



# Sierra Vista

Strategic Plan

Created: March 2021  
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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. Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, 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.

A comprehensive streets maintenance strategy requires both addressing roadways which are in poor condition as well as those which are still in acceptable condition but nearing the tipping point. The financial investment required to maintain roadways which are still in an acceptable condition is far less than those in poor condition, and thus, the community can get more “bang for its buck” by focusing on roadways which haven’t yet reached poor condition. At the same time, repairing a roadway which is in poor condition has a far greater impact on the community aesthetic. In order to increase the Pavement Condition Index (PCI) for the City as a whole, both strategies will be important. To support this initiative, staff will investigate the percentage of funding which needs to be allocated annually to repair versus rebuild. A financial plan can then be developed based on the expected amount of work in each category. Central to this effort will be the reassessment of City streets every 3-5 years to get an updated PCI rating. This assessment will help to determine whether current funding levels are acceptable for maintaining and improving the City roadway network.

- b. Evaluate and develop a complete streets program.

Complete streets is a universal transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. The Transportation and Circulation Element in the City’s General Plan, VISTA 2030, provides a series of goals and strategies that support this initiative. Specific actions that will be pursued during the next two years include:

- *Evaluate the City’s Roadway Design and Access Management Standards for conformance to best practice recommendations provided in MPO’s Long Range Transportation Plan and propose any needed amendments.*

- *Incorporate complete streets principles into future maintenance projects through road modifications.*
  - *Continue to identify and pursue available federal and state funding to augment local sources for connecting missing sidewalks and shared use pathways based on the priorities established in the Safe Bicycle and Pedestrian Routes Plan with particular emphasis on providing safe routes to schools and neighborhood parks.*
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.

Staff will review options to reduce or mitigate its unfunded liabilities to the Arizona State Retirement System and Public Safety Retirement System and recommend an approach to Council. Staff will then implement the plan the Council adopts.

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 future debt level.

Staff will review its current fiscal policy on its General Fund Reserves and Debt, with an emphasis on maintaining a strong bond rating, and present to Council any recommended changes.

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 such as the Cochise Conservation & Recharge Network, Upper San Pedro Partnership, and Sentinel Landscapes, and pursue funding through programs such as the DoD Readiness and Environmental Protection Integration Program (REPI), for projects benefitting the Upper San Pedro River watershed.

Staff will continue to partner with the agencies listed, as well as coordinate with Fort Huachuca on its upcoming Biological Assessment/Biological Opinion process as needed. Funding opportunities including REPI, requests through the congressional delegation, and other funding mechanisms including the new federal infrastructure bill will be assessed regularly and applications submitted where feasible.

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.

State-owned roadways in Sierra Vista (State Routes 90 and 92, and the State Route 90 Bypass) are entrance routes to our community and thus have a large impact on the perception of the roadway network for both residents and visitors alike. While a major project about five years helped to address needs along State Route 92, State Route 90 is currently in a rapid state of deterioration. ADOT recently released their 5-year plan, and unfortunately, no roadways within the City of Sierra Vista made the list despite comments submitted by both staff and council. It is staff's understanding that the project is currently in the preliminary planning phase at ADOT, which is necessary for it to ultimately be added to the 5-year plan. In addition, ADOT is investigating whether spot repairs will be needed before a full-scale repair project can be implemented. Staff will continue to work with both ADOT and the SVMPO to prioritize and identify funding for these much-needed improvements. The SVMPO has suggested the possibility of leveraging MPO funds to move the project up on ADOT's priority list, but this strategy may not be feasible due both to limited funding and other priorities within the SVMPO. However, the addition of the project to the SVMPO's Long Range Transportation Plan (LRTP) could help to move the project up on ADOT's priority list.

- b. Improve & streamline the capital improvement plan process.

Staff will investigate alternative methods utilized by other entities to more efficiently categorize and select Capital Improvement Projects. Upgrades to our existing program will entail reaching out to other public municipalities/agencies in efforts to research methodology that will benefit our internal processes. Stakeholders will have the opportunity to propose additional methods to streamline these efforts. Improvements will be implemented for the FY2022-23 budget year, and further refined in FY2023-24.

- c. Identify and design shovel-ready plans where feasible and appropriate.

