



Sierra Vista

Strategic Plan

18 Month Update

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.
 - 1.1. Develop a strategy and financial plan for addressing street conditions including rebuilding and repaving city streets. (Sharon Flissar)

BEHIND SCHEDULE. Staff was successful in securing about \$50,000 of planning funds through the SVMPO to update the original pavement condition study. An update is important since the existing study is already about five years old, and both system needs and project costs are likely to have changed since the original study was completed. An updated study will put staff in the best position to develop a strategy and financial plan to address system needs moving forward. The original plan was for the SVMPO to deliver the project to Procurement by early January 2023. Unfortunately, due to competing priorities, the date slipped into mid-March. Cost proposals are due on May 3rd. An award is expected later in May, and work should begin in June. The final report is expected in November.

While the existing study update is in progress, staff continues to address current roadway repair needs. This year's annual street maintenance project includes mostly local roadways in the Summit Ridge, Summit Meadows, and The Meadows subdivisions. All of the streets rated as "fair" or "poor" in the last pavement condition study, so improvements to those roadways will have a big impact for residents in those areas. The Arizona Department of Transportation is also funding improvements to about 26 miles of State Route 90, which will have a positive impact on the community as a whole. The volatility in the construction markets continues to be challenging, especially the price of oil. It has sharply increased the price of roadway construction over the last few years and reduced the impact of roadway maintenance funds. In addition, the Sierra Vista allotment of state-shared revenues for street maintenance continues to decrease due to growth in other areas of the state, primarily the Phoenix metro area.

- 1.2. Evaluate and develop a complete streets program. (Matt McLachlan)

ON SCHEDULE. Complete streets describe roads that are designed and operated to enable safe access for all users, including vehicles, people, walking, and people riding bikes or transit. People of all ages and abilities can move along and across streets in a community regardless of

how they are traveling. Staff established an interdepartmental team to review the City's adopted street standards and specifications for compatibility with best practices for Complete Streets as outlined in Chapter 4 of the Sierra Vista MPO 2050 Long Range Transportation Plan.

Recommended amendments will be presented to the Planning and Zoning Commission in May and the City Council in June for approval. Staff identified and prioritized multi-modal improvements that will be pursued through available state, local, and federal funding sources.

The City received Federal Transportation Agency (FTA) funding to extend the City's shared use pathways along Buffalo Soldier Trail from Golf Links Drive to Fry Boulevard and along SR 92 from Avenida Cochise to Foothills Drive. The grant will also fund sidewalk extensions in the Sulger subdivision along Bartow Drive, Marianne Drive, and Kayetan as well as solar street lights in the Montebello neighborhood.

The City once again applied for the FTA grants in 2022 and was awarded funding for a number of additional connectivity and safety projects that includes:

- Extend sidewalk, curb and gutter along the west side of N. 5th Street from mid-block to Fry Blvd.
 - Construct sidewalk, curb and gutter on both sides of Bel Aire Place from mid-block to Wilcox Drive.
 - Construct sidewalk, curb and gutter on the east side of Judd Street from Timothy Lane Drive to Busby Drive.
 - Extend sidewalk and add 2 solar street lights on the east side of Taylor Drive from Nelson Drive to Cyr Center.
 - Add sidewalk, curb and gutter along portions of Bartow Drive from Carmichael Ave. to 7th Street.
 - Construct sidewalk, curb and gutter, installing landscaping, and paving areas for on-street parking on Fab Avenue from W. Fry Blvd. to Veteran's Drive.
 - Install 40 solar bollards and 5 solar street lights along the multi-use path on North Avenue from W. Kayetan Drive to Cyr Center.
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. (David Felix)
- 2.1. Complete forecasting/modeling to identify best options.
 - 2.2. Recommend approach to Council and implement as directed.

COMPLETE. Staff discussed the City's approach to reducing its unfunded pension liabilities during the personnel budget work session on April 26, 2022. The decision was made to maintain the current approach, with the addition of budgeting all public safety positions at the maximum salary for PSPRS contribution calculations as retirees leave since new employees make much less, and therefore overall contributions would decrease without the adjustment.

3. Maintain a strong bond rating and general fund reserves. (David Felix)
 - 3.1. Evaluate financial reserves and ASRS/PSPRS policies, and recommend changes as appropriate.
 - 3.2. Evaluate current management of long-term debt and associated financial policies.
 - 3.3. Identify acceptable future debt level.

ONGOING. Consideration of the reserves and ASRS/PSPRS policies is part of the annual budget process. ASRS/PSPRS was covered on April 26, 2022 as mentioned in the previous goal. Discussion of the reserves and any presentation/recommendation of an updated policy was covered during a budget work session, and will be each year.

4. Effectively plan for and manage water resources. (Chuck Potucek/Victoria Yarbrough)
 - 4.1. 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.

ONGOING. Staff continues to participate in the CCRN and USPP and attend all regular meetings, in addition to new regular meetings with the signatories on the BLM MOU approved last year. Projects such as the Coyote Wash recharge project and the Riverstone effluent project are progressing. Fort Huachuca was one of nine REPI Challenge funding recipients with \$2.8 million awarded for Coyote Wash. The City's appropriations request to Congresswoman Kirkpatrick's office for the Riverstone effluent project was not included. However, in January it was announced that the Riverstone Recharge Project was successful in its application for about \$1M of grant funding through the REPI Challenge program for engineering and design of the project.

5. Explore and leverage resources for identifying additional grant and funding opportunities.
 - 5.1. Partner with ADOT and the SVMPO to facilitate repair of state-owned roadways in Sierra Vista. (Sharon Flissar)

BEHIND SCHEDULE. The updated Work Program from the Arizona Department of Transportation includes construction of a pavement rehabilitation project on 25.9 miles of State Route 90 beginning this calendar year. The current project limits stretch from the Customs and Border Protection checkpoint in Whetstone to Moson Road. The scope of the almost \$100M project has expanded significantly since its inception, which has been mixed news for Sierra Vista. On one hand, additional funds have been allocated to address repair needs in our region. However, the expansion of the scope has delayed the start of the project by a year at this point. The section in Sierra Vista was the primary driver for the project and needed immediate

attention some time ago. It has continued to degrade badly while the larger project was redesigned in accordance with the expanded scope. The current schedule has the project beginning in October or November of 2023 barring any further delays. The SVMPO has been working closely with ADOT and requested temporary repairs near the Food City and Target intersection until the full pavement reconstruction begins.

5.2. Improve & streamline the capital improvement plan process. (Irene Zuniga)

ON SCHEDULE. Work is underway to implement a new process to help increase efficiency in the budgeting process. The goal is to allow each department to log requests, scopes, and budgets throughout the year.

