



2012 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, impact fees, funding options such as sales/property taxes, impact of no-growth, etc. – 1/13 – Responsible Staff : Doug Bartosh – **Study was not funded for 2012-13 but will need to be funded in 2013-14 to meet impact fee requirements**

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) - 6/12 – Responsible Staff: Doug Bartosh – **Complete – Initial report received, ranges and salaries adjusted December 2012, and merit increase methods redesigned.**

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

- **Goals:**
- Increase use of Business Assistance Center by 15% -- 6/13 – Responsible Staff: Casey Rooney – **Complete- Hourly use increased almost 800% over last year, all available offices leased, and 50% of users are outside the city.**
- Encourage other communities to use the Business Assistance Center and to provide financial support – 6/12 – Responsible Staff: Casey Rooney – **Complete – 50% of users are from outside of Cottonwood**
- Enhance our marketing and reputation as a business friendly city, which promotes local businesses and encourages our citizens to “Shop in Cottonwood.” – 6/13 – Responsible Staff: Casey Rooney – **Complete – Cottonwood received an award for our cooperative local marketing from the Office of Tourism. Received national recognition from Lonely Planet as one of the Top 10 vacation spots in the United States.**
- Promote the development of a resort and Conference Center – 6/13 – Responsible Staff: Doug Bartosh/Casey Rooney – **Discussions have been held with three potential developers who are interested in constructing such a center in Cottonwood.**

- Update and expand Portal/Entry signage into Cottonwood – 9/12 – Responsible Staff: Morgan Scott – **Complete - Current portal signs were updated. No additional funds have been budgeted to expand the number of signs.**
- Promote Neighborhood Clean-Ups through “Lookin’ Good Cottonwood” Campaign – 6/12 – Responsible Staff: Dan Lueder – **Complete – A community clean-up was held in April with close to 40 tons of trash removed. Second clean up held October 27 with 94.34 tons of waste, 364 tires, and 35 appliances removed.**
- Develop a plan to identify historic boundaries and the preservation of historic buildings in Cottonwood – 1/13 – Responsible Staff: Charlie Scully – **Draft ordinance is complete and being reviewed by the HPC. Application for Certified Local Government designation being prepared.**
- Implement an instrument approach designation for the airport – 6/12 – Responsible Staff: Morgan Scott – **The instrument approached has been approved by the FAA and will be published in May 2013. Required runway markings will be installed following the runway asphalt overlay project to be completed this fall or in the spring.**
- Complete the 3 to 5 year objectives in the Focus on Success program with an emphasis on creating jobs – 6/13 – Responsible Staff: Casey Rooney – **The CEDC continues to make good progress on the plan.**
- Work with the Chamber of Commerce, the Cottonwood Economic Development Commission, the Old Town Association and the general community to develop a “brand” for the city – 1/13 – Responsible Staff: Casey Rooney – **The CEDC has heard branding presentation from *multiple* consultants. Casey is still attempting to find funding.**
- Develop a revolving loan fund to support the creation of new businesses – 9/12 – Responsible Staff: Casey Rooney – **Complete - Grant and private funding has been obtained and the program will be administered through VVREO.**
- Work with the Chamber of Commerce to promote a “Buy Local” Campaign – 6/12 – Responsible Staff: Casey Rooney –
- Market and expand the Cottonwood/Lynx transit systems – 6/13 – Responsible Staff: Richard Faust – **Staff continues to identify grants to help expand the program – funding is shrinking. Funding primarily dependent upon annual Federal Transportation allocations. Staff to continue seeking funding from Yavapai County (Central Yavapai Metropolitan Transportation Organization CYMTO) through Chip Davis for supplemental and increases to Verde Valley operations and administration.**

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

Goals:

- Develop an ordinance regarding water reuse and dual plumbing – 6/12 – Responsible Staff: George Gehlert
- Create incentives for citizens for removal of high water usage landscaping, installation of rainwater harvesting, etc. – 9/12 – Responsible Staff: Tom Whitmer – **Draft conservation plan is complete and will be presented to the Council in September**
- Place low-water usage items within City facilities when practical – 6/13 – Responsible Staff: Dan Lueder – **On-going**