Grant opportunities can sometimes come along unexpectedly, and funding eligibility is oftentimes narrowly defined. Having shovel-ready projects puts the City in a good position for funding when the opportunity arises. However, developing plans for projects with uncertain funding also has risks, since plans will likely need revisions if funding takes several years to develop. The first priority for this initiative will be to develop and prioritize a project list based on anticipated funding opportunities. Staff can then include the design of these projects during the development of yearly work plans. The Capital Improvement Plan and other long-range planning documents will provide a good starting point in identifying future project priorities.

## **Ignite: Economic Development and Community Prosperity**

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

Goals:

6. 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.

Staff will continue to work with community stakeholders and groups such as the Arizona Commerce Authority Smart State Initiatives on a way forward for the City. One potential option is the development of a Smart City Roadmap for the City to direct future actions, investments, and partnerships to achieve this goal.

A second line of effort will be to continue the partnership with UofA CAST on the exploration of new techniques/programs such as social engineering, potential internships with the city, and opportunities to partner on key initiatives such as the Internet of Things (IoT).

- b. Continue ongoing efforts to revitalize the West End.
    - i. Complete construction Phase 1 of Fry Boulevard improvements.

The construction of Phase One was awarded to KE&G with a bid amount of \$2,597,764. Federal and state dollars (detailed below) covered \$2,396,422. The remaining construction costs will be paid for out of the City's annual Highway User Revenue Funds. Federal and state dollars also covered the full design cost of about \$418,144. Construction is currently underway, with work starting July 19, 2021, and expected completion by February 2022.

The Sierra Vista Metropolitan Planning Organization (SVMPO) receives Highway User Revenue Funds (HURF) and Surface Transportation Program (STP) funds from the State of Arizona and the Federal Highway Administration. Through the HURF Swap program, funds were exchanged until enough accumulated to accomplish the project.

- ii. Plan Phase 2 of Garden Avenue improvements, identify funding, and implement as appropriate.

Staff is actively seeking grant and other funding opportunities to help finance construction improvements along Garden Ave between Fry Blvd and Buffalo Soldier Trail. An engineer has been assigned to the project, and scheduled to begin design efforts within the next month, which is included in the FY2021-22 budget. The anticipated delivery date for a bid-ready set of

construction plans is scheduled for June 2022. Stakeholders hope to tie this project in to the current Fry Blvd Improvements Project, the existing shared use path system, and nearby parks. The goal is to improve multi-modal opportunities in the West End, and provide a great location to host events.

- iii. Activate the West End entertainment district and begin programming events.

Staff will work to develop a calendar of regularly scheduled programs, activities, and events down the west end corridor to include Landwehr Plaza and Soldier's Creek Park. These activities should attract people to the location and encourage exploration and business patronage in the vicinity. These activities will also be coordinated with Commissions and local businesses as their input is important to assure maximum impact. Examples could include: Food Truck Park, Rec & Rolls, Street Music, History Walks, West End Story Times, Magic Shows, etc.

- iv. Expand the West End Redevelopment Area and West Sierra Vista Partnership Program as appropriate.

The City has engaged Stantec through the EPA Brownfields Grant administered by Cochise County to prepare an Area Wide Plan for commercially zoned areas west of 5<sup>th</sup> Street North in the City's West End. This process will include a Finding of Necessity Study prepared in accordance with Arizona Revised Statutes. Staff will consult with property owners to identify and recommend expansion area boundary. The West Sierra Vista Redevelopment Plan will provide an updated Action Plan that identifies near and long-term strategies, policies and proposed investments that the City can implement to facilitate community redevelopment objectives.

- v. Plan for future use of the Fab Avenue property and implement improvements.

The City has engaged Stantec through the EPA Brownfields Grant administered by Cochise County to prepare a Reuse Plan for the Fab Avenue property that provides at least two land use alternatives. Based on the feedback received, Stantec will refine the plan to create the locally preferred Concept Plan showing proposed buildings, parking areas, open spaces, etc. An opinion of probable cost for the public improvements will be provided based on best available current construction costs within Arizona. The City's FY 2022 budget provides \$30,000 for initial construction that will extend the streetscape improvements along the West Fry Boulevard frontage and a channelized stormwater feature.

- vi. Implement recommendations from the surface water master plan affecting the West End.

