



STRATEGIC LEADERSHIP PLAN FY2020- FY2021

One Year Update

Strategic Focus Area: Engage

Goal #1: Improve citizen engagement, and awareness of city operations.

1.1 Review public engagement strategies and recommend new ways to engage the community to receive constructive feedback and encourage meaningful conversations (to include boards and commissions).

1.1.a Evaluate the City's website, including ADA compatibility, and update where necessary.

ON SCHEDULE. After evaluating several options, the City purchased and installed an ADA plugin on the website called accessaBe. The cost is \$995 per year. accessaBe allows users to self-select how the website will be viewed, and includes options to enhance the images and fonts for readability, to enable a screen reader or keyboard navigation, scale content and fonts, change contrast and saturation, and even stop movement. The tool meets all WCAG 2.1 requirements. Staff is continuing to use SortSite to fix errors that are not related to ADA compatibility, to include broken links, spelling errors, and other issues.

1.1.b Research online tools and select one that will enhance the City's ability to engage with the public and receive measurable feedback.

ON SCHEDULE. Staff evaluated multiple options for online civic engagement software that will allow the City to post public-facing projects and ideas and receive public input in the form of comments, surveys, and votes. Unlimited projects could be posted, and City staff and council assigned to specific items to “keep them in the loop.” The possibility also exists to utilize the platform for Commission, Committee, and Board communications, and public comment items.

After completing its evaluation and analysis, the platform Bang the Table was selected, and launched on September 17 in conjunction with the Spotlight video release. The website is engage.sierravistaaz.gov, and current topics include: West Fry/North Garden Redevelopment Project; Fact or Fake informational forum; Council HQ, with links to most recent meetings and comment opportunities; and links to the podcast “Let’s Talk Sierra Vista” and the *Vistas* newsletter, with opportunities to comment and ask questions; and a basic informational page.

1.2 Encourage citizen participation in 2020 census through the complete count committee.

COMPLETE. There were three phases in the implementation timeline for the 2020 Census. The first was the Awareness Phase which ranged from spring 2019 to December 2019. During this phase, the Outreach Plan was developed, regional efforts were shared and communicated via the Cochise County Complete Count Committee, and key community stakeholders were engaged to plan Census outreach and conduct early efforts. The second phase was the Motivation Phase, which ranged from January 2020 to April 2020.

In the Motivation Phase Census flyers and FAQ sheets were distributed to dozens of businesses and organizations in town to include apartments, churches, and non-profit organizations. The City also provided computer kiosks at the Transit Center, Ethel H. Berger Center, and provided links to the Census survey at the existing library computers to enable those without access to computers to complete the surveys. The Census was advertised on the City buses, via City-wide posters, and on the Windemere Hotel digital sign. In addition, key community leaders and organizations were engaged to help promote the importance of completing the Census forms in the lower response areas and throughout the community. The City of Sierra Vista also supported Cochise County by providing video production and graphic design assistance to promote the Census both within our community and throughout the county.

The COVID-19 social distancing guidelines required the City to cancel community events and eliminate further social gatherings that would have been used as avenues to promote the Census. As a result, a greater emphasis was placed on digital promotions in the spring and summer, encouraging residents to fill out their Census survey at home. The Reminder Phase from May to July consisted of digital promotions targeting areas of low response based on the most current Census

data. The U.S. Census Bureau ended all counting efforts for the 2020 census on September 30, 2020. As of September 16, 2020, the City of Sierra Vista has the highest self-response rate of any community in Cochise County at 69.8%, which also exceeds the state's average of 62.8%

Goal #2: Increase engagements with target markets by 100%.

2.1 Analyze how information is shared with community partners and identify ways to improve, if needed.

ON SCHEDULE. In addition to the subscription to the Bang the Table community engagement platform, staff launched and is producing regular podcast programs. Topics include interviews with City managers and directors and are geared to be relevant to current topics. The podcast is available on popular podcast libraries, the City's website, and via the Bang the Table portal at Engage.SierraVistaAZ.gov.

2.2 Develop and implement a community-wide social media feedback strategy.

ON SCHEDULE. In addition to the Bang the Table platform described in initiative 1.1b, staff have also set up a Tourism Partners folder on the city's document server, where information specific to the tourism industry is placed. The location was promoted to the Tourism Commission and at the Partners Meeting held November 7, 2019. Other ways to improve communications with Tourism Partners specifically is in development and may include an eNewsletter to this industry.

