



Town of Chino Valley

MEETING NOTICE TOWN COUNCIL

STUDY SESSION
Thursday, May 1, 2014
6:00 P.M.

Council Chambers
202 N. State Route 89
Chino Valley, Arizona

AGENDA

- 1) CALL TO ORDER; ROLL CALL
- 2) Review, discussion, and revision of the Draft Strategic Plan. (Ruth Mayday, Planner)
- 3) ADJOURNMENT

Dated this 28th day of April, 2014.

By: **Jami C. Lewis, Town Clerk**

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Supporting documentation and staff reports furnished to the Council with this agenda are available for review on the Town website at <http://www.chinoaz.net/clerk/townagenda.shtml>, and in the Public Library and Town Clerk's Office.

CERTIFICATION OF POSTING

The undersigned hereby certifies that a copy of this notice was duly posted at Chino Valley South Campus, Chino Valley Post Office, and Chino Valley North Campus in accordance with the statement filed by the Town Council with the Town Clerk.

Date: _____ Time: _____ By: _____
Jami C. Lewis, Town Clerk



TOWN OF CHINO VALLEY COUNCIL AGENDA ITEM STAFF REPORT

Town Council Study Session

Meeting Date: 05/01/2014
Contact Person: Ruth Mayday, Planner
 Phone: 928-636-4427 x-1217
Department: Development Services
Item Type: N/A
Estimated length of staff presentation: 10 minutes
Physical location of item: N/A

Information

AGENDA ITEM TITLE:

Review, discussion, and revision of the Draft Strategic Plan.

RECOMMENDED ACTION:

N/A

SITUATION AND ANALYSIS:

Town Council met twice with facilitator Lance Decker in 2013 to develop a Strategic Plan. The purpose of the Plan is to create a single unified document that represents the broad policies of Town Council, and prioritize those policies so that they can be implemented in a manner that best serves the community.

Staff reviewed the notes provided by the facilitator and used the information in those notes to refine the Strengths, Weaknesses, Opportunities, Threats and Trends (SWOTT), Organizational Values, and Key Result Areas in the draft. Staff also created a timeline of the Objectives and Action Plans attached to each Key Result Area, which were reviewed and discussed in detail on March 5, 2014.

This meeting is a continuation from the March 5 discussion.

Fiscal Impact

Fiscal Impact?: N/A

If Yes, Budget Code:

Available:

Funding Source:

Attachments

Strategic Plan, 3rd Draft

BACKGROUND

Chino Valley is a beautiful, semi-rural town with open land, sunny skies and friendly people. Excellent schools, quality healthcare providers and an enviable climate are just a few of the many reasons so many people call this wonderful place home.

Conveniently located approximately 90 miles from Phoenix and Flagstaff, Chino Valley straddles State Highway 89 just fifteen miles north of Prescott. Incorporated in 1970, the Town encompasses 63 square miles in the mountains of north central Arizona at an elevation of 4,656 feet. It enjoys comfortable, mild temperatures throughout all four seasons with over 300 days of sunshine per year.

It's no surprise that people are drawn to this open western way of life. The population has grown to about 11,000 within recent years but still retains its rural tranquility and small-town charm. Affordable land, plenty of open space and modern amenities make living in the area attractive to young families and retirees alike. . Mountains, hills, and forests provide picturesque views and serene surroundings. Wildlife is abundant and sustained by fresh, clean air and crystal-clear water. Wide-open land and modern amenities abound. The weather is warm and comfortable, and the people are friendly.

Recreational opportunities are plentiful. The close proximity of the Town to Prescott National Forest makes thousands of acres of land available for hiking, biking, and off-road vehicle use. Ranching is still alive and well in Chino Valley, and oftentimes traffic will wait for a herd of cattle to be ushered across a road by a cowboy riding a horse – just like they were one hundred years ago. Old Home Manor, located east of State Route 89, hosts a public shooting range, a radio-controlled airplane park, softball and soccer leagues, dog shows, and a number of community oriented activities.

Like many rural communities across the state and country, Chino Valley has experienced its share of challenges over the past five years. By setting forth specific goals and objectives, this document can provide the foundation necessary to foster a sense of mutual understanding so that the residents, town staff, and the Town Council can come together to work for a more secure future for Chino Valley.

