



Agenda
Regular Session
Queen Creek Town Council
Queen Creek Town Hall, 22350 S. Ellsworth Road
Council Chambers
October 19, 2011
6:00 p.m.

1. **Call to Order**

2. **Roll Call** (one or more members of the Council may participate by telephone)

3. **Pledge of Allegiance:**

FINAL ACTION: If you wish to speak to the Council on an item listed under Final Action, please complete a Request to Speak Card and turn it in to the Town Clerk. Speakers will be called upon in the order in which their cards are received. Speakers are limited to three (3) minutes each.

4. Discussion and possible action on the Corporate Strategic Plan.

5. **Adjournment**

Requesting Department:

Town Manager's Office



TO: HONORABLE MAYOR AND TOWN COUNCIL

FROM: JOHN KROSS, TOWN MANAGER *JK*

RE: DISCUSSION AND POSSIBLE ACTION ON THE DRAFT 2012-2017 CORPORATE STRATEGIC PLAN

DATE: OCTOBER 19, 2011

Staff Recommendation:

Staff recommends review, comment and consideration of the draft 2012-2017 Corporate Strategic Plan.

Relevant Council Goal(s):

The Strategic Plan encompasses the Council's Key Result Areas (KRAs) and Goals for the current fiscal year and beyond.

Proposed Motion:

Direction is requested on the draft strategic plan. Direction can be provided to staff on individual goals as the meeting progresses.

Discussion:

Attached to this staff report are several documents for review. The primary document we will be referencing for the October 19 Council meeting is the draft 2012-2017 Corporate Strategic Plan (CSP).

A terminology change is recommended in the updated plan. Where there is reference to "objective" it is recommended that that word be changed to "goal". This change more accurately reflects the description and allows for better linkage for staff to develop our updated Administrative Work Plans which include the actual implementation strategies/objectives. Using objectives in both documents is confusing for the users and general readers of these materials. The CSP still includes the broad-based Key Result Areas (KRAs) and within each KRA includes the goals. Narrative descriptions are also updated, including responsible departments, completion dates and any status reports.

For the meeting on October 19, I will provide an overview and some context of the issue at hand. Each department director will be prepared to introduce, discuss and answer any questions the Council may have concerning their

respective goal assignments. Where there are multiple departments acting in concert for responsible actions, I, or an individual department will take the lead in introducing that goal.

While we have a lot of ground to cover at our meeting, it is my goal that we can finish the review by 9 pm. A light dinner is provided and will be available at 5:30, prior to the 6 pm start time. If we do not finish by the target completion time, we can always bring the document back at an upcoming meeting. The ultimate goal is to have the updated CSP adopted in December, commencing with the start of a new calendar year.

I met with the Department Directors on Monday, October 3 regarding the CSP and after an exhaustive review, including key strategic initiatives the Council has already undertaken. The management team considered possible new goals for the 5-year planning horizon as well. New goals were recommended after review of the annual Council retreat and input from the management team. Also, the CSP references the applicable Council retreat discussion item, where applicable.

There are ten new goals we are recommending for the Council's consideration. Within the ten new goals, the management team is proposing a few notable stretch goals that we think should be given favorable consideration in the updated CSP. For a quick reference, these new goals are generally identified below and within the following Key Result Areas (KRAs), please refer to the draft CSP for more detailed descriptions.

Proposed New Goals

- Updating the Parks, Trails and Open Space Plan (KRA 1: Capital Improvement Program, Goal 2);
- Manage Wastewater (KRA 4: Environment, Goal 3)
- Quality Parks and Trails System (KRA 4, Goal 6)
- Review of Compensation and Classification System (KRA 5: Financial Management/Internal Services, Goal 5)
- Community's Schools, awareness and success (KRA 6: Image/Identity, Goal 3)
- Sales Tax Equity (internet) Legislation (KRA 7: Intergovernmental Relations, Goal 3)
- Resort Development in San Tan Mtns (KRA 8: Land Use/Economic Development, Goal 11)
- County Island Fire/EMS Services, (KRA 9: Public Safety, Goal 5)
- Website Development, (KRA 10: Technology, Goal 2)
- Emerging Technologies and Efficiencies, (KRA 10, Goal 3)

Background

Four years ago, the Council adopted the Town's first Corporate Strategic Plan. Much time was spent developing Key Result Areas (KRAs) and numerous objectives that implement the KRAs.

As the Council is aware, the Corporate Strategic Plan is an extension of the mission, vision and values of the community. The Town's mission, vision and values statements were adopted four-years ago and provide the guiding principles for creation of the strategic plan. It is also the formal implementation plan of the Council's ideas and goals. A Corporate Strategic Plan attempts to encompass in one document a policy plan for the organization and how it will implement community-desired needs.

The Council sets forth KRA's and establishes the objectives for each KRA. The Town Manager, along with the Department Managers, provides for an implementation and a companion document used internally as the administrative work plan. A timeline for estimated completion of the KRA and related objective(s) is also provided.

The role of the Town Manager is to take the goals and develop an action plan or objectives for implementing the Council goals. I work with the management team (Department Managers) to develop an implementation plan (Administrative Work Plan/AWP), timeline and assignment of staff to reach the Council-desired goals.

Restated for this staff report are important definitions to remember when reviewing the Corporate Strategic Plan:

1. Corporate Strategic Plan: Used by the Council to provide direction to the Town Manager on broad-based policies for action. Provides general guidance for the overall direction of the organization. It translates the general mandate and mission of the organization into KRAs and Goals. It helps tell the organization and its personnel what it should be doing and why it is doing it.
2. Administrative Work Plan/Implementation Plan (our internal management document): Fleshes out the strategic plan and "operationalizes" its KRAs and Goals. It also sets out the specific objectives and tasks to be performed in moving toward the KRAs. It tells *how* things are to be done. This document is prepared and used by the Management Team.

Overview of the Updated Corporate Strategic Plan

At the November 17 meeting, I will be presenting an overview of the updated strategic plan and review a few highlights of the specific KRAs and Goals with the Council. It is important to remember that the CSP is a five-year planning document. Additionally, this year's update attempts to recognize the substantial changes that the organization has undergone; notably the consolidation of four departments over the last several years and significant reductions in staffing.

Fiscal Impact:

The Corporate Strategic Plan is funded primarily through the annual budget process. This is especially true for elements that are capital projects. Adoption of the Corporate Strategic Plan will not result in changes to the Fiscal Year budget but will allow staff to evaluate available resources to implement any new objectives for the next fiscal year and following years.

Alternatives:

Council could make amendments to the Corporate Strategic Plan and direct the Town Manager to come back at the next meeting with more information or a final draft that incorporates Council directives.

Attachments:

1. Steps to Establishing Goals and Strategic Objectives
2. SMART Goal Setting document
3. Current 2011-2016 Corporate Strategic Plan
4. Annual Council Strategic Planning Session meeting summary
5. Updated 2012-2017 Corporate Strategic Plan

Steps to Establishing Goals and Strategic Objectives

Step 1: Issue Identification (Mayor and Council)

What I MUST DEAL WITH based on what I understand

Based on the Premises identified, what are the ISSUES we face that we must address in order to be successful?



Step 2: Objectives and Goals Identification (Mayor and Council)

What I WANT TO DO in order to address the issues that concern us?

1. What should our OBJECTIVE be in dealing with the issues we have as identified? (Words to describe the end.)
2. How would I define my GOAL in achieving the objective identified above?



Step 3: Strategies Identification (Town Manager)

What STRATEGY or STRATEGIES should I employ in order to "make" the Goal and achieve the Objective?