- Participate in Water Literacy for Kindergarteners and Project WET – 6/13 – Responsible Staff: Dan Lueder – **Complete – Roger Biggs and Debbie Breitreutz took the lead for the city.**
- Develop an integrated water management plan – 1/13 – Responsible Staff: Tom Whitmer
- Develop a comprehensive water conservation education program – 1/13 – Responsible Staff: Tom Whitmer – **Draft conservation plan is complete and was presented to the Council in September. Public meetings will be held for input, with final plan to be presented to Council in early 2013.**

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

Goals:

- Create development incentives to encourage “green” building and LEED certification – 6/12 – Responsible Staff: George Gehlert
- Pursue the annexation of the 10 sections of state trust land north of the city with the goal of preserving as much open space as allowable – 1/13 – Responsible Staff: Doug Bartosh/George Gehlert – **Draft request completed and ready to be submitted to the State Land Department. ASLD has indicated they want the annexation process to be submitted after the General Plan has been updated.**
- Encourage residential and commercial infill and create a map of available areas – 6/12 – Responsible Staff: George Gehlert – **Staff has developed a draft map that will be presented to Council in September. Morgan took the lead on developing the map which was presented to the Council on September 11, 2012.**
- Construct Riverfront Reclamation Facility – 12/13 – Responsible Staff: **Dan Lueder – Design over 30 percent complete and a request for a new construction company is complete.**
- Develop process to obtain 80 acres on Black Canyon Wash traded for property contiguous to the City – 1/13 – Responsible Staff: Doug Bartosh – **Complete – Land owner is not interested.**
- Proceed with update of the General Plan. – 6/13 – Responsible Staff: George Gehlert **Process underway with an advisory committee formed and several public meetings have already been held.**
- Absorb the management of the CAT and Lynx system into Cottonwood. – 7/12 – Responsible Staff: Richard Faust – **Complete as of 7-1-12**

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

Goals:

- Complete design and construction of 12th St from Hwy 89A to Fir Street – 12/13 – Responsible Staff: Dan Lueder **Design close to complete and acquiring rights-of-way in coordination with APS. Plan to bid for construction at the end of this calendar year. APS delays in designing utility replacement have delayed project until Spring of 2013.**

- Complete construction of Mingus Ave west of Willard – 10/12 – Responsible Staff: Dan Lueder – **Roundabout completed on time for school opening with remainder of street completed by December. Substantial completion achieved and road is fully operational.**
- Complete an analysis of the need and costs of all street improvements along with funding options – 9/12 – Responsible Staff: Dan Lueder – **Complete – Staff is adding a priority list**
- Complete remodel of Mingus Avenue between Main Street and Willard to include complete sidewalks and bike lanes – 10/13 – Responsible Staff: Dan Lueder – **This project has been moved to the 2014 NACOG funding cycle due to staffing and funding concerns.**
- Complete reconstruction of 10th Street between Main Street and Mingus Street – 10/12 – Responsible Staff: Dan Lueder – **Design underway with SWI. We are still working out the final details of SWI's scope and will bring it to Council in the near future**

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

Goals:

- Develop public education on recycling – 6/12 – Responsible Staff: Doug Bartosh
- Establish a truck route / truck weight limits on residential streets – 6/12 – Responsible Staff: Dan Lueder – **Draft reviewed by Council during Work Session – Final will be presented as Staff continues to fine tune proposed ordinance.**
- Continue to look at options for solid waste disposal to include assuming operation of the compactor site – 3/12 – Responsible Staff: Dan Lueder – **Complete – City assumed operation of compactor site and we are making a profit.**
- Develop a plan to safely dispose of hazardous household waste – 9/12 – Responsible Staff: Dan Lueder - **Complete – Coordinated with the county in providing a hazardous waste drop off day.**
- Develop a solid waste transfer station – 6/13 – Responsible Staff: Dan Lueder – **Not a high priority project at this point.**

Strategic Initiative #8 – Support recreation, neighborhood health, and quality of life initiatives.

