



# Sierra Vista

Draft Strategic Plan

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## Invest: Responsible Stewardship

**Sierra Vista practices effective management of public resources to reach short and long-term goals for the benefit of our community.**

Goals:

1. Reduce the percentage of the city-owned roadway network that falls into the Very Poor or Poor classifications by 10%, and maintain higher classifications to the extent possible.
  - a. Develop a strategy and financial plan for addressing street conditions including rebuilding and repaving city streets.
  - b. Explore and analyze the possibility of a complete streets program.
2. Explore best methods used to reduce or mitigate unfunded liabilities for the City's Arizona State Retirement System and Public Safety Personnel Retirement System.
  - a. Complete forecasting/modeling to identify best options.
  - b. Recommend approach to Council and implement as directed.
3. Maintain a strong bond rating and general fund reserves.
  - a. Evaluate financial reserves and ASRS/PSPRS policies and recommend changes as appropriate.
  - b. Evaluate current management of long-term debt and associated financial policies.
  - c. Identify acceptable debt future level.
4. Effectively plan for and manage water resources.
  - a. Plan for the future use of effluent and continue to partner with public and private agencies for projects benefitting the San Pedro Riparian National Conservation Area.
5. Explore and leverage resources for identifying additional grant and funding opportunities.
  - a. Partner with ADOT and the SVMPO to facilitate repair of state-owned roadways in Sierra Vista.
  - b. Improve & streamline the capital improvement plan process.
  - c. Identify and design shovel-ready plans where feasible and appropriate.

# Ignite: Economic Development and Community Prosperity

Sierra Vista facilitates the conditions for developing a strong workforce and retention, attraction, and expansion of businesses.

Goals:

1. Enhance and improve Economic Development infrastructure.
  - a. Explore different technologies and partnerships relevant to economic development and expand where appropriate, such as broadband and 5G availability, EV charging stations, and relevant emerging technologies.
  - b. Continue ongoing efforts to revitalize the West End.
    - i. Complete construction Phase 1 of Fry Boulevard improvements.
    - ii. Plan Phase 2 of Garden Boulevard improvements, identify funding, and implement as appropriate.
    - iii. Activate the West End entertainment district and begin programming events.
    - iv. Expand the West End Redevelopment Area and West Sierra Vista Partnership Program as appropriate.
    - v. Plan for future use of the Fab Avenue property and implement improvements.
    - vi. Implement recommendations from the surface water master plan affecting the West End as feasible.
  - c. Enhance current redevelopment, abatement, and code enforcement efforts.
    - i. Revisit annexation of Fry townsite areas as necessary and appropriate.
    - ii. Prioritize efforts and ongoing funding for abatement/code enforcement.
  - d. Maximize the economic impact of the municipal airport.
    - i. Complete the site preparation of city-owned property at the airport and market the opportunity.
    - ii. Explore potential for grants to assist in development.
    - iii. Develop approach for future expansion opportunities.
  - e. Expand sports tourism opportunities.
    - i. Complete the extension of Avenida Escuela and its connection to the City sports complexes at Domingo Paiz and Veterans Park.
    - ii. Identify phases and the funding plan for improvements at the Veterans Memorial Park sports complex.
2. Increase and implement effective marketing efforts.
  - a. Marketing efforts will prioritize the following areas:
    - i. Business leads

- ii. Work from home/telecommuting/teleworking attraction
  - iii. Tourism marketing
  - iv. Shopping local
  - v. Sharing successes of local partners - promote medical, education, jobs
  - vi. Attraction of retirees
3. Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.
- a. Complete the Joint Resource Utilization Study.
  - b. Advocate for Fort Huachuca and the retention and expansion of its missions.
  - c. Continuously monitor evolving issues and act, as necessary.
4. Engage economic development stakeholders.
- a. Explore the establishment of an Economic Development Commission to enhance the efforts of the Economic Development division.
  - b. Explore the meaningful engagement of additional community partners.
  - c. Support Douglas Port of Entry improvements.

## Innovate: Quality of Life

Sierra Vista continues to foster an environment that will make our city a great place to raise a family; retire; live; work; and play.

### Goals:

1. Increase sports tourism revenue by \$3M over the next 2 years.
  - a. Expand participation in existing sporting events, such as the Summit Challenge.
  - b. Explore additional sporting event opportunities, especially cycling.
  - c. Market facilities with intent.
  - d. Expand reach to the sports community.
  - e. Communicate with and/or visit other locations to conduct research on operations.
  - f. Support and encourage the growth of sports tourism partners.
  - g. Pursue strategic grant opportunities for facility improvements and program expansions.
2. Increase reach of community events both in person and virtual by 30% over 2 years.
  - a. Partner with local businesses and organizations to expand the reach of already successful local events.
  - b. Evaluate current events to identify those with potential to expand with a regional focus.
  - c. Leverage social media to increase the reach of events.
  - d. Evaluate how people are counted at events and research ways to better capture accurate attendance/participation.
    - i. Establish benchmarks on attendance/participation.
  - e. Utilize events as marketing opportunities for our area.
3. Fully Fund the Parks Master Plan over the next 10 years.
  - a. Prioritize improvements that ensure facilities meet the needs of the users they serve and reflect pride of place, especially restroom facilities.
  - b. Continue to get public input on the Parks Master Plan.
4. Evaluate future facility needs.
  - a. Identify future needs that are not currently fulfilled by existing facilities and develop an implementation plan, such as the visitor's center.
5. Maintain properly staffed city departments including, but not limited to public safety to provide citizens with exceptional service and safety.
  - a. Reevaluate recruiting strategies city-wide and implement new methods.

- i. Implement strategy to test for police officer candidacy at military installations and community colleges.
  - b. Continue to fund SEACOM at appropriate levels and prioritize dispatcher recruitment.
  - c. Evaluate the classification/compensation plan and prioritize offering competitive salaries.
6. Improve the current levels of service in programs, services, and amenities provided by Sierra Vista.
  - a. Continue partnering with Cochise College for training and education services.
  - b. Design an expanded animal shelter based on priority needs from the 2020 needs assessment, and plan for construction of the required expansion.
  - c. Implement a 'clean up the city' initiative.
  - d. Continue work with the Continuum of Care, and continue to identify partners and plans to address homeless, mental health, and affordable housing issues.
7. Improve the form, function, and character of the built environment of Sierra Vista.
  - a. Increase opportunities for public art.
  - b. Prioritize methods to reduce blight, clean up dilapidated buildings, and neighborhood revitalization.
  - c. Identify and create more low-stress bike routes/lanes/paths.
  - d. Prioritize public safety visibility at community events and gatherings.
  - e. Evaluate the creation of a neighborhood partnership program similar to Western Sierra Vista Partnership Program.
  - f. Evaluate the creation of a street tree planting program.
  - g. Review and evaluate access and design standards for city streets for complete streets and community character objectives.

## Include: Citizen Engagement

Sierra Vista promotes transparent two-way citizen interaction and participation regarding community issues.

### Goals:

1. As the media landscape is changing, we will continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.
  - a. Reinvigorate non-regulatory commissions by evaluating how they could work more effectively.
  - b. Develop and implement a communication plan.
  - c. Increase how the many great stories of Sierra Vista are shared with both staff and residents.
  - d. Establish a more visible Council presence in media efforts and community outreach.
2. Increase capabilities and resources to expand the communication reach and impact of the City.
  - a. Prioritize and communicate an emphasis in the organization on Economic Development, Marketing, and Public Information.
  - b. Examine external resources and technology to aid in communication.