Group according to:

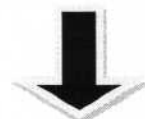
- ✓ "Explore"
- ✓ "Initiate"
- ✓ "Sustain"
- ✓ "Emphasize"
- ✓ "Backburner"



Step 4: Resource Allocation (Town Manager)

Do we have the resources to do what we want to do?

- ✓ Human/Financial
- ✓ Time
- ✓ Cooperation
- ✓ Etc.



Steps to Establishing Goals and Strategic Objectives

Step 5: Accountability Identification (Town Manager)

Who will execute the strategies and how will review and accountability be established?

Who will carry out the actions identified, how will regular review of progress and efficacy be carried out?



Step 6: Prepare Corporate Strategic Plan (CSP) (Town Manager)

- ✓ Establishes goals (Key Result Areas) – based on direction from Town Council
- ✓ Establishes timeline for completion
- ✓ Establishes departmental assignments and accountability
- ✓ Provides for status report



Step 7: Approval of Updated 5-Year CSP (Annually – December) (Town Manager recommends to Council)

SMART Goal Setting

For each goal statement that you write, apply this test to make each goal is **SMART**. Remember, goals are not about what you do but about the **result** you wish to achieve.

<p>S = Specific</p>	<ul style="list-style-type: none"> ⊕ Easy to understand. ⊕ Specifies desired future results ⊕ Uses concrete action verbs (i.e. increase, solve...) ⊕ Defines the goal by answering: who, what, when, why, how...
<p>M = Measurable</p>	<ul style="list-style-type: none"> ⊕ Describe how each goal (result) will be measured. ⊕ Can this goal be measured using numbers (is it "quantitative")? ⊕ Decide what measure will indicate "success". ⊕ Answer the following questions: <ol style="list-style-type: none"> 1. How will I know the result has been achieved? 2. How will I show the result has been achieved? 3. What data will be collected? How is the data going to be collected?
<p>A = Achievable</p>	<ul style="list-style-type: none"> ⊕ Does the Town have the necessary tools or resources to accomplish this goal? ⊕ With all the other commitments within the Town, is this goal realistic? ⊕ Is this goal within the Town's control and influence?
<p>R = Relevant</p>	<ul style="list-style-type: none"> ⊕ Is the goal in alignment with the mission, vision, and guiding principles of the Town? ⊕ Does the goal relate to broader objectives that you wish to achieve?
<p>T = Time-framed</p>	<ul style="list-style-type: none"> ⊕ What is the specific time frame to achieve this goal (beginning and end date)? ⊕ Is the time frame reasonable? Have other factors been considered (delivery by others, coordination)? ⊕ May include interim steps and a plan to monitor progress ⊕ May establish a time frame for short and long-term goals



TOWN OF
QUEEN CREEK
ARIZONA

2011-2016

Corporate Strategic Plan



Adopted 12/15/10

Contents

INTRODUCTION	1
THE GUIDING PRINCIPLES FOR CREATING THE CORPORATE STRATEGIC PLAN	3
KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP) AND TRANSPORTATION IMPROVEMENT PROGRAM (TIP)	5
KRA 2: COMMUNITY INVOLVEMENT	5
KRA 3: COUNCIL PROFESSIONAL DEVELOPMENT.....	6
KRA 4: ENVIRONMENT	6
KRA 5: FINANCIAL MANAGEMENT / INTERNAL SERVICES AND SUSTAINABILITY.....	8
KRA 6: IMAGE / IDENTITY	9
KRA 7: INTERGOVERNMENTAL RELATIONS.....	10
KRA 8: LAND USE / ECONOMIC DEVELOPMENT.....	12
KRA 9: PUBLIC SAFETY (FIRE, EMERGENCY SERVICES AND POLICE / SHERIFF).....	16
KRA 10: TECHNOLOGY	17

Introduction

In 2007, the Queen Creek Town Council undertook a new process to establish goals for the community. In prior years, the Council would develop annual goals that comprised mainly of a long list of various issues, tasks, and categories. While this effort was useful and very beneficial to the Council during that time, it was found that a different process was necessary for the community and organization that addressed even greater accountability, transparency with distinct links to the annual budget. The Council felt that there was a need for broad-based topical areas of interest set forth by the Council, with underlying objectives, assignments established and importantly, timelines for completion. This process was a formalized strategic planning process with the outcome being creation of the five-year Corporate Strategic Plan (“Plan”).

To develop the 5-year Plan, the Council uses several resources to gather public input, such as the bi-annual citizen survey. The Plan’s foundation begins with the Mission, Vision and Values statements adopted by the Council and re-evaluated annually. Since creating the first plan three years ago, when the original Mission, Vision and Values statements were also adopted, the Town Council has not made any changes to these statements and finds them still current and valid.

Goals for the Community

Within the plan there are several Key Result Areas (KRA’s). The KRA’s are the broad-based goals and are re-evaluated annually and incorporated within the 5-year Corporate Strategic Plan for the community. Each KRA has a mission statement that describes the intent of each area. Additionally, each KRA has various objectives, which describe in greater detail the elements of each KRA, including the responsible department, a narrative description, and estimated completion date.

How the Corporate Strategic Plan is Updated

Each year the Corporate Strategic Plan is updated beginning with the annual planning session conducted usually at the end of the summer. The guiding principles that created the original Corporate Strategic Plan was the Vision, Mission and Values statements of the Town.

In 2010, a new Town Council began its work and there was interest in conducting two planning sessions in order to set forth enough time to discuss common interests, needs and areas for exploration that are identified within the updated Corporate Strategic Plan. The Plan is an integral part of the organization’s work program, establishing clear direction for the Town Manager to identify options for deployment of resources. Development of the Plan is led by the Town Council with input directly by the Town Manager and the Executive Management Team. The Executive Management Team is comprised of the Town Manager, Assistant Town Manager/Chief Financial Officer, and all the department managers.

The Plan is officially adopted at one of the two meetings in December of each year. The timing of this adoption date is critical and sets forth the Council’s desires for programs, services and projects that need to be considered in the annual budget development process, which commences each year in January.

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

The Guiding Principles for Creating the Corporate Strategic Plan

Vision Statement

The Town of Queen Creek strives to honor our past, manage our present and embrace our future to create a quality, unique place for families and businesses.

Mission Statement

It is the mission of the Town of Queen Creek to provide a framework for a high quality of life, promote a strong sense of community and provide responsive public services in a caring, ethical, innovative and accountable manner.

Values Statement

In support of its mission statement, the Town of Queen Creek believes in the following values...

Quality service that is honest, trustworthy, professional, fair and efficient

Unified vision for the future through ongoing community dialogue

Empathetic listening to the needs and concerns of the community

Enthusiastic application of creativity to find solutions

Never missing an opportunity to assist a customer

Communication that is honest, timely and accurate

Responsibility for personal actions and recognizing their impact on the workplace and community

Encourage involvement by all to ensure that the diversity of the community is represented in decision-making

Environmentally sound planning and practices that will ensure natural resources for future generations

Kindness in all dealings with residents, customers, partners and employees

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
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KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP) AND TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

<p>Objective 1: Monitor, time and sequence the Town’s Capital Improvement Program (CIP) and Transportation Improvement Program (TIP) so that it is implemented when needed, but matched with available revenues to construct and maintain the assets over time.</p>	<p>Town Manager</p>	<p>The Town’s Capital Improvement Program (CIP) includes all the Town’s infrastructure that has yet to be constructed. The CIP includes: new parks, trails, roads, intersections/signal lights, fire stations, fire apparatus (trucks), Town Government administration buildings, Recreation buildings, Water and sewer lines. The CIP is a vital aspect of building any new community. The Town’s CIP is a 5-year plan that is updated annually with the budget development process. The CIP establishes what projects will be built, identifying their costs and timing for construction. Importantly the CIP implements key provisions the General Plan, Economic Development Strategic Plan and the Parks, Trails and Open Space Master Plan. This objective acknowledges an important activity, in the new economy and attempts to ensure that the community’s need for new infrastructure is matched with its ability to afford not only the cost of constructing that new infrastructure, but the ongoing maintenance of the infrastructure for generations to come.</p>	<p>Annually.</p>
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KRA 2: COMMUNITY INVOLVEMENT