2.3 Evaluate and rebalance marketing strategies to better target prioritized markets.

ON SCHEDULE. Last fall, staff contracted with Uber Media through the Arizona Office of Tourism rural cooperative program for a report that will provide data about visitor destinations in and around Sierra Vista, along with their originating location. The report was received in Spring 2020, and staff are evaluating the data. Another report will be requested next fiscal year through the cooperative program so the data can be compared.

The Marketing & Communications division FY21 budget submission was based on a revised marketing strategy developed with input from Economic Development and Leisure and Library Services. In FY21, marketing efforts for these departments, plus tourism efforts, will be coordinated through the Marketing & Communications division, which will create a stronger presence in the target markets. This strategy may be revised based depending on the precarious revenue situation.

Goal #3: Record 1,000 positive mentions across social media platforms by the end of 2020.

3.1 Identify and roll out an events hashtag.

ON HOLD. Leisure was working with staff and the Communications and Marketing Team on developing hashtags for both the wine, beer, and spirits festival and Summit Challenge events in May. With the events now postponed, staff is evaluating ways to introduce an events hashtag in the future.

3.2 Enhance parks and recreation social media presence.

ON SCHEDULE. Leisure Services hired a full time Digital Media Specialist for the department as part of a recent departmental reorganization. That person is responsible for creating and maintaining social media platforms for recreational activities and ensuring that the department's website content stays current by working closely with the Marketing & Communications division.

The Marketing & Communications division is training the Leisure digital media specialist to bring him up to speed to begin providing content.

3.3 Offer more opportunities for social media engagement.

ON SCHEDULE. Staff evaluated additional opportunities for social media engagement and determined expansion for Leisure & Library Services was needed. A position was reevaluated on the Leisure side and a digital media specialist has been hired to establish and maintain the department's social media presence. He is currently working with the PIO and designing content plans for launch soon now that facilities are reopening and small programs are beginning again within the department.

Marketing & Communications is also working with the Library's assigned social media provider to include digital story times and other content.

The Bang the Table platform and podcasts will also help with this initiative as a way to better communicate with the public.

Strategic Focus Area: Enhance

Goal #4: Explore and implement methods to improve the efficiency and effectiveness of public safety.

4.1 Reduce response times to emergency incidents by 25%.

ON SCHEDULE. Staff determined the best way to reduce response times was to build a new EMS substation in a location to best reach underserved areas of town, and identified the best location as the corner of Buffalo Soldier Trail and 7th Street across from Tompkins Park in the last strategic plan.

The land was granted to the City in 1972 by the Bureau of Land Management through a Recreation & Public Purposes land patent for use as a public park. BLM reviewed the proposed new purpose of the land, and preliminarily determined the proposal is feasible since the proposed use is still in the interest of public benefit, and the land will continue to be owned and operated by the City. Criteria was outlined and shared with the City to make a formal request to BLM for a change in use of the property. Staff spent the past six months working on the site plan for the substation and the rest of the requested documents, which was submitted in spring 2020. BLM placed the request on hold, but is currently working on it again after staff reached out this summer.

In late May staff learned the Office of Economic Adjustment (OEA) was launching applications for the Defense Community Infrastructure Program (DCIP) due by the end of June. A team pulled an application together for the EMS substation, and the project was one of 16 chosen for funding in the country out of more than 130. Just over \$1.4 million has been awarded to the City, and construction is scheduled to begin next summer.

4.2 Work with SEACOM to develop a plan to implement Emergency Medical Dispatching.

ON SCHEDULE. Staff evaluated platforms and selected ProQA Emergency Medical Dispatching to propose to the SEACOM board. The board approved the proposal, and staff began work on its implementation in Fall 2019. Although initial implementation was delayed due to the pandemic, the project is back on track. Stakeholder meetings and trainings were held throughout the summer and early fall with no problems or delays, and all dispatchers are now certified on the new platform. Implementation is set for September 29th, 2020.

4.3 Develop and implement a strategy to test for police officer candidacy at military bases with credit for veterans and experienced lateral hires.