In January 2023, each department met with Engineering and the City Manager's Office to go over each of their projects to help develop scopes and estimates for a formal submittal. During this timeframe, Jennifer Dillaha also assisted in researching and setting up meetings with companies to begin exploring software with a user-friendly interface to facilitate the submittal process. The goal is to have one convenient location to keep track of all requests and references and a program that can export data to our MUNIS program. Staff hopes to have software selected later this year for purchase in the next fiscal year.

Monthly department meetings will be scheduled starting in April this year with the opportunity for each department to go over current projects and announce upcoming events. This will also be an opportune time to discuss departmental projects as well as Capital Improvement Plan/Capital Maintenance & Replacement Plan needs and decide if any of the requests will require further research to develop a final scope and cost estimate. Staff will continue to work on identifying the needs of our program and goals to reach in the next few years.

On the project development side, senior management staff meets once every other month to discuss each project on the CIP list. Engineering has created a schedule for each of its projects to share with both senior management and staff during the monthly meetings.

5.3. Identify and design shovel-ready plans where feasible and appropriate. (Sharon Flissar)

ON SCHEDULE. In addition to the improvements to the CIP process noted above, the SVMPO also completed its first major update to the Long Term Transportation Plan to identify and prioritize transportation priorities in the region about a year ago. These efforts end up being even more important with the passage of the federal infrastructure bill. New opportunities are regularly coming available, and City staff has been aggressively pursuing compatible grant opportunities as they are announced. Staff is also working through the Cochise Conservation and Recharge Network to complete the design and apply for grants for future recharge projects.

In January, it was announced that the Riverstone Recharge Project was successful in its application for about \$1M of grant funding through the REPI Challenge program. If grants are received, then it helps to push projects forward at a faster pace than is feasible using only City resources, and plans can reach the “shovel-ready” stage far more quickly.

Engineering staff has also identified several projects to push forward into design to be able to move more quickly if/when project funding is identified. The projects include:

1. Overlay and pothole repair for Giulio Cesare
2. Tacoma parking improvements between Arbenz and Stone Fields
3. Remington sewer trench repairs
4. Sulger sewer trench repairs
5. Airport utilities extensions – sewer and communications
6. SR90/MLK sewer repair
7. City Council Chambers upgrades
8. North Ave pavement improvements
9. Kayetan Ave pavement improvements

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.
 - 6.1. 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. (Tony Boone)

ONGOING. Recent actions focused on coordination with CAST and Cochise College to assist in additional technology growth and implementation. Additionally, EV charging is included in the Schneider Electric Phase II project. Staff committed to participate in SEAGO’s study of broadband capacity and gaps across Cochise County while also working directly with broadband companies to increase competition and access within Sierra Vista. Staff have coordinated with multiple broadband companies who are exploring the possibility of adding infrastructure to provide fiber to the home and business in Sierra Vista. Additionally, staff participation with Fort Huachuca on the development of their strategic plan have included key

areas new capabilities and infrastructure that may allow new partnerships between the city and the fort. Staff will continue to review and explore technology into the future.

6.2. Continue ongoing efforts to revitalize the West End.

6.2.1. Complete construction Phase 1 of Fry Boulevard improvements. (Irene Zuniga)

COMPLETE. Construction of Phase 1 of Fry Boulevard from Garden Avenue to Carmichael Avenue was completed in summer 2022.

Engineering and Community Development teamed up last year to apply for a \$12 million USDOT RAISE Grant to complete all the remaining planned improvements along Fry Blvd between Carmichael Avenue and Seventh Street and along North Garden Ave between Fry Blvd and Buffalo Soldier Trail. The grant was highly competitive, and unfortunately, Sierra Vista's application was not successful. Staff participated in a debrief with the USDOT, and the information was used to strengthen Sierra Vista's application for the 2023 program. The grant request for 2023 was submitted on February 28th.

6.2.2. Plan Phase 2 of Garden Avenue improvements, identify funding, and implement as appropriate. (Irene Zuniga)

ON SCHEDULE. As noted above, Engineering and Community Development teamed up last year to apply for a USDOT RAISE Grant to complete all the remaining planned improvements for the Fry Boulevard and North Garden Avenue streetscape. Unfortunately, the application was not successful. However, funding for North Garden Avenue was allocated in the FY2022-2023 budget, and that portion of the project is moving forward. Staff is actively working with a consultant on the design of the North Garden Avenue improvements. A full bid package will be ready in late spring 2023 with construction to follow this summer.

6.2.3. Activate the West End entertainment district and begin programming events. (Laura Wilson)

ONGOING. Parks, Recreation and Library staff worked with Community Development and the West End Commission and held the first West Fest Celebration on April 30th, 2022. The event was very well attended and had a rolling crowd of about 5,000 people. This year, the 2023 West Fest was held on Saturday, April 29th. Based on feedback from the first year, this year's event was expanded a bit and included local artisans and crafters to offer more items for people to purchase. More food options were requested as well, so staff extended the invitation to more food trucks to participate. Staff are also working with local vendors to add beer sales to the lineup with an event space location near the music. The event's focus remains and is designed to highlight West End businesses during the day, and transition into a night scene with live music in the evening.

In addition to West Fest, staff test drove the streetscape area of Fry Boulevard and closed it off to traffic on Friday evenings during July 2022. Opportunities were given to food truck operators and arts and craft vendors to set up in the area and sell their goods. Musical entertainment was also scheduled. The attendance was hit or miss and the participation by food trucks and art/craft vendors was also low. Even though the local attendance was small, it gave staff in Economic Development and Parks & Recreation some great information about how to utilize the space in the future and identified some opportunities for improvement. Staff is currently planning the 2023 summer program.

6.2.4. Expand the West End Redevelopment Area and West Sierra Vista Partnership Program as appropriate. (Matt McLachlan)

COMPLETE. The City Council approved an expansion to the West End Redevelopment Area on March 10, 2022. The boundaries now include all commercially zoned properties west of 5th Street.

6.2.5. Plan for future use of the Fab Avenue property and implement improvements. (Matt McLachlan/Sharon Flissar)

ON SCHEDULE. Conceptual reuse plans for the Fab Avenue Property were developed by Stantec, Inc., as part of the update to the West Sierra Vista Redevelopment Plan associated with the 2022 boundary expansion. The cost was covered by an EPA Brownfield Grant, administered through Cochise County. The main objectives that guided their development were as follows:

- *Resolve ponding issues south of the Fab Avenue/W. Fry Boulevard intersection through regrading the street and installing a landscaped channel to direct the drainage to the culvert under Fry Boulevard that drains to the City's stormwater basin to the north.*
- *Add angled parking spaces along the east side of the Fab Avenue right-of-way to support nearby businesses and activities in the district.*
- *Create an attractive public space that will serve as key focal point for the West End and ties in with the enhanced streetscape.*
- *Explore uses and activities that will draw people to the West End including potential public/private partnerships.*

During February 2022, the City posted the reuse plans on Engage Sierra Vista and asked for public input on social media and through the City's newsletter. The City received 33 responses that overwhelmingly (84%) favored Concept A2 (public development/park option).