<p>Objective 1: Develop a comprehensive volunteer program and non-profit partnership strategy.</p>	<p>Parks & Recreation / Town Manager</p>	<p>There are two goals to be achieved in this objective. 1) Develop a strategy that provides a list of opportunities for volunteerism; 2) identify what programs the Town could shift to non-profit organizations to reduce the use of town resources. Further cost-benefit analysis needs to be accomplished in outsourcing programs relative to the goals established by Council.</p> <p>The intent is to develop a plan comprised of four focus areas that identify volunteer opportunities. The four focus areas include Town-Hosted Special Events; Town Specific Projects; Town Maintenance Assistance Programs; and Recreation Services and Program Support.</p> <p>Each of the four focus areas will identify volunteer opportunities that will enhance the level of service or reduce costs to the town.</p>	<p>FY 2011</p>
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Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
Objective 2: Enhance opportunities for resident participation in Town decision-making and keep residents educated and informed through community events and outreach programs.	Town Manager / Organization wide	Activities in advancement of this goal can take many forms and include a variety of media and outreach activities. Enhancements are implemented based on specific situations and community needs: (a) Use of social media (b) Electronic publications (c) Public meetings (d) Development of new information materials (e) Consideration and implementation of changing technologies and trends (f) Community Service Day (g) Arbor Day	Ongoing.
Objective 3: Enhance communication efforts with local homeowner association representatives / property management companies. Cultivating partnerships w/ Leadership Centre.	Development Services, (Communications & Marketing as needed).	As the Town continues to grow, establishing an ongoing dialog with our Home Owner's Associations (HOAs), their management companies and their residents will become an increasingly important issue. In order to help promote this effort the Town should explore additional means of communicating directly with our HOA's to enhance the Town's visibility and promote town initiatives. Options could include emails from the Town which could be included in HOA newsletters and web sites, additional information added to the Town's website for to HOA's, attending HOA sponsored events and providing classes and informational programs of interest to HOA residents.	Ongoing.
KRA 3: COUNCIL PROFESSIONAL DEVELOPMENT			
Objective 1: Continue with Council professional development to fully initiate the duties of a Council Member	Town Council / Town Manager	The Council desires to continue to be a high-performing, accountable and professional body. Certain trainings and other professional development will be considered to accomplish public goals.	Ongoing.
KRA 4: ENVIRONMENT			
Objective 1: Adopt an efficient wastewater reuse plan.	Development Services / Utilities	The Town's first water reuse plan was adopted by Council in August 2007 - prior to the Town purchasing Queen Creek Water Company. As such, the plan anticipates a more detailed and elaborate approach to reuse delivery than what might actually be necessary. A corridor study is currently underway that will help us redefine the reuse plan. The Town will not have to begin receiving our share of the effluent until 2019 as phased improvements of the treatment facility have been delayed due to significant decline in residential construction.	Ongoing. January 2011 (Corridor Study)

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
Objective 2: Air Quality Program. Implementing Council resolution regarding PM 10 compliance.	Development Services / Parks & Recreation. / MCSO / Town Manager	<p>In June 2007, Council approved a resolution establishing various standards the Town of Queen Creek would take to reduce PM-10 particulate matter as part of the MAG region. Plan anticipates full compliance over the next several years. FY 09 Budget calls for implementation of program in phases. The Implementation/ Enforcement Plan was distributed to Council on March 21, 2008 and a re-appropriation of funds for plan costs was submitted to the Council on April 16, 2008. Communications and Marketing has implemented an extensive community outreach plan including web content, and a printed brochure specifically designed for Queen Creek residents.</p> <p>As the Town continues to move forward with full implementation of the plan, we will monitor the Environmental Protection Agency's (EPA) action on the MAG 2007 Five Percent Plan for PM-10. The EPA has given notice that it will partially disapprove the plan in January 2011. Depending upon how quickly the region is able to address the issues, this could severely impact transportation planning and funding for the region. As part of the region's response, the Town may need to re-evaluate the standards that were adopted in 2007.</p>	Ongoing.
Objective 3: Promote the Town's sustainability goals through efforts concerning energy use.	Town Manager / Economic Development	(a) Promote Queen Creek's current best practices and look for opportunities for new ways to be "green."	Ongoing.
		(b) Consider amending the Economic Development Strategic Plan to include Sustainable Industries as one of the Town's targeted industry sectors; consideration of solar and its opportunities for use on public buildings, such as the Queen Creek Library will continually be evaluated.	Ongoing.
		(c) Look for opportunities to educate residents on simple ways to be "green."	Ongoing.

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
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KRA 5: FINANCIAL MANAGEMENT / INTERNAL SERVICES AND SUSTAINABILITY

Objective 1: Maintain long-term financial sustainability for local government operations. Ensure that new programs are properly evaluated based on available revenues, community need and operational sustainability. The Town shall maintain a goal of operational efficiencies not rushing to increase staffing when economic times are better.	Town Manager	The Town is in very solid financial condition as evidenced by investment grade bond ratings and outside auditors. It is imperative, however, that the Council always adhere to its adopted financial policies and develop criteria for taking on new services for the community that address long-term financial stability of the local government so that quality of life is not jeopardized. Implementing documents include: Reserve, cash management, purchasing, and other financial policies.	Ongoing.
Objective 2: Complete a comprehensive infrastructure improvement, replacement and maintenance plan for water & wastewater.	Utilities	<p>(a) Comprehensive Water & Sewer Master Plan. Master plans for Water & Sewer, although slightly different in regards to individual tasks have very similar purpose and goals:</p> <ul style="list-style-type: none"> • To determine existing capacities • Determine impacts of future growth through modeling anticipated areas of growth by anticipated time frames • Assist in planning for future service areas and needed infrastructure <p>These determinations are made by performing the following:</p> <ul style="list-style-type: none"> • Data collection • For Water: Demand analysis; Source analysis; Storage analysis; System modeling (Water) • For Sewer: Interceptor manhole survey; Data review; Physical model development; Drainage basin definition (Sewer/ Wastewater) 	July 2012
		<p>(b) Water & Sewer Maintenance Plan</p> <p>A maintenance plan consists of determining the age and condition of existing infrastructure and determining what the anticipated life expectancies are for those facilities and developing a plan for repair and/ or replacement to maximize useful life while minimizing both costs and disruptions of services provided.</p>	July 2011

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
Objective 3: Continue progressive strategies to attract and retain professional staff.	Town Manager / Human Resources	The Human Resources Department has developed strategies to recruit, develop, reward and retain a quality workforce by providing a safe and healthy work environment and offering competitive compensation, benefits, training and development, and ensuring fair treatment to all of its employees.	On-going – 1/2013
Objective 4: Review the Roads & Streets Maintenance Plan, and modify annually as necessary.	Development Services	In Fall 2009, the Town Council approved a Roads Maintenance Plan for the community. The plan identifies the conditions of all roads and recommends timelines and maintenance treatment. Each year the Town Council reviews and develops options for funding.	Ongoing.
KRA 6: IMAGE / IDENTITY			
<u>Objective 1:</u> Maintain community events that incorporate the Town’s heritage and enhance the Town’s branding initiative.	Economic Development / Parks & Recreation	<p>Festivals and events create community and economic capital in the markets that they serve. Partnerships with, and support from the local community at all levels, is critical to the success and sustainability of existing festivals and events, as well as the ability to attract and encourage new events.</p> <p>Events shall be well organized, creative, include sponsor involvement and outreach; add quality of life for local residents; drive tourism; showcase a positive community brand and image to residents, business community, visitors and the media; create economic impact; provide enhanced exposure for the arts, and other community programs; promote volunteerism and bond the many elements of the community together; and encourage community investment, participation, creativity and vision.</p> <ul style="list-style-type: none"> • Community Events are such as Queen Creek Hometown Christmas are produced for and marketed to our local community as an inexpensive way to gather and celebrate; build tradition and honor heritage; cultivate relationships and communicate with Town leadership, adding significant positive quality of life for our residents. • Regional/Special Events such as PRCA Rodeo are produced for and marketed to a wider market as a way to drive economic development, promote the QC brand, increase tax revenues, increase exposure of Town facilities like Horseshoe Park and Equestrian Centre and local attractions such as Schnepf Farms and Olive Mill. 	Ongoing.

