

Minutes of a Special Meeting of the Common Council of The Town of Clarkdale Held on Saturday, November 6, 2004, in the Jerome Fire Station

A Special meeting of the Common Council of the Town of Clarkdale was held on Saturday, November 6, 2004 at 8:00 a.m. Jerome Fire Station, 101 Clark Street, Jerome, Arizona.

Town Council:

Mayor	Doug Von Gausig
Vice Mayor	Jerry Wiley
Councilmember	Rex Williams
	Pat Williams
	Frank Sa

Town Staff:

Town Manager	Gayle Mabery
Town Clerk	Joyce Driscoll
Town Attorney	Rob Pecharich
Planning Director	Steven Brown
Finance Director	Coleen Gilboy
Police Chief	Pat Haynie
Fire Chief	Don Eberle

Others in Attendance: Peggy O'Sullivan, facilitator.

CALL TO ORDER - The meeting was called to order at 8:00a.m. by Mayor Von Gausig who noted all members were present.

STRATEGIC PLANNING WORKSESSION – A strategic planning worksession between the Council and the Town Staff, and possible direction to Town Staff regarding:

- A. Identifying recent accomplishments
- B. Roles and Responsibilities
 - Overview of the council/manager form of government
 - Characteristics of effective Town Councils
 - Role of Mayor and Council
 - Role of Town Manager and Staff
 - Opportunities to improve communications
- C. Identifying Current issues and challenges facing the Town of Clarkdale
- D. Defining a shared vision for the future
- E. Agreement on strategic priorities for future action
- F. Ensuring accountability and commitment
 - Priority actions for 2005
 - Persons responsible for action planning and follow-through
 - Plans for reporting progress to council
- G. Review and wrap-up

Recent Accomplishments

Participants reflected on the positive things that have been accomplished in the Town of Clarkdale over the past few years. They generated the following list of successful accomplishments to celebrate.

- The Council began by expressing appreciation for all of the employees that serve the Town of Clarkdale. Due to the collective efforts of Town staff, citizens view the Town as being a professionally managed, well-run operation.
- The newly elected Council members added that all of the Town staff have been tremendously helpful in orienting them to the operations of Town government.
- The Mayor expressed particular appreciation for the Town Manager, Gayle Mabery, with whom he works most closely. In the short time that he has been Mayor, he has come to value her intelligence, knowledge and judgment. The Mayor and Manager have established an excellent working relationship, which will continue to benefit Clarkdale in the future.
- Another positive aspect of Town government is the excellent working relationship between the Town Manager and the Department heads. The Town Manager has done an outstanding job in building a team of highly qualified professionals. They enjoy working together and meet regularly to consider issues from a cross-departmental perspective.
- The Mayor personally acknowledged each Department head individually and thanked them on behalf of the entire Council for their dedication and service on Clarkdale's behalf.
- It was noted that the Police Department has made significant improvements, since it was reorganized in 2003. The Council acknowledged Police Chief Pat Haynie for his role in enhancing departmental operations and improving community responsiveness. The Police Department is now viewed as being

professionally managed and has established a fantastic reputation in the community.

- Another department that has dramatically improved customer service is the Planning Department. The Mayor and Council thanked Planning Director Steven Brown for his leadership in bringing about these changes. Since he came to Clarkdale, the Council has heard many positive comments from residents about their experience with the Department on planning and zoning matters. With the hiring of a new building inspector, the Town has also increased the responsiveness and effectiveness of building inspections.
- The Town Manager added that she has recently reorganized Town operations and promoted Steven Brown to serve as Community Development Director. He will now oversee the Public Works Department as well as the Planning Department. This should foster greater coordination of the Town's development review process.
- The residents of Clarkdale resoundingly approved the Town General Plan. 70% of the voters favored passage of this important policy document. This remarkable achievement could not have been accomplished without wonderful staff support.
- The Town also revised the Minor Subdivision Plat process and adopted a new Site Plan Ordinance.
- The Mountain Gate development, while controversial, resulted in positive changes in the community. Collectively, the Council, Town staff and residents all learned a great deal about issues associated with large-scale development proposals. As a result, everyone has become more sophisticated in their understanding of land use planning and growth management policy. This experience will enhance our ability to respond to future proposals.
- The renegotiation with Phelps Dodge Corporation for the wastewater treatment plant was completed. The Town now has greater control over its destiny, because this infrastructure is crucial to the Town's capacity for future growth and development.
- One of the most highly visible accomplishments is the development of two new parks: Centerville Park and Cabrillo Park. These are the first major park improvements that the Town has been able to accomplish in eight years. Residents are highly appreciative of these new facilities.
- The Town succeeded in obtaining a grant to construct major improvements in downtown Clarkdale. Construction is now underway, and when completed, will significantly enhance the downtown area. The Town has also improved parking in the downtown area.
- The Town adopted the Town Master Facilities Plan in 2003.
- The Town made the last payment on the purchase of the Clarkdale Town Hall Center. It are now moving ahead with major renovation of its municipal complex.
- One of Clarkdale's greatest strengths is the legacy of being a planned community. Unlike most Arizona towns, Clarkdale's founders laid out the original town site in a well-planned, orderly fashion. They also had the foresight to provide for public space and community parks. Their efforts have provided the Town with a solid foundation for the future.
- Significant progress has been made on establishing a Fire District to serve the Clarkdale area. An organizing board has been created, and citizens will soon have the opportunity to vote on establishment of the Fire District. If approved, the district will have its own source of revenues, and should be able to offer fire protection services in a more cost-effective manner. It also has the potential to join with the Verde Valley Fire District to realize further cost savings.
- Training has been completed for all of the people who serve on the Town's boards and

commissions.

