



**STRATEGIC LEADERSHIP PLAN FY2020-
FY2021**
Final Report

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.

ONGOING. 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.

Staff will continue to prioritize ADA website compatibility, and will ensure the new website is ADA accessible.

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.

COMPLETE. 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. Staff uses the platform to drive public input and enhance engagement opportunities and have been executing promotional efforts to gain a greater audience base. As of August 2021, the platform had 457 registered users and has received more than 7,600 site visits since the launch in September 2020.

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. The City of Sierra Vista has the highest self-response rate

of any community in Cochise County at 70.4%, which also exceeds the state's average of 64.1%.

The Census Bureau was expected to deliver population counts used for apportionment to the president by April 2021 as required by law, and to send redistricting counts to the states by September 30, 2021. This information is used to redraw legislative districts based on population changes. The pandemic delayed these timelines, and information is currently expected to be released in September 2021.

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

Several strategies were employed to increase engagement with targeted markets (see strategy details below). With COVID-19 affecting local activity and making a significant impact on the travel and tourism industry, electronic engagement grew at a less robust rate than expected, and requests for information from other visitor centers, groups, and meeting organizers declined from several hundred per month to zero in half the months of FY20-21. Metrics provided by Facebook are inconsistent from year to year as well. To provide a consistent measure across all three years, this evaluation uses "reach," defined as the number of times a post appeared in a user's newsfeed. While this metric is beneficial, it does not demonstrate user interaction. "Engagement" is a better metric but data is not available for the evaluation period.

Facebook Post Reach (Millions)	6/30/2019	6/30/2021	Change (+/-)
<i>Sierra Vista AZ</i>	2.49	2.62	4.96%
<i>Police, Fire & EMS</i>	2.29	1.3	-76.15%
<i>Public Library</i>	0.577	0.799	27.78%
<i>Visit Sierra Vista</i>	0.222	2.05	89.17%
Webpage Views	6/30/2019	6/30/2021	Change (+/-)
<i>SierraVistaAZ.gov</i>	932,769	584,316	-59.63%
<i>VisitSierraVista.com</i>	4,453	1,859	-139.54%
Requests for Information	6/30/2019	6/30/2021	Change (+/-)
<i>Economic Development</i>	0	208	100%
<i>Tourism</i>	9756	4121	-137%
Engage Sierra Vista	6/30/2019	6/30/2021	Change (+/-)
	0	2,447	100%

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

ONGOING. In addition to the subscription to the Bang the Table community engagement platform, staff launched and produces regular podcast programs.

Topics include interviews with City managers and directors and are geared to relevant current topics. The podcast is available on popular podcast libraries, the City's website, and via Engage.SierraVistaAZ.gov.

Podcasts are in development once again since social distancing guidelines have relaxed. Engage.SierraVistaAZ.gov is also experiencing growth in registrations and engagement. Staff will continue to prioritize sharing information with community partners in the future.

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

COMPLETE. 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.

COMPLETE. In Fall 2019, staff contracted with Uber Media through the Arizona Office of Tourism rural cooperative program for a report that provided data about visitor destinations in and around Sierra Vista, along with their originating location. Staff received the report in Spring 2020, and staff evaluated 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 the current fiscal year, marketing efforts for these departments, plus tourism efforts, were coordinated through the Marketing & Communications division, which created a stronger presence in the target markets. This strategy will be revised year-to-year depending on needs and funding.

Data was collected in 2021 confirms geographic target markets and suggests additional ones. These, and other marketing segments, will be continually evaluated so that messages and targets can be adjusted as needed.

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

During FY20 and FY21, it was confirmed by Marketing & Communications that the City has exceeded 1,000 positive mentions on social media. Although the city does not collect comprehensive data regarding mentions, the division is seeing hundreds of comments and positive engagements across several independent

postings which easily equates to thousands of positive mentions across official social media platforms.

3.1 Identify and roll out an events hashtag.

COMPLETE. Leisure worked with staff and the Marketing & Communications division on developing hashtags for both the Wine, Beer, and Spirits Festival and Summit Challenge events scheduled for May 2021. The hashtag for the Summit Challenge is #SummitSierraVista and for the Sips & Skies Wine, Beer, and Spirits Festival it is #SipSierraVista. Those hashtags were featured on social media platforms and marketing materials leading up to the events and located at the event locations to encourage their use by participants.

3.2 Enhance parks and recreation social media presence.

COMPLETE. Leisure Services hired a full time Digital Media Specialist for the department as part of a 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 trained the Leisure digital media specialist to bring him up to speed to provide content. Launching of the social media platforms will take place once regular programming resumes after pausing due to the pandemic.

