CITY COUNCIL STRATEGIC PLAN FRAMEWORK
FY 2018 – 2019

Sierra Vista
ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.

Sierra Vista
ARIZONA

VISION

Sierra Vista in 2030 is an attractive, vibrant and inviting place to live, work and visit. Our community, with its spectacular natural environment, mountain vistas, military heritage and engaged citizens provides a big city experience in a small town atmosphere.

Residents celebrate the addition of a new town center that marks a renaissance in the City's continued growth and development. The center serves as a gathering place for families and visitors with a variety of restaurants, arts and cultural activities, retail and nightlife in a safe, walkable setting.

Sierra Vista is a place where people are friendly and helpful, ideas are respected, and actions are taken based on collaborative input. We have a diverse population committed to developing and strengthening a healthy community and our citizen-centric city government operates with transparency.

The City's economy is strong and diverse with varied employment opportunities. Fort Huachuca continues to be a key regional and state economic driver, as well as an important U.S. military asset. A strong community-supported economic development program has resulted in new, quality business and industry in Sierra Vista, providing family-wage jobs that retain our youth to stay and raise families of their own. Businesses choose Sierra Vista for our innovative and entrepreneurial spirit and because they are regarded as valued members of the community. Cultural, convention, military, and eco-tourism also strengthen our economy, drawing visitors from around the world.

The success of the regional hospital has spurred the expansion of a thriving cluster of medical firms that serve communities throughout southeast Arizona. Retail activity is healthy, with a mix of independently owned and chain stores in attractive commercial districts. The West End is an appealing community gateway that invites military personnel, visitors, and residents to live, dine, shop and relax in this diverse neighborhood.

We have a bright sense of community, fostered by well-planned, managed growth that fills in, rather than expands the borders of our city. Our attractive neighborhoods, abundant parks, and readily accessible multi-use paths provide both recreation and transportation alternatives. The busy teen center provides safe and fun activities for our community's young people.

Sierra Vista has excellent police and fire protection; dependable water, trash and sewer service;

and well-maintained public facilities, roads and airport. Emergency preparedness for a natural or man-made disaster is a high priority. We protect and cherish our natural resources and have cooperatively developed creative conservation and landscaping solutions to moderate water use, and we have preserved our namesake mountain view. We consider community stewardship of the environment to be very important.

Sierra Vista is adjusting gracefully to growth in 2030 and is a delightful place to call home.

MISSION

As stewards of the public trust, the City of Sierra Vista provides quality services and amenities through strategic and ethical leadership and is committed to building a strong, healthy, and vibrant community where its residents can prosper.

ORGANIZATIONAL VALUES

- We ***serve*** and are ***accountable*** to the public.
- We are ***all*** responsible for achieving success in the City's strategic focus areas.
- We ***collaborate*** across City departments to achieve our goals.
- We value and encourage ***public participation***.
- We embrace every opportunity for ***partnerships***.
- We strive for ***continuous improvement***.

Sierra Vista
ARIZONA

ECONOMIC PROSPERITY

Sierra Vista offers diverse employment options by successfully attracting new businesses, retaining and growing current ones, supporting Fort Huachuca, and attracting and retaining a quality workforce. Regional, national, and international tourism and trade are vital contributors to the local economy. Quality education at all levels prepares our youth and workforce for success.

STRATEGIES

- Ensure a welcoming City development environment - people, resources, and processes.
- Advance a robust tourism attraction strategy.
- Build partnerships regionally, nationally, and internationally.
- Identify workforce needs and facilitate solutions.
- Support Fort Huachuca retention/expansion.
- Identify and mitigate barriers to workforce retention and business expansion.
- Revitalize older commercial areas of the community to attract expansion.

INITIATIVES

- Explore the possibility of partnering with other organizations to create a “maker space” that leads to employment or business creation.
- Analyze and evaluate ways in which to maximize the use of the City airport consistent with community economic strategies.
- Develop and implement strategies to educate, attract, and facilitate the growth of entrepreneurs and other small businesses within the community.
- Partner with local, regional, and state leaders to develop and implement a cohesive strategy to communicate the value and importance of Fort Huachuca and advocate for its retention and expansion.
- Review and update the City’s economic development framework to ensure direction is consistent with community priorities and opportunities.
- Develop and implement a comprehensive strategy to promote infill and adaptive reuse of vacant commercial properties.
- Partner with the Sierra Vista Metropolitan Planning Organization to fund and construct Phase I of the Fry Boulevard Corridor and North Garden Avenue Plans.

