



City of Goodyear

Meeting Minutes

City Council Retreat

Mayor Georgia Lord
Vice Mayor Sheri Lauritano
Councilmember Joanne Osborne
Councilmember Joe Pizzillo
Councilmember Wally Campbell
Councilmember Bill Stipp
Councilmember Sharolyn Hohman

Meeting Location:
Goodyear Justice Center
14455 W. Van Buren St.,
Suite B101
Goodyear, AZ 85338

Monday, February 1, 2016

4:30 PM

Goodyear Justice Center

PART III

Discussion on any topic listed may include the city's financial policies, tax structures, capital plan, budget, infrastructure, economic development, education, public safety, operating costs, revenues, expenditures, arts and culture, libraries, parks, recreation, utilities, human services, grants, collaboration with other agencies, debt service, personnel, recruitment and retention, strategic action plan, transit, transportation, housing, neighborhoods, ballpark, city center, reserve funds, rainy day fund, user fees, permits and inspections, citizen satisfaction survey, boards and commissions, events, sustainability, or various master plans for the city.

1. REVIEW OF SESSION 2 ACCOMPLISHMENTS/PREVIEW SESSION 3 - Facilitator Mike Letcher

Mayor Lord called the Retreat to order at 4:30 p.m.

Council Present: Mayor Lord, Vice Mayor Lauritano, Councilmember Osborne, Councilmember Pizzillo, Councilmember Stipp and Councilmember Hohman

Staff Present: City Manager Brian Dalke, City Attorney Roric Massey, and City Clerk Maureen Scott

Facilitator Mike Letcher reviewed the Session 2 Accomplishments that took place on January 4, 2016.

2. DEVELOPMENT INDUSTRY AND GOODYEAR - Presenter Jim Belfiore

Development Services Director Christopher Baker said that this is the first presentation in the development mini-series and consists of the residential market. The next development mini-series will cover industrial and commercial. Baker introduced Jim Belfiore who presented the current state of development activity in the Valley, opportunities that Goodyear has, and what makes successful development in the new economy.

Mr. Belfiore is Founder and President of Arizona's leading full service market research firm, Belfiore Real Estate Consulting. He has nearly 20 years of experience in Arizona housing

research. From 2000 to 2005, Belfiore served as Vice President of Market Research and Investment Manager for one of the largest off-balance sheet financing organizations in the United States, co-underwriting an estimated \$1.5 Billion of residential real estate in the top 20 U.S. metro areas. Prior to this, he helped build the largest multi-family brokerage firm in the U.S., from 8 to 23 offices, as its National Research Director.

Belfiore reported that the resale market for housing is very healthy in Arizona. Housing demand is relatively strong compared to a year ago and even stronger than several years ago. Traffic levels were reviewed in the area and it showed that traffic has increased which means a pre-indicator of home sales. Home sales in the metro Phoenix area were flat in 2013. In 2014, housing sales dipped and in 2015, home sales increased up until April and then started to decrease through the rest of the year.

Council Discussion

*What is attracting people to subdivisions? Belfiore said that Encanterra in the East Valley has a very upscale golf course and very upscale amenities. People are buying where there is a country club style at a fair price. People are buying in areas with good schools and amenities which offer a selection of house plans and designs. The most successful master plan communities have a little bit of everything.

*We need to offer different types of housing. All of our subdivisions cannot look the same. There needs to be diversity. Belfiore stated that being flexible is necessary.

*There needs to be something for everyone in all stages of life. This should include starter homes, condos, townhomes.

*What are we missing that we should focus on? What can we do differently? Belfiore stated that master planning is the best way to address diversity. A land developer will ask for diversity in housing styles. Let the builders come to Goodyear and welcome them. Let them know we are open for business.

Builder Expectations

*Progressive Cities

*Housing Diversity

*Realistic Development Expectations

*Competitive Impact Fees

*Infrastructure Financing Alternatives

Council Discussion

*Doesn't want to approve home products that attract the rental market. Engineering Director Rebecca Zook said that there will be future discussions concerning the design guidelines. Staff would like to look at hard zoning which could speed up the entire development process. Staff would like to look at ways to streamline the entire development process.

3. DEVELOPMENT POLICY QUESTIONS - Development Team

Mike Letcher asked the Council the following questions.

1. Based on the presentation tonight, is Council satisfied with Goodyear's current position compared to other cities in the Valley?

a. If not, then why and where would you like us to fall?

- b. What do you think is holding us back from achieving additional success?
2. The development team plans on bringing forth a business friendly value statement, design guidelines, and the development approval process as part of the mini-series. Are there any additional topics that Council would be interested in exploring during the mini-series?
3. Are there components of the development process you would like to learn more about?