PURPOSE AND APPROACH

The purpose of the Chino Valley Strategic Plan is to develop a clear picture of its future as a local government enterprise and how it will serve the community. The Plan sets into writing a vision of what Chino Valley will be five years from now, identifies the milestones to be achieved over those five years, and creates an action plan by which the Mayor, Town Council, Town Manager and staff can guide their efforts and measure progress.

The secret of change is to focus all
of your energy not on fighting the
old, but on building the new.

~Socrates

OBJECTIVES OF COMPLETING A STRATEGIC PLAN

The objectives of the Town of Chino Valley Strategic Plan are to...

- identify the business factors (strengths, weaknesses, opportunities and threats) that will affect the organization over the next five years;
- confirm the mission, vision, values and principles that guide the organization's Mayor, Town Council, Town Manager and staff;
- identify and develop a limited number of key result areas on which the organization will focus:
- create objectives, strategies and action plans for the next five years; and,
- Build a clear direction for the entire organization.
- Set timelines and schedules for review of progress and possible revisions to the plan.

Organization of the Strategic Plan

The Town Council, working in concert with the Town's professional staff, has developed a set of Key Result Areas that define the overarching needs of the community. Each Key Result Area has a set of Goals that must be achieved to resolve the issues related to that Key Result.

A number of objectives, supported by underlying action items, have been outlined to better clarify the means by which Council and staff will undertake to realize the desired results in each Key Result Area.

In order to adequately plan a course of action for each Key Result Area, a review of the current Strengths, Weaknesses, Opportunities, Threats, and Trends has been included. Similarly, each goal and objective has been reframed in terms of being "SMART": Specific, Measurable, Attainable, Relevant, and Time limited.

The ability to work to achieving the tasks set forth in each Key Result Area is dependent upon the ability of staff, Council, and the community to agree upon three foundational statements: a Mission Statement, Community Vision, and Corporate Vision. A discussion of these statements and how they help define the direction of the Town precedes the KRA (Key Results Area) analysis.

Mission Statements

The existing Corporate Mission Statement is included in the Strategic Plan found within the General Plan adopted in 2003:

“We exist to provide public services to the citizens of Chino Valley, an economically self-sustaining Town that cherishes and preserves its historic rural lifestyle. We support Economic Development for the betterment of our citizens.”

During the most recent strategic planning sessions, Town Council developed the following Mission Statement:

The mission of the Town of Chino Valley government is to provide thoughtful, affordable, timely, cost effective, forward-looking government for its citizens.

Vision Statements: Community

A number of Vision Statements have been developed for both the community over the past ten years. The following Community Vision Statement and a Corporate Vision Statement were adopted as a part of the Strategic Plan within the General Plan adopted in 2003:

Community Vision Statement: *“The Town of Chino Valley is a forward-looking, diverse community which, true to its small town/rural values, treasures its historic and natural environments, enhances its economic vitality, protects its neighborhoods and its quality of life, values community-wide interest, and retains its family-friendly heritage.”*

A new Community Vision Statement was developed by Town Council during the most recent strategic planning sessions:

Chino Valley! An economically viable community filled with good jobs and schools, recreational opportunities and businesses. We are a community where people come to build their futures, together. It's a great place to live, learn, work, play and raise a family.

Concurrent to the development of the Strategic Plan is the finalization of the General Plan. Mandated by Arizona Revised Statutes, the General Plan sets forth the community's vision for the physical development of the Town for the next ten years and beyond. The new General Plan includes the following Community Vision Statement:

“Chino Valley: A community looking to its future that envisions diverse business and employment expansion, varieties in housing, and options in transportation; all while maintaining its valued farming heritage, recreational and environmental assets, and its small town image.

The underlying sentiment in the Community Vision Statements has been consistent: a desire to protect the small town attributes that have attracted new residents to the community, a focus on retaining a family-centric outlook, and desire for growth that will cement the Town's economic viability. While economic growth and retaining a small town atmosphere appear to be mutually exclusive, balancing these needs offers the community a unique opportunity to define what success looks like for both.