On March 21, 2023, staff presented the alternatives at a City Council Work Session for review and feedback. Council consensus was to move forward with designing a park-like concept.

The City received a \$365,424 grant from the Federal Transit Administration to make street improvements to Fab Avenue. The first phase will provide angled parking, curb, gutter, sidewalk, streetlighting, and landscaping along the eastern edge of the right-of-way. The City will also install a stormwater conveyance channel along with some amount for landscaping to spruce up the frontage.

Future on-site improvements should be phased from north to south with the timing tied to the City's success procuring outside grants to defray the cost. To increase our chances, it's recommended that the City make the project "shovel ready" by completing the necessary design and construction plans in the upcoming fiscal year for the public portions of the project. This effort will include additional public outreach and involvement from interested City Commissions and other stakeholders in developing the final design.

6.2.6. Implement recommendations from the surface water master plan affecting the West End. (Sharon Flissar)

ON SCHEDULE. Although the Surface Water Master Plan identified a variety of potential improvements in stormwater management, since the West End is largely developed, some of the most promising opportunities are within the existing streetscape. In some cases, existing streets are overbuilt for current traffic volumes. In these situations, a "roadway diet" can be an effective way of managing vehicle speeds, incorporating stormwater features, and adding landscaping to what would otherwise be a wide expanse of pavement. Other older areas lack basic stormwater management features such as curbs to keep drainage contained within the right-of-way. For a relatively low cost, this simple improvement can help to channelize flow and avoid negative impacts to adjacent private property. Staff is currently working on several projects which incorporate these strategies including North Garden Avenue, Fab Avenue, and Theater Drive. New regional detention basins are under consideration where feasible.

6.3. Enhance current redevelopment, abatement, and code enforcement efforts. (Matt McLachlan)

6.3.1 Revisit annexation of Fry townsite and other areas as necessary and appropriate.

ONGOING. On September 8, 2022, the City Council approved Ordinance No. 2022-004 to finalize the annexation of 19 commercially zoned properties comprising 67 acres of land located along the eastern side of State Route 92 generally between Golden Acres Drive and Glenn Road. Staff will continue to revisit property owners who previously expressed interest in annexation during the last petition drive and new property owners. Staff intends to use the pre-annexation agreement method to secure any future large scale annexation effort that the City Council wishes to initiate.

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

ONGOING. Staff is prioritizing the use of abatement funds on demolishing dangerous buildings and chronic nuisance properties as determined and ordered by the courts.

6.4 Maximize the economic impact of the municipal airport. (Tony Boone)

6.4.1. Complete the site preparation of city-owned property at the airport.

COMPLETE. Staff worked with and awarded the contract to KE&G for \$852,400 to prepare the approximately 13 acres of undeveloped land at the municipal airport which was completed April 2022.

6.4.2. Market the airport.

ONGOING. As of March 2023, the economic development staff partnered with FDI for two distinct ad campaigns highlighting the airport and development opportunity. These advertisements were in addition to ads in Business Facilities and other platforms targeted at site selectors and C-suite decision-makers.

6.4.3. Explore potential for grants to assist in development.

ONGOING. Staff engaged the US Economic Development Administration and Arizona Commerce Authority on potential grants. There are options available, but there will need to be a potential business providing capital investment and new jobs before the City can successfully compete for the grant. Staff have continued to work with one defense contractor on potentially relocating their unmanned operation and training to the municipal airport.

6.4.4. Develop approach for adjacent 200 acres.

ONGOING. This is a long-term strategy with Economic Development continually coordinating with Fort Huachuca on potential partnerships and opportunities that could lead to the successful development of the Federal property. Recent developments included initial discussions across staff to coordinate a cohesive way forward along the infrastructure Line of Effort within the Fort

Huachuca Strategic Plan. The City is pursuing two strategies with priority on inserting language into this year's National Defense Authorization Act to effect a no-cost conveyance of the land to the City; if that does not work out, an appraisal is also underway to determine the cost in case the City must buy the land.

6.5. Expand sports tourism opportunities.

- 6.5.1. Complete the extension of Avenida Escuela and its connection to the City sports complexes at Domingo Paiz and Veterans Park. (Laura Wilson/Irene Zuniga)

COMPLETE. Construction of the Avenida Escuela extension was completed in November 2022.

- 6.5.2. Identify phases and the funding plan for improvements at the Veterans Memorial Park sports complex. (Laura Wilson)

ON SCHEDULE. The first phase of the plan at Veterans Memorial Sports Complex focuses on field rehabilitation and public usability. This will assist in capturing new revenue quickly in the space and ensure the public can utilize the space safely. The prioritized projects include new irrigation and well rehabilitation at Veterans Memorial Park, artificial turf at the football field, a resurfaced track, reoriented softball field, refurbished baseball field, new sand volleyball courts, ADA access, and lighting.

Phase II of the Schneider Electric Energy Initiative projects kicked off in July 2022 and is underway. The project is funded by a revenue bond with help from a \$1.5M grant from State Parks through the Land Water Conservation Fund. The entire scope of the project will be completed within 18 months from their Notice to Proceed, wrapping up this fall.

A significant change was made to the project after Councilmembers requested a look at the tennis courts at the sports complex and their possible improvement for inclusion in the project. Upon further investigation, it was determined the best course of action was to realign the tennis courts, resurface them, and postpone the construction of new basketball courts to a future phase. The realignment of the tennis courts also allowed expansion of the seating at the football/soccer field, and more appropriate placement for the sports field lighting.

As plans come together to improve the Veterans Memorial Sports Complex, in accordance with the Mayor and Council approved Comprehensive Parks Master Plan, staff engaged with community sports organizations and educational partners to ensure that their input is considered in the final planning stages.

To date, the improvements to the sports complex are taking shape. The football/soccer field is complete, and the track surface is being poured. The softball field is more than 50% complete; all the lights have been installed in the complex; the tennis court surface is scheduled to begin by the end of April; and the well improvements and the smart irrigation projects are complete. The gym has received safer, more energy efficient swamp coolers. The ADA path that connects

the sports complex to the adjacent Veterans Memorial Park from the skate park entrance is also complete. The bleachers, which will seat approximately 1,600 people, are scheduled to arrive by the end of April. The project is on track to be completed in June and a tentative date for an opening celebration is set for June 21st.

7. Increase and implement effective marketing efforts. (Judy Jones)

ON SCHEDULE. In July 2021, a digital marketing contract was awarded to an external agency to place digital ads in target markets. The ads promoted Sierra Vista as a premier destination for telecommuters, business, and tourism. Using an external agency ensures that ads are tightly targeted to geographies and demographics. This campaign was run in cooperation with the Economic Development division.