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
Objective 2: Implement a community-marketing plan tied to mission, vision and values through a comprehensive branding effort.	Economic Development	The Communications and Marketing Division and the Economic Development Department will implement a Town marketing plan that includes general and economic development targets and that is reflected in both the Communications Strategic Plan and the Economic Development Action Plan. Items include strategically placed advertisements in trade publications; key tradeshow and sales missions to promote the Town to the business community	Ongoing.
KRA 7: INTERGOVERNMENTAL RELATIONS			
Objective 1: Encourage and Promote Productive Regional Partnerships.	Town Manager / Town Council	Queen Creek is uniquely situated geographically in two counties: Maricopa and Pinal. Although mostly located in Maricopa County the Town’s relationships must extend well beyond its borders to positively address complex long-term economic development opportunities and issues affecting transportation on the community. Staying active in Pinal County and Maricopa County will ensure that the Town’s interests are not overlooked and are advocated in the best interest of the town and the region.	Ongoing.
Objective 2: Pursue regional and statewide partnerships to support and advance creation of new economic development tools and alliances, as appropriate with other public agencies.	Town Manager / Economic Development	The new economy has created a number of opportunities and challenges as resources for local governance become even more scarce. This objective requires annual consideration of an active state agenda for engaging our area representatives in a proactive way so that they can support the interests of Queen Creek and the region.	Ongoing.
Objective 3: The Town should proactively advocate and pursue state legislation that improves Queen Creek’s and the region’s competitive position with other region’s in the country concerning economic development tools and resources.	Town Manager / Economic Development	The Town has developed an aggressive economic development strategy that attempts to implement a diversified economy for the town for long-term financial sustainability. This strategy, however, could take at least at decade, if not more, if there are not the proper economic development tools allowed by the state. Arizona is falling behind its comparator inner mountain west states and the consequence of no action is a direct negative impact on Queen Creek and other Arizona communities.	Ongoing.
Objective 4: Continue to sponsor and initiate collaboration with our partner cities, towns and counties, including the communities’ schools	Town Manager / Town Council	Organize various meetings and community orientations. Joint meeting with area City/Town Councils plus school districts.	Annually

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
Objective 5: Encourage Maricopa County to use bond financing as a practical, modern means to improving the region's road system.	Town Manager / Town Council	Initiate dialogue with surrounding communities to solicit wide-spread support of county-wide bond financing to meet the region's growth needs. The Town Council would like to have a meeting with the County Board of Supervisors on this matter.	Ongoing
Objective 6: Encourage Maricopa County to develop San Tan Regional Park.	Town Manager / Town Council / Parks & Recreation	Continue dialogue with County on San Tan Park improvements and planning.	Ongoing
Objective 7: As resources are available and ensuring they are tied to economic development interests of the Town, consideration should be given to increasing Queen Creek's financial share of ownership in Phx-Mesa Gateway Airport.	Town Manager	Develop a financial plan through the annual budget process that leads to a phased ownership increase in Williams Gateway Airport. Implementation tied to available revenues.	7/2015
Objective 8: Collaborate with area governments, East Valley Partnership, Central Arizona Association of Governments and Maricopa Association of Governments on SR24 freeway corridor.	Town Manager / Town Council	Identifies a long-standing strategy of the Town to achieve a freeway in the region, closest to most of the emerging population centers to alleviate congestion on Town arterial streets and accelerate economic development in the Town's employment areas.	Ongoing.

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
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KRA 8: LAND USE / ECONOMIC DEVELOPMENT			
<p>Objective 1: Maintain a balanced community and economically diverse employment base by evaluating new economic models focusing on fostering economic development within the community through regular monitoring of national trends.</p>	<p>Economic Development / Development Services</p>	<p>The Town Council is concerned about the financial sustainability of the community, and how to develop and maintain a diverse economic base that provides financial stability in order to achieve the long term vision for the community. There is concern that the community’s vision will be negatively impacted if there is not a balance or perspective maintained on the marketplace and economic development.</p> <p>The Council may bring in outside experts to advise on these matters to ensure there is responsible economic development, living wage job creation and to examine how Queen Creek can capitalize on its unique geographic market position relative to Pinal County, Phoenix-Mesa Gateway Airport and the Phoenix region in general. If a study is conducted, particular emphasis should be on the declining housing sector and diminished reliance on Pinal County market for sales tax revenues. This objective may lead to the replacement of the existing economic development strategic plan, identification of specific infrastructure needs in certain economic corridors and the development of a new marketing plan that helps accelerate a new economic model, reflective of emerging trends regionally and changes to socioeconomics.</p>	<p>Ongoing.</p>
<p>Objective 2: Finalize appropriate Zoning Ordinance update to implement the General Plan.</p>	<p>Development Services</p>	<p>As part of the implementation of the recently approved General Plan, staff is developing recommendations to update the Zoning Ordinance.</p>	<p>3/2011</p>
<p>Objective 3: Continue and advance strategies to attract and preserve higher educational opportunities to the community and region, including community colleges and partnerships with other higher educational programs such as ASU Poly.</p>	<p>Town Manager / Economic Development</p>	<p>Included as a component of the Economic Development Strategic Plan. The Town is working with the Maricopa County Community College District and Rio Salado College on the development of a new higher educational concept called “Communiversi@ Queen Creek.” This new concept includes a new building at the Queen Creek library site.</p> <p>Additional strategic efforts will need to include partnering with Mesa, Gilbert, Apache Junction and the East Valley Partnership to ensure the stability and growth of ASU Poly at Phx-Mesa Gateway Airport. With state budget challenges, there is concern over ASU Poly’s long-term viability.</p>	<p>Lease finalized 12/2010; facility operational by late 2013.</p>

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
<p>Objective 4: Evaluate options to deliver advancing infrastructure by the Town in key employment areas of the community.</p> <ul style="list-style-type: none"> - Areas include the northern tier; southeast area of the community including the regional commercial center and mixed use designation around Meridian/Riggs. 	<p>Economic Development/ Utilities / Development Services</p>	<p>Economic Development conducted a detailed S.W.O.T. analysis of the Town’s main employment areas. Key staff members from Public Works, Utilities, IT and Planning were involved in the process. Economic Development staff delivered a presentation of short-term and long-term initiatives to the Economic Development Commission (EDC) and Town Council. Short-term initiatives included: preparing a wastewater master plan update and focusing business attraction efforts on the Town Center. An implementation and financial plan will be developed and presented to the Town Council for future consideration.</p>	<p>12/2011</p>
<p>Objective 5: Facilitate the development of the community’s first regional mall.</p>	<p>Economic Development Services</p>	<p>Addressed in the General Plan Update, Economic Development Strategic Plan and CIP. Economic Development Department taking the lead.</p>	<p>2016</p>
<p>Objective 6: Update the Redevelopment Area Plan.</p>	<p>Development Services / Economic Development</p>	<p>The Town Center Committee, appointed by Council in January 2009, updated the Town Center Plan that was approved in April 2010. As part of the process the Committee also provided recommended updates to the Goals and Objectives section of the Town Center Redevelopment Area Plan to ensure consistency between the documents. The Town Center Redevelopment Plan is an implementation tool build upon community direction laid out in the General Plan and more specifically, the Town Center Plan. Working in conjunction with the Town Center property owners, the Plan provides direction to the Town on steps that can be considered to protect and enhance the Town Center. The Redevelopment Plan will be updated to reflect changes made to the Town Center Plan once General Plan Amendment (GP10-039) is finalized. Update will include updated graphics, location of facilities, i.e. library, post office. Staff does not intend to make any substantial changes to the Redevelopment Plan that would require a Building Condition and Site Survey.</p>	<p>2011</p>