Chino Valley has been able to maintain its small town atmosphere, but at a cost. While surrounding communities are seeing economic rejuvenation, Chino Valley is stuck in neutral. A lack of a cohesive vision, an inability to acknowledge past failures and move beyond them, and a recognition of consistent themes in what appear to be conflicting future visions for the Town have hampered progress. Throughout the Strategic Planning process as well as the Visioning Process for the General Plan, six common themes reoccur:

- 1) Community and Economic Development, including planning and construction of infrastructure, have been neglected and the local economy is suffering as a result.
- 2) The Town needs a broader economic base: Grow The Pie.
- 3) Manage housing growth to fit the water supply.
- 4) A broader range of housing types needs to be made available across all income levels
- 5) Economic development will rebuild town coffers and reduce reliance on state and federal governments, enabling the Town to save for the future and better survive coming economic downturns.
- 6) Focus on broad policy that will result in a rising tide that lifts all boats, not just maintain the status quo.

In order for the Town of Chino Valley to achieve the results set forth in this Strategic Plan, all sides need acknowledge commonalities of philosophies and work together to achieve the goals upon which we can all agree.

Vision Statements: Corporate

The Town also functions as a municipal corporation, managing the day-to-day services statutorily required of various incorporated political subdivision throughout the state. The following Vision Statement was adopted by Town Council and reflects the most recent vision for the Town as a corporate body:

Corporate Vision Statement: *“The Town of Chino Valley is an employer of choice. We provide competitive salaries and benefits. We seek to hire and retain quality employees who work hard and efficiently. We are worthy of public trust and the respect and trust of fellow employees. We provide prompt and courteous service to all citizens. We efficiently utilize our resources.”*

During the Strategic Planning process, Council reviewed and set forth a number of Organizational Values. These values represent the guiding principles by which Town Council, Management, and staff will interact with each other and the public.

We will always...**1) Be informed about issues that impact the Town, and make decisions based on what is best for Chino Valley.**

- a) Listen to all sides of an issue, without bias, before making a decision that affects the Town.
- b) Present constructive ideas, and be willing and able to support ideas with well-researched facts.
- c) Seek expertise when considering an action that may affect the Town. Carefully consider the consequences of rejecting professional advice.

2) Be mindful of our obligation to good stewardship of Town resources.

- a) The vision for the Town needs to reflect the will and needs of all citizens. Consider the public interest above all.
- b) Council members need to balance the needs of their constituents and the long-range best interests of the Town.
- c) Staff is here to serve the residents of the Town of Chino Valley and should always strive to make Chino Valley a better place to live and do business.

3) Be fiscally responsible and consider the consequences of our decisions, many generations into the future.

- a) Politics should always take a back seat to the financial burden placed on citizens.
- b) Consider the financial impacts of our decisions and how they will affect the citizens.
- c) Remember that there are financial and workload consequences to policy-maker demands for legal and staff time.

4) Communicate respectfully and professionally.

- a) Remember that we are all here to build a better Chino Valley that will prosper and grow long after we are gone.
- b) Focus on the issue and not the person. Consider how statements made may be construed by staff, council, or the public.
- c) Once Council has established policy, Management, Staff, and Council will speak with one unified voice.
- d) Be professional, respectful, honest, and courteous at all times. Honesty does not excuse rude, discourteous, or subversive behavior.

We will never...

- Promise actions, policies, or decisions that we cannot provide.
- Recognize limits to capabilities; do not promise outcomes over which you do not have direct control.
- Hide concerns and issues that may be unpopular to discuss.

We're part of an elite team that, working together, can accomplish more than expected.

Key Result Areas

Key Result Area 1: Strong Fiscal Health

The Town of Chino Valley continues to recover from the recession, but lags behind neighboring communities. A lack of infrastructure precludes commercial and industrial development that could increase employment and retail choices, and by extension, disposable income that could be spent in the Town, increasing sales tax revenues. Without infrastructure, the growth of the community is stymied, creating a vicious circle of increasing sales taxes, decreasing revenues, and decreasing services.

Careful planning can help mitigate, if not avoid, the damages that will be incurred in the next economic downturn. Ensuring that legal and financial controls are in place will provide transparency and accountability. Continued vigilance in finding savings will accelerate the rate at which a Rainy Day Fund can be established and funded. Funding the development of infrastructure is necessary to ensure the sustained viability of the Town now and for decades to come.

Strengths

Fiscal Strength speaks to the ability of the town to manage its finances and meet its obligations. Income streams such as sales taxes and state revenue sharing, as well as debt obligations, are included.