Council Discussion

- *Would like walking trails.
- *Look at developments and see who the developers are.
- *Review the design guidelines and then create a marketing campaign.
- *CFD's need to be addressed and compare to other cities.
- *What are we doing that is taking so long that is turning the builders away?
- *OK with CFD's
- *We don't need just smaller homes, but we need to look at the whole picture. We have to remind ourselves it isn't our personal opinion on what is needed to cover a very diverse population. We need to be progressive and be a constructed community.
- *Need to take a look at characteristics of neighborhoods. Diversity is needed. Would like to see infill. Possibly consider Incentives for infill.
- *Likes that Engineering, Development Services and Economic Development are working together.
- *Build homes and draw in businesses from outside the community and grow that base.
- *Need to look at infill. There is a subdivision that was never finished on Yuma Road. Can we find a way to incentivize properties such as one that has been started but never completed? The Avila rental property on Indian School and Falcon has been very successful. This product is different than anything else that we have. This property is luxury at a good price point and smaller. It is a single family home for people who doesn't want to live in a condo. We need to cover renters and home buyers' needs.
- *As we look at incentivizing for infill, what are the parameters for this? What qualifies as an infill situation and where is this occurring?
- *Need to look at diversity, not as pocket developments, but to look at it holistically.
- *Need to look at infrastructure costs and financing CFD's.

Mayor Lord recessed the Retreat at 6:10 p.m.

Mayor Lord reconvened the Retreat at 6:38 p.m.

4. STRATEGIC ACTION PLAN: ACTION ITEM UPDATES FOR FY 17-19 PLAN - Facilitator Mike Letcher

Council reviewed the following items to see if they should be included in the Strategic Plan. They rated "1" as a critical quick win; "4" as less critical/low priority and "NI" as Need more information.

Ideas in Current Plan

- *Transit (2)-put in three-year plan but not a budget item for this year.
- *Retail/Entertainment Recruitment Manufacturing (1)-We are not seeing contracts on retail or entertainment. This needs to be a priority.
- *Additional Citizen Outreach Activities-already doing that.

- *CAP (Central Arizona Project) Water (1)
- *Customer Service Surveys (1)
- *Higher Education (1)
- *School/Education Involvement (NI)-Need more ideas and see what kind of costs would be associated with this.

Council Comment

- *Mayor Lord said she sends letters to groups who are doing well.
- *Be a cheerleader for the schools. Bring the teams in and recognize them.
- *What can we do to help the schools?
- *Let the school do the work and the city can support them with programs such as the Building Blocks program. The school put the program together and the city has supported them.
- *Home Based Business Mixer-Not included in plan
- *e-Cigarettes (NI)
- *Bullard Overlay District (NI)

Ideas Not in Current Plan

- *City Gift Cards-Not in plan
- *Community Para-Medicine (NI)
- *Traffic Signal Standards (NI)
- *Public Safety Mental Health Calls-Not in plan
- *Creation of Gathering Places on McDowell Rd.-Not in the plan/regional mall area-a part of the overall strategy
- *Plant Replacement Policy (need to set standards) (1)
- *1% Quality of Life capital fund (structured like the 1% for art ordinance but for quality of life items)-Not in plan
- *Social Services-evaluation of timing for additional support-Not in plan
- *Explore citizen vote for dedicated Quality of Life tax-Not in plan
- *Local theater performance group outreach-(host local programs)-Not in plan
- *Fiber Optic for consumers along McDowell entertainment district. Options are to either talk to CenturyLink and Cox or get developers to come together and lay down. (NI)

Additional Items to Strategic Plan

- *People Master Plan (2)
- *Need to go into more detail with the Strategic Plan. Dalke said there is a full draft of the plan. There are four major elements-developing career paths for employees, dealing with low performing employees, and recognition of employees. Communicating information in a timely manner is included. Human Resources is looking at a succession plan, recruitment strategies, and employee development. The core measurement is the employee survey. This will give us the opportunity to show where we are at and what progress we have made. The survey will be done each year.
- *Integrate performance management program into two city divisions (3)
- How do we make it more effective for Council? Performance management is employee

development and can be performance appraisal or performance measures. This needs to be done sooner rather than later. Dalke said performance management is a continuous process. There will be workload indicators to review and this will be part of the budget supplementals. Staff will look at how it fits within the Priority Based Budgeting (PBB) as part of the budget process.

Deputy City Manager Wynette Reed said performance management looks at the entire program and is all tied together. We also to want to narrow our focus within the performance measurement and PBB process.

Council Discussion

*Not getting the desired outcomes from PBB. Are we going to get the desired outcomes from this? Reed said we do need to focus and narrow them and there will be more conversations on this. Dalke said there are 209 performance measures and 900 PBB programs currently. There is a software program called Visio that the city will be piloting to help review the performance measures process. We will be looking at how staff can review them so Council doesn't have to look at all the measures.

*Fire Station Triggers and Thresholds (NI) Make an action item to get triggers and thresholds defined and Council to vote on them. It is a priority and a strategic issue that needs to be focused on. This is already in the plan. What is the basis of the data that we are using to make the decisions?

5. RECAP OF DIRECTION/CLOSING REMARKS - Facilitator Mike Letcher

Letcher recapped the Retreat.

6. ADJOURNMENT

There being no further business to discuss, Mayor Lord adjourned the Council Retreat at 8:46 p.m.

Maureen Scott, City Clerk

Georgia Lord, Mayor

Date: _____