- There has been a concerted effort to improve communication and make Town government more open and accessible to the residents of Clarkdale. The Council has received positive comments from residents who feel that the Town is more responsive to its citizens.
- The Town has established a strong community planning process. The grant funders for the Centerville Park were especially impressed with the degree of public involvement in support of this project.
- Collaborative partnerships have been initiated to better serve the community. This has resulted in successful fundraising efforts for the gazebo. The Clarkdale Heritage Center has now been established, which will enable the community to move ahead with plans to establish a museum in the 1913 original clinic building.
- The Town acquired land needed for effluent disposal.
- The Town received a grant to construct a new road to the industrial plant.
- Overall, the Town of Clarkdale has been highly successful in obtaining additional revenue from external grants. Within the past three years, the Town has brought in a total of \$1.7 million of grant funding for community improvements.
- The Town has made significant progress towards acquisition of the private water company. The current proposal is to enter into a joint venture with the City of Cottonwood. This is another example of a collaborative partnership, which, if successful, will enable Clarkdale to offer enhanced services at lower cost.

Roles and Responsibilities

The Mayor and Council indicated that the Town Attorney had recently briefed them on the Council/Manager form of government as well as the Arizona Open Meeting Law. Therefore, the facilitator agreed that this portion of the meeting would be a quick

review of roles and relationships.

Facilitator O'Sullivan asked Council members to consider what an effective Town Council would look like. She shared a document developed by another Arizona city council that identified characteristics of effective and ineffective councils. She also provided a sample survey form on council relationships. She explained that some cities create written codes of conduct or rules of procedures to guide elected officials in their work together. She provided the Council with an example from the City of Claremont, California. These documents provided a starting point for further discussion.

Characteristics of Effective Town Councils

The Mayor and Council expressed agreement with the general ideas outlined in the sample documents. As a group, they agreed that the following traits are especially important for effective council relations.

- Trust one another.
- Reasonableness
- Open, honest communication with each other and the community
- Willing to listen and be open to new ideas
- Treat everyone with respect: other council members, staff and citizens
- Set the tone for civility at council meetings
- Could disagree without being disagreeable
- Work together as a team
- Concerned about the whole community
- Able to separate the person from the issue

Role of the Mayor

Participants agree that the Mayor has an important role, with special challenges. The recent change to elect the Mayor by popular vote casts the role of the Mayor in an even more important light. While everyone acknowledged that the Mayor has only one vote just like the other Council members, he also:

- Serves as the spokesperson for the Town
- Is responsible for running effective Council meetings
- Keeps the other Council members informed on key issues
- Works most closely with the Town Manager
- Reviews the Agenda for Council meetings

Council/Staff Interactions

Participants then discussed the nature of the relationship between the Town Council and the Town Manager. The Town of Clarkdale operates under the Council/Manager form of government. Under this model, the Council's role is to make policy, while the Manager's role is to implement that policy. In reality, the "line" between politics and administration is not always clear-cut, but serves as a general guiding principle.

Participants recognized that the Council's role is to set overall priorities and direction for the Town, while the Town Manager oversees the administrative operation of the Town in support of the Council's strategic goals. The Manager serves at the pleasure of the Council. The Manager, in turn, has hiring and firing authority for Town Department Heads, with the exception of the Town Attorney and the Town Magistrate, who are appointed by the Council.

The Manager strives to keep all Council members informed on issues, but needs to work most closely with the Mayor to keep him briefed on key matters. She also seeks his advice on identifying issues that need to come before the full Council for discussion and action.

The Town Clerk plays a key role in posting the Council meeting agenda, maintaining official Town records, and overseeing the Town's election process. In Clarkdale, due to the small staff size, the Clerk also assumes responsibilities for other functions. The other department heads administer the specific functions under their jurisdiction, such as police, fire, planning and zoning, public works, etc. The department heads function as the executive team who must work closely each other and with the Town Manager to ensure the coordinated management of municipal operations.

Suggestions to Improve Communications

After discussing the different roles and responsibilities, participants concluded that communication between the Council and staff has been very positive. They continued to discuss several ideas, which might further enhance their communications. Following is a summary of these discussions.

