

A G E N D A

STRATEGIC PLANNING MEETING OF THE CITY COUNCIL OF THE CITY OF COTTONWOOD, ARIZONA, TO BE HELD JANUARY 23, 2012, AT 9:00 A.M., AT THE COTTONWOOD RECREATION CENTER, COTTONWOOD ROOM, 150 SOUTH 6TH STREET, COTTONWOOD, ARIZONA.

- I. CALL TO ORDER.
- II. ROLL CALL.
- III. OPENING STATEMENT BY MAYOR JOENS.

ITEMS FOR DISCUSSION AND POSSIBLE DIRECTION TO STAFF:

- IV. REVIEW OF THE COUNCIL'S VISION & MISSION STATEMENT.
- V. UPDATE ON THE COUNCIL'S STRATEGIC INITIATIVE GOALS BY STAFF.

Break for lunch.

- VI. COUNCIL DISCUSSION AND DIRECTION REGARDING NEW STRATEGIC INITIATIVES AND GOALS.
- VII. ADJOURNMENT.

Pursuant to A.R.S. Section 38-431.03.A.3, the City Council may vote to convene in executive session to consult with and/or seek legal advice from the city attorney regarding any item on this agenda, including any one or more of the Council's strategic initiatives and goals. Pursuant to ARS Section 38-431.03.A.7, the Council may vote to convene in executive session to consider its position and instruct its representatives regarding negotiations for the purchase of real property.

The Cottonwood Recreation Center is accessible to the disabled in accordance with Federal "504" and "ADA" laws. Those with needs for special typeface print or hearing devices may request these from the City Clerk (TDD 634-5526.) All requests must be made 24 hours prior to the meeting.



2011 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, etc. – 1/12 – **Update: This strategy is funded for January 2012 pending supporting revenues; this also represents our need to complete a comprehensive infrastructure improvement plan related to future impact fees**

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) - 1/12 – **Update: Funded and scheduled to begin January 2012**
- Develop a procurement office – 6/11 - **Completed**

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

Goals:

- Coordinate to develop recognition as an entrepreneurial community, i.e. development of enterprise zone and broadband access – **Update: Enterprise zones in the state no longer exist – Broadband is progressing through private entities**
- Update Portal/Entry signage into Cottonwood – **Update: Currently underway along with the replacement of directional signs in front of the library for Garrison Park**
- Promote Neighborhood Clean-Ups through “Lookin’ Good Cottonwood” Campaign – On going - **Update: Staff has been working with several groups throughout the city that volunteer their time. Staff designates the locations for clean-up and provides the garbage bags**
- Develop a plan to identify historic boundaries and the preservation of historic buildings in Cottonwood – 9/11 - **Update: Such a plan does currently exist and once the Historic Preservation Commission has all its policies in place and is designated as a Certified**

Local Government by the State Historic Preservation Office, the Commission will be able to apply for a grant to update the plan

- Implement an instrument approach designation for the airport – 1/12 - Update: The survey consultant, Woolpert, has completed the survey for ADOT Aeronautics and submitted it to the FAA for “verification”. Verification by the National Geodetic Survey takes about 6 months. The consultant will make corrections if requested by NGS. Once verification is complete, the FAA starts to write the approach procedure; that will take at least 6 months.
- Complete the 3 to 5 year objectives in the Focus on Success program with an emphasis on creating jobs – On-Going - Update: The CEDC continues to make good progress on the plan and updates are provided at each monthly meeting
- Review airport land leases to ensure performance requirements are met; create a list of performance dates; obtain a second opinion regarding the legal parameters of the original lease agreement – 5/11 – Update: Scheduled to start this spring
- 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 - 1/12 Update: This project was not funded in this year’s budget but Casey will put together a study group and try to find outside funding to support the effort
- Develop a revolving loan fund to support the creation of new businesses – 3/12 – Update: Casey continues to work with NACOG and local banks to identify funding; he is making progress but it is moving slow
- Work with the Chamber of Commerce to promote a “Buy Local” Campaign – 8/12 - Update: Council member Pratt and staff continue to work with the Chamber, Old Town Association, and Arizona First to market Cottonwood and local purchases

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

Goals:

- Update the gray water ordinance – 1/12 - Update: This may not be a viable ordinance as we continue to find more productive ways to use reclaimed water throughout the city
- Develop an ordinance regarding water reuse and dual plumbing – 1/12 - Update: This ordinance has been placed on hold as there is very little development and none that would be impacted by such an ordinance. This is most focused on the development of large state trust land parcels
- Create incentives for citizens for removal of high water usage landscaping, installation of low flow water usage urinals, etc. – 1/12 - Update: The new landscaping code is in effect and encouragement and incentives for low use products will be part of our developing conservation program which is being developed in cooperation with the Prescott program
- Place low-water usage items within City facilities when practical – On-Going - Update: This will be a focus for all future city buildings
- Refinance water bonds and separate financing with Clarkdale – 1/12 - Update: The spending authority for this was not budgeted for this year. This has been put on hold until we have a water rate plan that can be used to meet our current bond covenants and, hopefully, improve our bond rating

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 – 1/12 - **Update: will be part of the design manual that will be complete this next spring**
- 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 – 6/12 - **Update: Focused on Verde Santa Fe annexation currently planning to start a pre-annexation agreement prior to the end of this year**
- Encourage residential and commercial infill and create a map of available areas – 7/11 - **Update: We are experiencing some in-fill development but very slow as with all development; will be part of the Design Manual that is scheduled to be complete by this next spring**
- Create Riverfront Reclamation Facility – Design 1/12 Construction 7/13 - **Update: Council approved a pre-construction agreement with PCL Engineering**