ON SCHEDULE. The police department and HR successfully developed its strategy for testing and acceptance of military service. In November 2019, the city posted two new recruitments for police officer positions, recruit police officer and lateral police officer. The biggest change under the recruit police officer posting is the city will now accept the Joint Services Transcript and transcripts from the Community College of the Air Force as college credit. Service members receive this transcript for completion of training while in the military. Previously service members would need to have these training credits transferred to an accredited

college or university to be eligible to apply. Acceptance of these transcripts makes it easier for service members to apply. In addition, the lateral officer job posting now allows for a waiver of the college education requirement for certified officers that have 1.5 years or more of experience.

Recruitment trips planned for April/May 2020 to El Paso and Killeen, TX, were postponed due to the pandemic, but plans are now underway to schedule a trip in the next few months as an initial test for this process. The department believes the El Paso/Fort Bliss, TX area is an ideal testing ground due to the military base, several colleges in the general area, and relatively short driving distance to Sierra Vista.

Goal #5: Improve the form, function, and character of streetscapes and public spaces by implementing a minimum of 2 projects per year.

5.1 Implement Phase 1 of the Fry Boulevard and N. Garden Avenue streetscape improvement project.

ON SCHEDULE. Despite some initial COVID-19 related delays, the design phase of the project is now progressing well. The first and second round of public meetings were very well attended with more than 100 people in attendance for each group of meetings. After the first public meetings, staff and the consultant consolidated comments to incorporate them into two separate concepts, termed “Parkway” and “Boardwalk”. At the second public meetings, attendees were asked to vote between the Parkway and Boardwalk concepts. Although the Boardwalk concept with its on-street parking was the winner, many attendees were also attracted to the enhanced landscaping and water harvesting which were part of the Parkway concept. To strike a balance, the consultant created a final concept based largely off the Boardwalk plan but also including additional opportunities for landscaping and water harvesting.

Given the COVID-19 pandemic, staff requested and received a six-month extension to the design timeline from ADOT. Design is now scheduled for completion in spring 2021. Staff recently reviewed the 35% design plans, and the project is on schedule to meet the adjusted timeline.

5.2 Identify funding to expand multi-use paths throughout the city.

ON SCHEDULE. Staff continues to search for new funding opportunities for multi-use paths since the previous method of federal funding was eliminated a few years ago. Unfortunately, opportunities tend to be limited with a combination of low awards and high match amounts. Although staff experimented with alternate surfaces which are cheaper to construct, the results haven’t met citizen expectations along roadways and are the source of frequent complaints. One possible strategy would be to shift focus from roadways to more natural areas,

such as the Garden Canyon Linear Park, where a lesser pathway surface is likely to be more acceptable to users. Expectations are different in those areas, and funding opportunities for park improvements are also available. Staff continues to explore grant funding opportunities, as they become available. Staff is also exploring the opportunity for funding through the SVMPO for pathways adjacent to major roadways, particularly those which cross jurisdictional boundaries and therefore have a regional impact. This concept will be explored further in the update to the Long Range Transportation Plan which is currently underway.

5.3 Prioritize CDBG funding to streetlights, sidewalks, and ADA improvements.

ON SCHEDULE. On June 13, 2019, the City Council approved the City of Sierra Vista Five-Year Consolidated Plan (2019-2023) which details how the City plans to invest its annual Community Development Block Grant funding allocation over the next five years. The adopted plan earmarks two-thirds of expected revenues (\$719,000) during this timeframe towards implementing Goal 1: Public Infrastructure/Facility improvements.

The 2019 CDBG Annual Action Plan provides \$46,174 for needed ADA sidewalk ramps and sidewalks at various locations around the City. To date, \$11,205.11 has been spent by Public Works to construct an ADA ramp and sidewalk along Theater Drive adjoining Len Roberts Park in the Carmichael Neighborhood.

Moreover, a portion of the \$175,000 budget allocated for improvements to Solider Creek Park will be spent on constructing an ADA compliant walkway from North Garden/Taylor Drive to the trail at the base of the park.

The adopted PY 2020 Annual Action Plan allocates \$271,810 in CDBG funding towards improving Eddie Cyr Center Park on the former Public Works Yard property at 1224 North Avenue. This project will complete the missing segment of the trail system running between Solider Creek Park and Eddie Cyr Center Park.