- Keep our focus – First and foremost, we all need to keep the Town's interests at heart.
- Be receptive and respectful –Council members and staff must strive to be receptive and respectful at all times. This is especially

important when dealing with a member of the public who may be angry or upset. We need to listen respectfully and demonstrate that we understand this person's point of view before we respond with a proposed course of action. We all have a basic need "to be heard".

- Meeting packets–The facilitator asked the Councilmembers to provide feedback on the meeting packets prepared by staff. The Town Manager added that she and the staff would be happy to make any changes if that would help the Council prepare for the formal meetings. In response, the Council members indicated that they had recently requested some changes to the meeting packets, and staff cheerfully made these modifications. The Council members said that they were very satisfied with the current level of detail and format of written staff reports, and did not see the need for any further changes at this time.
- Advance preparation – Staff wanted the Council to know that they appreciated the dedication and willingness of this Council to "do their homework." Council members typically come to the meeting well prepared which makes the meeting time more productive.
- Before the meeting – Council and staff agreed that no one likes unexpected "surprises" at the formal meeting. If a Council member has a major question or concern about an agenda item, it would be helpful if he or she could contact the Town Manager before the meeting. If staff is unable to answer the question right away, they may still have time to research the matter and have the information available at the Council meeting. This avoids unnecessary tabling of agenda items.
- Sharing information – If one member of the Council asks a question about an agenda item, the Town Manager should share the answer with the other Council members. Ideally, everyone should have the same information.
- Email communication – When sending correspondence via email, be aware of time

constraints. Some people have come to expect an instantaneous response. Due to the high volume of messages and/or lack of convenient computer access, other Council or staff members may need more time to respond.

- Staff presentations –The Council indicated their appreciation for the quality of staff presentations at the Council meetings. They thought that staff provided the appropriate level of detail during the sessions. Council members said that they recognized that a staff member may need to repeat some of the information that was in the Council packet. This is done for the benefit of any members of the public in the audience.
- Consent Agenda–The Mayor and Town Manager brought up the issue of the consent agenda. They observed that in recent meetings, individual Council members have had questions about some of the items on the consent agenda. This has necessitated that these items be removed from the consent agenda and placed on the regular agenda to allow for Council discussion. The Town Manager indicated that if the Council did not find the consent agenda to be helpful, they could do away with it, and simply list everything on the regular agenda. However, Council members indicated that they value this time-saving measure, because it enables them to focus on the Town’s most important business. They attributed some of their questions to their being new on the Council. One helpful suggestion emerged from this discussion: Identify a staff contact person for each item on the Consent Agenda. That way, if a Council member has a minor question, he or she can direct it to the appropriate staff person prior to the meeting. The Town Manager agreed to designate a contact person for information for future consent agenda items.
- Order of Agenda items –The Mayor asked the Council for feedback on the meeting process itself. He explained that he has some times changed the order of items on the agenda. Generally, this has been done as a courtesy to people in the audience who came for one item on the agenda. If possible, he tried to bring those matters forward so that citizens do not have

to wait for hours before their item is discussed.

- Meeting management – Council members and the staff agreed that the Mayor is doing a fantastic job chairing the meetings. The Mayor encouraged Council members to let him know if they have any feedback or suggestions for improvement as they continue their work together.
- Council information requests– Council requests for information from Departments should be routed through the Town Manager. Having all communication go through the Manager will ensure coordination and appropriate follow-up. Since the Manager has the overview of town priorities, and current staff assignments, she can best determine whether staff can accommodate the request. If significant staff resources will be needed to address a Council members concern, the matter can be brought to the full Council for a decision. In this way, the Manager can also ensure that Town staff is working towards the Council’s collective priorities, rather than individual interests.
- Mayor/Manager coordination – The Council also discussed the need for the Mayor and Town Manager to establish a close working relationship. Fortunately for Clarkdale, our Mayor and Manager have an excellent working partnership. The Mayor added he and the Manager are responsible for assessing the “Political/Administrative Feasibility” of any proposed course of action. They have to exercise judgment in determining when and if an issue is ready to come before the full Council for action.
- Appreciate different roles – Overall, we need to understand our roles and responsibilities as elected and administrative officials. Then, allow one another to do our respective jobs. We all need to appreciate the unique leadership roles of the Mayor and Town Manager, and honor the chain of command.
- Staff recommendations – Council members again expressed appreciation for the

professionalism and competence of Town staff. The Council assured the staff that they value their honest opinions and professional recommendations- even if they vote differently on a particular issue.

- Respect opinions – Council members should freely express their opinions on Town matters, even when there is disagreement. When the Council meeting is over, we should feel comfortable that we are leaving the meeting as friends (or at least respectful colleagues).
- Work sessions – Since there are so many new members of the Clarkdale Town Council, it may be helpful to schedule frequent work sessions, particularly on complex matters. This allows Council members to ask questions, express concerns, and propose alternatives before facing the pressure of making a final decision in a formal meeting. This dialog can also give staff direction for further research before an item appears for action on a Council agenda. Work sessions can also be useful in providing progress reports and updates on strategic issues. In this way, the Council stays informed on the status of major projects for which a vote is not required.
- Overall – Communication is vitally important in every direction: Mayor to Council, Mayor to Manager, Council to Manager, Manager to Staff, Staff to Council, and vice versa. We all have a role in ensuring the open flow of information.