CMG Drainage was hired as the consultant for the Surface Water Master Plan updates, and the project is currently at about 50% completion. The remainder of the project is expected to take 9-12 months. Current work consists of surveying in drainage areas with a higher degree of uncertainty. The updated Plan has already been able to provide information for current projects, with the consultant assisting with a drainage analysis for the Fab Avenue parcel recently purchased by the City. The completed Plan will contain analysis and recommendations for other areas of the West End to help address drainage concerns in that area. After the Plan is completed, projects can be identified and prioritized for implementation. It is noted that the Fry Boulevard Improvement Project includes a reduction in hardscape and an increase in green space to help improve drainage characteristics along a corridor which is central to West End redevelopment.

- c. Enhance current redevelopment, abatement, and code enforcement efforts.
  - i. Revisit annexation of Fry townsite and other areas as necessary and appropriate.

Staff will survey prior interest and any new interest in annexation prior to formalizing any new petition for future annexation(s) in Fry Townsite and concentrate on smaller areas that meet or exceed minimum statutory requirements. Staff will continue to monitor interest levels in proactive annexation areas where Pre-Annexation Agreements have been signed and make recommendations to proceed where appropriate.

- ii. Prioritize efforts and ongoing funding for citywide abatement/code enforcement.

The City Council doubled the funding for city wide abatements from \$50,000 to \$100,000 in the FY 2022 budget. Staff will evaluate and recommend whether additional funding is needed based on code enforcement activity as part of the budgeting process.

- d. Maximize the economic impact of the municipal airport.
  - i. Complete the site preparation of city-owned property at the airport.
  - ii. Market the airport.
  - iii. Explore potential for grants to assist in development.
  - iv. Develop approach for adjacent 200 acres.

Staff will complete the request for proposals to complete the flat infrastructure work on the City's remaining 13 acres of undeveloped land against the budgeted \$1.4M in estimated costs. Based on the proposals, site preparation will begin in 2021 setting conditions for the other steps in early 2022 such as marketing and identifying additional potential grants. The longer-term strategy for the adjacent 203 acres will take tactical patience based on the current political environment.

- 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.

Staff will coordinate activities in the Domingo Paiz and Stone Field Complexes in preparation for the extension project to minimize any negative effects to field usage during construction while continuing to market Sierra Vista as a premium sports tourism community. The Avenida Escuela extension is currently under design, with construction anticipated in 2022.

- ii. Identify phases and the funding plan for improvements at the Veterans Memorial Park sports complex.

Staff will work to identify grant and partnership opportunities to stretch available dollars on an ongoing basis and will track projects as they are completed. The first phase was identified in FY2021, with a grant submitted for funding through the Land Water Conservation Fund. That project will repair the adjacent well and provide water to the area, provide a much-needed irrigation upgrade to the entire facility, repair the softball field, and artificially turf the football field. Minor projects will be completed through the use of O&M dollars throughout the years. Priority phasing will be planned with staff in coordination with the Parks and Recreation Commission.

7. Increase and implement effective marketing efforts.

This topic will be addressed in the Communications Plan (17.b.) and will include:

- Develop a marketing plan to generate business leads, in cooperation with the Economic Development team, as well as present targeted messages to promote relocation to Sierra Vista for the purposes of retirement and teleworking. This will include a reinvigoration of the digital marketing campaign currently running cooperatively by the Marketing & Communication and Economic Development divisions.
- Propose a shopping local campaign.
- Research and implement technology to share success stories of local partners as well as the City, with emphasis on medical, education, and job development.
- Develop tourism marketing plan and request funding to execute it.
- Develop a plan specific to attracting retirees and request funding to execute it.

- 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
8. Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.
- a. Complete the Joint Resource Utilization Study.

Staff will continue to work with the consulting firm and stakeholders on the completion of the JRUS. With the approved no cost amendment, the project completion date is now March 31, 2022.

- b. Continuously advocate for Fort Huachuca and the retention and expansion of its missions.

This is an ongoing effort that will continue through existing partnerships with the Huachuca 50 and Cochise County, and the groups' consultant in Washington, DC. Annual trips to Washington, DC will be made when feasible, and regular discussions and meetings with Fort leadership will continue.