That campaign delivered 14.4 million ad views, earning 140,604 click engagements and 150,902 video engagements. The click-thru rates (CTRs) were phenomenal, with video CTRs coming in at 44.48%. Compared to the average rate, non-skippable ads experience a 2.5% CTR, while skippable video ads experience a 1.4% CTR. The contextual ads are earning a .77% CTR, compared to an average of 0.1% CTR. Likewise, Sierra Vista's responsive ads, which appeared as a page's regular content, earned a 1.4% CTR, compared to an average of 0.46%. The campaign closed out in August 2022.

After an agreement with Buxton for a data mining tool expired, MarCom purchased a similar solution, but with more useful data, with input from Economic Development, Community Development, Parks & Recreation, and IT. The tool helps to determine the originating zip code for visitors. This data will assist in evaluating the impact of marketing to geographic and psychographic targets.

As noted elsewhere, local recruitment campaigns have demonstrated a high rate of success by attracting qualified candidates. Likewise, audience engagement in digital campaigns continues to exceed the national averages.

- 7.1. 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.

8.1. Complete the Joint Resource Utilization Study. (Tony Boone)

COMPLETE. The JRUS was completed at the end of June 2022 with approval of the final study by the executive committee. Staff is finalizing the grant administration which is expected to be finished by the end of September 2022. Long-term, all parties involved will need to explore the recommended actions of the study to reduce potential friction points involving DoD missions and the surrounding communities.

- 8.2. Continuously advocate for Fort Huachuca and the retention and expansion of its missions. (Chuck Potucek/Victoria Yarbrough)

ONGOING. 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. With the lack of a budget earlier this year and the continuing resolution situation (plus pandemic restrictions still in place in DC in February/March 2022), an in-person trip to Washington did not make sense in 2022 or 2023. Staff continue to seek ways to support projects through grants and appropriations requests.

9. Engage economic development stakeholders.

- 9.1. Explore the establishment of an Economic Development advisory group to enhance the efforts of the Economic Development division. (Chuck Potucek/Victoria Yarbrough)

COMPLETE. Council voted to create an Economic Development commission on December 9, 2021. Two potential applications that met basic criteria were received, but neither met the established criteria of business owners/CEOs/leaders with a business/organization located within the city from representative sectors such as defense, retail, medical, hospitality, nonprofits, and professional services in partnership with education and workforce leaders. As of late August, staff worked to engage community leaders and business owners, and have five applicants ready to recommend to the City Manager for approval. The commission met on October 27, 2022, December 14, 2022, and the latest meeting was February 23, 2023.

- 9.2. Explore the meaningful engagement of additional community partners. (Tony Boone)

ONGOING. Staff continues to foster partnerships as well as seek new stakeholders to include in the City's efforts. A recent partnership with UofA Tech Park and the IDA continues to identify possibilities to energize tech-based businesses with the potential to scale into large enterprises. In partnership the staff is working to activate the incubator in the spring of 2023 despite the fact that the RISE grant was not awarded to the program. An additional partnership with SBDC, SVAC, AREDF, Moonshot, and ACA led to a pitch contest (in the same method popularized by

the TV show Shark Tank) with the informational meeting scheduled on March 15 and the pitch contest set for June 9-10, 2023.

9.3. Support Douglas Port of Entry improvements. (Chuck Potucek/Victoria Yarbrough)

ONGOING. 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 maintains contact with Douglas and engages in regular stakeholder meetings.

The General Services Administration (GSA) issued a Notice of Intent to prepare an Environmental Impact Statement (EIS) in July 2022 to analyze the potential impacts resulting from the expansion and modernization of the Land Port of Entry (LPOE) and the proposed construction of a new commercial LPOE in Douglas. A public scoping meeting for the project was held in mid-August 2022 by the GSA.

The EIS is now complete. ADOT is currently conducting an Environmental Assessment and engineering study to evaluate alternatives to provide a connector road from the new Douglas IPOE to State Route 80, with public meetings held the last week of April in Douglas. Douglas and the County are developing the scope of work for the 60% Engineering design related to the water/wastewater infrastructure with the 30% design finished as of December 2022.

The County designated \$5 million in ARPA funds to assist Douglas with the water/wastewater infrastructure project. Douglas is also pursuing funding from state and federal agencies, most recently receiving \$10 million in state ARPA funds.

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. (Laura Wilson)

10.1. Expand participation in existing sporting events, such as the Summit Challenge.

ON SCHEDULE. Staff is working with the Marketing and Communications team to continue growing awareness of the Summit Challenge and other events. The return of events in 2021 saw many record-breaking numbers, and staff worked to build on that momentum over the past year. Adding third party events, like the Tour de Zona in March 2022 and 2023, Cochise College Soccer, and semi-pro soccer, assist the City in getting the word out that Sierra Vista is an amazing special event and sports tourism destination.

From July 2021 – December 2022, sports tourism efforts brought in a conservative estimate of \$2.4M in economic impact revenue and thousands of visitors to the area. As spring and summer activities for 2023 begin, the department is poised to easily exceed the goal of \$3M by June 30. Last year's spring and summer tournaments and activities alone, to include El Tour de Zona, brought in over \$2M in economic impact dollars. Staff are hoping to report similar results this year and if successful, expect to exceed this goal by more than \$1M.

10.2. Explore additional sporting event opportunities, especially cycling.

ON SCHEDULE. Several departments to include Parks & Recreation, Marketing and Communications, Police, Fire, and Public Works again worked hand in hand with other county agencies to coordinate support for the 3-day cycling event, El Tour de Zona, in March 2023. The Event Director was still excited by the turnout, though the participants that checked in totaled 550. He expects that the weather had a bit to do with that this year but has already secured his dates for 2024. The Director indicated that many more participants and their families opted for the warmth of a nearby hotel this year to avoid the cold. Their initial goal for their first year was 350 registrations, so he is still extremely happy with the results and optimistic that it will continue to grow. Staff will hold an after action meeting with him soon which will give us more of a breakdown of participant information.

One of the challenges that the event Director brought to our attention was access to traffic control. A significant amount of their budget is allocated to traffic control which comes in from Tucson. The transportation and required amount of traffic control barricades, signs, cones, etc. is extremely costly. Staff are working with partner departments and agencies to investigate potential solutions to help with this. As more events like this are invited to our area and pursued, it will be important to have recommendations for them to make ease of access to these services readily available and offer an economical way for them to access what they need to make these events safe and fun for participants.

10.3. Market facilities with intent to bring in additional revenue.

ONGOING. Staff continues to work with Marketing & Communications and utilizing social media to highlight facilities while utilizing self-serve options for rentals. The RecTrac system received an update last year that allows customers to rent facilities such as lap swim lanes, sports fields, and park ramadas from the convenience of their homes. This has been very successful as the customers seem to love it, and as a bonus the service has reduced a lot of phone traffic in the divisions. Staff will continue to expand these services as new programs are developed.

In addition, staff will work on creating a brochure and website enhancements to specifically highlight event and tournament sports facilities. These tools will then be used to work with promoters and organizers to court their events to consider Sierra Vista.