Item 3.1 (Identifying and rolling out an events hashtag) also assisted in expanding the department's social media presence as participants used them when producing their own social media posts. This began with the Summit Challenge and Sips & Skies Wine, Beer, and Spirits Festival in May 2021. The Marketing & Communications division utilized the hashtags #SummitSierraVista and #SipSierraVista in the marketing campaigns. Staff will continue to use event hashtags in the future!

3.3 Offer more opportunities for social media engagement.

COMPLETE. 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 hired to establish and maintain the department's social media presence. He designed content plans that launched when facilities reopened.

Marketing & Communications also worked with the Library's assigned social media provider and began including digital and live stream story times, Museum education, and other content.

The Engage.SierraVistaAZ.gov 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 FOR COMPLETION IN FY2021-2022. 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. This location is strategically located to ensure access to the Buffalo Soldier Trail corridor, the west side of Sierra Vista, Fry Fire District, and Fort Huachuca.

In 2019 and 2020 the average response time for a Priority 1 Incident to the Winterhaven sub-division from Fire Station #2 on Avenida Cochise was 8:27 and 8:24 minutes, respectively. Priority 1 incidents have units respond with lights and siren. Drive time studies under normal driving conditions completed by Fire Department staff show a 6:02 minute response time to the Winterhaven neighborhood from the new substation location. This represents a 28% decrease in response time. Reasons for the decrease are due to posted speed limits, less traffic lights, quicker access points and proximity to areas within the BST corridor.

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. Staff submitted the formal request to BLM for a change in use of the property early last spring. BLM reports that the documentation approving the change of use is complete and waiting for signature.

In 2020 the City was awarded a Defense Community Infrastructure Program (DCIP) grant for \$1.4 million to construct the substation. Sierra Vista awarded the contract to the design/build team of CORE/Perlman, which has extensive experience building EMS and fire stations in Arizona. A strict timetable with specific metrics to meet has been set and construction is scheduled to begin in September 2021 with a completion date of July 2022.

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

COMPLETE. 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 was implemented in September 2020, and the second phase of ProQA, the Law Enforcement component, went live in July 2021.

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

ONGOING. 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 with recent relaxation of pandemic restrictions, the department attended a job fair in El Paso, TX in June 2021 and is planning on a recruiting trip at Fort Bliss, TX in mid-July 2021. This objective will continue through the foreseeable future.

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

The City's progress towards this goal is primarily concentrated on a series of West End projects that are at varying stages of implementation. Regarding public spaces, the City completed CDBG funded improvements to James Landwehr Plaza, Soldier Creek Park, and Timothy Lane Park which improved access via the construction of ADA compliant shared use paths that connect to perimeter streets. The deteriorated parking lot and blighted building on the southeast corner of Fab Avenue and West Fry Boulevard was also removed in spring 2021. A drainage analysis has been completed and master plan alternatives have been developed for the 1.26-acre site that will complement the community inspired improvements to West Fry Boulevard. As noted below, a construction contract for the Phase 1 West Fry Boulevard/North Garden Improvement Project was awarded to KE&G and is anticipated to be completed by late December/early January.

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

SCHEDULED FOR COMPLETION IN FY2021-2022. Despite some initial pandemic related delays, the project is back on schedule. The public meetings

held in early 2020 were very well attended with more than 100 people in attendance for each group of meetings. After the 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.

Design was completed in spring 2021, and construction began on July 19, 2021. The contractor's schedule shows construction continuing through the fall and completing in early 2022, well ahead of the summer 2022 date required by the City's funding agreement with the Arizona Department of Transportation.

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

COMPLETE. Staff successfully identified funding through the Federal Transit Administration (FTA) for infrastructure improvements near transit stops. Staff submitted two grant applications for FTA funding for multi-use paths, one along Buffalo Soldier Trail from Fry Boulevard to Golf Links and the other along the west side of State Route 92 from Foothills to Avenida Cochise. In late August, the City was notified that both applications were successful, with the total amount awarded to construct both projects at approximately \$1.6 million. Staff will continue to submit grant applications for this funding opportunity in future years to complete the multi-use path network throughout the city.

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

ONGOING. On June 13, 2019, the City Council approved the 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 provided \$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 Soldier 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. KE&G completed construction of the improvements in May 2021.

The adopted PY 2020 and 2021 Annual Action Plans allocate \$446,255 in CDBG funding towards improving Cyr Center Park on the former Public Works Yard property at 1224 North Avenue. This project will eventually complete the missing segment of the trail system running between Solider Creek Park and Cyr Center Park.