9. Engage economic development stakeholders.
- a. Explore the establishment of an Economic Development advisory group to enhance the efforts of the Economic Development division.

Discussions on Council's preference for a group and its structure began in summer 2021. Staff will share information as requested, and implement any decisions made.

- b. Explore the meaningful engagement of additional community partners.

Staff will continue to explore partnerships with community stakeholders such as our colleges/universities and chambers of commerce.

- c. Support Douglas Port of Entry improvements.

A new port of entry in Douglas will benefit the entire region. Although not specifically a project the City will likely have a role in, staff will maintain contact with Douglas and engage in regular stakeholder meetings. Opportunities to assist will be evaluated if/when they arise.

## Innovate: Quality of Life

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

Goals:

10. Increase sports tourism revenue by \$3M over the next 2 years.
  - a. Expand participation in existing sporting events, such as the Summit Challenge.

Marketing efforts will continue with a goal to sell out the 2022 Summit Challenge with 250 participants. Staff will also explore ways to expand the event in future years. Other events will be evaluated for expansion as well.

- b. Explore additional sporting event opportunities, especially cycling.

Staff are currently working with the Economic Development team on the first Tour de Zona cycling event scheduled for March 2022. In addition, staff will identify opportunities to host local recreational and competitive cycling activities in Sierra Vista by working directly with the cycling community.

- c. Market facilities with intent to bring in additional revenue.

Staff continue to work closely with the Marketing & Communication division to enhance website information, social media ads, and physical materials to highlight and showcase facilities. In addition, staff will proactively partner with local organizations and Cochise College to help bring awareness to facilities and encourage their use. Part of that process will be to offer tours to those organizations and utilize the Special Events Coordinator and Sports Supervisor to cater to the needs of those who wish to utilize our facilities. Staff will help to ensure that every person or organization who utilizes City facilities enjoys exceptional customer service to encourage positive word of mouth recommendations as well.

- d. Prioritize the implementation of the Parks Master Plan as funding permits.
    - i. Ensure facilities meet the needs of the community they serve and reflect pride of place, especially restroom facilities.

Special attention will be given to all facilities in their current state to ensure that they are maintained to the highest standard possible while working through the Parks Master Plan Improvements. Restrooms at the Tacoma Street ballfields are included in the FY2022 budget, and additional restroom needs will be evaluated.

- ii. Ensure the environment is developed in a way that attracts more users.

Cleanliness of facilities and upkeep of the surrounding areas are of the utmost importance. Staff will continue to identify ways to make patrons secure in knowing that their needs were considered every step of the way. Staff have already begun creating clean and inviting elements that surround our public spaces. Beautification is a component of the Parks Master Plan, and will be considered in line with other projects. Staff will continue working with the Commissions and community organizations to complete the overall vision.

- e. Expand reach to the sports community.

Staff successfully established a good relationship with local sports organizations who have been instrumental in helping to attract non-local sports organizations and teams into the community. While continuing to foster these relationships, staff will also work with Cochise College and other organizations to attract College games and international friendly play into the area.

- f. Communicate with and/or visit other locations to conduct research on operations.

Staff will visit other locations and reach out to other like communities to find out what has or hasn't worked for them.

- g. Support and encourage the growth of sports tourism partners.

Staff will continue to support local sports organizations by maintaining high quality play surfaces and working to complete the many projects identified in the Parks Master Plan. Listening to the needs and providing support to the leagues and school district helps them to naturally grow, expand their participation levels, and take advantage of local tournament opportunities.

- h. Pursue strategic grant opportunities for growth.

Staff will continue to search for grants and leverage those opportunities with local matches where feasible to stretch the projects into their maximum potential. The addition of a management analyst to the department will help with this initiative. Staff will also work with local organizations to partner on grants that might be available.

11. Increase reach of community events both in person and virtual.

- a. Partner with local businesses and organizations to expand the reach of already successful local events.

Staff will purposefully reach out to community organizations in order to expand the quality and reach of existing events.

- b. Evaluate current events to identify those with potential to expand with a regional focus.

In addition to evaluating current events for possible expansion, staff will reach out to other Cochise County communities to gauge their needs and coordinate event calendars to avoid creating too much demand during a specific time frame and inadvertently saturating the market.

- c. Leverage social media to increase the reach of events.