- a) *No property tax*
- b) *Financial stability*

Weaknesses

Fiscal Strife resulting from limited funding streams and outstanding debt obligations have the potential to stymie forward movement

- a) *Decreased state shared revenues*
- b) *Existing, significant pending, or potential litigation*
- c) *Inability to fund infrastructure expansion*
- d) *Community Lack of support for taxing for infrastructure*

Opportunities

Opportunities are potential future actions that can positively impact the community. Leadership should direct their energies to developing those broad actions that will result in commercial, industrial, and residential development across all economic strata.

- a) *Ready for business growth due to significant amount of commercially zoned properties along the SR89 corridor*
- b) *Old Home Manor presents an opportunity for economic and job development efforts including manufacturing, industrial, entertainment & sports activities*
- c) *Shopping and other commercial business opportunities can develop where sewer and water is available*
- d) *Senior care facilities and other deficiencies in the residential market provide opportunities for additional housing development.*
- e) *When properly managed, bond indebtedness can help the town grow its economic base through the extension of infrastructure Increases in construction will provide employment and tax revenues.*

Threats

Overreliance on construction industry has undermined economic and employment foundation

- a) *Shortage of new business and jobs*
- b) *Unrealistic optimism about business coming to Town.*
- c) *Residents desire to preserve rural setting/ lifestyle conflicts with the need for growth that will sustain the Town. Uninformed citizens "not wanting any growth"*

- d) Sales tax revenues inadequate to meet financial obligations; no clear path to increase this revenue stream*
- e) If care is not taken, Town could conceivably become bankrupt, or required to make drastic reductions in services.*
- f) Increasing demand for development will tax existing infrastructure; Town needs to meet long-range water and wastewater capacity needs sooner rather than later.*

Trends

For the next few years, we will experience an improving economy.

- a) New home construction will continue to increase, albeit at a much more even pace than in previous years.*
- b) The community will need to consider more dense forms of residential development in addition to preservation of "ranchettes"; higher densities will require new infrastructure.*

- c) Regional growth will help Chino Valley recover. However, availability of infrastructure would ensure more localized improvement.*
- d) Retail follows rooftops- as population grows, more retailers will be interested in meeting the increased demand. Careful planning will allow both retail chains and Mom-and-Pops to coexist and prosper.*
- c) The Chamber of Commerce will become more active, and function as a powerful economic development and community engagement tool, providing leadership from the resident/citizen side while working with elected leaders and town management to advance the economic interests of the Town.*

Goal 1: Develop adequate revenue instruments for full funding of budget and CIP				2014				2015				2016				2017				2018			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Objective A: Council Policy on Contingency Funds			TC																				
Strategy: Develop Policy for management and expenditure of Contingency Funds				X	X																		
Objective B: Committee for taxing MMJ			TC																				
Strategy: Establish Council Committee to develop means to tax cultivation of Medical Marijuana to provide revenues to offset additional expenses																							
Action 1: Craft policy for taxing cultivation of medical marijuana; determine fiscal impact to the Town for both revenues received and monitoring of activity																							
Action 2: Adopt policy																							
Action 3: Forward policy to relevant stakeholders at State legislature and regulatory agencies																							
Objective C: Set up funding for Unique Programs/Sustainable Development		FIN	TC																				
Strategy: Determine need for programs that will best support development																							
Action 1: Coordinate with other organizations to avoid duplication of efforts																							
Action 2: Develop awareness programs to inform community																							
Action 3: Incentivize use of sustainable construction practices																							
Objective D: Establish plan for Rainy Day Fund		FIN	TC																				
Strategy: Determine needed reserves in light of recent recession																							
Action 1: Prioritize funding of town obligations																							
Action 2: Recognize efforts to reduce spending and carry funds forward																							

SMART:

Specific: Develop new tax revenues from medical marijuana; management of contingency funds; establish adequate reserves

Measurable: Growth in budget balances held in reserves; increasing ability to fund Capital Investment Projects.

Achievable: Judicious use of funding will enable Town to set aside funds to build reserves.

Relevant: Must be implemented to secure fiscal health of Town.

Time Bound: Complete by December 31, 2017.