10.4. Prioritize the implementation of the Parks Master Plan as funding permits.

10.4.1. Ensure facilities meet the needs of the community they serve and reflect pride of place, especially restroom facilities.

ON SCHEDULE. Staff was working to install the first of many restroom facilities at ballfield locations, with the Domingo Paiz complex taking top priority. The plan was to place two restroom facilities at the complex with septic tanks since the closest sewer location is behind the OYCC, and a restroom to serve the pickleball courts and adjacent facilities. Engineering evaluated the area for the suitability of leech fields at the two Domingo Paiz locations, and the soil compaction tests unexpectedly showed that the ground is extremely hard at both locations and septic is not an option. The cost of running sewer to the Domingo Paiz complex was estimated at approximately \$200,000; updated information now puts that cost closer to \$400,000.

Staff regrouped with this unfortunate news and developed a new plan, proposing installing the one bathroom adjacent to the pickleball courts, and a bathroom with a snack bar at the Veterans Park Sports Complex adjacent to the new football/soccer field. The restroom infrastructure and pad construction were awarded to KE&G and project completion is scheduled for June 2023. Staff also plan to propose for the FY23-24 budget the sewer line run to the Domingo Paiz location and bathrooms there.

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

ONGOING. Taking care to ensure that parks, sports fields, and public open spaces are designed and developed properly for their designated purpose is extremely important. For example, a neighborhood park should include a look and feel that enhances a neighborhood, and larger parks meant for events should incorporate features that will appeal to our diverse community and portray a welcoming environment to visitors alike. Well-designed public restrooms with flushable toilets and baby changing stations should be a regular feature in our larger parks and sport complexes. Security lighting in dark places can be added which will make our open public spaces safer for users. Making sure that we are incorporating those thoughtful details in our plans will make public spaces much more attractive to users while portraying a positive image of the city.

As progress is made with the Consolidated Master Plan, these considerations will be applied when replacing and/or upgrading features to ensure they are convenient to use, serve a purpose,

contain options for users of all abilities, and are visually appealing. For example, children's play areas could include sitting areas to allow multi-generational guardians to sit nearby while their children play. Combining adult and children's features will also be considered in some areas. Adult workout stations can be added near playgrounds and serve as dual purpose spaces which would allow adults the opportunity to exercise while their children play with friends nearby.

Staff are also evaluating the use of technology in public parks which will encourage the community to interact, especially options like workout stations that connect to apps, smart playgrounds that can be programmed to encourage group play games and challenges, and adding wi-fi to public spaces. Wi-Fi at sports fields would allow live streamed sports games to family members all over the world, a feature that could be marketed to help entice tournament organizers to hold their tournaments here.

On the West End, staff are working on adding a large, family sized embankment slide in Soldier Creek Park to move people from the upper side of the park to the lower side in a fun and unique way. The slide has been approved in the budget utilizing CDBG funds and the project is anticipated to be completed by June 2024. Adding unique features will also draw people in from other areas and help make our parks system true gathering spots for our community to interact with each other and our visitors.

10.5. Expand reach to the sports community.

ONGOING. Staff worked hard over the past few years to establish solid relationships with all sports organizations in the area. Those relationships have given us access to other organizations throughout the state and the country. Staff will focus attention to this area and market future field improvements to these organizations so that they can use the information to expand their leagues and increase numbers of sanctioned tournament activity in Sierra Vista.

Since staff began reaching out to the local sports community, efforts resulted in a new adult flag football league, three UPSL semi-pro soccer teams (2 men and 1 women), new relationships and local games with Cochise College, futsal programs, new relationships with the volleyball community and more. The addition of a rare municipal community track and field will surely bring in more new relationships and opportunities. This has been a positive undertaking and is producing great results. Staff will continue to maintain and strengthen current relationships and continue to search for new partnerships.

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

ON SCHEDULE. Staff will visit the new Mesa Sporting Complex in 2023 to view its combined sports complexes, concert areas, concessions, gymnasiums, and e-sports facilities, while researching others.

10.7. Support and encourage the growth of sports tourism partners.

ONGOING. The Parks, Recreation, & Library Department gave local non-profit sports organizations the opportunity to partner in a variety of ways to encourage their growth and increase participation in their programs and encourage tournament play.

All local sports organizations sign League Agreements with the city to schedule their games and tournaments in advance and pay for their field reservations on NTE 30-day terms. Staff ensures that all required field dressings are taken care of prior to their arrival and that reserved fields are open and available for their use. Staff is also available at night, on weekends, and during tournament play to act as Field Ambassadors and points of contact to support league and tournament activity.

Organizations also have an option to enter into Affiliate Agreements which permits the department to collect organizational registrations over its counters and to collect registrations on behalf of the sports organizations. When doing this, the department collects field usage fees for the season upfront by retaining a portion of the registration, described as a player participation fee. This takes care of all field usage fees and the leagues do not receive an invoice for their seasons. So far, the Sierra Vista Ponytail Softball program and the Coronado Athletic Club take advantage of this and have seen increases in participation. The benefit to the leagues is knowing that all of the fees from the City are satisfied up front, and parents and guardians have regular hours and larger registration windows to take advantage of registering their player(s) at times convenient to them.

10.8. Pursue strategic grant opportunities for growth.

ONGOING. The Parks, Recreation, and Library department hired a Management Analyst to pursue grant funding opportunities for facility improvements to support the Comprehensive Parks Master Plan and economic development efforts while enhancing quality of life. We are seeking grants/sponsorships to support existing partnerships with Cochise College and the Sierra Vista Unified School District to provide amenities and enhancements to baseball, softball, and soccer fields.

Staff recently discussed a partnership with Sierra Vista Little League (SVLL) Baseball to assist them in applying for the AZ Diamondbacks Mike Kennedy Diamondback Field Building Program in the summer of 2023. Staff will also assist SVLL in soliciting letters of support from other

baseball programs in the community. If successful, this grant will help to invert Arbenz Field to create a regionally focused youth baseball four-plex. Currently, youth baseball utilizes the multi-use diamonds located on the four corners of Stone Complex. Softball can utilize them as well because the infields are skinned. This makes them ideal for tournament overflow, practices, and team warmups. Adding the four fields at Arbenz will help create a desired tournament atmosphere for baseball. The lighting upgrade to Arbenz during the Schneider Electric Phase I project in 2019 took this future improvement into consideration. The lights are already placed in locations that make these improvements possible without having to reposition them to other areas of the complex, which will save money and give us a head start.

11. Increase reach of community events both in person and virtual. (Laura Wilson)

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

ON SCHEDULE. Staff is exploring wi-fi capability options with the IT Division for its event locations for a few reasons. Offering wi-fi capability to vendors will assist with their electronic payment systems that are often slow on cellular networks. It would further help the connectivity for city staff when running signature events from our park locations. Wi-fi around sports complexes will be a draw for spectators, and would allow the City to offer live streaming services during games as a new revenue stream. Wi-fi could also be used during events to increase the use of social media to attract and invite people to participate. During the research phase of wi-fi in those spaces, it appears as though adding the infrastructure to support that will be more cumbersome and will take more time.