5.4 Identify funding and design the Avenida Escuela extension bridge.

ON SCHEDULE. The surveying work for the project has completed. The hydrology study is currently in progress, and staff expects the results to show that a smaller culvert is needed for the bridge which will lead to significant cost savings. The hydrology work is expected to take about a year due to required coordination with FEMA. Staff has reached out to a legal contact at Walmart but has not yet received a response; they are obligated to pay for half of the bridge.

5.5 Renegotiate the Tribute-specific master plan to reflect new needs and priorities since the original development of the plan.

ON SCHEDULE. Staff formed a team to review the master plan and develop recommendations to better reflect current and future needs and priorities. A

preliminary scoping meeting was held with Castle and Cooke representatives in December 2019 to discuss potential amendments to the Special Area Plan. The amendments are currently being drafted for presentation to the Mayor and Council for consideration this fall.

5.6 Develop a comprehensive Parks master plan.

ON SCHEDULE. Community Development and Leisure & Library staff met to analyze needs and goals in early 2020. A plan was developed, and the Parks & Recreation Commission briefed. Community Development is compiling information to establish an initial draft. Once the draft is finished, public input will be sought with the assistance of the commission. After the initial draft is reviewed and compiled, it will be presented to the Mayor and Council for consideration in Spring 2021.

5.7 Explore ways to work with the Sierra Vista Unified School District to cooperatively use assets to the benefit of the public.

ON SCHEDULE. Successful discussions were held with the SVUSD superintendent over the past six months regarding a potential land purchase and expanded community use of the Village Meadows school property. A presentation to the SVUSD Governing Board was scheduled for March 24, but was postponed until public meetings can be held again. The process was restarted in June, and the sale was approved by the Governing Board later that month. The City closed on the Rothery Property in early September and now officially owns the property.

Staff will continue working with the SVUSD regarding various projects and partnerships, including the potential purchase of land at Roadrunner Park, and the possible use of land around Village Meadows elementary school for recreational space.

5.8 Develop a plan to replace the Oscar Yrun Community Center.

ON SCHEDULE. Staff is drafting a concept memo for consideration of alternatives for replacement of the OYCC. Once that is finished, staff and management will meet to review and determine a path forward.

Goal #6: Revitalize the West End by reducing the current commercial vacancy rate by 50% over the next 5 years.

6.1 Continue to provide incentives for West End redevelopment through the West SV Partnership Program.

ON SCHEDULE. The West Sierra Vista Partnership Program is designed to leverage private sector reinvestment in the West Sierra Vista Redevelopment Area by providing financial assistance to property owners and their tenants in

making needed renovations to buildings and their sites to make them more functional and attractive. Staff continues to aggressively market the program to existing and prospective businesses to strengthen the district. Continued success depends upon sustaining the program until the vacancy rate is brought down to a healthy rate in combination with other revitalization initiatives.

Since the West Sierra Vista Redevelopment Plan was adopted, six of the eight “high priority revitalization sites” have been or are in the process of being reused/redeveloped. Partnership grants have been provided to help facilitate the following projects in FY 19-20/21:

Julie & Sammy’s 33 Flavors, (268 West Fry Boulevard), the scope of work included paint, window replacement, lighting, interior renovations, signage, and landscape features.

Modern Shopping Center (143 Street Taco tenant), 80 S. Carmichael Avenue. The scope of work included interior renovations; ADA improvements; exterior signage; and replacing the grease interceptor.

Garden North LLC (Tombstone Brewing future tenant), 332 N. Garden Avenue. Matching grant funding was provided for demolition/site clearance of a blighted building and parking lot to prepare the site for redevelopment.

Canyon Depot Properties LLC (Office Renovation), 160 N. Canyon Drive. Matching grant funding was provided for interior renovations and accessibility improvements to convert former storage facility into professional office space.

Politi Investments, LLC (Southwest Business Complex), 35, 51, 101, 141, 151, 161A, 161B, and 171 East Wilcox Drive. Matching grant funds were provided for façade improvements, public art, and replacing directory sign.

Sierra Vista Glass, Inc. 556 West Fry Boulevard (formerly occupied by Martin Cleaners). The scope of work includes building façade; interior renovations; ADA improvements; exterior signage; and mural.

Gabriel’s Game Room, 260 W. Fry Boulevard. A matching grant was approved for a wall sign for this new business to be owned and operated by the family that started Julie and Sammy’s 33 Flavors in the same plaza.

