

TOWN OF QUEEN CREEK

Corporate Strategic Plan 2023-2028



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QUEEN CREEK TOWN COUNCIL

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The Corporate Strategic Plan attempts to encompass in one document a five-year organizational plan of action. Through the plan, the Town Council creates priorities and provides policy direction to the Town Manager. It translates Queen Creek's mission, vision and values statements into actionable goals; it also provides the public with a source of reference for information about government activities.

The Town focuses resources on what is most important to achieving the Town Council's vision by designating five strategic priorities. These priorities guide Town departments as they shape programs and set long-term goals. The five strategic priorities are: **Effective Government, Safe Community, Secure Future, Superior Infrastructure and Quality Lifestyle**. The strategic priorities are defined in more detail in the following pages; each includes key results areas and related goals.

Each year the Town Council holds a strategic planning session to discuss long-term policy issues and outline new priorities. Goals proposed by Town departments are brought forward during these discussions and are refined through the annual budget development process. The updated plan is officially adopted each year at a Town Council meeting in May or June, setting forth the Town Council's desires for programs, services and projects that need to be considered during the new fiscal year that begins on July 1.

The Corporate Strategic Plan is an integral part of the Town's annual work program; it establishes a clear direction for the Executive Management Team, comprised of the Town Manager and all department directors.

For additional information, please contact the Town Manager's office at (480) 358-3905.



VISION

To ensure a high quality of life, promote a strong sense of community, protect our residents and provide world-class public service.

MISSION

We honor our past and embrace our future in being the best place to live and do business.

VALUES

RESPONSIVE

INNOVATIVE

TRANSPARENT

RESPECTFUL

FRIENDLY





EFFECTIVE GOVERNMENT

An effective local government is aware of citizens' needs and provides the services that residents want. This can be achieved by managing the price of government and introducing innovative business practices, using new technology, hiring quality employees and leveraging Town partnerships to save resources.

KEY RESULTS AREAS

- Financial Stability
- Intergovernmental Relations
- Council Leadership Roles



SAFE COMMUNITY

Queen Creek has low crime rates and strives to meet adopted standards for police and fire services. Residents continue to rate their interactions with public safety personnel highly in community surveys. As our Town grows, ensuring the safety of the public continues to be among our highest priorities; this means hiring and training quality first responders, and finding innovative ways to maintain and improve delivery of emergency services.

KEY RESULTS AREAS

- Public Safety
- Community Involvement



SECURE FUTURE

Securing Queen Creek's future involves strengthening the Town's financial condition by implementing strong management strategies within the organization, and by increasing the number of employment opportunities available to residents. This priority also relates to securing our water supply for the benefit of future residents.

KEY RESULTS AREAS

- Environment
- Land Use & Economic Development



SUPERIOR INFRASTRUCTURE

With the growth of residential and non-residential development comes the challenge of satisfying public demand for quality streets, lights, utilities and parks. The construction and maintenance of a high-quality public infrastructure is a priority.

KEY RESULTS AREAS

- Capital Improvement Program
- Technology



QUALITY LIFESTYLE

Queen Creek will leverage its strong image as a tight-knit, family friendly community to encourage more residents to participate in public events, attract new businesses and further establish our reputation as one of the best destinations in Arizona. We will seek to enhance this unique lifestyle through our commitment to investing in necessary infrastructure, new recreational opportunities, cultural events and public art.

KEY RESULTS AREAS

- Image & Identity



An effective local government is aware of citizens' needs and provides the services that residents want. This can be achieved by managing the price of government and introducing innovative business practices, using new technology, hiring quality employees and leveraging Town partnerships to save resources.

INTENDED OUTCOMES

- Increase effectiveness and efficiency of government services.
- Pursue opportunities for maximizing limited resources by evaluating public and private sector partnerships. Preserve existing revenue sources for the growing needs of the community.



EFFECTIVE GOVERNMENT

FINANCIAL STABILITY

- 1.1 Maintain a stable long-term cost and revenue structure that ensures intergenerational equity and an appropriate allocation of costs.
- 1.2 Evaluate and implement strategies to maintain fully-funded pensions.
- 1.3 Continue to monitor and update employee benefits strategies and evaluate trends.
- 1.4 Continue progressive strategies to attract and retain high-performing staff.
- 1.5 Maintain staffing levels that are consistent with the community’s goals.