Current Issues and Challenges

As the Council and staff reflected on all of these accomplishments, they expressed gratitude for the contributions and hard work completed by all those who came before them. Thanks to their efforts, Clarkdale has a solid foundation from which to address current and future problems. Participants then considered the issues that are currently facing Clarkdale as well as those challenges and opportunities that will affect the community over the next three to five years. All participants were given the chance to list important issues on note cards. These were posted and grouped according to overall theme. As a result, the Town Council and staff identified 11 strategic issues for Clarkdale, which are summarized below.

- Growth and Development – This overall category includes developing the necessary policies to enable the Town to properly plan for anticipated growth and development. The Town also needs to encourage greater commercial development in appropriate locations to enhance the town's tax base. The Town could also consider the feasibility of employing Density Transfers as a tool to create a balanced set of land uses in the community.
- Water Issues –As Clarkdale continues to grow, the Town needs to ensure that future residents will have an adequate supply of drinking water. The Town is currently exploring the opportunity to acquire the water company in partnership with the City of Cottonwood. Also included under this category is the need to establish the necessary ordinances related to water use, as well as to promote water conservation.
- Wastewater – As the community grows, the Town must provide for proper treatment and disposal of wastewater. The Town will need to construct new sewage treatment facilities to handle projected demand. All new facilities must be constructed in compliance with current state and federal regulations. Siting and designing such a facility takes years of planning, and it would be prudent to begin this process as soon as possible. A related issue concerns the use of effluent.
- Revenue Sources – Creating a sustainable mix of revenues is necessary to enable the Town to accomplish its priorities. This is an overarching issue. It also relates to expanding the commercial tax base.
- Town Staffing – The Town of Clarkdale must be able to attract and retain highly qualified staff. This requires an investment in keeping salaries competitive with the current job market. The Town is currently engaged in a Classification and Compensation Study with other organizations in the Verde Valley. This study will provide recommendations to the Town's current salary schedule and position classification system. Training and professional development are also

important to ensure that employees acquire the necessary knowledge and skills to meet the community's growing needs for high quality services. As population increases, the Town will need to hire additional staff to maintain levels of service. Lastly, our Town Attorney will be retiring in 2005 after many years of dedicated service. The Town needs to determine how it will fill the void that will result from his departure.

- Fire District—Exploration of this issue is well underway. The Town believes that it will be more cost-effective to disband the Town fire department and have these services provided by a separate Fire District. This option requires voter approval.
- Shared Intergovernmental Services—The Town of Clarkdale is small and has limited resources to do everything on its own. The Town needs to create win-win partnerships with other entities within the Verde Valley in order to provide municipal services in an efficient and effective manner. The Town is already participating in the Verde Valley Regional Group that has been formed to look at resource sharing and collaboration on major capital improvement projects. Opportunities exist to create a regional dispatch system, to optimize court services, as well as to share staff expertise for specialized professions, such as engineering, planning and information technology.
- Facilities and Equipment—This includes enhancement of existing municipal facilities and equipment, as well as expanding town services to meet the needs of a growing community. This also includes finishing the construction projects that are already underway, particularly major reconstruction now underway at the municipal Town Hall complex. Keeping pace with the needs for public safety are also included in this category of municipal facilities and equipment.
- Parks and Natural Areas—Consideration of open space will be a very important in aspect of planning for future development. There is great interest in establishing a coordinated system of trails throughout the community, with linkage to

the trails along the beautiful Verde River. Cultural amenities and historic preservation will also need to be considered in future planning.

- Affordable Housing—As the Verde Valley continues to grow, having housing that working families can afford will become increasingly important. Housing prices have already increased dramatically around the communities of Sedona, Cottonwood and Camp Verde. Many of the employees who work in the resort hotels, restaurants and other retail service businesses can no longer afford to live in these communities. As more people “discover” Clarkdale, the price of housing in our community will increase even more. We need to ensure that we have a mix of housing types for all people as we as we plan for the future.
- Highway 89A Corridor—The two-mile Highway 89A corridor offers excellent opportunities for new commercial development. With proper planning, the Town can ensure that development along the highway creates an attractive streetscape that serves as a distinctive entryway to the Town. Because Highway 89A is managed by the Arizona Department of Transportation, the Town will need to closely coordinate its planning efforts with ADOT.

Shared Vision for the Future

The facilitator asked each Council member to share why he or she ran for Council and to describe what they envision for Clarkdale ten years from today. Several of the Council members indicated that they did not originally aspire to run for office, but agreed to run after so many people ask them to step forward.

Everyone acknowledged that they care deeply about this community, and that, despite the difficulties, they felt that they can make a difference. Each Council member has different talents and interests that they can contribute for the benefit of Clarkdale. Following are key points from these individual reflections on the desired future for Clarkdale within the next ten years.