6.2 Evaluate solutions to create a space for small business incubation on the West End, and implement where feasible.

ON HOLD. As of September 8, 2020, this initiative and private venture are both on hold especially within the new CV-19 environment and concerns with border traffic to and from Mexico. The original intent was to create a Sonoran Mercado on the West End to bring Mexican businesses to the local economy. This was

especially important as a large portion of the soldiers and family members of Fort Huachuca could not travel to Mexico. The concept included implementing a new business in the Mall of Sierra Vista. The SBDC, AREDF, and Hispanic Chamber were working to educate and attract Mexican business owners with import/export rules and policies. The concept in the mall included several different Mexican businesses to provide authentic products to the local market and the mall management has been very supportive. The estimated opening has shifted to the right as the owner works through the challenges of cross border trade and the impacts of the pandemic. Staff will continue to monitor the development of the project and assess needs if necessary.

6.3 Evaluate the feasibility of designating a West End entertainment district.

COMPLETED. On February 27, 2020, the Mayor and City Council passed Resolution 2020-015 establishing the West End Entertainment District with the full support of the West End Commission. The boundary covers just over one-quarter of a square mile of commercially zoned property in the West End, north and south of Fry Boulevard, west of 7th Street, and along both sides of North Garden Avenue. The City Clerk will administer the approval process using a waiver application form that is now available.

6.4 Explore the potential for regional storm water basins to serve the West End and reduce flooding.

ON SCHEDULE. The commercial areas in the West End were largely developed prior to the establishment of development codes which has resulted in impractical lots created with poor drainage. Staff will explore the feasibility of constructing regional storm water basins on strategically located public sites rather than mandating costly individual detention facilities that constrict the redevelopment potential of a site.

Engineering Staff included this analysis in a larger scope of services written for an overall update to the City's surface water master plan that is on the FY21-22 Capital Improvement Plan list to be performed in the upcoming fiscal year.

With the purchase of the property at the corner of Fab Avenue and Fry Boulevard, staff are also evaluating the site as a possibility for a retention basin to address this objective.

Strategic Focus Area: Empower

Goal #7: Increase annual revenue growth 3-5% by FY22.

7.1 Advocate for Fort Huachuca mission expansion and infrastructure growth.

ON SCHEDULE. This ongoing effort continues through the City's partnerships particularly with the Huachuca 50 and Cochise County, and work with the groups' consultant with Steptoe in Washington, D.C. Although the annual trip to Washington by the mayor, city manager, and others scheduled for this spring was postponed due to the pandemic, other members of Council were still able to meet with Congressional representatives in early March to advocate for the Fort and community.

7.2 Seek and expand Intergovernmental Service Agreements and partnerships to support Fort Huachuca, create revenue and economies of scale.

ON SCHEDULE. Two of the potential IGSA's were turned into memorandums of agreement and are moving forward under a different approach. Those agreements are for joint fire department training and animal control. Staff are still in discussion on an agreement for dispatch services and are researching a couple of options. The garrison expressed the desire to continue discussing any future options.

7.3 Create opportunities for business incubation.

ON HOLD. This initiative is on hold as a private venture has stood up on the West End in the Landmark Plaza to pursue a similar opportunity. Several small businesses consolidated into a single location with a focus on women-owned businesses within the plaza. With the initiative underway privately, staff will step back and seek to support where feasible. Despite the challenges of the pandemic the private venture continues with over 20 women-owned businesses participating.

7.3.a Evaluate feasibility of a virtual incubator for home-based businesses, and implement depending on analysis.

7.3.b Educate participants in the virtual incubator on better business practices.

7.4 Plan for the use of effluent as a result of the outcome of the Gila River Adjudication.

ON SCHEDULE. A decision has not yet been announced on the Gila River Adjudication, and it is still unknown when one may be reached. The agreement with the Bureau of Reclamation tied to the Environmental Operations Park construction expected to expire in 2021 was ended early, giving the City additional opportunities in the use of the effluent. Staff is currently working with the Cochise Conservation and Recharge Network to model possible alternatives. Further discussions are progressing more slowly due to the public health emergency.