CAPITAL IMPROVEMENT PROGRAM

- 1.6 Develop a collaborative Capital Improvement Program (CIP) with the counties and adjacent communities for construction of the regional network of roads, and ensure the Town’s arterial roads are prioritized for connecting within the region, notably Gilbert, Mesa, Apache Junction, Florence, Maricopa and Pinal counties, and State Lands.

INTERGOVERNMENTAL RELATIONS

- 1.7 Cultivate relationships with the State, counties, local, regional and statewide partners to: encourage other levels of government to work collaboratively with the Town on issues of mutual interest; protect local funding and self-determination; enhance opportunities to improve the Town’s economic sustainability; and secure existing revenue to provide for public safety and needed infrastructure development.
- 1.8 Sustain collaboration with the community’s schools on issues that are of benefit to the Town as a whole.

COUNCIL LEADERSHIP ROLES

- 1.9 Continue to strengthen the effectiveness of the Town Council through professional development training opportunities and strategic planning sessions.
- 1.10 Leverage leadership roles as well as membership with organizations such as Maricopa Association of Governments, Central Arizona Governments, Pinal Regional Transportation Authority, State Land Department, East Valley Partnership, Pinal Partnership, League of Arizona Cities and Towns and other regional and national organizations to promote sound public policy, advance critical transportation and water/wastewater projects, partner with the business community and take advantage of unique and innovative opportunities to enhance the lives of our current and future residents.

TECHNOLOGY

- 1.11 **NEW** Enhance the intelligent transportation system’s adaptability to real-time traffic demand by expanding its capabilities.
- 1.12 **NEW** Integrate a unified asset and inventory management system across all public works divisions, with specific enhancements to the Cartegraph inventory management component for the facilities division and integration of the transportation management system with Cartegraph for the traffic division.



The Town implemented the MyUtilities new utility billing system, creating an easier process for utility customers to manage their bills.

Queen Creek received a Platinum-level “Healthy



Worksites Award” for the third consecutive year in recognition of the Employee Wellness Program.



In 2022, Queen Creek voters approved a permanent base adjustment, which eliminates the need for an election every four years under the old Home Rule requirements.

The Council lowered the primary property tax rate following



the adopted policy to freeze property tax rates for five years, approved in 2022 – the median household in QC will save \$553 in property taxes through FY28.



Queen Creek has low crime rates and strives to meet adopted standards for police and fire services. Residents continue to rate their interactions with public safety personnel highly in community surveys. As our Town grows, ensuring the safety of the public continues to be amongst our highest priorities; this means hiring and training quality first responders, and finding innovative ways to maintain and improve delivery of emergency services.

INTENDED OUTCOMES

- Meet community standards for law enforcement and emergency service responses.
- Ensure high-quality emergency ambulance transport services.



SAFE COMMUNITY

PUBLIC SAFETY - QUEEN CREEK FIRE & MEDICAL DEPARTMENT (QCFMD)

- 2.1 Proactively work to provide fire services to areas of Queen Creek where response time gaps have been evaluated and identified as part of the 2020 Fire Master Plan and to expand the Town’s fire district, where applicable, within the remaining municipal planning area.
- 2.2 Continue to collaborate as needed on emergency transport services with private and public sector providers. Continue transition in the emergency transportation program in order to expand municipal ambulance services by July 2023.
- 2.3 Continue and update the Emergency Operations Plan (EOP) for response capabilities and community preparedness and Community Emergency Response Training (CERT) classes. The QCFMD has established a goal of certifying 10 percent of Queen Creek’s population by 2023 in CPR, including “hands-only” CPR. Continue efforts in training and developing plans to better prepare Queen Creek when responding to and mitigating hostile events, such as active shooters.
- 2.4 Continue efforts for a support services building for fleet services, warehousing and skills training.

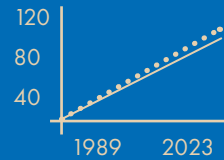
PUBLIC SAFETY - QUEEN CREEK POLICE DEPARTMENT (QCPD)

- 2.5 Continue to evaluate and respond to data and conditions within the community necessary to maintain low victimization rates, improve traffic safety and minimize the fear of crime.
- 2.6 Continue to support meaningful collaboration, engagement and partnerships within the community by focusing on maintaining trust, transparency, legitimacy and a safe social environment.
- 2.7 Establish a master plan for the Police Department that complements the master plan, speaks to the gap analysis and supports other important public safety initiatives.
- 2.8 Continue to research, identify and implement relevant technologies, innovations and smart practices that support public safety, community engagement and a high quality of life for our residents and businesses.