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
Objective 7: Continue to review annexation policy that is proactive rather than defensive; conducting a cost benefit analysis (including economic development potential) areas as part of any new annexation request.	Development Services / Economic Development	This objective was considered by the Council in FY2007. It is the intent of the Council to only annex lands that will have a positive or revenue neutral impact on the Town’s budget. With limited resources and a disproportionate reliance on sales taxes, it is imperative to be as prudent as possible when considering new territory. The economic development opportunities that may come along with any proposed annexation should also be considered in conjunction with the fiscal analysis. Town Council may need to adopt new resolution on this matter.	Ongoing.
Objective 8: Enhance the opportunities for Queen Creek businesses to succeed.	Economic Development w/QC Chamber of Commerce	Economic Development in partnership with the Chamber has developed and implemented the Shop QC program. Staff continues to encourage residents to shop local and for businesses to join the program as an added opportunity to promote their business. Based on the results of the Business Incubator Feasibility Study, staff is developing an office/services style business incubator to assist small business owners to grow their company within Queen Creek. A business incubator is an economic development tool designed to accelerate the growth and success of entrepreneurial companies through an array of business support services and resources. Queen Creek’s incubator program will provide clients access to flexible lease space, shared basic office services and equipment, technology support services, business counseling and mentoring as well as assistance in obtaining financing necessary for company growth. A business incubator’s main goal is to produce successful firms that will leave the program “graduates” financially viable and freestanding	Ongoing

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
Objective 9: Establish a proactive Economic Development policy on business recruitment.	Economic Development	<p>Staff, with assistance from the Economic Development Commission, has developed an “Ombudsman Program” to promote Queen Creek’s business friendly environment. The program will provide enhanced communication and coordination for key development projects. (projects with high wage jobs/significant capital investment, projects within the Town’s designated targeted sectors.)</p> <p>Staff will actively seek new employment opportunities for the community through strategic networking, sales missions, tradeshow, etc. identified in the Economic Development Action Plan. It is important to sell the community assets and promote the Town as a business location.</p> <p>To help bring successful economic development projects, the Economic Development Strategic Plan references several “local” tools that can be utilized. However, AZ is lacking innovative statewide programs/tools to aid in closing the deal. Staff will continue to partner with regional groups and to monitor and work with the Greater Phoenix Economic Council (GPEC) and the Arizona Association for Economic Development (AAED) to support new economic development legislative initiatives.</p>	Ongoing.
Objective 10: Continue to monitor, evaluate, and adjust HPEC cost-recovery policies. Ensure that it hosts numerous events that draw local and regional visitors to generate economic activity and be operated as a regional event center.	Economic Development	Horseshoe Park and Equestrian Centre is designed to operate as an economic development venue. While it is recognized that full cost recovery will be challenging, it should be continually marketed for regional events that broaden the intent of returning investment for the community at-large and attracting net new dollars into the local economy. This strategy will need to be balanced to allow for local group use and public recreational activities but it will need to continue to strive for increased revenues for the Town.	Ongoing.
Objective 11: Facilitate the Queen Creek Chamber of Commerce becoming autonomous and financially self-sufficient.	Town Manager	Implement a migration plan that decreases Town funding of the chamber over a period of time. Depending on financial viability, the Chamber funding may be decreased. However, this shall be evaluated based on economic and budget considerations by the Council. Reviewed annually by the Town Council.	Ongoing.

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
KRA 9: PUBLIC SAFETY (FIRE, EMERGENCY SERVICES AND POLICE / SHERIFF)			
Objective 1: Develop and evaluate current programs based on future needs and available funding. Identify priorities for funding new stations, including analyzing the implementation of a new service model that may reduce long-term costs for capital.	Fire	Costs for public safety continue to rise and it is imperative to continually monitor, innovate and create new strategies for the highest possible performance of this invaluable service. The 911 staffing and deployment model for the Town will center on an EMS/Pre-Hospital Care response system that is also capable of supporting fire, hazardous materials, and technical rescue emergency response. This objective recognizes the need to be responsible with management of finite financial resources. Service models may need to be entirely re-evaluated to maintain community expectations and affordability.	Annually
Objective 2: Police Services. Continue with the MCSO contractual services, but continue to monitor and enhance levels of service as warranted. Improve crime statistical analysis including shift coverage, closed cases and overall workload.	Town Manager / Fire	The Police and Law Enforcement Services Study- (Buracker report) established a population threshold of 50,000 as a possible target date as to when Queen Creek should begin the transfer from contractual to its own police department.	12/2012
Objective 3: Evaluate and make recommendations for increasing the crime prevention programs of the Town. Town Manager to evaluate cost for increasing programs.	Town Manager / Public Safety Division / MCSO	Utilizing statistical analysis and empirical evidence, evaluate all current crime prevention programs/services and make recommendations to the Town Manager/Council.	6/2011
Objective 4: Develop and implement an emergency response/operations plan (EOP) that provides for Town and community response to wide-spread or local disasters.	Fire	Create and integrate an emergency operations plan that allows a Town overhead (management) team to direct and support disaster response efforts by town employees, CERT responders, and automatic aid/state/federal resources. Include Disaster Management Resident's Committee in training and community outreach.	Ongoing – 1/2013
Objective 5: Provide a MCSO District 6 staffing and deployment model that meets the policing needs of the Town based upon improved statistical analysis of past and present programs and services.	Town Manager / Fire / MCSO	The staffing and deployment model for MCSO will focus on traffic control, accident prevention, crime reduction, and public safety education. This objective is linked to the revised master plan for police and law enforcement services.	Ongoing.

Key Result Areas/Objectives <i>(Not in Priority Order)</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date
Objective 6: Establish a Fire Prevention Bureau that is able to provide fire and safety code enforcement and consultation services for commercial occupancies.	Fire/ Development Services	Provide Queen Creek with a commercial occupancy inspection program that protects the Town’s business community and their customers from unsafe conditions and practices.	6/2011
Objective 7: Implement an agreement with the appropriate private-sector ambulance company for medical transport.	Fire	The current East Valley (fire based) emergency medical system sends the closest available fire truck(s) to 911 calls for help without regard to jurisdiction. This has lead Queen Creek and its other automatic aid partners to pursue the same kind of response from its private sector ambulance provider on a regional basis. In order to achieve this goal, a regional contract (representing Queen Creek, Mesa, Gilbert, and Apache Junction) has been created following a lengthy request for proposal process. The contract is currently being reviewed by the State Department of Health Services for approval. Such approval will lead to a much improved emergency medical transport system.	6/2011
KRA 10: TECHNOLOGY			
Objective 1: Implement the Telecommunications Plan. Keep abreast of emerging technologies for implementing the Town’s Telecommunications Plan.	Town Manager	<p>The Town continues to focus upon technologies that are being developed that could potentially enhance telecommunication efforts within the Town on multiple levels. Examples include internal municipal use, such as public safety, Town field services, etc. For residential services, wireless broadband technologies are of interest, especially in regards to quality of life. Commercially, staff continues to evaluate technologies and strategies that could enhance high-speed data options/services for businesses within the Town, as they relate to economic development opportunities.</p> <p>The municipal fiber and wireless network designs completed in 2007 will need to be re-evaluated and possibly redone in order for the Town to fully recognize the change in technologies from when these designs were completed.</p> <p>One area that the Town is actively pursuing is coordination with the City of Mesa. We are looking at options to having both fiber and wireless links to Mesa’s Williams Gateway Fire Station, which would allow us potential access to the RCN (Regional Communications Network) and future sharing of technology resources.</p>	TBD/As funding is available
		Fiber Optic Program	TBD/As funding is available

