



## **2008 City of Cottonwood Council Retreat**

### **STRATEGIC INITIATIVES**

#### **Strategic Initiative #1: Growth should support the cost of new city services**

##### **Goals:**

- Contract for a cost of growth study. Ensure it includes the cost and benefits of growth, issues of sustainability, funding options such as sales/property taxes, etc. – 01/09

#### **Strategic Initiative #2 – Ensure our employees are trained and competitively compensated to ensure a qualified workforce to provide quality services**

##### **Goals:**

- Complete a compensation study to develop strategies for market competitiveness – (include benefit comparison) – 6/09
- Create and administer an employee satisfaction survey – 1/09
- Provide employees with annual compensation data sheets – 8/08
- Conduct a staffing needs assessment – 3/09

#### **Strategic Initiative #3 – Build and retain a strong diversified economy**

##### **Goals:**

- Conduct bi-annual meetings between the Chamber of Commerce, CEDC and the Council – On-going
- Coordinate with the CEDC to conduct B3 interviews with 10% of the businesses (ensure a broad spectrum) – 6/09
- Coordinate to develop recognition as a wine producing region – On-going
- Coordinate to develop recognition as an entrepreneurial community – On-going
- Participate and complete the Focus on Success program through APS – 2/09
- Complete a housing study – 5/09
- Begin research and clarification on airport property leases – 1/09
- Coordinate with the Chamber of Commerce to create a “Shop in Cottonwood” campaign to include coupon books, utility bill information sheet, etc. – 6/09
- Include questions on citizen survey to determine shops and services needed for Cottonwood – 6/09

- Develop an Airport Economic Development Committee to develop recommendations for Council review – 1/09
- Promote economic development and tourism focused on the Verde River and its amenities through support of the Cottonwood Chamber of Commerce, Verde River Days, Birding and Nature Festival, Dead Horse Ranch State Park, Verde River Greenway, and other activities that draw attention to the Verde River Riparian Area and Greenbelt – On-going

#### **Strategic Initiative #4 – Develop water adequacy for our citizens for today and into the future**

##### **Goals:**

- Reclassify the “Assistant City Manager” to “Water Resource Director” – 7/08
- Update the gray water ordinance – 1/09
- Update the landscape ordinance – 3/09
- Develop an ordinance regarding water reuse and dual plumbing – 5/09
- Develop a Conservation Committee to create conservation strategies and requirements – 9/08
- Develop a strategic position in the Gila River adjudication – On-going
- Continue our regional partnerships and participation related to water issues – On-going
- Update from the Director of Natural Resources on plans and timeline for the Integrated Water Management Plan that includes river and riparian resources; planning for water needs of people and nature – 1/09

#### **Strategic Initiative #5 – Develop initiatives that protect the environment of the Verde Valley for future generations**

##### **Goals:**

- Develop strategies to encourage the use of alternative forms of transportation to improve air quality and reduce vehicle traffic congestion – On-going
- Support MATForce’s Dump the Drugs Day and develop a protocol for accepting unused prescription medications at the police department for continuous safe disposal – 1/09
- Develop an ordinance that bans wood burning fireplaces in new construction – 2/09
- Develop a Cottonwood community cleanup and beautification education plan – 1/10
- Create development incentives to encourage “green” building and LEED certification – 9/09
- Pursue the annexation of the 10 sections of state trust land north of the city and contiguous forest land with the goal of preserving as much open space as allowable – 1/10

#### **Strategic Initiative #6 - Quantify our street standards and improvement plans including funding options**

##### **Goals:**

- Complete construction of Mingus Ave west of Willard – 6/09

- Complete design and construction of 12th St from Hwy 89A to Fir Street– 6/10
- Complete design and construction of 12<sup>th</sup> Street from Birch St to Mingus Ave – 6/09
- Complete Willard Street Extension – 01/09
- Complete an analysis of the need and costs of all street improvements along with funding options – 3/09
- Continue participation in local and regional transportation planning – On-going

**Strategic Initiative #7 – Determine options involving collection and disposal of recyclables and trash.**

**Goals:**

- Develop a curbside recycling proposal – 1/09
- Develop a study to create “zones” for trash pick-up – 03/09
- Develop a plan to safely dispose of hazardous waste such as batteries, paint, chemicals, etc. – 6/10
- Research alternatives for the creation of electricity through garbage – 6/09