In its first year of operation, the QCPD received nearly 15,000 calls for service.

The QCFMD will expand ambulance service in 2023.



Queen Creek Town Council is committed to enhancing Public Safety Personnel:

- Fire and Medical Personnel
- Police Department Personnel



QCFMD conducted 80 car seat installations and inspections last year.



This year, QCFMD trained 1,652 individuals in traditional and Hands-Only CPR.



Securing Queen Creek's future involves strengthening the Town's financial condition by implementing strong management strategies within the organization, and by increasing the number of employment opportunities available to residents. This priority also relates to securing our water supply for the benefit of future residents.

INTENDED OUTCOMES

- Increase employment opportunities in the Town.
- Complete water and wastewater master plans.



SECURE FUTURE

ENVIRONMENT

- 3.1 Continue development of sustainable long-range plans for water, reclaimed water, and wastewater that supports the Comprehensive Utility Master Plan. The Town will continue to evaluate and possibly pursue water acquisition strategies such as acquiring new effluent, water credits, available water rights consistent with Arizona water law and policy and other strategies as determined necessary to diversify the Town’s water resources portfolio.
- 3.2 Ensure a continued safe and sustainable water supply that fully implements the Comprehensive Utility Master Plan.

LAND USE & ECONOMIC DEVELOPMENT

- 3.3 Plan for an economically sustainable build-out.
- 3.4 Collaborate and partner with Phoenix-Mesa Gateway Airport, Visit Mesa, Arizona Commerce Authority (ACA), Greater Phoenix Economic Council (GPEC) and East Valley Partnership (EVP) on economic development and tourism-related initiatives to leverage the Town’s tourism assets; partner with other groups as appropriate.
- 3.5 In partnership with the State Land Department, proactively plan for the development of State Trust Lands. Increase speed to market for employment uses and advanced manufacturing opportunities. Designate a team to fast track and facilitate processes for strategic projects.
- 3.6 Continue evaluating potential annexations of lands that support the Town’s strategic priorities.
- 3.7 Generate more economic synergy within the Town Center, enhance the sense of place and attract additional investment through implementation of the Town Center Plan; attract new investment to Town-owned land.
- 3.8 Implement strategies outlined in the Economic Development Strategic Plan to attract private investment and foster job creation by focusing on product development; Town center development; business attraction/retention; entrepreneurship/innovation; and marketing/communication.
- 3.9 Continue to evaluate and re-calibrate the requirements and standards in the zoning ordinance, design standards, building codes and engineering standards for improvement and consistency with evolving industry standards and statutory changes. Regularly review processes and procedures in our application permitting area for improvement to continue to provide high-quality service to citizens and the development community.
- 3.10 **NEW** Continue to implement and evaluate the vision, character and goals of the Town’s General Plan.

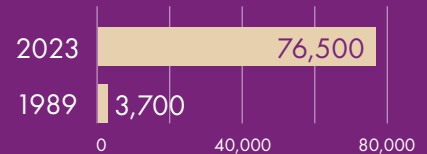
FINANCIAL STABILITY

- 3.11 Ensure customer rate structures are appropriately set to pay for adopted service levels.

ENVIRONMENT

- 3.12 **NEW** Evaluate and determine best practices for localized approach for energy resiliency initiatives to ensure the Town is adapting to market and customer directives in our operations. Initiatives evaluated may include solar, fleet electrification and resiliency options for municipal buildings.

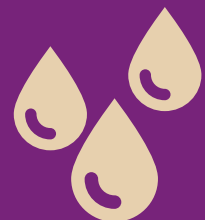
Queen Creek is GROWING!



\$808 million in construction value was permitted in 2022.



The Town’s first large-scale speculative industrial development broke ground, which will house light industrial buildings with more than one million square feet.



In 2023, the Town received 2,033 acre feet of additional renewable water supplies to offset groundwater pumping.



SUPERIOR INFRASTRUCTURE

12



With the growth of residential and non-residential development comes the challenge of satisfying public demand for quality streets, lights, utilities and parks. The construction and maintenance of a high-quality public infrastructure is a priority.

INTENDED OUTCOMES

- Completion of the Capital Improvement Program.
- Enhance current infrastructure plans in pavement maintenance and road improvements that are linked with other jurisdictions.