In the meantime, staff are learning that sports streaming services may have a cellular option to consider. IT is working with staff to explore the possibility of utilizing a payment system similar to Square for our special events to provide a much faster electronic payment collection service to our customers utilizing portable Wi-Fi capabilities to take care of our most immediate needs while a permanent solution is in development.

Staff also worked with Art in the Park in 2021 to test-run a small wine festival in conjunction with the larger arts event. The wine festival was successful, and its continued funding was added to the FY22-23 budget. The event grew in 2022 and staff looks forward to continuing this partnership in 2023. We reciprocate to Art in the Park during the Wine, Beer and Spirits Festival and in West Fest by providing booths to highlight some of their artisans. These activities enhance all our events and strengthen partnerships while also supporting art in the community.

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

ONGOING. Staff worked with El Tour de Zona and surrounding Cochise County departments in 2022 and 2023 to provide a successful event which brought many participants in from around the country and Canada to explore Sierra Vista and the surrounding communities of Tombstone and Bisbee. This event is an ideal example of an event with a true regional focus. Cochise County recognized the economic benefits of the event also and continues to enthusiastically approve the closure of Charleston Road to Tombstone to ensure a safe and enjoyable experience for riders. The surrounding communities are excited to welcome the bicycle enthusiasts and their families. While staff assisted coordination efforts for the Tour de Zona, some challenges were brought to light that were mentioned in an earlier item.

Sierra Vista does not currently have a local option that designs and provides equipment and labor for street closure traffic control for special events. Working with the Tour de Zona organizers over the past two years, they continue to share that the expense of traffic control services from outside the area was extremely high and that the cost for those services could deter event organizers from choosing Sierra Vista as an event location. Department staff is working with Economic Development to see if any local businesses could potentially provide those services.

In addition, after having the first successful 2-day Christmas event in 2021, staff applied for and received grant funds from the Arizona Office of Tourism to rent a large ice-skating rink and staff it at Veterans Memorial Park. The ice rink was added to the event during 2022 and operated through New Year's Day 2023. The rink was extremely successful and brought in direct revenue exceeding \$75K. Staff believe that many participants left the experience and sought out local businesses for holiday shopping, headed to local bars and restaurants, and did some holiday shopping right here in Sierra Vista. Parks & Recreation staff hope to bring the feature back in 2023.

11.3. Leverage social media to increase the reach of events.

ON SCHEDULE. The Parks, Recreation and Library Department now has a dedicated Facebook page. Staff are exploring live streaming possibilities utilizing this platform to reach people in real time to encourage their participation. Staff currently work with the Marketing and Communications division to ensure events are available to interested people utilizing all available platforms.

One of the ways that the Marketing and Communications Team is reaching out to the community to increase the reach of events in addition to social media posts is by conducting live interviews on Cool FM Online and through the podcast.

Staff worked with the Marketing & Communications Division to launch a public input campaign which sought responses for the development of the future Roadrunner Park, which was very successful. Staff conducted two separate in-person public input meetings and had the online survey listed for a month. About 80 responses were received during the in-person events, and an astounding 1,200+ on-line responses on the Engage platform. These responses will help to ensure that input from community members who prefer this type of engagement are considered when developing this space. It was an extremely beneficial tool that the public enjoys using.

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

COMPLETE. The Marketing and Communications division recently acquired software that will help to capture participation numbers and other useful information for major events. This software will also tell us where people attending events are coming from, where they stay, and how much money they spend while in town. Utilizing this platform, Placer, when evaluating Oktoberfest last year showed that more than 27,000 people visited Veterans Memorial Park during event hours. Staff are optimistic that this tool will provide the information needed to help target marketing efforts and report successes and areas of improvement in the future. Staff is currently receiving training on how to use this tool effectively.

- 11.4.1. Establish benchmarks on attendance/participation.

ONGOING. Utilizing the tool mentioned in 11.4, staff should be able to establish baseline attendance numbers to track into the future.

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

ONGOING. During events, the Parks, Recreation, and Library Department works with the museum curator and the Marketing and Communications division to engage with event attendees and provide information about Sierra Vista. In addition, departmental staff understands that event spaces can also be someone's first impression about our city. The department has and will continue to enhance the customer experience by ensuring that staff is presented well and encouraged to interact with customers. Staff also makes sure that the event space is well maintained and that the entire event presents a welcoming atmosphere by ensuring trash is removed promptly, tables are cleaned regularly, and that the entire event has a welcoming appearance.

12. Fully fund the Parks Master Plan over the next 10 years. (Laura Wilson)

- 12.1. Prioritize improvements that ensure facilities meet the needs of the users they serve and reflect pride of place, especially restroom facilities.

ON SCHEDULE. Staff is working through the plan and taking care of smaller items throughout the fiscal year. Staff purchased new modular restroom facilities to place at some of our ballfields with the first installation planned for completion in June 2023.

Construction of the artificial turf and track project along with the new irrigation system at Veterans Memorial Sports Complex began in September. Included in the project are improvements to the softball and baseball fields, and sports field lighting for the entire complex. These improvements will allow staff to utilize the facility and collect revenue. Staff are seeking additional funding opportunities to complete the sand volleyball courts. These improvements are scheduled to be completed and open to the public in June 2023.

12.2. Continue to get public input on the Parks Master Plan.

ON SCHEDULE. The first public input process for Roadrunner Park was held in late spring 2022 online and onsite at the future park site at the corner of St. Andrews Drive and Canyon de Flores Drive. More than 1,200 responses were received, most of which were from the online public engagement platform, Engage. Future input campaigns will certainly benefit from utilizing this tool. The design phase for this park will begin prior to the end of FY23. The scope of work for the design phase is being prepared now. The responses of the public engagement period will be included in the design phase so that the input received from the public will be reflected in the conceptual and final designs.

13. Evaluate future facility needs. (Victoria Yarbrough)

13.1. 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.

ON SCHEDULE. The Public Works department is currently assessing all existing facility needs to better plan for future capital and capital maintenance needs. Various master plans are under review, as well as the 6-10 year capital improvements plan.

14. Maintain properly staffed city departments including, but not limited to public safety to provide citizens with exceptional service and safety.

14.1. Reevaluate recruiting strategies city-wide and implement new methods. (Victoria Yarbrough)

14.1.1. Focus on high school students to educate them on growth opportunities and possible career opportunities within the city.