Vice Mayor Wiley gave his vision for Clarkdale:

- *In the future, I'd like to see an independent water and*

wastewater board, with members appointed by the Council. This board would be accountable to the Council and would exercise greater control over management to keep operating costs down.

- I would like to see the Centerville Park completed. I'd also like to see the wastewater effluent line extended to Centerville.
- I think we need to encourage new commercial development in three particular areas of Clarkdale. The first area is at Broadway and Tuzigoot. The second location is between the Old Jerome Highway and Highway 89A. Where it branches off, there are 140 acres that could be developed for business. The third area is at the corner of Highway 89A and 11th Street.
- I also agree that the Highway 89A Corridor has the potential with the roundabouts and new businesses to become an attractive entrance into Clarkdale.
- We also need to attract some anchor retail businesses to new commercial areas in Clarkdale. This will serve to draw more people who will also support the surrounding smaller businesses.
- I also want to enhance our downtown area, the old town center. This is the area between 9th and 11th, and First St. South and First St. North. Parking is a problem in this area, so we need to resolve this issue. I envision the downtown as the cultural and governmental center for Clarkdale.
- I'd also like to see the Clubhouse renovated and open for cultural activities.
- I share the concern about preserving some open space. I'd like to see the Town acquire strategic parcels that are at least 2 acres or more in size. These can become part of our park and recreational facilities.
- It would be great to have a bicycle trail system that links these undeveloped, open space properties.
- I support the use of PADs (Planned Area Developments) as a way to encourage open space. I'd also like to see us require more small pocket parks in future neighborhoods.
- In downtown, in our government/cultural area, we could do something creative with public art. If you have ever been in Europe, you'll notice that some communities have beautiful sculptural amenities located throughout the city.

This is a big attraction for tourists. We could do something like that in Clarkdale.

- I'd like to explore how we might create a dedicated source of funding for public art and cultural amenities. This funding could be used not just for capital construction, but also for ongoing O & M (operation and maintenance). For instance, this funding could support the Clubhouse.
- I also believe that we need to encourage affordable housing. But we have to be realistic. With land values continuing to increase, our options to ensure low cost housing may be limited. I propose that we look at our economic situation from a more strategic perspective. Let's find a way to increase the average earnings of people who live in Clarkdale and the Verde Valley. If we want to attract higher-wage jobs, so that families can afford to live here, then we need to upgrade our education system and our industrial base. This is the key to making it possible for people to live and work in this area.
- Lastly, I'd like to explore how we might attract some innovative business enterprises to our community. I've always thought that Clarkdale would be a very attractive destination for people who want to get away from the city. We could be an ideal location for an executive retreat center or a creative think tank, something that would draw people here to spend several days in our community.

Councilmember Sa gave his vision for Clarkdale:

- Basically, I support everything that is currently in the works.
- I am pleased that the development that is occurring in Mountain Gate is actually being constructed in accordance with the approved plans. There appears to be very little deviation allowed. That sends a positive message.
- I recognize that growth is inevitable, but there is a lot that can be done to ensure that new development is in tune with the surrounding area. I am support of keeping lower density development that matches the surrounding neighborhood, such as in the Cliff Rose area.
- I am in favor of more commercial development on the Highway 89A corridor.
- I know that schools are not part of the official Town government, but I believe they need more attention. We need good schools and educational facilities. These are

extremely important for our future economic vitality.

- As I look at the future, I believe it's very important that we maintain a balanced population. I am in favor of diversity, in the broadest sense, i.e., in terms of age, income, ethnicity etc. I want Clarkdale to remain a place that is accepting of everyone.
- I am concerned about affordable housing. I think we need to make sure that adequate housing is available for working families. I don't want Clarkdale to be an exclusive wealthy community (like Sedona), but I don't want to see a "ghetto" either! Finding the right balance is the key.
- There are a number of County islands in and around Clarkdale. I think we need to look at annexing some of these properties. We will be able to better plan for the future if these areas are under the Town's jurisdiction.
- Lastly, I am glad that we have developed a good working relationship with the Tribal government. I would like to see greater collaboration between the Town and the Tribe. I think this is necessary for the future of both communities.

Councilmember P. Williams gave her vision of Clarkdale:

- I think it is inevitable that growth is going to come to Clarkdale. But I want us to do everything we can to ensure that we keep open space in this community.
- In the future, I'd like Clarkdale to have an interconnected system of bicycle paths and hiking trails throughout the community. These trails could also connect up with regional trail systems. I can envision a future with developed neighborhoods separated by open space. The trails would provide a way to connect new neighborhoods to other parts of the town. Trails would also enable everyone to enjoy the open space that we have protected from development.
- I believe that we need to manage growth in such a way that we retain the small-town / rural atmosphere that brought so many of us to Clarkdale.
- I think Pecks's Lake would make an ideal public recreation area. There are tremendous opportunities to make this riparian area into something beautiful.
- I know what I don't want to see ten years from now. I don't want a lot of high density. I don't want to look out over the vista and see nothing but tile roofs.