CAPITAL IMPROVEMENT PROGRAM (CIP)

- 4.1 Annually develop a five-year comprehensive CIP Plan.
- 4.2 Implement the Parks and Recreation Master Plan.
- 4.3 Maintain a cost-effective Pavement Preservation Plan that incorporates state-of-the-art techniques to ensure optimal outcomes.
- 4.4 Complete the construction of Frontier Family Park and phase two of Mansel Carter Oasis Park as indicated in the Parks and Recreation Master Plan.
- 4.5 Ensure long-range financial plans are in place to adequately build, maintain and replace needed infrastructure.
- 4.6 Develop an innovative infrastructure system that meets the needs of future generations.
- 4.7 Implement the Comprehensive Utility Master Plan and begin delivery of the projects identified within the adopted FY22/23 CIP.

TECHNOLOGY

- 4.8 Continue to work with technology providers to provide services Town wide (cell, internet, fiber, etc.).
- 4.9 Implement recommendations and strategies of the Information Technology Strategic Plan (ITSP).
- 4.10 Continue to research, identify and implement relevant technologies, innovations and SMART practices that advance a resilient and high quality of life for our residents and businesses.
- 4.11 Incorporate mobile enterprise technology, including artificial intelligence to enhance trash and recycling education and outreach and streamline solid waste inspections.

FINANCIAL STABILITY

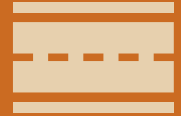
- 4.12 Improve the Town’s bond ratings in order to lower borrowing costs.

INTERGOVERNMENTAL RELATIONS

- 4.13 Advocate for opportunities to advance the Town’s freeway and arterial transportation needs through the inclusion of projects in the Maricopa and Pinal regional transportation plans and if approved by the voters, transportation funding shared by the respective jurisdictions.

PUBLIC WORKS

- 4.14 **NEW** Revise the Roadway Preservation Plan over the next five years to extend the life of the Town’s roads and diminish expenses related to the total road replacement.
- 4.15 **NEW** Implement the Bicycle/Pedestrian Master Plan; the first phase will focus on connecting sidewalks and trails to promote a more accessible and active community.
- 4.16 **NEW** Execute the recommendations outlined in the pavement marking reflectivity survey, establish annual budgets as necessary to facilitate the replacements.
- 4.17 **NEW** Complete a master plan for the Field Operations Facility allowing for the expansion of the facility over time to meet the growing needs of the community.
- 4.18 **NEW** Explore financing alternatives for microtransit solutions (i.e. paratransit and public/private partnerships) based on the 2016 transit study and the transportation master plan.



The Pavement Preservation Division applied 57 miles of seal coating material to roadway pavements, a treatment which adds 10 years to the life of asphalt.



In this last fiscal year, CIP completed 24 lane miles of streets and two miles of trails!



The Town has a bond rating of AA+.



In its second year of operation, SeeClickFix, the Town’s digital reporting system and outreach program saw an increase of 37% in requests, highlighting resident use.



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INTENDED OUTCOMES

- Increase in business expansions and new businesses in the community.
- Make new health, fitness and recreation options available to residents.



QUALITY LIFESTYLE

IMAGE & IDENTITY

- 5.1 Continue development of the Town’s brand awareness including existing and new partnerships.
- 5.2 Evaluate current and future park amenities to ensure the community has access to a variety of up-to-date parks, trails and publicly accessible open spaces.
- 5.3 Continue to support the Downtown Core Arts & Placemaking Sub-Advisory Committee, which is consistent with the Town Center Plan, the Economic Development Strategic Plan goals and Council goals. The Downtown Core Arts & Placemaking Sub-Advisory Committee should consider developing a master plan/action plan with a phased approach to implementation with the Downtown Core identified as a key area to create an environment of creativity and placemaking (as part of a larger initiative to activate the Downtown Core.)
- 5.4 Preserve and enhance the Town’s natural resources (i.e., washes and San Tan Mountains).
- 5.5 **NEW** Implement the Town’s volunteer program by engaging members of the community to donate their time and talents to Town projects and activities.



The Town launched its Volunteer Program in 2023. In the first three months, volunteers contributed more than 1,500 volunteer hours to the Town.

There were more than 60,000 visitors to the Queen Creek Library in 2022.



QC PARKS ARE GROWING!



Frontier Family Park
Broke Ground: August 2022
Park Acres To Be Added: 85 Acres

Mansel Carter Oasis Park Expansion
Broke Ground: November 2022
Park Acres To Be Added: 13 Acres

In 2022, the Queen Creek communications team was a finalist for a Ragan Diversity Award in recognition for the QCPD 30X30 campaign.



TOWN OF QUEEN CREEK

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