Goal 2: Resolve Town's budgetary/financial issues				2014				2015				2016				2017				2018			
				Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
Objective A: Plan for bond election to finance infrastructure acquisition																							
Strategy 1: Create calendar of statutory deadlines	TM	TC	L																				
Action 1: Complete actions required by statutory deadlines		TC	L																				
Action 2: Staff to prepare appropriate support information for bond issuance.	PW	TM	ALL																				
Action 3: Council to determine what is to be included in the bond issuance			TC																				
Action 4: Hold Bond Election			TC																				
Strategy 2: Develop alternative in the event of failure of bond election																							
Strategy 3: Initiate purchase of Prescott Water System																							
Action 1: Open Discussions with Prescott to Agree Upon Value		L	TM																				
Action 2: Attorneys to Develop Agreement			L																				
Action 3: Begin WIFA Processes/funding available		PW	TC																				
Action 4: Commence Construction after Council Approval		TC	PW																				
Action 5: Fund City of Prescott and Complete Acquisition		TC	L																				
Action 6: Begin Construction 2015			PW																				
Strategy 4: Purchase WWTP from private owner	FIN	PW	TC																				
Action 1: Begin Negotiations for WWTP Acquisition	PW	L	TM																				
Action 2: Attorneys to Develop Agreement		TC	L																				
Action 3: Complete WWTP Acquisition		TC	L																				
Objective B: Reach consensus regarding Cameron Ranch																							

SMART:

Specific: Develop actionable plan for acquisition of water and sewer infrastructure

Measurable: Community approval of General Obligation bonds

Achievable: Acquisition possible through two means of financing

Relevant: Town cannot control its future when it does not control its utility infrastructure

Time Bound: Hard deadlines for voter approval

Goal 3: Resolve outstanding legal issues				2014				2015				2016				2017				2018			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Objective A: Reach settlement with Cortez		L	TC																				
Action 1: Construct Rd 4 S to Peavine Trail			PW																				
Strategy 1: Rezone Cortez for gravel mining purposes																							
Action 1: Resolve ROW dedication																							
Action 2: Initiate Public Hearings/Approval by Town Council																							
Objective B: Renegotiate Concessionaire Agreement with PSC		L	TC																				
Objective C: Town Code compliant with ARS	MG	L	TC																				
Action 1: Review by American Legal for conflicts																							
Action 2: Approval of revised language by Town Council																							
Objective D: BrightStar development agreement and water rights	TM	L	TC																				
Objective E: Resolve issues with Unified Development Ordinance	DS	L	TC																				
Action 1: Revise language for statutory processes																							
Action 2: Modify regulations and districts to support General Plan																							
Action 3: Re-order UDO to make it more user friendly																							

Key Result Area 2: Sustainable Economic and Community Development

Economic and Community development activities in the Town of Chino Valley have lagged behind similar undertakings in neighboring municipalities. In order to maintain its economic independence and community identity, the Town needs to formulate broad policies that remedy long-standing deficiencies in the structure and implementation of land use, economic development, and public works planning.

There is a precarious balance between unfettered growth and overregulated development. Ensuring that the often stated desire to maintain a small town atmosphere is respected while providing new and expanded economic opportunities can be achieved if carefully planned. Ignoring the proverbial “wolf at the door” will not make growth go away; it will simply occur in surrounding areas and undermine the already fragile economic foundation of the town.

The interconnectedness of land use, economic, and public works planning must be addressed in broad policy plans that consider the needs of the community, both now and in the future. The General Plan serves as the unified document for mapping future growth and development and serves as the basis for managing the growth of the Town.

- Development of Industrial Park and recreational facilities at Old Home Manor
- Sustainable Development with the right kind of Business and Industry
- Create healthy local economic growth that is self-sustaining
- Create an interesting and comfortable downtown atmosphere
- Prepare for a downturn in the economy.
- Water & sewer acquisition and expansion to facilitate investment on SR 89

Strengths

Economic Strength refers to the capability/capacity of the town to provide opportunities for economic investment in the community.

- a) Development of Old Home Manor as employment and recreation center that will stimulate sales tax revenues directly and indirectly
- b) A forward thinking Town Manager with good business experience
- c) Knowledgeable professional staff with ability to implement improvement plans

Weaknesses

Fiscal Stress: Decreases in state shared revenues and local sales tax collections have strained coffers; lack of infrastructure limits commercial and industrial base.