**Council Retreat/Planning Session
August 12-13, 2011**

Expectations/Outcomes for the Retreat

- More focused vision for the Council (Alston)
- Non-profits; reaching a consensus on a process for town partnering (Oliphant; Benning)
- Desire to move the retreat items to the Council agenda (Wheatley)
- Rejuvenate the team spirit; Consensus to avoid delaying important decisions (Brown)
- More reality based outcomes than "feel good" (Barnes)
- Implement ULI study recommendations (Barney)

Future/Potential for the Community

- Queen Creek a comfortable place to be
- Safe community
- Family oriented
- Aesthetically pleasing
- A place to allow long-term living; self-sufficiency where people can live, work and play.
- Hometown feel

Measuring Effectiveness "What are the best measures of effectiveness?"

- Citizen/Business surveys
- Population growth
- More (quantity) and the types of business investment
- Improved word of mouth referrals about the community
- Crime statistics
- Attendance at community events
- Press Interest/coverage of Queen Creek; column inches of stories devoted to QC
- Land Values increasing
- Median age of community
- Community service projects increasing
- Census data, evaluating trends for key indicators
- Park usage
- Results of elections
- HOA Events increasing
- Revenue and overall retail sales growth/Sales tax revenues increasing

The Ingredients – A discussion on those topics essential to building a strong foundation for a quality community. (Topics were generated from the one-on-one interviews with Council Members)

- Core Services
 - Fire, Police, Water, Sewer, Solid Waste
 - Parks – subject to approval of levels of service standards.
 - Street Maintenance
 - Financial Management (includes HR; IT)

Discussion included a summary of how the Town Manager and Department Heads prioritized Core Services within the organization (i.e., Have to do; Need to do; should do priority categorization) and how this process led to budget recommendations.

Action Item: Continue further refinement and definition of services within the organization. Arrive at continued consensus within the management team on approach to service delivery and outcomes that lead to community sustainability, with a linkage of core services to the items Council addressed on effectiveness measures and potential for the community.

- Land Use
 - Discussion ensued on a concern about the impacts on infrastructure (all facets; particularly streets, water and wastewater) as it relates to the interest of the development community to increase density over what is approved already (plat) or new requests to amend the General Plan.
 - Town Manager referenced the Zoning Ordinance's APFO and a need to report on infrastructure capacity analysis. Reference to work already done on water and wastewater master planning.
 - Ultimately the issue at hand was: a concern to stay the course with the existing and approved General Plan despite interests to amend for the purpose of increasing density.
 - Some comments on maintaining community character, design and open space planning achieved.

Action Items: Staff to do a presentation and status report at an upcoming Council meeting concerning compliance with the APFO- community wide. A presentation on the authority of the General Plan, statutory guidance, what it means, what it means to amend the GP and overall implementation of the GP. Address the implementing ordinances and other plans (Zoning, Subdivision and CIP).

- 17-Acre Town Center Parcel
 - Town Manager provided an overview of the location and current disposition of the parcel, mentioning that further detailed discussion will occur at the next Council meeting.
 - A review of how the parcel came to the Town's property inventory was reviewed.
 - Town Manager reviewed in general terms, the original goal of the development of that parcel by the Vestar group (i.e., mixed-use commercial, with a theatre as the anchor tenant/use).
 - A discussion ensued from many members concerning their desires for uses on the site, with a couple of members providing very specific ideas.
 - Council interest appeared unified that the Town should be in a leadership role to bring the parcel to market with a development plan (not for listing to just sell it) ensuring that the Town takes an aggressive effort to jump-start the uses the community has desired for some time, but has not been accomplished (e.g., theatre, other entertainment, restaurants, diversity of retail uses).
 - Concern was expressed over San Tan Valley getting these uses before Queen Creek and hence a sense of urgency on this project.
 - Not in agreement with ULI recommendation for high-density residential at this location.

Action Items: August 17 Council Meeting for further direction. Staff to develop an outline of an RFP/Q that would describe preferred scale, scope and intensity of development. Other criteria to be considered for discussion such as the landowner role of the Town in the development of the parcel.

- ULI and Economic Development (These items were combined in discussion by the Council)
 - ULI and Econ. Dev., were discussed interchangeably.
 - Discussion ensued about a focus on Town Center and core, emerging markets that the Town should/can grow. For example, the agritainment/tourism sector with the growth of the Olive Mill, Schnepf Farms.
 - Further discussion and possible interest to see continued growth in HPEC and its ties to the QCPAC and Barney Sports complex. This is a general statement and the merits of individual proposals will need to be considered independently.
 - Discussion on understanding the collateral impacts these businesses/entities have and can have on the community by way of increased revenue growth locally. (Town Manager observation: An economic impact study on tertiary benefits of these uses now and projections for the future should be completed.)
 - Additional Council dialogue will be needed on this matter to arrive at overall consensus on some of these issues. May be issue/project specific; but overall policy appears to be desired.
 - A comment was offered concerning an interest to advance the prominence of our gateway areas into the community; celebrating the entrance and arrival into Queen Creek.

Action Items:

- *Update to the Economic Development Strategic Plan is needed. The EDSP should address the above emerging "industries" and develop realistic goals for achieving them within broad time frames. Need further Council input on northern employment tier as some stated the need to avoid "bedroom community" designation.*
- *Consider a Council workshop on Economic Development and then direction to commence update on the strategic plan.*
- *Additionally, economic impact study of entertainment uses needs to be completed this fiscal year to provide some independent modeling of the current economic impact and potential, with recommendations for growing revenues from these uses, if feasible.*
- *Other observations, strong consensus to continue path to connect members of the community via events, festivals, etc, but conflicted on the strategy to do that. Consensus appears to be that the role of the Town should continue in role as a facilitator versus creator/manager. Town can serve in a lead role, if distinct link can be made to growing the economic base.*

- Role of Non-Profits
 - Item garnered most of the time and discussion by the Council.
 - Not a clear consensus reached on this matter.
 - Strong viewpoints on the issue.
 - Issue in general, was divided into two areas:
 - 1. Leasing of Town-owned properties to non-profits (process and criteria need definition)

- 2. Financial subsidies provided to non-profits (process and criteria need definition)
- Comments were provided on the need to facilitate the growth of the community's non-profits through generous consideration of use of town properties;
- Comments were provided on the need to link support of non-profits to a common goal of the Council, whether it is an identified social or economic goal that would be achieved by supporting the non-profit.
- May still be differences amongst the group on what the goal(s) of the Town should be.
- Town Manager introduced the existing 2009 policy (769-09).
 - Council wants to revisit the policy at a work-study; provide some comment and possible direction to the Town Manager for an update/amendment to the policy at a later meeting.
 - Considerable discussion ensued concerning how to outreach to the non-profits and obtain their input on any proposed policy or amendments on both the lease of town property and financial assistance. The consensus appeared to be to come back to the Council as prescribed above, and prior to consideration of a final draft policy; the non-profits are mailed a copy of the draft policy for review and input prior to adoption.

