

City Council Strategic Leadership Plan

FY2015-FY2017



Sierra Vista ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.





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



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.

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 natural or manmade 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.



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*

CRITICAL SUCCESS FACTORS

A. ECONOMIC PROSPERITY

Sierra Vista has a qualified workforce that meets the need of its diverse employers and supports the missions of Fort Huachuca. Higher education opportunities continue to grow and remain affordable, producing employees capable of working for the community's primary employers. The City works effectively to attract new businesses, retain and grow current businesses, and promotes tourism and trade with Mexico.

B. EFFICIENT AND ACCOUNTABLE CITY GOVERNMENT

Through a professional organization, the City provides quality and innovative services, programs and facilities that exceed expectations while embracing community engagement and fostering effective partnerships.



C. ENVIRONMENTAL LEADERSHIP

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

D. HEALTHY AND ACTIVE WAY OF LIFE

Sierra Vista provides diverse recreational opportunities and programs, offers multi-modal transportation options, and is a walkable community with abundant open spaces and access to natural amenities that serve all ages. Partnerships provide expanded recreational and educational opportunities that ensures our community is aware of healthy lifestyle choices. The community is engaged through a multitude of recreation choices including special events and festivals, sports options, and parks.

E. SAFE AND WELCOMING COMMUNITY

Sierra Vista is an attractive, inviting community that makes a positive impression on residents and visitors, providing visible and respectful public safety services, safe and appealing neighborhoods, and opportunities for engagement.

F. WELL-MAINTAINED INFRASTRUCTURE AND FACILITIES

The City maintains its infrastructure and facilities 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.



INITIATIVES:

STRATEGIC FOCUS AREA A: Economic Prosperity

A-1. Develop and invest in a tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact.

A-2. Leverage partnerships to effectively market Sierra Vista for both business attraction and tourism.

A-3. Expand lobbying efforts in support of retention and expansion on Ft. Huachuca and strengthen and create new partnerships to more effectively demonstrate the Fort's value.

A-4. Develop a design concept report for the future Town Center.

A-5. Establish quantifiable metrics to effectively measure the City's economic development efforts.

A-6. Identify workforce development needs with other partners that are necessary to provide quality employees to current and future employers.

A-7. Partner with K-12 schools to encourage programs that provide exploration of professional career options.

STRATEGIC FOCUS AREA B: Efficient and Accountable City Government

B-1. Implement the Classification and Compensation Plan for City employees.

STRATEGIC FOCUS AREA C: Environmental Leadership

C-1. Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.



C-2. Develop and implement a marketing campaign based on the City's environmental accomplishments.

**STRATEGIC FOCUS AREA D:
Healthy and Active Way of Life**

D-1. Complete all of the goals of the national Let's Move program for Sierra Vista to improve community health and wellness while maximizing partnerships.

D-2. Develop an attainable master plan for the former Kings Court tennis center to incorporate into the small parks plan.

D-3. Develop partnerships and strategies with area wellness partners that foster a healthy, active lifestyle.

**STRATEGIC FOCUS AREA E:
Safe and Welcoming Community**

E-1. Develop, finance and implement a program to incentivize West End commercial property improvements.

E-2. Update and implement a plan to beautify public infrastructure that increases walk-ability and bike-ability on Fry Blvd. and North Garden Ave.

**STRATEGIC FOCUS AREA F:
Well-Maintained Infrastructure and Facilities**

F-1. Create an asset inventory and needs assessment for all City facilities to guide future investments.



SIERRA VISTA MAYOR

Rick Mueller

SIERRA VISTA CITY COUNCIL MEMBERS

Bob Blanchard, Mayor Pro Tem

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