7.5 Look for partnership opportunities with higher education to enhance workforce development.

ON SCHEDULE. Economic Development staff continue to be actively engaged in this initiative with local higher education organizations. Prior to the pandemic, staff supported Cochise College with a possible business expansion into Sierra Vista linked the College's Virtual Reality/Augmented Reality program projected to begin in summer 2020. This effort is currently on hold as the CEO assesses their future growth within a CV-19 environment.

Staff supported Cochise College's Business Advisory Round Table on March 4, 2020, to examine the current and future business offerings in support of our local workforce. On March 5, 2020, staff met with the University of Arizona team to provide input to their degree programs and continuing educational efforts enabling workforce development.

Recently, staff participated in the community selection of the new Dean of University of Arizona's College of Applied Science. In September 2020, staff also captured video and photos to showcase Cochise College's new state of the art Cyber and Virtual Reality Lab with the associated development of workforce for future business ventures.

7.6 Continue to partner with public and private agencies to implement water conservation and recharge projects to benefit the local aquifer.

ON SCHEDULE. City staff continues to prioritize and maintain various partnerships particularly with the University of Arizona WaterWise program, the Cochise Conservation and Recharge Network, and the Upper San Pedro Partnership, to implement water conservation and recharge projects.

7.7 Partner with chambers of commerce and other organizations to create and implement a plan that encourages shopping locally.

ON SCHEDULE. This objective is progressing, but with some modification. In Fall 2019, the Sierra Vista Chamber was unable to collaborate on a buy local campaign, but agreed to reevaluate at a later time. Without a partner for the campaign, the long-term sustainability of a program is a risk.

The possibility of utilizing an AmeriCorps VISTA employee with support by Local Arizona First was evaluated, but the City would still need to commit more than \$20,000 annually for a program. Staff intends to include additional advertising in next year's budget to support a buy local campaign in Sierra Vista as a lower cost and more sustainable campaign, especially given the current situation with the pandemic.

In the meantime, in-house staff designed and built online videos highlighting the importance of buying local to support our local business owners. There were over 28,000 views for the two videos with links below:

<https://www.facebook.com/144876498905518/videos/525965308071851>
<https://www.facebook.com/144876498905518/videos/274031880315204>

Goal #8: Explore and implement methods to address homelessness, mental health, and affordable housing.

8.1 Define the scope of the problems that exist in the city regarding homelessness, mental health, and affordable housing, and how Council wishes to be involved.

COMPLETED. There are many reasons why families and individuals become homeless: lack of affordable housing; job loss; mental illness; substance abuse addiction; domestic violence; family breakup. The primary sources of data about the homeless population in Sierra Vista and their service needs are the annual survey of people who are homeless, known as the Point-In-Time (PIT) Count, and the Homeless Management Information System (HMIS), a computerized data collection system used by service providers. The PIT counts the “unsheltered” homeless population as defined by the U.S. Department of Housing and Urban Development that includes persons living in shelters, in transitional housing, and in public places. The U.S. Department of Education uses a broader definition that includes families who are doubled-up with others due to economic necessity.

Section 401(2) of the McKinney-Vento Homeless Assistance Act, 42 U.S.C. 11360, defines chronically homeless as “an individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least one year or at least four separate occasions in the last three years. The statutory definition also requires that the individual or family has a head of household with a diagnosable substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability. Staff worked to provide an understanding of the nature and extent of the problems regarding homelessness; their impacts on public services; how the issues are currently being addressed by the service providers, and how the City may further their efforts. Staff developed a report profiling the current homeless population based on available data sources as well as an assessment of the local issues impacting homelessness including affordable housing and mental health.

In July 2020, City staff presented the key findings and recommendations of the City’s Gap Analysis to the Continuum of Care, and Mayor and City Council. Over the course of the summer, 27 organizations were interviewed to better understand

the scope of the homeless problem in our community and services that are currently being provided to address the myriad of associated issues. A copy of the report can be downloaded from City's website:

<http://edocs.sierravistaaz.gov/readingroom/Reports/2020%20Reports/Background%20Briefing%20Agenda%20-%20Strat%20Plan%20Objective.pdf>

8.2 Identify partners, and develop plans to address homelessness, mental health, and affordable housing where feasible.

ON HOLD FOR NEXT STRATEGIC PLAN. The Arizona Department of Housing serves as the Collaborative Applicant and HMIS lead agency for the Continuum of Care (CoC) for the 13 non-metro counties in the state. The CoC program is designed to promote communitywide commitment to the goal of ending homelessness. The Cochise Continuum of Care is organized and chaired by the Executive Director of the Good Neighbor Alliance (GNA).