Goals:

- Complete additional upgrades to the parking area and sidewalks at Riverfront Park – 8/12 – Responsible Staff: Dan Lueder - **Complete – Also included erosion protection around the baseball dugouts.**
- Slag Pile Removal Initiated with the construction of the crushing plant – 6/13 – Responsible Staff: George Gehlert – **Conditional Use Permit was renewed by P&Z Commission – company is closing out facility in Ajo and preparing Cottonwood site for installation of processing equipment.**
- Begin implementation of bicycle plan and seek Bicycle Friendly Community designation – 6/12 – Responsible Staff: Nikki Arbiter – **Complete – City received a bronze designation as a bicycle friendly community and progress continues on implementation of the bicycle plan.**

- Continue Trails System Planning and development – 6/13 – Responsible Staff: Charlie Scully – **Acquired critical easement for Del Monte Wash Trail and working on trail system with FS at the West end of Mingus Ave.**
- Address Parks and Recreation needs through a consultant study – 6/13 – Responsible Staff: Richard Faust – **Study was not funded this year. Staff will be implementing the request through the 2013/14 budget cycle for funding of this much needed project involving parks, recreation, trails and open space needs.**
- Support legislation that would allow the city to obtain a Certificate of Need to provide medical transport services through the fire department – 6/12 – Responsible Staff: Mike Casson – **Legislation was not passed.**
- Participate in “Let’s Move” Projects – 6/13 – Responsible Staff: Richard Faust – **Complete – Park and Recreation staff continue to participate in Luau and other Let’s Move/Fit Kid events. City Clerk and D.S.G.M planning “Let’s Move” disc golf Move/Fit Kids events for April 2013.**
- Market Recreation Center and Equestrian Center – 9/12 – Responsible Staff: Richard Faust – **Complete – Both have been widely marketed.**
- Market the Farmers Market – 9/12 – Responsible Staff: Richard Faust – **Complete – Is widely marketed each year and participation continues to grow.**

Strategic Initiative #9 – Determine long and short term solutions for limited space in city facilities.

Goals:

- Develop design and construct a regional public safety communications center – 6/13 – Responsible Staff: Doug Bartosh – **Developing a Scope of Work to keep iXP on as consultants through the construction and preparing an RFQ for a contractor and designer. SOQ For design services currently being reviewed by Staff.**
- Design and construct a 2nd fire station in the area of Hwy 89A and Cornville Rd.– 6/13 – Responsible Staff: Mike Casson – **This need was driven by the development of Bella Montana or the annexation of Verde Santa Fe. Both possibilities seem unlikely in the next few years. Staff is continuing to review locations in the area of Highways 260 and 89A.**
- Locate and design a new city hall facility – 6/13 – Responsible Staff: Doug Bartosh – **Staff has identified two possible locations that will be presented to the Council during the September or October Work Session. Funding may be a challenge.**

Strategic Initiative #10 – Improve the City Web Site

Goals:

- Combine Sewer and Water Bill – 6/12 – Responsible Staff: Dan **Lueder Ongoing approximately 1,100 combined to date**
- Create a Historic Preservation web page/site – 6/12 – Responsible Staff: Charlie Scully/Brent Kinney
- Develop a city Facebook page – 4/12 – Responsible Staff: Rudy Rodriguez – **Complete.**

Strategic Initiative #11 – Continue to revitalize Old Town

Goals:

- Continue to expand street scape / improve sidewalks to other areas of Old Town – 6/13 – Responsible Staff: Dan Lueder – Sidewalk was replaced on 1st Street – Water line and sidewalks currently being replaced on Cactus. Sidewalk and cur project on Cactus and Pinal will be completed in January 2013 along with the Orion parking lot. A portion of sidewalk in front of Manheim Gallery undergoing replacement as well.
- Complete the plan for the use of the Gardner property – 1/13 – Responsible Staff: Dan Lueder – Environmental testing has been completed awaiting final results.
- Develop more parking for Old Town with the completion of the lot behind Orion – 7/12 – Responsible Staff: Dan Lueder – Lot will be completed by October. Construction of parking lot and paving of alley underway with completion date January of 2013.
- Develop plans, acquire funding for, and complete renovation of the Civic Center – 6/13 – Responsible Staff: Dan Lueder – No funding was identified for this budget year.
- Complete Old Town Jail Renovation – 6/12 – Responsible Staff: Dan Lueder -Complete

Strategic Initiative #12 -- Create Design Guidelines for development.

Goals:

- Develop a slopes and wash ordinance – 6/12 – Responsible Staff: George Gehlert – Complete – Presented to Council at a Work Session and ready for approval. First reading of new ordinance on December 18, 2012 with second reading and adoption on agenda for January 8, 2013.
- Determine special planning areas – 6/12 – Responsible Staff: George Gehlert
- Update retention basin ordinance – 6/12 – Responsible Staff: George Gehlert – Draft ordinance complete and being reviewed by staff. Will be presented to Council in a future work session

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