- I think we have an opportunity to attract more businesses into the industrial area.
- I'd also like to see more businesses in the downtown area, but I think it would work best if there is some kind of unifying theme that is unique to the Clarkdale area. We need something special to draw people downtown. Then we could attract boutiques or specialty shops that tourists would enjoy coming to. I'd like to see a coffee shop. Another idea is to encourage something like an art mall or antique shop in the old supermarket space.
- I am very committed, as most of you know, to establishing a new historical museum in Clarkdale. With our rich cultural and historical heritage, a museum would be a natural draw. Maybe we could promote an antique car show or some other creative activity.
- I can envision Clarkdale becoming a special tourist destination. There is so much to do here. There is bird watching, river recreation, Jerome, mining history, the wilderness train, unique architecture, and the ruins at Tuzigoot. I'd like to see a nice hotel where people would come and stay for a while. They could shop downtown and explore the surrounding area. In summary, there are a lot of possibilities to do something really special in this place.

Councilmember R. Williams gave his vision of Clarkdale:

- In the future, I would like to see the Town deliver more services through creative partnerships and IGAs (intergovernmental agreements). Providing services on a regional basis makes sense economically. I think we need to look at whether this is feasible for all municipal services, such as emergency dispatch, fire protection, police, public safety, wastewater treatment, solid waste pick-up, etc. I am in favor of forming the Fire District. I want to ensure that the Town offers its citizen good services at the lowest possible cost.
- Along the same theme of regional cooperation, I am a strong proponent of consolidating all of our school districts into one larger district. I think this would strengthen the whole system and reduce operating costs.
- Philosophically, we need to think beyond our borders. If there are turf issues, let's deal with them. I believe that a regional approach would reduce the costs of services for everyone in the Verde Valley.
- I am very excited about the potential for new commercial development on the Highway 89A Corridor between 11th

Street and Broadway. This can become a very attractive and appealing entryway into our community. The proposed roundabouts will create opportunities for cluster commercial development. We have the opportunity to do something special here. We can avoid the unattractive strip commercial development that we see in areas such as Prescott Valley.

- We need to attract some good commercial businesses to the Highway 89A Corridor. This is essential if we are going to have a stronger, more stable tax base.
- In the future, I would like the Town to have a solid tax base with enough resources to increase the salaries of Town employees. I'd even like to see Clarkdale have the ability to increase services to our residents.
- I think it is critical for the Town to own the water company. The proposal to purchase the water company with the City of Cottonwood is exactly the kind of regional partnership that I've been talking about. I know we are looking at our vision for the next ten years, but I sure hope we own the water company well before that!
- I'd like to see some nicely designed new residential development in Clarkdale. I think we need to consider mixed density such as in Mountain Gate and Cliff Rose. I think that this is the most practical way to meet the need for affordable housing.
- In the future, I'd like to see our downtown really spiffed up. I'd also like to see additional businesses in the downtown area. I'd like our downtown to become an attractive place for people to shop, and that all of the businesses are thriving.
- Finally, I'd like to see the clubhouse redone, and then open and operating as a public recreational facility.

Mayor Von Gausig gave his vision for Clarkdale:

- I have many ideas to share with you. I realize that some of them will take more than 10 years to accomplish. However, I really believe that we need to envision our ideal future, because tremendous things can come from this shared vision. I'm looking at how we can best move along the road from where we are today, in Clarkdale in November 2004, to what we could be. What would it take for us to create the "perfect town"?
- What is the planning vision that we can all agree on?

What do we need to put into effect that will allow us to get there?

- I recognize that there are some serious mistakes that we can make with our decisions at this time. We are at such a critical juncture. Within the next two years, we will be making decisions that will forever determine the future shape and character of this town.
- I believe that our primary job, as the Mayor and Council entrusted by the people of Clarkdale to lead this community, is to create and hold a vision. It is vital that we maintain a long-term perspective on what's in the best interests of this town. This will help us to stay in our policymaking role and help us avoid become mired in the details of everyday operations.
- I encourage you to imagine that you are talking to a visitor, someone who has just visited Clarkdale, this town that you love so much. What would that person say? Would they understand why you love this place? Would they love it, too? Why? These answers are important.
- Examples of communities that people often cite as ideal include places like Kirkland, Washington. Many identify Sedona as an extraordinarily beautiful place. We have an opportunity to learn from other communities that have done a good job, so that we can apply what they have done right, and avoid what they have done wrong. We can learn from the mistakes that others have made. I believe that learning from others is necessary for us. We are a small community. We have limited financial resources. But we can be smart. We can learn from others, and through that come up with something new. We can help shape the most perfect town. We can create what Clarkdale always hoped it could be.
- As I talk with other people about what they envision to be the characteristics of a perfect town, I hear words like this: organic, healthy environment, well-run, highly diverse environment, etc. In fact, I believe that we should strive to become as diverse as we can be. That contributes to economic vitality. I hope that we have a diverse array of businesses in Clarkdale that serve a diverse mix of people in terms of race, age, wealth, etc. I do not find monolithic towns to be very appealing.
- While the perfect town has diversity, it also needs balance. We need to be careful that we don't allow this community to become an exclusive place for the wealthy elite, like Sedona or Rancho Santa Fe.

