangarpan stated the statement of qualifications for the architects are being reviewed right now. They received 15 bids and they will be scoring them to narrow it down to three for interview.

Mr. Bartosh stated they just recently received the subscriber model from iXP and they will be sharing that once they have a list of the potential subscribers and they will figure out where that will be once it is moving along.

- Design and construct a second fire station in the area of Hwy 89A and Cornville Rd.– 6/13 – Responsible Staff: Mike Casson – This need was driven by the development of Bella Montana or the annexation of Verde Santa Fe. Both possibilities seem unlikely in the next few years. Staff is continuing to review locations in the area of Highways 260 and 89A.

Mr. Bartosh stated this was driven a lot by Bella Montaña and the possibility of an annexation of Verde Santa Fe, but Bella Montaña is moving slowly to not at all and Verde Santa Fe is not becoming part of the city. One of the other things that Chief Kuykendall and he have talked about is would it be more beneficial to have a station somewhere in the area of Highway 260 and 89A to help our response to the south end. Either way this probably not a high priority at this point but it is something we should probably keep on there as a consideration.

- Locate and design a new city hall facility – 6/13 – Responsible Staff: Doug Bartosh – Staff has identified two possible locations that will be presented to the Council during the September or October Work Session. Funding may be a challenge.

Mr. Bartosh stated the last kind of space issue that we have is a City Hall. We recently just had Scott do a pro and con of the two sites that we previously discussed; Rough Cut and the Nackard property. Cost wise we are probably talking somewhat similar costs. Once we get City Hall done, we are in pretty good shape in terms of building space.

**Strategic Initiative #10 – Improve the City Web Site**

**Goals:**

- Combine Sewer and Water Bill – 6/12 – Responsible Staff: Dan Lueder Ongoing approximately 1,100 combined to date.

Mr. Lueder stated it is still ongoing and anyone who requests it, the problem is we have so many rentals.

Mayor Joens stated we have done about 1,100 and we have 4,500 accounts, and questioned how many do we have to do.

Mr. Lueder stated you can't look at it that way, because of the rentals we can't automatically combine the bills by the rental house.

Mr. Horton stated we can't shut off service to a service address, unless we have a signed service agreement. So we need to get service agreements with property owners so we can.

Mayor Joens stated really we don't have staff to do this.

Mr. Lueder stated one of the issues we get into is the sewer will be in the landlord's name and the water will be in the tenants name, so we can't combine it.

- Create a Historic Preservation web page/site – 6/12 – Responsible Staff: Charlie Scully/Brent Kinney

Mr. Scully stated it could be easier for staff to assemble than commission members that aren't used to putting these things together.

Council Member Elinski stated he wanted it more comprehensive than the city's website is now.

Mayor Joens asked if we can we take the calendar off the front page of the website and put a link to the calendar and put something nice and jazzy and pretty that will draw people in.

Mr. Bartosh stated once we have kind of a brand would we want to invest in an expert to actually create our webpage for us. Obviously that will cost money, but he doesn't think Brent or Tyler have the time to do those kind of things.

Mayor Joens stated the content is awesome compared to a few years ago and the Facebook page is awesome, but the look of the thing is a little bit tired.

Mr. Rodriguez stated we are always open to ideas. He struggles mostly with the Facebook account, because he wants to keep it fresh.

**Strategic Initiative #11 – Continue to revitalize Old Town**  
**Goals:**

- Continue to expand streetscape/improve sidewalks to other areas of Old Town – 6/13 – Responsible Staff: Dan Lueder – Sidewalk was replaced on 1<sup>st</sup> Street – Water line and sidewalks currently being replaced on Cactus. Sidewalk and cur project on Cactus and Pinal will be completed in January 2013 along with the Orion parking lot. A portion of sidewalk in front of Manheim Gallery is undergoing replacement as well.

Mr. Bartosh stated they will be bringing this to the council in the near future. It would make a lot of sense to plan in that lot behind Foxy Fashions. Based on what they have heard in terms of new projects and new development up there we will need the parking, it would be a good idea to get that in there.

- Complete the plan for the use of the Gardner property – 1/13 – Responsible Staff: Dan Lueder – Environmental testing has been completed awaiting final results.
- Develop more parking for Old Town with the completion of the lot behind Orion – 7/12 – Responsible Staff: Dan Lueder – Lot will be completed by October. Construction of parking lot and paving of alley underway with completion date January of 2013.

Mr. Bartosh stated that is just about done and then we will go after the parking area around the old jail.

- Develop plans, acquire funding for, and complete renovation of the Civic Center – 6/13 – Responsible Staff: Dan Lueder – No funding was identified for this budget year.

Mr. Bartosh stated that is still on there.

- Complete Old Town Jail Renovation – 6/12 – Responsible Staff: Dan Lueder -Complete

Mr. Bartosh stated that is pretty much complete.

Council Member Elinski asked if that was a design bid or request for qualifications.

Mr. Horton stated if we do a JOC for small construction that would have been an ideal project for that.