Department staff will continue working with the Marketing and Communications division to launch departmental Facebook pages. Other methods such as live streaming will be evaluated and employed to invite participation.

- d. Evaluate how people are counted at events and research ways to better capture accurate attendance/participation.

Staff will evaluate new tools to gauge participant counts and establish benchmarks. After a tool is selected, the attendance data will be compared year over year which will help tailor marketing efforts to specific demographics and geographical locations.

- i. Establish benchmarks on attendance/participation.

The tool selected in the previous initiative will be used to establish benchmarks. Currently, staff utilizes ticket sales and manual crowd estimates for event participant counts, which is not reliable.

- e. Utilize events as marketing opportunities for our area.

Different ways to make existing events unique and special will be assessed and implemented. Staff will invite local partners and organizations to participate in events to market the community. The Tourism Commission will be consulted in order to market all the things in Sierra Vista, and the surrounding community to event patrons.

12. 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.

This initiative is partially covered under 10. D. With the approval of the plan by Council in August 2021, staff will next work on developing a phasing plan and methods for fully funding the Parks Master Plan.

- b. Continue to get public input on the Parks Master Plan.

The plan is structured in a conceptual way which paves the way for a public process to be provided during each major design phase.

13. Evaluate future facility needs.

- a. Identify and prioritize future needs that are not currently fulfilled by existing facilities, such as the visitor's center, community center, and future parks, and develop an implementation plan.

Needs for future facilities will be assessed and refined where and when feasible, particularly for a future visitor's center, community center, and future parks. When a course of action is determined, implementation plans will be developed.

14. 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. Focus on high school students to educate them on growth opportunities and possible career opportunities within the city.
  - ii. Offer internships / job shadowing opportunities to students and the military.

Recruiting strategies across the board will be evaluated by a staff team, and new recommendations implemented. Interaction with local students will be incorporated into the strategy, as well as internships and job shadowing opportunities.

- iii. Implement strategy to test for police officer candidacy at military installations.

This is a continuation of the objective from the last council strategic plan that was delayed due to the restrictions of the COVID-19 pandemic. The first step is to work with the Military Transition Assistance Program (TAP) to determine the feasibility of testing at military bases. The department recently attended a job fair sponsored by the Army TAP at Fort Bliss, TX and spoke to approximately 35-40 people at the job fair. Of those, the department received contact information for 18 job seekers who were interested in working for SVPD. Some of the other attendees were not interested in a law enforcement career but were interested in the SV area. The department provided these individuals with the Sierra Vista adventure guide and contact information for human resources and instructions on how to find job openings within the City. There were two job seekers who did not feel they would be able to meet the physical

requirements due to medical issues but were interested in dispatch. The department provided them with information on how to apply for SEACOM.

The Fort Bliss, TX job fair demonstrated that working with the TAP at military bases is a viable option for testing for police officer as well as other city positions. The department will work with human resources to schedule recruiting trips to different bases to conduct testing during these trips.

- b. Continue to fund SEACOM at appropriate levels, and prioritize dispatcher recruitment.

The City currently has one seat on the SEACOM Joint Powers Authority Board. These priorities are currently shared by the rest of the board, and work will continue to ensure funding and recruitment remain priorities.

- c. Evaluate the classification/compensation plan and prioritize offering competitive salaries.

HR is evaluating the classification/compensation plan on an ongoing basis. The impact of the current economy, especially the increasing number of employers moving to a \$15/hr minimum wage, will be evaluated with recommendations coinciding with budget consideration.

- 15. 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.

Cochise College recently expressed interest in creating a public safety training academy that encompasses police, fire, and medical certifications and training. A meeting with the college has been scheduled for the end of July 2021 to discuss this endeavor. Both SVPD and SVFMS have been asked to partner with the college along with other public safety agencies. Once a plan is developed and finalized with the college, the plan will be shared with the council.

- b. Design an expanded animal shelter in FY22 based on priority needs assessed in the 2020 needs assessment, and construct the required expansion in FY23.

Due to current construction environment and unstable construction costs, staff has determined that this project is an ideal candidate for a Construction Manager At Risk (CMAR) contract. This will require the selected designer and CMAR contractor to work closely together in efforts to meet required project deadlines within budget. Work on this project has commenced, and a CMAR contractor and designer are anticipated to be under contract by December 2021. With

the unexpected donation of \$1.2 million by Mrs. Sue Hirsheimer, construction of the shelter expansion will be expedited, and is included in the FY2021-22 budget.