ACCOUNTABLE, COLLABORATIVE & EFFICIENT CITY GOVERNMENT

The City returns a high value to taxpayers by providing quality and innovative services, programs, and facilities that exceed expectations while embracing community engagement and fostering effective partnerships.

STRATEGIES

- Proactively and effectively tell the City's story in a way that highlights residents' experiences.
- Improve resident education, outreach, and engagement about City government through proactive and robust communication strategies.
- Highlight and advance innovative City programs.
- Establish short and long term fiscal policies that meet community priorities and financial obligations.
- Attract and retain a quality municipal workforce.
- Continually evaluate to ensure City service delivery is aligned with community expectations.
- Foster an organizational culture that values employee and community collaboration.

INITIATIVES

- Improve the efficiency of Vista Transit and focus service on those who need access to public transportation.
- Reduce obsolete or unnecessary code provisions.
- Adopt a formal policy to address the PSPRS liability issue.

Sierra Vista
ARIZONA

ENVIRONMENTAL LEADERSHIP

The City has a strong culture of environmental stewardship and is known as a leader in water and energy conservation efforts.

STRATEGIES

- Determine how to continue/enhance recycling efforts.
- Identify/maximize additional water recharge and conservation opportunities, seeking partners to help fund.
- Increase community participation in clean-up and beautification efforts.
- Explore alternative energy sources for City facilities.

INITIATIVES

- Explore ways in which the City can reduce energy use or use alternative power at City facilities.
- Identify ways in which future city effluent should be used for maximum benefit to the community.

WELL-MAINTAINED INFRASTRUCTURE & FACILITIES

The City maintains its infrastructure through effective resource allocation. Alternative funding sources are sought and maximized through new and existing partnerships. The City employs new technologies and analytical techniques to improve efficiencies and reduce costs.

STRATEGIES

- Explore additional funding opportunities for infrastructure maintenance.
- Develop an affordable Capital Improvement Plan based on documented needs.
- Investigate partnerships with other agencies to reduce infrastructure maintenance costs.
- Develop a capital funding plan.

INITIATIVES

- Complete a Capital Improvement Plan (CIP) which prioritizes projects and needs based on cost, funding source, and category.
- Using roadway condition assessment data, develop a comprehensive pavement maintenance plan for City streets that maximizes efficiency, and identify a funding strategy to implement the plan.

Sierra Vista
ARIZONA

SAFE, HEALTHY & WELCOMING COMMUNITY

Sierra Vista is a beautiful, inviting community with safe and appealing neighborhoods that welcome and support residents and visitors alike. The City provides professional, proactive, and innovative public safety and community services and prioritizes offering diverse recreation and wellness opportunities, programs, and infrastructure. Sierra Vista provides abundant open spaces and access to natural amenities to serve all ages.

STRATEGIES

- Facilitate partnerships to expand recreational and educational opportunities that ensure our community is aware of healthy lifestyle choices.
- Engage the community through a multitude of recreational choices, including special events, festivals, sports options, and parks.
- Identify road blocks and opportunities to enhance community services and maintain quality neighborhoods.

INITIATIVES

- Identify ambassadors and champions within county enclaves to help measure interest in annexation, and use their support to facilitate signing of annexation petitions by property owners.
- Develop a plan for the most efficient and cost effective way to provide tennis to the community.
- Explore partnership with the school district to acquire or lease the recreational properties.
- Assess the number of police/fire personnel and corresponding funding required to meet current service levels and identify potential impacts to community public safety if staffing remains the same.
- Identify the cost and funding sources for a joint Fire and Police facility in south Sierra Vista.

CITY COUNCIL

Rick Mueller, *Mayor* | Alesia Ash, *Mayor Pro Tem*

Bob Blanchard, Gwen Calhoun, Rachel Gray, Craig Mount, Kristine Wolfe

CITY OF SIERRA VISTA

1011 N. Coronado Drive
Sierra Vista, Arizona 85635
(520) 458-3315

Produced by the City of Sierra Vista Public Affairs Office 03/2018 300