**Strategic Initiative #8 – Determine the need to have a lobbyist for the City of Cottonwood**

**Goals:**

- Research existing lobbyist models from other jurisdictions – 12/09
- Host a dinner and invite legislators to educate them on City and Regional concerns – 11/08

**Strategic Initiative #9 – Determine the best course of action for fire service, EMS transportation and regional cooperation in Cottonwood**

**Goals:**

- Evaluate the future of emergency medical transportation within the City – 1/09
- Continue discussions with Verde Valley Fire District regarding consolidation – 1/09

**Strategic Initiative #10 – Support recreation, neighborhood health, and quality of life initiatives.**

**Goals:**

- Build a Parks and Recreation Center – 6/10
- Complete baseball/softball fields and concession stand at Riverfront Park – 11/08
- Complete Dog Park Project – 11/08
- Slag Pile Removal Initiated – 1/10
- Complete Library Addition – 10/08
- Adopt a rental code – 9/08
- Adopt a graffiti code – 11/08
- Revise the current noise ordinance – 12/08
- Determine direction on pool facility – 11/08
- Determine special planning areas – 1/09

- Create Storm Water Ordinance – 1/09
- Support the citizen-led effort to create a community garden – 1/09
- Continue to support Cottonwood farmers' market and encourage local agriculture – On-going

**Strategic Initiative #11 – Determine long and short term solutions for limited space in city facilities.**

**Goals:**

- Complete design and construction of a new transit facility – 6/10
- Develop design and construct a regional public safety communications center – 6/10
- Design and construct a 2nd fire station – 1/11
- Determine interim facility for Utilities Department – 9/08
- Locate and design a new city hall facility – 6/09

**Strategic Initiative #12 – Improve the City Web Site**

**Goals:**

- Redesign web site to be more user friendly and add council and department head photos – 07/08
- Include events / meeting calendar – 7/08
- Include all City Council agenda back-up material on website to better educate our citizens – 1/09
- Include information for each city commission or board on the website to include the role of the board or commission, the qualifications to serve and the meeting minutes – 1/09
- Pursue bill-pay on-line to make City business easier for citizens – 6/09

**Strategic Initiative #13– Ensure there is enough revenue to support the City's 5-year plan.**

**Goals:**

- Initiate an .8% Sales Tax increase to continue basic City services – 8/08
- Conduct quarterly briefing with the City Council, regarding the status of major capital projects – On-going
- Review City permit fees and user fees to ensure we are competitive with the regional market – 3/09
- Complete a rate study for Municipal Water and Sewer and develop strategies to encourage conservation – 3/09
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**Strategic Initiative #14 – Support alternate modes of transportation**

**Goals:**

- Assimilate Cottonwood Area Transit (CAT) into Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) to create regional transit system – 1/10
- Construct a new transit facility to support regional transit – 6/10
- Complete a bike route plan that coordinates with regional plans – 1/09

- Complete a trails plan that coordinates with regional trails – 3/09
- Complete recommendations of the “Airport Master Plan – 1/10
- Identify the airport zoning footprint to ensure compatible development – 1/09

### **Strategic Initiative #15 – Continue to revitalize Old Town**

#### **Goals:**

- Plan for Tourist Bus parking in Old Town – 10/08
- Motivate Old Town business owners to open on Sunday – 1/09
- Continue to expand street scape to other areas of Old Town – 6/09
- Relocate Gardner’s recycling to a more compatible location – 6/09
- Create a stronger connection to the Verde River with Old Town – 1/10
- Explore Old Jail options to better serve Old Town – 6/09
- Reinitiate Sizzling Salsa to encourage further activity in Old Town – 5/09
- Explore funding plans to improve and maintain the Civic Center as a historical site – 6-09
- Develop a plan for the historic preservation of buildings in Cottonwood – 6/09

### **Strategic Initiative #16 – Encourage citizen participation through improved communication and increased opportunities**

#### **Goals:**

- Continue monthly “coffee talk” meetings throughout the City – On-going
- Arrange to televise City Council and other public meetings – 1/09
- Review the feasibility of “Vote-by-Mail” by requesting a presentation by the County elections staff at a council work session – 10/08
- Regularly use media releases to report accomplishments and to educate the public – On-going
- Develop a City Information Pamphlet to be included in utility bills – 03/09
- Conduct a citizen survey to determine successes and needs for City services – 3/09