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 – 6/12 - **Update: Design in process and staff is beginning to acquire 39 different pieces of right-of-way for expanded road design; hope to bid by this spring**
- Complete construction of Mingus Ave west of Willard – 9/11 - **Update: Most all right-of-way acquired hope to bid this winter with completion in early summer**
- Complete an analysis of the need and costs of all street improvements along with funding options – 1/12 - **Update: In process but moving slowly**
- Complete remodel of Mingus Avenue between 10th St and Willard to include complete sidewalks and bike lanes – 1/13 – **Update: On schedule to receive NACOG funding for 2012/13.**

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

Goals:

- Develop a curbside recycling proposal and plan to reduce damage to streets by trash trucks and reduce costs to providers – 6/12 - **Update: Based on survey results there appears to be some reluctance by the majority of citizens to the selection of one provider; staff continues to look for solutions**
- Continue to look at options for solid waste disposal – 6/12 - **Update: Staff has been working with several vendors looking at alternatives for a transfer station; staff plans to present options during the November work session**
- Develop a plan to safely dispose of hazardous household waste – 1/12 - **Update: While we have successfully formed an outlet for electronic waste, staff has not found a reasonably priced alternative for household hazardous waste**

- Continue research alternatives for the creation of electricity through garbage, assessing new technology as it develops – 6/12 **Update: Staff continues to look for opportunities**

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 – 7/11 - **Update: Design is almost complete and we plan to bid work for this spring**
- Slag Pile Removal Initiated with the construction of the crushing plant – 6/11 - **Update: MRR is moving ahead slowly**
- Organize a 100 year Arizona anniversary celebration for the city – 2/12 - **Update: Several events have been organized to include Walk’ in on Main, concerts through the Old Town Center for the Arts, banners, etc.**
- Begin implementation of bicycle plan and seek Bicycle Friendly Community designation – 1/12 - **Update: Received Honorable Mention as a bicycle friendly community and with a new planner the Bicycle Advisory Committee is poised to make good progress on the bicycle plan; hope to achieve at least a Bronze rating this next year**
- Continue Trails System Planning and development – On-going – **Update: Finalizing agreement to acquire easement for the Del Monte wash trail that will run from Cottonwood Ranch to Old Town; taking the lead to work with the Forest Service to develop a trail head and trails at the west end of Mingus Ave.**
- Address Parks and Recreation needs through a consultant study – 6/12 – **Update: This study was not funded this year so hopefully we can fund for next year**
- Support legislation that would allow the city to obtain a Certificate of Need to provide medical transport services through the fire department – 6/11 – **Update: Supported such legislation this year and we will need to continue to pursue it next year; although operations seem to be going much smoother with the ambulance company this seems to be beneficial legislation to have in place for the future**
- Continue to work with the Verde Valley Fire District to find a way to consolidate fire departments into one agency – 6/12 - **Update: The fire district has successfully gotten legislation passed that allows for a fire authority; there still seems no benefit to Cottonwood citizens to join an authority**

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 – 6/12 - **Update: the consultant iXP will be presenting their second study to determine costs and a location in November and staff anticipates pursuing design of a new facility based on that report**
- Design and construct a 2nd fire station in the area of Hwy 89A and Cornville Rd.– 6/12 - **Update: On hold pending the outcome of the Verde Santa Fe annexation and the development of Bella Montana**

- Locate and design a new city hall facility – 6/12 - **Update: Currently working on a purchase of the Rough Cut building; building inspection has been completed and appraisals are due at the end of October**

Strategic Initiative #10 – Improve the City Web Site

Goals:

- Combine Sewer and Water Bill – 3/11 - **Update: Almost complete**
- Create VVTV video link on COC website to enable viewing of Council Meetings etc. – 2/11 - **Update: Complete**

Strategic Initiative #11 – Continue to revitalize Old Town

Goals:

- Continue to expand street scape to other areas of Old Town – 6/12 - **Update: Sidewalk on a portion of 1st Street has been replaced additional sidewalk to be replaced on Cactus this winter**
- Relocate Gardner’s recycling to a more compatible location – 3/11 - **Update: Complete**
- Develop a plan for the use of the Gardner property – 6/11 - **Update: Council has approved an expansion of the parking area pending a hazardous waste clearance of the property; partial design has been completed but construction will not occur until 2012**
- Explore options to assist in the improvement of the Sun Dial Motel – 6/12 - **Update: Possible buyer identified and looking at a private/public partnership that will come to the Council in November**
- Develop more parking for Old Town – 6/12 – **Update: Vacant land has been purchased west of Main Street in Old Town and design is being completed; staff anticipates bidding the construction this spring; two existing lots have been improved**
- Develop plans, acquire funding for, and complete renovation of the Civic Center – 6/12 – **Update: Waiting for the development of the Historic Preservation Commission and their official recognition as a Certified Local Government which will allow the city to pursue historic preservation funding**
- Continue to expand the Christmas season lighting display for Old Town – 12/11 – **Update: A new lighted Christmas tree was installed this last year with additional lighting around the Civic Center; this year the Council Chamber and Old Court building will be decorated with automated lighting**
- Complete Old Town Jail Renovation – 6/11 – **Update: Reviewed by the Historic Preservation Commission and final plans are being prepared; staff anticipates bidding the construction prior to the end of December**

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

Goals:

- Develop a slopes and wash ordinance –1/12 – **Update: This will be part of the Design Manual scheduled for completion this spring**
- Encourage use of solar power – On-going – **Update: Working with APS and their Smart Power program to encourage more use of solar**

- Determine special planning areas – 1/12 – Update: This will be part of the Design Manual

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