- c. Implement a 'clean up the city' initiative.

Staff will continue to recruit volunteer groups to participate in the City's Adopt an Area Program.

- d. Enhance work with providers and implement a plan to address homeless, mental health, and affordable housing issues.

The Cochise Coalition on Ending Chronic Homelessness will be developing a Two-Year Action Plan based on a Needs Assessment that's being conducted in 2021. Staff will focus on recommending and implementing strategies that makes it easier and more efficient for persons experiencing homelessness or a crisis to access locally available resources and services.

- 16. Improve the form, function, and character of the built environment of Sierra Vista.
  - a. Increase opportunities for public art.

Work will begin on identifying locations on public and private property that are ideal for public art, and staff will engage with local artists to explore potential opportunities using available funding. Incorporating public art into major capital projects will be considered.

- b. Prioritize methods to reduce blight, clean up dilapidated buildings, and neighborhood revitalization.

Staff will evaluate the current means and methods for effectiveness on reducing blight, cleaning up dilapidated buildings, and neighborhood revitalization, while balancing civic goals with social concern for the poor and disadvantaged.

- c. Identify and create more low-stress bike routes/lanes/paths.

This initiative will be covered under the Responsible Stewardship focus area, and goal 1.B pertaining to developing a complete streets program.

- d. Prioritize public safety visibility at community events and gatherings.

Staff will work together interdepartmentally to increase the visibility and access to public safety staff and security personnel.

- e. Evaluate the creation of a neighborhood partnership program similar to the West Sierra Vista Partnership Program.

Staff will prepare and recommend a Neighborhood Partnership Grant program designed to incentivize landscape and physical improvements such as entryway signs, fencing, lighting, public art within public rights-of-way or spaces through in-kind volunteer labor and/or matching financial contributions by resident associations or civic organizations.

- f. Evaluate the creation of a street tree planting program.

The development of a funding mechanism and parameters for enhancing the City's tree canopy in neighborhoods will begin the implementation of this initiative. Staff will create an appropriate species list for local conditions and maintenance requirements, and establish planting requirements.

- g. Review and evaluate access and design standards for city streets for complete streets and community character objectives.

This initiative will also be covered under the Responsible Stewardship focus area, and goal 1.B pertaining to developing a complete streets program.

## **Include: Citizen Engagement**

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

Goals:

- 17. 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.

Staff liaisons will task non-regulatory commissions to attend other commission meetings and report back to their respective full commissions. Through these relationships and under the direction of staff liaisons, the non-regulatory commissions will seek ways to collaborate on, and support, projects being executed by other commissions.

- b. Develop and implement a communication plan.



The Marketing & Communications division will research emerging technology and evaluate how opportunities may be implemented to aid in communications. A communications plan will be developed that utilizes selected new media to communicate with both internal and external audiences.

- c. Increase how the many great stories of Sierra Vista are shared with both staff and residents.

This will be addressed in the Communications Plan (17.b.) and will start with establishing baseline data so that an increase can be measured. Specific strategies will include seeking to improve communications between department managers and the Marketing & Communications division to learn about the stories and incorporating them into currently used media tools and planning implementation with new tools as they are brought online.

- d. Establish a more visible Council presence in media efforts and community outreach.

This will be addressed in the Communications Plan (17.b.). After evaluation, staff will present Council with alternatives to increase their presence in media efforts. Proposed projects may include live online events and participation in some video projects.

18. Increase capabilities and resources to expand the communication reach and impact of the City.

This topic will be included in the Communications Plan (17.b.).

- a. Prioritize and communicate an emphasis in the organization on Economic Development, Marketing, and Public Information.

This will be addressed in detail in the Communications Plan (17.b.) and will include:

- The development of talking points, phrases, and keywords that emphasize Economic Development, Marketing, and Public Information, for use in website content, press releases, social media messages, and other communications tools.
  - Website revisions to elevate these three key areas.
- b. Examine external resources and technology to aid in communication.

An examination and recommendation of external resources and technology will be addressed in the Communications Plan (17.b.).