- I also envision a community that is fiscally solvent. It is a town where residents enjoy good services. It is a community that is safe, healthy, clean, and enjoys a low-crime rate.
- A perfect town would also be a place that celebrates community spirit. Clarkdale could be a place where we all share a strong sense of community connectedness, and that we recognize and value its importance. I'd like to hear people say, "I'm proud to be a 'Clarkdalian'." We need to figure out how we can help new residents feel a sense of identity and connection with this place, with this town.
- I can envision that our parks are beautifully maintained. As I walk by the gazebo, I see kids sitting there and enjoying this great environment. I see us having good schools and good services.
- We collectively possess a strong environmental ethic.
- We enjoy a beautiful system of trails throughout the community. We enjoy well-maintained park and recreational facilities.
- Clarkdale is a place where people feel safe. They enjoy walking and would even prefer to walk rather than drive. They feel safe to walk at night.
- Now I know that some of these ideas sound extravagant. There is no doubt that we have to find the funding necessary to bring this vision into reality. But we have to be conscious about what we are trying to accomplish over the long term. We can't just settle for the quickest and easiest course of action. It has been said that when facing an important decision, there are 3 factors to consider: Do you want to create something that is 1) fast? 2) cheap? or 3) right? Sometimes you can optimize 2 out of the 3, but seldom can all 3 factors be achieved. So, we can do it fast or we can do it right.
- So, which of these variables do we want to optimize when we make decisions about Clarkdale's future? Well, we know we don't have a lot of money, but we do have time. So let's be prudent in our judgment.
- We definitely need more resources and that has to be a goal for us, but I think it is important that we don't become tightfisted and just grab at whatever comes along, just because we feel we need more revenues.
- We need a comprehensive strategy to build our revenue base. We need to look at revenue sharing and strengthening our retail sales tax base. We need to look at other mixes of funding, such as property tax, outside grants, and to explore other creative funding opportunities.
- We are growing so fast. Mountain Gate will have 606 homes. Cliff Rose will have 300 units. So, right there we will be adding over 900 new homes! The existing PAD zoning for Pecks Lake allows for 1,800 additional units. I don't believe that we can accommodate that many additional units, on top of the 900 we have already added. Therefore, it is critical for us to look into purchasing the Pecks Lake property.
- At present, we have around 1,500 residential units within Clarkdale. We have already approved 900 more. We need to be prudent and take a good look at our infrastructure. What is our future capacity? How many new residents can we serve?
- I envision that if we do it right, Clarkdale in the future will still be a place where you can look up at a night sky filled with brilliant stars. I want to ensure that we keep our dark skies, but also our clean air. I want us to enjoy our beautiful clean river that runs through our community, with its healthy, vibrant ecosystem.
- So, what do we need to do? How do we retain these wonderful qualities? How do we protect the features of Clarkdale? How do we keep the very qualities that attracted us to this area in the first place?
- It's not so much that I want us to stay as a small town. It's not just our size that's important; it's our unique character that is so precious. I believe strongly that Clarkdale needs to do what's necessary to preserve the character that we all came here for. We need to identify what is truly special about this place. I am encouraged because I have heard similar comments from each of my fellow Councilmembers.
- We are challenged to figure out how we can grow. How can we assimilate new neighborhoods into our older historic established community? How can we help the new residents feel welcome? How can we help them feel that they are part of our community, so that we create this sense of cohesion?
- Doing this right is not going to be easy, nor will it be fast or cheap. But, I believe it is doable. We can determine what's best and right for us. We can build the perfect community.
- There are a couple of other issues that are of vital

importance to the future of Clarkdale. One of them is water. We all have to be much more aware and knowledgeable about water issues. I think that we need more scientific information to help us understand how much water is actually available to support the Verde Valley, today and in the future. In addition to availability, we have to understand the true costs of increasing capacity. If we are going to expand our available supply of water, it is not going to come cheap. It's going to be expensive.