14.1.2. Offer internships / job shadowing opportunities to students and the military.

ONGOING. A staff team on recruitment and retention in general met multiple times in the first six months of this plan to discuss strategies and options. The team recognized that recruitment of both people who don't work for the City yet, and recruitment of existing employees particularly part-time staff, was important. Initial steps included adding a cost-of-living calculator to the website page with job postings, and specific information about City benefits. For retention efforts, the Education administrative directive was revised to now cover 100% of the cost of an associate's degree, or 50% of a bachelor's degree, for existing staff. The directive also reinstated pay increases and consideration for education in excess of job requirements for both current employees and newly hired employees.

The FY22-23 budget included \$40,000 for increased recruitment advertising, split in half between SVPD-specific recruitment and city-wide recruitment efforts. That amount will be recommended again for FY23-24.

Other staff, particularly the Public Works Director, were invited over the past year to Buena High School to address the Future Focus class, Government class, and Engineering class. SVFMS also supports the EMS CTE program, and SVPD supports the law enforcement CTE program.

Military internships and recruitment of separating active duty servicemembers proved to be an unexpected benefit to police recruitment, which is described more in the next goal. To date, the City hosted one military intern in 2020 at City Hall, and one started working at the Nancy J. Brua Animal Control Center in June 2022. One completed his internship as a background investigator, separated from the Army, and relocated to Florida. His assistance with employment background checks was of great assistance to the police department. One military applicant completed the academy last year, field training this year, and is now working shifts on his own. Staff reached out to the Career Skills Program coordinator in August to specifically recruit for dispatcher positions, and maintains that relationship for possible future servicemembers. A new police officer separating from the Coast Guard was recently hired and goes to the academy in July 2023.

14.1.3. Implement strategies to test for police officer candidacy at military installations.
(Adam Thrasher)

ON SCHEDULE. Recruitment targeting military bases has not been as fruitful as hoped. While the department contacted interested applicants during recruiting trips at Fort Bliss and Fort Hood, TX, none followed through with the process. However, during these trips the recruiters had successful visits with local community colleges and law enforcement academies. The community colleges and law enforcement academies have great potential to recruit future applicants since these students have already expressed interest in a law enforcement career.

- 14.2. Continue to fund SEACOM at appropriate levels, and prioritize dispatcher recruitment. (Chuck Potucek)

ONGOING. The FY23-24 proposed SEACOM budget will be voted on by the SEACOM JPA board the second week of May. The total increase over last year will be approximately \$30,000. Staffing increased dramatically over the past year with most current dispatcher/call taker positions filled.

- 14.3. Evaluate the classification/compensation plan and prioritize offering competitive salaries. (Barbara Fleming)

ONGOING. Council passed at 4% mid-year adjustment on February 24, 2022 after preliminary information showed City salaries slipping further from market than expected. The evaluation of market salaries by HR for the FY23 budget led to a proposed and approved 4% market shift in July and 2% market shift in January 2023 to achieve 100% of market in January.

The evaluation of salaries for the FY23-24 budget showed salary increases slowing down around the state. Staff plan to propose a 2% step increase in July and a 2% market shift for most staff in January 2024.

15. Improve the current levels of service in programs, services, and amenities provided by Sierra Vista.

- 15.1. Continue partnering with Cochise College for training and education services. (Adam Thrasher/Brian Jones)

ON SCHEDULE. Law enforcement and fire department leaders held meetings with Cochise College regarding future training needs and plans. Cochise College is currently moving forward with the development of a public safety training center at the Douglas campus. Plans have been developed for a scalable build out of the center. Construction began on a pad for driver's training behind Fire Station #3 this spring. Cochise College also ran a dispatcher academy in January and February 2023. Meetings are continuing with Cochise College to expand the current programs.

- 15.2. Design an expanded animal shelter in FY22 based on priority needs assessed in the 2020 needs assessment, and construct the required expansion in FY23. (Chris Hiser/Irene Zuniga)

BEHIND SCHEDULE. Due to the current construction environment and unstable construction costs, staff determined that this project was an ideal candidate for a Construction Manager At

Risk (CMAR) contract. The goal of a CMAR procurement is for the architect/engineer and builder to work hand-in-hand to design and construct a facility that does not exceed the budget.

An Architectural/Engineering (A/E) Firm and CMAR are on contract with the City and currently in the design phase with completed constructions anticipated in June. Staff was recently disappointed to find out that the expected \$1.2 million donation budgeted for the expansion was in actuality far less and not sufficient to provide much help for construction. The first phase of the expansion was planned for \$2 million, and that amount is proposed in the FY23-24 budget. If approved, design is expected to wrap up in late summer, with construction beginning in October-November 2023.

15.3. Implement a 'clean up the city' initiative. (Matt McLachlan)

ONGOING. Staff continues to recruit volunteer groups to participate in the City's Adopt an Area Program. The program currently has 20 groups who have adopted various sections of the City such as streets, multi-use paths, parks, tennis courts, washes, and cleanups after special events. The volunteer groups pick-up trash around the community on a quarterly basis and average about 4 tons of trash removal per year. This effort is augmented by the Better Work program which employs homeless persons to clean up abatement sites on public property. In the two months since it began, nine abandoned homeless camps were cleaned up removing 2.62 tons of trash.

15.4. Enhance work with providers and implement a plan to address homeless, mental health, and affordable housing issues. (Matt McLachlan)

ON SCHEDULE. During Summer 2020, Community Development staff interviewed non-profit and government agency staff to determine gaps in service or needed resources to more effectively address the needs of persons experiencing a crisis and/or homelessness. A key finding was the geographic dispersal of resources throughout the community can make navigating and accessing needed services challenging. Staff coordinated with the Cochise Coalition on Ending Chronic Homelessness (a subcommittee of the Balance of State Continuum of Care) to stand up a monthly One Stop Resource and Referral Center (Community Connect) during a six-month pilot program to test its effectiveness. The City contracted with Cochise Housing Connection to administer the program. Between March 2022 and April 2023, the events have attracted 725 people, generating 4,758 points-of-contact with participating service providers. These points of contact have led to 313 formal referrals to various agencies in the community and 165 applications for services. In total, 807 meals were served, 216 personal care kits and 204 Better Bucks Booklets were distributed.

The FY 2022 Arizona state budget included an appropriation to create the Homeless Service Grant Pilot Program. Administered by the Arizona Department of Housing (ADOH), the \$10M pilot will be a first come, first served grant program with a 50% local match designed to support service programs which will reduce homelessness statewide. The City, in partnership with Better Bucks of Sierra Vista, Inc., received \$52,250 from ADOH to implement a new voluntary day labor program, “Better Work”, that will put homeless individuals on the path to finding meaningful employment. The program was launched in January 2023 with great initial participation and outcomes. Staff has coordinated and overseen twice a month cleanups on public lands in the community that have resulted in 19,860 pounds of trash and garbage being removed. Of the 17 homeless citizens who have participated in the program, five have found full time jobs and four have secured housing. Workers are paid \$14 per hour up to \$599.99 annually. At the end of their shift, lunch is provided, and they can take a hot shower at GNA. Participants must enroll in the Homeless Management Information System where they can be connected to needed services.