- a) Low retail sales tax base
- b) No property tax to make up gap
- c) Huge financial deficit as a result of imbalance between enterprise funds and generated revenues negatively impacting General Fund

Opportunities

Economic Development: Direct energies to those actions that will result in commercial, industrial, and residential development across economic strata.

- f) Available development land for commercial and industrial users
- g) Senior care facilities and other unmet housing needs create new residential construction opportunities
- h) Room for business growth – significant amount of commercially zoned properties along the SR89 corridor
- i) Room for industrial growth along SR89 corridor now, and Old Home Manor when the Chino Valley extension is completed with the Eastern Corridor enhancement
- j) Shopping
- k) Economic and jobs development efforts.
- l) Develop Old Home Manor to accommodate Manufacturing Industrial Shooting sports Entertainment & sports activities

Community Development: Establish a framework for private sector growth and development

- m) Increased residential construction coming out of recession
- n) Infrastructure expansion (water & sewer)
- o) Room for sustainable residential growth
- p) Become more proactive in activities related to Community Development

Unrealized Economic Opportunities

- Scarcity of rental and affordable housing
 - o Good: demand for housing is returning to market; people with greater wealth are moving to town.
 - o Bad: low-wage earners and young families have fewer housing options.
- Manufacturing inquiries

- o Good: business community is realizing Chino Valley is worthy of consideration for growth.
- o Bad: no infrastructure to meet need/demand.
- Large retirement community
 - o Good: rising home values/sales prices indicate wealthier retirees moving to area.
 - o Bad: Don't need jobs to survive; less affected by lack of employment and different view of employment situation
- Water & sewer expansion
 - o Good: Interest in spine infrastructure in several locations; would spur economic growth.
 - o Bad: Expensive; limited rights-of-way limit extensions.

Threats

Lack of Infrastructure and Resources: Inability to provide water and sewer service puts town at distinct competitive disadvantage

- a) Lack of fire flows negatively impact business recruitment activities.
- e) Lack of infrastructure owned by Town; Prescott Water System and Fann Environmental do not always act with best interests of community at forefront
- f) Exhaustion of the water supply; decrease in water table and inability to import water

Trends

For the next few years we will experience an improving economy.

- a) Availability of infrastructure would ensure more localized improvement; however, regional growth will help Chino Valley recover.
- b) Lower housing costs will be attractive to young families that work both in Chino Valley and adjoining communities.

c) Business will increase as population increases. Not just the number of businesses, but the goods and services offered will broaden to meet needs of residents. Growth will be limited by availability of infrastructure but will provide opportunities for entrepreneurs.

d) Jobs will come to the Town. Increased employment will add to aggregate income of residents, increasing disposable income which should in turn increase sales tax revenues. The ability to accommodate commercial/industrial growth will be dependent on infrastructure.

[illegible]

Goal 1: Complete the CV Industrial and Commercial Development Plan (con't)

			2014	2015	2016	2017	2018
Strategy: Partner with Chamber of Commerce to promote local businesses and entrepreneurs							
Action: Develop local business promotion program with use quarterly updates at Council meetings (Choose Chino)							
Action: Increase in use of social media							
Objective D: Complete 5 year flood management plan							
Strategy: Complete a set of action plans and submit subsequent reports to the Flood Control District in support of CV receiving continued funding.							
Action: Apply for and receive Flood Control Grants.		PW					
Action: Public Works reports the status of the work on the flood control plan for the first two years to Council		PW					
Center Street Box Culvert at Santa Cruz Wash Complete Design of Box Culvert		PW					
Bid, Council Award, and Construction of Box Culvert		PW					
Action: Submit the next phase of the flood control plan to the county		PW					
Chino Meadows 5 Flood Control Complete Design and Secure Army Corp Approval		PW					
Bid, Award and Construct Flood Control Project		PW					
Continue WR2S Drainage Project Bid, Council Award, and Construction		PW					

SMART

Specific: Identification of fundamental economic and community development issues narrows focus to well-defined areas

Measureable: Installation of infrastructure, businesses attracted and retained, and dollars spent on flood control projects will indicate success

Achievable: Development of special purpose plans will focus on actions to achieve single purposes rather than broad initiatives

Relevant: Resolution of infrastructure, business attraction/retention, and flood/street issues are integral to Economic and Community Development