Mr. Lueder it is not the first time we ran into that and Scott was working on a development manual and everything over 50 goes to council. There are a lot small projects we could do that way knowing we will have the quality.

Council Member Elinski thinks they did a bad job with it. He thinks it could have been better based on the other construction we have gotten for the JOC. There are better quality contractors available out there and that is an example of the quality we don't want.

### **Strategic Initiative #12 – Create Design Guidelines for development.**

#### **Goals:**

- Develop a slopes and wash ordinance – 6/12 – Responsible Staff: George Gehlert – Complete – Presented to Council at a Work Session and ready for approval. First reading of new ordinance on December 18, 2012 with second reading and adoption on agenda for January 8, 2013.

Mayor Joens stated we can cross off the first one.

- Determine special planning areas – 6/12 – Responsible Staff: George Gehlert

Mr. Gehlert stated this is something we are covering as part of the general plan process.

Mayor Joens stated we can cross it off since it is going to be part of the general plan.

- Update retention basin ordinance – 6/12 – Responsible Staff: George Gehlert – Draft ordinance complete and being reviewed by staff. Will be presented to Council in a future work session

Mr. Bartosh stated he is wondering if that really belongs in our water area and maybe we just do away with Initiative 12.

Mayor Joens stated that sounds good. We do want to talk about Highway 260 as an initiative.

Council Member Elinski stated he could see it as a goal.

Mayor Joens stated let's put that on there somewhere.

Mayor Joens then stated we didn't bring up anything about the library and if we had any needs or goals for the library. She asked how the Monday hours are working.

Ms. Ward stated it is working fine and most people are quite happy with it. They are going to be looking into putting in a book drop. We have received a lot of good comments about the additional handicap spaces.

Mr. Bartosh stated as part of that project we put in the ramada for Vanessa.

Mayor Joens stated she forgot to ask about the Air Fest, and asked if that is something we are throwing by the wayside. It just seems like that was something the public loved and she could see it was something the airport commission wasn't willing to do anymore. If the council wants to do it, then we have to fund it and make it happen.

Mr. Scott stated it wasn't so much the commission; it was the volunteer group outside of the commission that didn't want to handle it anymore.

Mr. Bartosh stated it scared people that they could get sued. He suggests giving it a couple of years.

Mayor Joens questioned what about the upgrade and funding of the Civic Center and if that is something we want to put on the list this year as a priority.

Mr. Scully stated there is a possible funding source to deal with the ADA improvements that comes out of a CDBG grant on an annual basis. They haven't released the notice of funding availability yet, which usually gets released in January. It would have a June 1 deadline, but it could be \$100,000 to maybe \$250,000. It is a competitive grant, so there is no guarantee.

Mayor Joens asked the Council if we would like to put this on the list as a strategic initiative, and the council agreed.

Council Member Pratt stated he had to leave as he had another commitment.

#### Council Only Discussion—Review of retreat discussions.

The Council discussed with Mr. Bartosh and Mr. Rodriguez the business registration fee increase and renewal process this year and how it could have been handled differently,

Mr. Rodriguez indicated the need to address water and sewer rates because the bond holders were not happy that the city was not meeting its covenants, and requested the Council give staff direction on how they wanted to handle it.

Mr. Bartosh indicated it could be done as part of the upcoming budget process so it was part of the budget discussions.

Discussion ensued regarding the permanent base adjustment that would be on the city's general election.

Mayor Joens stated the other thing we wanted to talk about was term limits. Because of the elections being held in even years in the fall, we may have to serve shorter or longer terms. The legislature may fix this this year, but if they don't then it may be up to council's to decide whether or not they will have longer terms, but Mr. Horton is saying that we can't go shorter.

Mr. Horton stated even the League general counsel said maybe a council could act to shorten its own term if authorized to do so by the authority that set the term in the first place. In Arizona's case the term of council is set by the legislature, so either way, you talking about a legislative driven fix. There has been litigation filed on behalf of charter cities that borrows from other case law to say that the legislature can't affect local elections that are charter driven, but as a general law city we don't have the benefit of the argument and we wouldn't have the benefit of that ruling if it comes out in their favor. We are a general law city and we get all of our authority from the constitution and legislature. Because

of this new intervening legislation, the terms of council members are still four years, but we can't have an election to fill that expired seat. There is another statute that says an incumbent holds over in office until his or her successor is elected and qualified and sworn in. That is what provides the extension on an incumbent's term.

Mayor Joens stated it is really not anything the council even decides; it is just going to happen and that is how it is unless the legislature shortens it.

There was a brief discussion regarding contacting legislators to let them know what the council members thought about regarding the proposed the construction sales tax and other legislative matters affecting cities.

ADJOURNMENT

The strategic planning meeting adjourned at 4:45 p.m.

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Diane Joens, Mayor

ATTEST:

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Marianne Jiménez, City Clerk

CERTIFICATION OF MINUTES

I hereby certify that the attached is a true and correct copy of the minutes of a strategic planning meeting of the City Council of the City of Cottonwood held on January 7, 2013. I further certify that the meeting was duly called, and that a quorum was present.

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Marianne Jiménez, City Clerk

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Date