Since staff successfully identified funding through the FTA for these types of projects as well, streetlight, sidewalk, and ADA improvements will continue to be a high priority in the future.

5.4 Identify funding and design the Avenida Escuela extension bridge.

SCHEDULED FOR COMPLETION IN FY2021-2022. The surveying and hydrology work for the project has been completed, and a Conditional Letter of Map Revision (CLOMR) accepting the revised hydrology was approved by FEMA in July 2021. Design of the project is proceeding, and staff expects to have 60% plans and a cost estimate completed in September 2021. Walmart is obligated to pay for half of the cost of the bridge; a meeting was held in November 2020 with Walmart real estate staff who understand the project and are ready to provide funds when requested. Construction of the project will likely begin in early spring 2022.

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

COMPLETED. Staff met with Castle & Cooke of Arizona, Inc. over several meetings to identify and scope out sections of the plan that warrant review and possible update based on current data, projections, and adopted plans or studies. The following topics were reevaluated:

- *The location and extent of the park and open space network;*
- *Providing additional areas for mixed-use development;*
- *The projected need for public facility sites including public schools;*
- *Roadway classifications; and*
- *Phasing plan.*

It was ultimately determined that only minor adjustments to the Specific Plan were needed. The mutually agreed upon changes were presented to the Mayor and City Council for information at a work session held on December 8, 2020.

5.6 Develop a comprehensive Parks master plan.

COMPLETE. Community Development and Leisure & Library staff met to analyze needs and goals in early 2020. A plan was developed, and the Parks & Recreation Commission was briefed for input and concurrence. Community Development compiled information to establish an initial draft. Public input was sought utilizing Engage.SierraVistaAZ.gov and incorporated into the final plan.

The plan was presented at the June 25, 2021 Council work session, and shared for public comment. The plan was adopted at the August 12 council meeting.

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

ONGOING. Staff held multiple discussions with school district staff throughout 2019-2020, and successfully negotiated the purchase of the 20 acres east of Veterans Park. The City closed on the land in early September 2020 and now officially owns the newly named Veterans Park Sports Complex.

Staff presented a request to the SVUSD Governing Board in June 2021 to purchase 15 acres of school district property adjacent to the future Roadrunner Park at the intersection of Saint Andrews Drive and Canyon de Flores. The request was approved, and the sale process is currently underway.

Staff will continue working with the SVUSD regarding various projects and partnerships, including 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.

ONGOING. Over the past two years staff has explored several possibilities for replacing the Oscar Yrun Community Center. Factors considered were location, cost, functionality, impacts to other departments and services, revenue potential, and opportunities to decrease overhead expenditures while simultaneously increasing available services to the community. Key features traditionally included in community centers include basketball and volleyball courts, office spaces, multipurpose rooms, conference rooms, classroom spaces, fitness equipment, eSports lounges, Makerspaces/Pottery and Art Studios, commercial kitchens, and concessions.

Three recommendations to consider that hold the potential to provide desired features are:

- New Construction
 - Most costly option
 - Would need to choose location, acquire land, and design from the ground up; would expand footprint of city facilities
 - Would be completely customizable
- Renovate a current or future vacant building or complex
 - Benefit of repurposing a vacant structure within city limits
 - Expenses for purchasing the property, renovating, and repairing existing maintenance issues could be costly
 - May have some existing desirable features at location, depending on type of facility. For example, if the vacant property were a school, it

- would probably include a gym, classroom spaces, cafeteria (commercial kitchen), playground features, and open spaces.
 - Would consolidate OYCC and EBC staff to this location along with Child & Family Programming, providing an opportunity for Museum expansion and Visitor Center relocation to EBC.
 - A facility with a large footprint and multiple buildings, rooms, and open spaces, could be costly and challenging for parks maintenance, facility maintenance, and operational staff at existing levels.
- Combining the replacement project with the Veterans Sports Complex gymnasium renovation project
 - Would accomplish two strategic goals simultaneously while reducing overall city facility footprint by 1 building (OYCC)
 - The property already belongs to the city.
 - Optimal location in the heart of our largest community park
 - The gymnasium is currently not staffed.
 - Would consider consolidating Sports, OYCC and EBC staff to this location and move Child & Family Programming to the current Sport Division building, creating a Parks and Recreation campus environment. Would also provide opportunity for Museum Expansion and Visitor Center relocation to EBC.
 - Could operate facility 6 days per week with existing departmental staff, which would make it convenient for the community and park patrons to access city staff and rental equipment (tennis equipment, volleyballs and nets, basketballs, etc.).