Time Bound: Must be completed prior to next economic downturn

Goal 2: Complete the CV Water and Wastewater Infrastructure Plan				2014				2015				2016				2017				2018			
Strategy: Acquire Prescott Water and Fain Environmental Wastewater Treatment Plant				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Action: Finance through General Obligation Bonds																							
Alternative Action: A) Finance through Industrial Revenue Bonds																							
Alternative Action: B) Do nothing																							
Strategy: Interconnection of Prescott & Chino Water systems																							
Action: Design interconnection for looped system																							
Action: Complete construction of connections																							
Action: Migrate accounts from Prescott to Chino Valley																							
Strategy: Acquire Wastewater Treatment System																							
Action: Expand service areas to commercial corridors																							
Action: coordinate installation of dry lines during roundabout construction on SR 89																							
Strategy: Develop long-range water resource program																							
Action: Research feasibility of rainwater capture systems																							
Action: Cameron Ranch																							
Action: Study feasibility of injection wells for effluent recharge																							

SMART

Specific: Creates plan for acquisition of utility infrastructure

Measurable: Number of water accounts migrated from Prescott; expansion of wastewater system

Achievable: Alternative plan if bond resolution does not pass

Relevant: Necessary to complete Town's Economic and Community Development strategies

Time Bound: Acquisition and integration are essential before next economic downturn

Goal 3: Complete the Chino Valley Road Projects Infrastructure Plan	2014				2015				2016				2017				2018			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Action: Extend Road 4 to Peavine Trail																				
Action: Complete Loop Road project																				
Action: Continue to direct CDBG funds to road repairs																				

SMART

Specific: Creates plan for improving traffic flows

Measurable: Completion of road construction projects

Achievable: A combination of ADOT and CDBG funds can be allocated; qualified staff can design/build as allowed

Relevant: Necessary to provide alternative circulation to existing spine roads

Time Bound: Road 4 South is tied to Cortez agreement; other actions dependent upon funding

Key Result Area 3: Community Engagement and Communication

Historically, the Town has functioned separately and apart from other organizations, political subdivisions, and service sectors whose presence and success reflects upon and affects the reputation of the Town. This disconnect has created voids in non-governmental services that impact the citizens of the community. A lack of communication between the Town and these organizations as well as the Town and its citizens have led to an atmosphere of mistrust and suspicion. This mistrust undermines the ability of the community to work together to create a better Chino Valley.

Although the town does not have responsibility for these areas, it is fundamentally important that the Town work with critical organizations and entities such as schools, medical service providers, the Chamber of Commerce, and similar groups to ensure that the non-governmental needs of the community are met. Similarly, the Town needs to engage with the surrounding communities in regional economic development efforts as well as those focused solely on Chino Valley. Developing more expedient and direct communication between these groups, the Town, and the citizens of Chino Valley will broaden the shoulders upon whom these responsibilities rest, and provide opportunities for better civic engagement.

- Top of the line Educational facilities
- Medical
- Transit
- Chamber of Commerce
- Recreational Facilities

A successful relationship will bring members of these organizations and entities together with Town staff to plan for future growth and development in the community. By interconnecting these seemingly independent entities, the town and its partners can work towards a community that considers the needs of all residents. Better communication with the public will foster a greater sense of trust and community. It will also empower the citizens to take a more active role in the development of their community.

Strengths

Feeling of Community: The sense of belonging and common purpose held by the residents of the Town, Council and Commission members, and Management and Staff that describes those traits and amenities most valued by the community as a whole.

- a) Despite disagreements, most citizens have a positive feeling of community
- b) Cohesive sense of identity and qualities that define being a part of Chino Valley

Leadership: Forward looking, visionary Council setting policy to guide the Town's future

- a) Works with administration to develop "SMART" plans
- b) Ensures quality service for the Community.
- c) Growing Chamber of Commerce providing a unified voice for business community in Chino Valley

Planning: A process by which a structure and hierarchy of tasks are conceptualized before they are needed, then set forth in documents that provide a framework for action to address future growth and development.

- a) Planning processes and tools are used to create goals and objectives that include other organizations and partners.
- b) General Plan provides community input in physical planning of the Town.
- c) Department heads work together to develop plans that create a better Chino Valley.