16. Improve the form, function, and character of the built environment of Sierra Vista. (Matt McLachlan)

16.1. Increase opportunities for public art.

ON SCHEDULE. The West End Commission encouraged and assisted the Hummingbird Stitchers Quilt Guild to start a “Barn Quilt Trail” in Sierra Vista. A barn quilt is a square piece of painted wood or metal that looks like a single quilt block. The first quilt block on Fry Boulevard was mounted on Monty’s Motors. To date, 57 barn quilt squares have been installed throughout the city. The amended West Sierra Vista Redevelopment Plan allocates \$15,000 per year towards public art installations on the West End. In 2022, the partnership program funded murals at We Frame It and the West End Health Center. In 2023, the City has approved a grant application from Cochise Dental for a bronze statue of Chiricahua Apache leader, Cochise, to be installed in front of their renovated office building at 66 North Garden Avenue. The City continues to encourage applications for public art projects within the redevelopment district. In June 2022, the City submitted a grant proposal to the Tohono O’odham Nation to fund the installation of up to four large statues created by the late Robert Wick at city facilities. The request was not granted. Staff is exploring cost affordable alternatives to advance this project.

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

ONGOING. This emphasis is engrained in the Community Development Department’s standard operating procedures. Staff continues prioritizing abatements according to the severity and gravity of the violation. The PY 21 CDBG Annual Action Plan provides \$50,000 for making emergency home repairs to low-income, owner-occupied homes. The City Council added

\$25,000 to the budget in this year's Annual Action Plan. Approximately three quarters of the overall budget has been committed or expended on ten applications. The City will continue to promote the availability of remaining funds.

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

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

16.4. Prioritize public safety visibility at community events and gatherings. (Adam Thrasher/Laura Wilson)

ONGOING. The Parks, Recreation, and Library Department works closely with the Police Department to plan oversight and close patrol of community events and gatherings hosted in the city when necessary and feasible. These patrols can be limited depending on staffing and call loads. Certain events necessitate dedicated officers working on overtime or hired off-duty by event organizers to ensure public safety coverage. In addition, staff is working with IT to expand video monitoring in strategic locations to deter vandalism and other activities in key locations. In the meantime, staff were moved away from the gate locations during events and professional security hired to man these areas. That change has made a difference. Instead of having staff members interacting with event patrons coming into and out of events, it creates a presence that helps to detour unwelcome behavior and keeps staff working in areas where they are needed most and engaging with patrons in positive ways.

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

COMPLETED. In December, the City launched the program to encourage residents and civic organizations to communicate and work together on projects and initiatives that will benefit neighborhoods. This citizen led, grassroots approach to neighborhood building uses low-cost and scalable interventions to catalyze long term change. Mini-grants of up to \$2,500 are now available to support projects within public rights-of-way and property that make a positive impact. Applicants are encouraged to be creative with their proposals.

16.6. Evaluate the creation of a street tree planting program.

COMPLETED. The street tree planting program is incorporated within the Adopt-a-Neighborhood program. Neighborhood groups can apply for street trees and landscaping within public rights-of-way as part of the grant program.

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

ON SCHEDULE. 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.

- 17.1. Reinvigorate non-regulatory commissions by evaluating how they could work more effectively. (Laura Wilson/Matt McLachlan/Sharon Flissar/Judy Jones)

ON SCHEDULE. The Marketing & Communications division promoted opportunities to serve on commissions to help bolster membership. There has been mixed success to date finding interested residents willing to serve on commissions.

Staff prepared a spreadsheet of information on current commission attendance, and scheduled a discussion item for the September 6, 2022 work session.

With the reformation of commissions through Council action, the non-regulatory commissions are poised for new energy and direction.

- 17.2. Develop and implement a communication plan. (Judy Jones)

ON SCHEDULE. With information gathered, staff began writing the Communication Plan in 2021-2022. However, staff time was prioritized to develop and launch two new websites (which was a carryover project from the last strategic plan), which were launched in July 2022. The communications plan draft is in final review and will reach completion by the end of the fiscal year.

- 17.3. Increase how the many great stories of Sierra Vista are shared with both staff and residents. (Judy Jones)

ONGOING. The Marketing & Communications division requested assistance from department directors to help identify stories, and includes this topic in monthly economic development team meetings. With the launch of two new Facebook pages, which empowers other departments to share stories themselves, more great stories are reaching the public. The ability to launch the pages, while continuing oversight to ensure message continuity, was made possible through the use of Hootsuite, a social media management tool. Hootsuite allows MarCom staff to review messages prior to posting to ensure that the City is putting forth professional, relevant messages that complement the City's key messages.

The MarCom staff, especially the on-staff videographer, produced several videos, which have been shared on social media, used for ads, and featured in other owned media. Awareness across all social media has increased by more than 37% in the second half of the 2022 calendar year, with all posts reaching 6.35 million readers.

- 17.4. Establish a more visible Council presence in media efforts and community outreach. (Judy Jones)

ON SCHEDULE. A key focus of this goal was featuring Council more often in videos. The MarComm division unfortunately lost its digital media specialist in 2021, and experienced significant challenges recruiting a new person. With a successful candidate hired in June 2022, staff developed plans for videos to film and launch in the spring.

Staff completed a video featuring two Council members to help promote Christmas tree recycling and the availability of quality compost from the City. Additional videos are in the planning and production stages.

18. Increase capabilities and resources to expand the communication reach and impact of the City. (Judy Jones)

ON SCHEDULE. This topic will also be included in the Communications Plan (17.2).

The launch of the new website in July 2022, with a prominent ask to sign up for the enewsletter, resulted in increased subscriptions.

Staff established favorable relationships with local and Tucson media, which resulted in weekly Facebook live segments with Cool FM Online, as well as Sierra Vista news being included in Tucson news television broadcasts.

Staff is working to redevelop both the municipal and tourism websites using external contractors, who aim to increase search engine optimization (SEO). Once launched the existing

indexing used by current search engines will no longer function, so an optimized SEO is important. The new design is developed with the end user in mind, to highlight most-requested information, and to improve searchability. The tourism website will be folded into the municipal site as a microsite, but retains its well-known URL (VisitSierraVista.com), which will function as a redirect.

Staff researched additional communications tools, to include a website chat bot, which would be pre-populated with responses to frequently asked questions. It will require an ongoing subscription investment and will require a significant investment in staff time to set up.

The MarCom division invested in radio advertising campaigns to promote critical staff vacancies, to include SVPD, Vista Transit, and SEACOM. The campaigns resulted in garnering several qualified applicants and helped narrow the personnel gap.

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

ONGOING. Marketing & Communications staff works closely with the Economic Development division to produce editorial content. Local communications efforts, to include social media, print media, digital media, podcasts, and media opportunities (interviews) emphasize the holistic approach the City takes to bolster economic development efforts.