In December 2019, the CoC convened to establish bylaws and strategic plan priorities for the upcoming year. Community Development Director Matt McLachlan was appointed to serve as the CoC's Secretary. In February, GNA was not able to continue with the Interim Executive Director because of funding challenges and the CoC duties were reassigned to the Administrative Supervisor. GNA is in the process of hiring a new Executive Director to boost the organization's fundraising efforts. Once a new executive director is hired, staff will continue to work with them and the CoC to strategize how best to address this issue. Staff will also continue to identify and work with partners to develop plans to address homelessness, mental health, and affordable housing where feasible.

Strategic Focus Area: Enjoy

Goal #9: Increase public participation numbers in community events by 25%.

9.1 Reevaluate community and cultural events for fit, diversity, draw, and potential partners.

ON SCHEDULE. Leisure staff continue to evaluate current events, and at the end of 2019, hosted a redeveloped and expanded Christmas Tree Lighting event with great success including interactive games, an obstacle course, ice skating rink and snow. Unfortunately, Sips and Skies and other community events were cancelled this year due to the pandemic.

Staff is taking this opportunity to reimagine events and come up with creative solutions to provide interaction with the public during this unprecedented time. Virtual and drive through activities and events are being considered for the

remainder of the year, and as soon as large community events are approved to resume, staff will work on elevating the look and feel of those events. Upgraded tents, lighting, and fencing were purchased for future event use. VIP sponsorship areas will be offered in the future, and Veterans Memorial Park has had its electrical pedestals upgraded recently which will provide maximum flexibility in designing event footprints in the future.

9.2 Evaluate and plan to build space to accommodate large outdoor events.

ON SCHEDULE. Staff are evaluating the current inventory of parks and ballfields and have identified a few locations with some potential. The enhanced CDBG project on the West End at Soldier Creek Park and Landwehr Park is a promising location along with the Stone Field complex. The recently acquired Rothery Sports Complex also provides a unique location for alternate event space and overflow for large events at neighboring Veterans Memorial Park. Staff expects to further evaluate this option in the context of the parks master plan update, and the next initiative as well.

9.3 Evaluate and develop West End parks into spaces for small events.

ON SCHEDULE. Staff continue to work on the CDBG project for Landwehr and Soldier Creek Parks this year in partnership with Community Development and Economic Development staff. Construction is scheduled to begin later in the current FY. The improvements will help to both draw more people to the parks, and create a safe, walkable event space for the community. Once improvements are made, staff will activate the areas by hosting some smaller format events and Rec On The Go programming. A Rec on the Go events were held in early 2020 to attract the community to parks by offering free games and activities for people of all ages.

9.4 Redevelop event permitting procession.

ON HOLD. With some new technology implementation over the past several months, staff are experimenting with a workflow within Microsoft Teams with the IT Division for event permitting. With most events canceled or postponed at the moment and no knowledge when large events may be allowed again, staff prioritized other projects for the time being, but will ensure this item is finished by the end of the strategic plan cycle.

Goal #10: Within 2 years, increase sports tourism revenue to \$1,000,000.

10.1 Complete a master plan for development of a sports complex.

ON SCHEDULE. Staff included planning for the sports complexes with the overall parks master plan in initiative 2.6. After evaluating both initiatives, it made the most sense to include sports complex development with park development.

10.2 Develop a catalog of projects to fund via crowd sourcing.

ON SCHEDULE. Leisure compiled an initial list which is currently under review. Staff will determine the timing for the release and promotion of the list after social distancing requirements have been relaxed or lifted.

10.3 Create a plan to fully utilize the Rothery Center recreational properties, and implement improvements.

ON SCHEDULE. Staff are working on a prioritized list of improvements and expect it to be ready for evaluation shortly in conjunction with the rest of the parks master plan process. Some minor improvements were completed last FY (painting of the curbing, minor landscaping in front of the gym and Sports Division building, painting of the restrooms in the gym, and painting outdoor basketball uprights). Other items scheduled for improvement are listed in the capital improvement plan for FY20-21 such as work on the irrigation system.