Weaknesses

Policy-maker Strife: Council, staff, and the community have not yet created a solid sense of trust with each other

- a) Divided council
- b) Perceived lack of Transparency
- c) Long-term lawsuits
- d) Chino Valley politics/"Good Old Boys"
- e) Not distrust of the Town...but frustration with the Town.
- f) General apathy

Lack of Organizational Metrics: Management and staff are emerging from survival mode to firmer footing and lack a cohesive, unified plan to move town forward

- a) No established goals or objectives for Management and staff
- b) Lack of coordination between General Plan, Overall Economic Development Plan, Capital Improvement Plan, Infrastructure Development Plan, Old Home Manor Development Plan.
- c) Economic downturn forced staffing reductions, furloughs, and wage freezes which have resulted in mixed and multiple responsibilities among management and staff
- d) New modes of communication with public and partners underutilized

Opportunities: Uptick in economy provides opportunity to re-establish neglected community relations

- a) Interagency and intergovernmental partnerships with neighboring groups and communities will increase opportunities for regional growth
- b) Cooperation and communication among public and non-public providers of amenities (transit, medical services, education) can better match available services to market demand
- c) New means of communication are instantaneous – Facebook, Twitter, and webpage provide endless opportunities to engage the community in communication with staff and council.

Threats: The tug-of-war between residents who want to preserve the town of 50 years ago, those that want some limited growth, and those want all the modern services and amenities.

- Pervasive negativity in both Council and general populace
- Citizen distrust of Town
- Decisions of previous councils loom large

Trends

Community mistrust of Town government will continue.

- Evidence is the failure of the community to approve school bond issues.
- An atmosphere of mistrust combined with a lack of communication and a desire to hold onto the status quo is an expected result, given the circumstances and a lack of cohesive planning.

- By focusing first on long range planning, the Town can become proactive in responding to challenges rather than reactive.
- Demand for amenities such as schools, recreation, transit, and will correspond with residential growth.

Goal 1: Certify a partnership agreement for joint cooperation between Chino Valley leaders and Town partners to work cooperatively on advancing Strategic Plan Goals

				2014				2015				2016				2017				2018			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Strategy 1: Craft partnership agreements with community partners		DS	TM																				
Action 1: Meet with Chamber of Commerce, CVUSD, Transit, and related organizations			MG																				
Action 2: Develop specific goals and a timeline for collective action in advancing the Town's Strategic Plan			TC																				
Action 3: Provide regular reports to Town Council highlighting organizational interaction with key community groups, leaders and the Town's partners			TC																				

SMART:

Specific: Links municipality with non-government partners.

Measurable: Number of joint committees established.

Achievable: Coordination will facilitate execution of strategic plan.

Relevant: Ensures community input and policies.

Time Bound: Limited to 5-year horizon of Strategic Plan

Goal 2: Engage citizens in ongoing dialog

				2014				2015				2016				2017				2018			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Strategy: Institute annual surveys of residents to gauge sentiment about Town Policies			TC																				
Action: Create a system for considering and addressing suggestions, recommendations and complaints from the Town's customers	M G	M G	TC																				
Action: Create a tracking system to report compliments and complaints from Town's customers			P W																				
Action: Recognize outstanding customer service events at Town Council meetings			T M																				

SMART:

Specific: Survey specific to Town's policies.

Measurable: Number of surveys received.

Achievable: Smaller population size is do-able.

Relevant: Continue to engage community in policy decisions.

Time Bound: Annual activity is opportunity for fine-tuning policies.

Goal 3: Improve communications between Town and Citizens

				2014				2015				2016				2017				2018			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Action 1: Update/Upgrade Town Website	MG																						
<i>Increase use of Facebook page to communicate with residents</i>	MG																						
Action 2: Implement Software as Service (SAS) for Development Services	DS	FIN	TC																				
<i>Website link to report code violations</i>	DS	MG																					
<i>Website link to apply for/track permits, licenses, etc.</i>	DS	MG																					
Action 3: Departments to provide activity reports to Council on a quarterly basis	All	TC																					
Action 4: Public Works provides an annual schedule for road maintenance	PW																						

SMART:

Specific: Increase use of new media formats.

Measurable: Number of "hits", "friends", or "followers".

Achievable: Smaller population size is do-able.

Relevant: Increased communication between citizens, staff, and town council is critical in formulating policy.

Time Bound: Short timelines with big impacts.