Action Items:

- *[Amending Res. 769-09] Step 1: Draft policy for review and discussion at an upcoming Council Work-study session. Step 2: Depending on Council direction/comment, amend policy and send draft amendments to the non-profits for review and consideration. Step 3: Regular Session Council action on amended policy.*
- *Funding of Non-Profits. Step 1: Draft a policy for consideration by the Council for WS sometime in the fall; Step 2: Distribute draft policy to non-profits for comment; Step 3: Final draft consideration by the Council at upcoming regular session.*
- *Town Manager observation. Funding policy, may consider a Council subcommittee to work with appropriate staff on developing a policy. Subcommittee provides recommendation to the Council. Subcommittee is a Council committee, consisting of three members of the Council (perhaps Budget Committee?).*

"Hot Issues" Discussion. A discussion of those issues not already discussed, but of interest by members of the Council.

- No texting at the dais. (Benning)
- Attire of members at meetings. (Oliphant)
- Meeting times for Council meetings and possible adjustment. (Mayor)
- Council comments at meetings. Allow for members to complete their thoughts and add more input without discussion prematurely ending. (General comment)

FY ~~2011-12~~2012-2017 Corporate Strategic Plan - DRAFT

Table of Contents

	CSP Updates
KRA 1: Capital Improvement Program (CIP) and Transportation Improvement Program (TIP)	◆ —
KRA 2: Community Involvement	◆ —
KRA 3: Council Professional Development	◆ —
KRA 4: Environment	◆ —
KRA 5: Financial Management / Internal Services and Sustainability	◆ —
KRA 6: Image/Identity	◆ —
KRA 7: Intergovernmental Relations	◆ —
KRA 8: Land Use/Economic Development	◆ —
KRA 9: Public Safety (Fire, Emergency Services and Police/Sheriff)	◆ —
KRA 10: Technology	◆ —

Revised 10/13/11
Proposed Corporate Strategic Plan
KRA Mission Statements

KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP) -With community input, Queen Creek will plan for sustainable infrastructure improvements that strengthen economic vitality and quality of life, providing fiscal stewardship of public funds and balancing construction with the ability to effectively maintain and operate our current assets (all infrastructure, traffic control systems, town buildings, and equipment) in a cost effective and safe manner.

KRA 2: COMMUNITY INVOLVEMENT– Queen Creek will provide opportunities for citizen participation in community decisions. The Town will embrace transparency, ensuring that information about programs, services and business opportunities is available through multiple avenues. The Town will adhere to requirements of financial data posting, open meeting laws, and maintenance of accurate records available through public records requests. Local elections will comply with federal, state, and local laws including campaign finance regulations.

KRA 3: TOWN COUNCIL PROFESSIONAL DEVELOPMENT – Town Council members will participate in appropriate trainings to assist in performing their duties, build and expand their ability to accomplish public goals, and have the tools necessary to be accountable elected officials.

KRA 4: ENVIRONMENT – Queen Creek will strive to preserve and improve the natural environment to meet all applicable laws, ensure safety, provide services, promote sustainability, and contribute to the quality of life in the community.

KRA 5: FINANCIAL MANAGEMENT, INTERNAL SERVICES & SUSTAINABILITY – Queen Creek will strive to achieve stable revenues from diverse sources, accurate forecasts, responsible debt management, reasonable service cost recovery, and maximum operating efficiencies to ensure long-term fiscal sustainability, necessary services and a high quality of life for residents.

KRA 6: IMAGE & IDENTITY – Queen Creek will consider the views of existing residents, businesses and organizations as well as potential future community members in shaping and marketing its continuously evolving identity and public image.

KRA 7: INTERGOVERNMENTAL RELATIONS – Queen Creek will actively participate in regional and statewide organizations and partnerships to ensure the Town’s interests are represented. The Town will proactively monitor and advocate for legislation that maintains local control, preserves state-shared revenues, and advances the community’s competitive position.

KRA 8: LAND USE & ECONOMIC DEVELOPMENT – Queen Creek will build on its assets; strive to strengthen, diversify and balance the local economy through marketing and recruitment of target industries; pursue proactive land planning and partnerships; maintain high architectural standards for new development; take advantage of opportunities to advance infrastructure and provide excellent service to prospective businesses; and ensure that all new and existing development adheres to the Town’s adopted standards and codes.

KRA 9: PUBLIC SAFETY – Queen Creek will undertake public safety planning and programs to protect lives and property by ensuring effective and timely emergency response, fire/crime prevention and public safety

education. Planning and programs will be designed to respond to community needs, reduce crime, and enforce and update local codes as needed.

KRA 10: TECHNOLOGY – Queen Creek will continuously analyze opportunities to improve performance, efficiency and service through technology. Resources will be allocated for updating and implementing new technologies in the best interests of the community.

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives	Department & Lead Staff	Narrative Description (Action steps to accomplish objective)	Completion Date	Completion Status
KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP) AND TRANSPORTATION IMPROVEMENT PROGRAM (TIP)				
CSP	Town Manager	<p>The Town's Capital Improvement Program (CIP) includes all the Town's infrastructure that has yet to be constructed. The CIP includes: new parks, trails, roads, intersections/signal lights, fire stations, fire apparatus (trucks), Town Government administration buildings, Recreation buildings, Water and sewer lines. The CIP is a vital aspect of building any new community. The Town's CIP is a 5-year plan that is updated annually with the budget development process. The CIP establishes what projects will be built, identifying their costs and timing for construction. Importantly the CIP implements key provisions the General Plan, Economic Development Strategic Plan and the Parks, Trails and Open Space Master Plan. This objective acknowledges an important activity, in the new-current economy and attempts to ensure that the community's need for new infrastructure is matched with its ability to afford not only the cost of constructing that new infrastructure, but the ongoing maintenance of the infrastructure for generations to come.</p>	<p>Annually <u>On hold because of the economy.</u> Overall, the CIP is mostly a <u>debt service program.</u></p>	<p>Specific projects are described in greater detail within the AWP update, provided below.</p>
CSP	Town Manager	<p><u>Changes to this document are necessary as a result of these factors: 1) statutory changes to funding sources to build the system, relating specifically to impact fees from homebuilding; 2) Town initiated changes in parks and trail locations and 3) timing for completion as it relates to the local economy and recovery efforts.</u></p>	<p><u>July 2013</u></p>	<p>NEW GOAL: It is anticipated that this effort might commence with the <u>FY 2012/2013 budget.</u></p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
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KRA 2: COMMUNITY INVOLVEMENT