There are still a number of factors affecting this decision that are currently evolving. Once a decision has been made regarding which option would be best, staff go to work on plan development. This initiative is carried over to the next strategic plan.

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

Over the past two years, the West End lost 34 businesses and gained 23 businesses for a net loss of 11 businesses. This resulted in an increase of 85,916 square feet of vacant building space. Most of the businesses that left the West End were classified within the IT/Systems/Engineering space (defense contractors) where there was a net loss of 8 firms occupying 82,052 square feet. KeyWi, which formerly occupied 52,144 square feet within the Solider Creek Business Park, accounts for almost two-thirds of the net increase in vacant floor area.

In examining properties within the West Sierra Vista Redevelopment Area (WSVRA), there was a net increase of eight businesses which reduced the amount of vacant floor area by 28,555 square feet. Two-thirds of the new businesses are classified as food and drink establishments which complement the

City's desire to foster entertainment related uses. It is important to note that the City's business inventory does not yet include Tombstone Brewery which has been permitted for construction and is on schedule to open by the end of this year.

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

ONGOING. 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 FY20/21:

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.

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.

Tasty Wok & Asian Market. A matching grant was approved for sign replacement and exterior paint for new business at 386 W. Fry Blvd.

Sierra Vista Casitas (former Desert Inn), 201 W. Fry Blvd. The scope of work for this improvement project included covered outdoor seating area, mural artwork, landscaping, ADA ramp, sign replacement, repainting.

Regular annual expansion of the program will continue again in FY2021-2022, as did funding in the annual budget. With the success of the program, funding will be included in the annual budget for the foreseeable future as long as it's needed, and funding levels adjusted accordingly.

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

ON HOLD. This initiative and private venture remained on hold with the pandemic and continued issues 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 project in the future, and support if the opportunity presents itself.

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.

This initiative will continue in the next strategic plan.

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

SCHEDULED FOR COMPLETION IN FY2021-2022. 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 explored 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 currently underway. The timing of this effort is tied to a separate FEMA floodplain remapping process that will extend the master planning process into the current fiscal year.

The acquisition of the property on the southeast corner of S. Fab Avenue and W. Fry Boulevard provides an opportunity to incorporate additional stormwater features the extent of which will be determined through a drainage analysis that is included in the surface water master planning process.

This initiative carries over to the next strategic plan.

Strategic Focus Area: Empower

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

Evaluation of General Fund revenues within City control such as property tax; TPT; franchise fees; business licenses; ambulance fees; Parks, Recreation & Libraries fees; and more, showed the City's revenue grew 3.58% from FY19 to FY21.

7.1 Advocate for Fort Huachuca mission expansion and infrastructure growth.

ONGOING. 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 2020 to advocate for the Fort and community.

Although a trip in 2021 was also not possible, staff will continue to work on future meetings when it makes sense. This goal was carried over to the next strategic plan.

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

ONGOING. Two of the potential IGSAs were turned into memorandums of agreement and were executed 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, and staff was notified in August 2021 that Fort Huachuca is planning a workshop in fall 2021 to discuss more IGSA opportunities.

7.3 Create opportunities for business incubation.

ON HOLD. This initiative is on hold since a private venture 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.

ONGOING. 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 through regular virtual meetings. There is a related goal in the next strategic plan.

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

ONGOING. 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 pandemic environment. Cochise College and staff engaged the CEO August 5, 2021, and are planning a future site visit to explore growth potential and ultimately setting up a US based office.

Staff partnered with UofA CAST on the further development of laboratory and research activities from the Sierra Vista campus. There is potential to leverage the Cyber program into additional business/work force opportunities. Staff will continue to work on opportunities in this area.

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

ONGOING. City staff continues, and will continue in the future, 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.

BEHIND SCHEDULE. This objective is progressing, but was greatly hindered by the pandemic.

In the meantime, in-house staff designed and built online videos highlighting the importance of buying local to support 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>

Staff participated with the Chamber to receive a buy local online program grant from the Governor's Office and continues to support the execution. This effort provides training and access for local businesses to get online and maximize the potential for sales in a virtual environment.

[Sierra Vista Area Chamber of Commerce \(svchamber.com\)](http://svchamber.com)

This initiative will be attempted again in the next strategic plan as part of the initiative on developing a communications plan.

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 (ADOH) 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 Coalition on Ending Chronic Homelessness, a committee of the Balance of State CoC has been administered by Good Neighbor Alliance (GNA) until this year when they decided to give up the contract with ADOH. Meetings will resume after a new lead agency is designated.

Staff will also continue to identify and work with partners to develop plans to address homelessness, mental health, and affordable housing where feasible. This initiative was included in the next strategic plan.

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.