- One of the things I'm excited about is for Clarkdale to acquire the water company. This will give us greater capacity to wisely manage this vital resource for our future. It will also give us the capability to acquire new sources of water supply. As the Mayor and Council, we have the responsibility to ensure that our current and future residents will have an adequate supply of water. This is a complex topic, but I think that all of us – elected officials and staff will need to deepen our understanding about water supply and distribution systems.
- I also firmly believe that now is the time to begin thinking about conserving water. We need to begin the process of establishing ordinances that promote water conservation, now, rather than in the future. We all know that we are currently in the midst of what appears to be a long-term drought cycle. Many experts expect this trend to continue. Therefore, we need to create the mechanisms to respond to these challenges. Ideally, we need to have these systems in place before “the big boom” really comes to Verde Valley and to Clarkdale. Things we do within the next few years will ensure the future security of our community.
- We collectively, as Council members and Town staff, all need to become much more educated on water issues. We also need to educate our residents. We have some work to do in order to dispel misunderstandings in our town about water, land use and growth. We need to engage our citizens and help them become better informed about the implications of various policy choices. In that way, we can forge a strong partnership. We can build the community support necessary to adopt guidelines and ordinances that will serve our community well into the future.
- Lastly, as a biologist, I am keenly aware that natural systems such as water are not constrained by artificial political boundaries. Many of the problems facing Clarkdale will require regional solutions. That takes leadership, but we can accomplish great things, starting right now in our own community of Clarkdale.

- I truly believe that we have the potential to create the perfect community, right here in this extraordinarily special place. I see it as a tremendous privilege to be able to work with you to make this vision come to life.

Strategic Priorities

The Mayor and Council noted that they shared many common themes in their individual visions for the Town of Clarkdale. Using the Future Vision as a framework, the facilitator asked the Mayor and Council to revisit the list of critical issues identified previously and to determine the highest priorities for immediate action.

The Mayor and Council indicated that they hoped to make progress on all 11 of the issues identified above over the next three to five years. Many of the issues are interactive, so that if one is addressed, it will positively affect another issue.

While all of the issues are important, the Mayor and Council agreed that they needed to set priorities in order to focus on the most critical issues for Clarkdale for the next year. The Council decided to prioritize the list of 11 issues previously identified. They agreed that the top issues would represent the highest priorities for Clarkdale. Each Council member individually then identified his or her top priorities. Following is the result of this prioritization.

Council Issue Prioritization		
<i>Priority Ranking</i>	<i>Composite Score</i>	<i>Issue</i>
	2	<i>Growth and Development</i>
#1- tie	5	<i>Water Supply</i>
#1- tie	5	<i>Wastewater Treatment</i>
	2	<i>Revenue Sources</i>
#2- tie	3	<i>Staffing</i>
#2- tie	3	<i>Fire District</i>
	0	<i>Shared Intergovernmental Services</i>

2	<i>Facilities and Equipment</i>
1	<i>Parks and Natural Areas</i>
0	<i>Affordable Housing</i>
2	<i>Highway 89A Corridor</i>

In establishing these priorities, the Council members indicated that the issues of Shared Intergovernmental Services and Revenue Sources, while not the primary focus for the next year, are both important considerations in assessing the feasibility of future actions.

In summary, the Strategic Priorities for the Town of Clarkdale are listed below in order of priority based upon the prioritization.

Town of Clarkdale
Strategic Priorities for 2005

1. Water Supply (includes water company acquisition.
2. Wastewater Treatment
3. Staffing
4. Fire District

**Note: As noted in the preceding section, the first two issues received equal priority, as did the second two issues. The Council did not think it was necessary to assign further precision to this ranking. Rather than have two #1 and two #2 priorities, they are simply listed as #1 through #4 based upon the order in which they first appeared.*

Ensuring Accountability and Commitment

At this planning retreat session, The Mayor and Council identified eleven strategic issues and assigned high priority to four of these issues for action in the coming year. In the brief amount of time remaining, Council members and staff discussed the top four priorities and identified key actions that will need to be taken during the 2005 calendar year.

Following this retreat, the Town Manager will need to work with appropriate Department Heads to identify options and alternatives and possible courses of action. Many of these issues will have budget and staffing

impacts, which must be carefully considered, before finalizing a plan of action with specific time frames. Some of these issues may warrant special work sessions so that the Council can more fully understand the policy options available.

Once a plan of action is finalized, the Town Manager will provide regular progress reports to the Council to promote accountability and enhance communication. In this way, the Council will be able to ensure the community that appropriate progress is being achieved on their strategic priorities.

Closing Remarks

Participants agreed that today's discussion was helpful in clearing the air and providing a foundation for building a positive future for the community. Council members acknowledged that they may not always agree on issues, nor should they expect to. However, everyone expressed his/her personal commitment to work for the benefit of the entire community.

As the day came to a close, everyone was inspired about making progress on the Strategic Priorities. They agreed that the open dialog was refreshing and built a strong basis upon which Council and staff can work together as a team to better serve the residents of Clarkdale.

The Town Manager thanked everyone for the valuable input and promised that staff would continue to work with the Council to make progress on these top priorities. She advised the Council that the Arizona State University facilitator will prepare a detailed report on the retreat for Council review.

The Mayor thanked everyone for coming. In closing, each Council member and Department Head expressed appreciation for the opportunity to learn more about one another and to reach agreement on top priorities for the Town. Everyone expressed enthusiasm about making significant progress in Clarkdale during the coming year.

ADJOURNMENT - With no further business before the Council, and without objection, the meeting adjourned at 4:00 p.m.

APPROVED:

Doug Von Gausig, Mayor

SUBMITTED:

Joyce Driscoll, Town Clerk