ONGOING. Staff has and will continue to evaluate events in order to determine success in a reasonable and consistent manner. Features were expanded during the 2019 Christmas Tree lighting event with overwhelming success. The event in 2020 was changed to a drive-through event due to the pandemic and brought over 3,000 people through the park. Because of the success of the 2019 event, staff are working with community partners now in an attempt to expand the event further in 2021.

Annual Tree Lighting Event		
2019 Estimated Attendance	2021 Estimated Attendance	% Increase
2,000	3,000	33%

The annual Sips and Skies Wine, Beer, and Spirits Festival saw great success by expanding the number of wineries, beer vendors, food and craft offerings while also changing the physical location of the event in the park in 2021, which created a fresh new look and feel. We also partnered with the Huachuca Art Association and had artisans at the event displaying their artwork. In exchange, we will be hosting a smaller format wine event during Art in the Park. Partnerships are a great way to make an event’s experience richer and draw people in with varying interests.

Sips & Skies Wine, Beer, and Spirits Festival		
2019 Estimated Attendance	2021 Estimated Attendance	% Increase
2,500	4,000	38%

The 2021 Summit Challenge also saw success and staff applied lessons learned from previous events to continue to improve the experience of participants. They utilized new trail markers and creative roadblocks to ensure that all participants enjoyed a clear trail. The swag bags also featured upgrades to include branded water bottles with Summit Challenge completion sticker locations for each completed peak.

Summit Challenge (Sells Out @ 250)

2019 Attendance	2021 Attendance	% Increase
140	232	40%

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

ONGOING. 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 Veterans Memorial Sports Complex also provides a unique location for alternate event space and overflow for large events at neighboring Veterans Memorial Park. A new agreement with the SV Riding Club was recently renegotiated, which presents an additional option. Staff expects to further evaluate this option in the context of the parks master plan update.

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

ONGOING. Staff inventoried currently owned space and has evaluated options for hosting locations of large scale outdoor events. The park locations at the north end of North Garden Avenue, particularly Soldier’s Creek Park and Landwehr Plaza, have great potential for hosting large events on the West End when used simultaneously. The area to the south of Soldier’s Creek Park has been graded and had a walking path installed which has ADA access from the upper side of the park to the lower. Just across the street at Landwehr Plaza, access has been constructed to allow food trucks onto the property. By closing North Garden Avenue at Taylor and just south of Landwehr it would allow the two parks to be used together for larger events. When special events are not going on, Landwehr may also be used as a food truck park on a regular basis. Staff is developing those plans and look to implement activities in those locations during FY22. Construction on related CDBG projects is also scheduled for FY22.

9.4 Redevelop event permitting procession.

COMPLETE. Staff evaluated the permitting process and worked with the IT Division on a solution that streamlines the process for permit requestors, and improves workflow assignment and tracking for internal users. The new system is being tested and will launch to the public in September 2021.

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

Staff tracked the success of sports tourism efforts and used conservative assumptions and economic impact indicators from the National Association of Sports Commissions (NASC) to determine that the goal of \$1M of Economic Impact Revenue has been achieved. From January 30, 2021 – June 29, 2021 the community has benefitted from an estimated \$1.7M of economic impact revenue that can be directly attributed to sports tourism efforts.

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

COMPLETE. 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.

Staff discussed and met with various stakeholders, including the Parks & Recreation Commission, to consider impacts and usage of a city sports complex. The feedback from these discussions, along with public outreach comments, are a part of the Comprehensive Parks Master Plan. Sports in the community has been enthusiastically embraced locally and throughout the state and the country, and Sierra Vista has been the host location for many new tournaments during the past two years.

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

ONGOING. Staff worked to develop a list of projects, large and small, that would lend themselves well to crowdsourcing. An appropriate platform or method of advertising the projects will be evaluated and selected in partnership with the Communication & Marketing Division.

Staff has also been looking for community partners for interest in adopting funding efforts, and are currently working with the Kiwanis who are helping to fund efforts to expand the Annual Christmas Tree Lighting event in December.

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

COMPLETE. The Veterans Memorial Sports Complex's proximity to Veterans Memorial Park, Centennial Pavilion, and The Cove makes it a convenient and desirable location to develop as an extension of the park for special events, sports, and other department programs. The full conceptual plan for this space is included in the Consolidated Parks Master Plan. It includes lighting for the sports facilities, field improvements, and paths, parking, walking paths, renovated/expanded gymnasium, basketball courts, volleyball courts, renovated tennis court, renovated track, bleachers, ramadas, green space, a splash pad, and direct connectivity to the neighboring Veterans Memorial Park.