CSP	<p>ObjectiveGoal 1: Develop a comprehensive volunteer program and non-profit partnership strategy. [Council Retreat Item]</p>	<p>Parks & Recreation/ Town Manager</p>	<p>There are two<u>three</u> goals to be achieved in this objective. 1) Develop a strategy that provides a list of opportunities for volunteerism; 2) identify<u>Identify</u> what programs the Town could shift to non-profit organizations to reduce the use of town resources. Further cost-benefit analysis needs to be accomplished in outsourcing programs relative to the goals established by Council<u>community desires; 2) identify feasibility to shift programming to nonprofits; 3) develop a list of opportunities for volunteerism that includes Town-wide maintenance projects.</u></p> <p>The intent is to develop a plan comprised of four focus areas that identify volunteer opportunities. The four focus areas include Town-Hosted Special Events; Town Specific Projects; Town Maintenance Assistance Programs; and Recreation Services and Program Support.</p> <p>Each of the four focus areas will identify volunteer opportunities that will enhance the level of service or reduce costs to the town.</p>	<p>FY 2011/2012<u>1/2012</u></p>	<ol style="list-style-type: none"> Town staff has developed a list of opportunities for volunteerism that includes Town-wide maintenance projects such as event assistance at HPEC, trail maintenance, water property maintenance, park maintenance, and ROW maintenance. The plan is currently used to match volunteers with projects. As requests for volunteer projects come in, a team of staff from various departments meet to review the project list, coordinate volunteers, and recognition ceremonies. During FY11/12 staff will continue efforts in partnering with local non-profits to produce, or assist with, Town-hosted special events and youth and adult programs.
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CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective Goal 2: Enhance opportunities for resident participation in Town decision-making and keep residents educated and informed through community events and outreach programs.</p>	<p>Town Manager/ Organization wideEconomic Development</p>	<p>Activities in advancement of this goal can take many forms and include a variety of media outreach activities <u>and citizen surveys</u>. Enhancements are implemented based on specific situations and community needs:</p> <ul style="list-style-type: none"> (a) Use of social media (b) Electronic publications (c) Public meetings (d) Development of new information materials (e) Consideration and implementation of changing technologies and trends (f) Community Service Day<u>Citizen Leadership Institute</u> (g) Arbor Day<u>Town Hall events</u> 	<p>Ongoing.</p>	<p><u>Staff recently presented the concept of crowd sourcing to the Economic Development Commission for use as a pilot program. The EDC recommended that staff conduct additional research on this new social media resource. A report will be provided to the Town Council.</u></p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status	
CSP	<p>Objective Goal 3: Enhance communication-Communicate efforts with local homeowner association representatives / property management companies. Cultivating partnerships w/ Leadership Centre.</p>	<p>Development Services / Economic Development.</p>	<p>As the Town continues to grow, establishing an ongoing dialog with our Home Owners Associations (HOAs), their management companies and their residents will becomes an increasingly important issue. In order to help promote this effort the Town should explore additional means ofwill continue communicating directly with our HOA's to enhance the Town's visibility and promote townTown initiatives. Options could include emails from the Town which couldCommunication of this type can be included in HOA newsletters and web sites, additional information related to HOA's can be added to the Town's website, and the Town can provide for to HOA's, attending HOA sponsored events and providing classes and informational programs of interest to HOA residents.</p>	<p>Ongoing.</p>	<p>The Town, in partnership with The Leadership Centre (TLC), sponsored our second annual six-session "Homeowners Association Academy" from March 30 to May 6 2011. Planning is underway for the third annual event, to be held in Spring 2012. Staff maintains a current contact list for all HOAs in Town, which is used to notify them of upcoming events that may be of interest. All Town HOAs are sent copies of the Town's e-newsletter, and a link has been added to the Town's website with information for HOAs. The Town, in partnership with The Leadership Centre (TLC), sponsored our second annual six-session "Homeowners Association Academy" from March 30 to May 6 2011. Planning is underway for the third annual event, to be held in Spring 2012.</p>
	KRA 3: COUNCIL PROFESSIONAL DEVELOPMENT				
CSP	<p>Objective Goal 1: Continue with Council professional development to fully initiate the duties of a Council Member</p>	<p>Town Council / Town Manager</p>	<p>The Council desires to continue to be a high-performing, accountable and professional body. Certain trainings and other professional development will be considered to accomplish public goals.</p>	<p>Ongoing.</p>	<p>Council Members regularly attend annual training from various sources.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
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KRA 4: ENVIRONMENT

CSP	<p>Objective Goal 1: Adopt an efficient wastewater reuse plan. Develop and implement measures to use the Town's reclaimed water to the Town's benefit.</p>	<p>Development Services / Utilities</p>	<p><u>The Town's Intergovernmental Government Agreement with Gilbert and Mesa requires the Town to accept reclaimed water deliveries from the Greenfield Water Reclamation Plant (GWRP) within the next 10 years. Presently, Gilbert and Mesa are making beneficial use of Queen Creek's reclaimed water, but within the next decade, they will no longer have sufficient excess capacity in the existing system to continue this practice. Queen Creek needs to take responsibility for the ultimate use of our share of the reclaimed water or we will be forced to pay Mesa to construct a system for us. A number of options are available to the Town, including construction of our own reclaimed water delivery system and creative partnerships with other agencies, including the Central Arizona Project and the Gila River Indian Community.</u>The Town's first water reuse plan was adopted by Council in August 2007-- prior to the Town purchasing Queen Creek Water Company. As such, the plan anticipates a more detailed and elaborate approach to reuse delivery than what might actually be necessary. A corridor study is currently underway that will help us redefine the reuse plan.</p> <p>The Town will not have to begin receiving our share of the effluent until 2019 as phased improvements of the treatment facility have been delayed due to significant decline in residential construction.</p>	<p>Ongoing. May 2011 (Corridor Study)</p>	<p>Staff completed a Corridor Study utilizing a phased approach for installing the reuse line in 3 phases-- depending on funding-- to allow the Town flexibility in the construction and utilizing the resource in a more timely fashion. The Corridor Study for Phase I was presented to Council in May, 2011. Over the next few months staff will be updating our Development Fee Study to include a new reclaimed water fee.</p> <p><u>In 2011, staff completed a corridor study utilizing a phased approach for installing a reclaimed water delivery system. Completing the project in phases depending on funding- allows the Town flexibility in utilizing this valuable resource in the most efficient manner. The first phase of this project would cost approximately \$8.5 million and would include a recharge site, water storage tank, pipeline, and pump station. This first phase would allow the reclaimed water to be used for agricultural irrigation the majority of the year.</u></p> <p><u>Staff is evaluating funding mechanisms</u></p>
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CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
				<p><u>for the project including a reclaimed water component in the new development fee study. A corridor study was presented to the council in May, 2011. Continued efforts toward this goal include:</u></p> <ul style="list-style-type: none"> — Identify the project scope, phasing and project cost. — Identify any possible partnerships to achieve the most efficient and equitable use for the Town. — Identify any alternative solutions/methods. — Cost/benefit analysis of doing nothing (i.e. cost associated for other GWRP partners to continue to take water and possible costs associated with that). <p>a) <u>Identify funding.</u></p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>Objective Goal 2: Complete a comprehensive infrastructure Ensure a sustainable water supply.</p> <p>improvement, replacement and maintenance plan for water & wastewater. (Moved from KRA 4)</p>	<p>Utilities</p>	<p>(a) Comprehensive Water & Sewer Master Plan. Master plans for Water & Sewer, although slightly different in regards to individual tasks have very similar purpose and goals:</p> <ul style="list-style-type: none"> • To determine existing capacities • Determine impacts of future growth through modeling anticipated areas of growth by anticipated time frames • Assist in planning for future service areas and needed infrastructure <p>These determinations are made by performing the following:</p> <ul style="list-style-type: none"> • Data collection • For Water: Demand analysis; Source analysis; Storage analysis; System modeling (Water) • For Sewer: Interceptor manhole survey; Data review; Physical model development; Drainage basin definition (Sewer/ Wastewater) <p>a) Complete and adopt a water infrastructure master plan with updates to be conducted on a 3-5 year time frame.</p> <p>b) Conduct a Water Supply Master Plan which will include ground water, re-use water and surface water options for built out needs.</p> <p>c) Work with land owners to secure adequate water supply. Continue to work with land owners to secure adequate water supply. Remaining work in this area will be completed by June 2012.</p> <p>d) Adopt a 10 year CIP plan with identified funding.</p>	<p>July 2012 Ongoing.</p>	<p>The Town completed a hydrology study in March 2011; however a comprehensive water supply master plan is still needed.</p> <p>To date approximately 95% of all landowners larger than 20 acres have secured adequate water supply.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
Goal 3: Manage wastewater in an efficient and economical manner.	Utilities	a) Complete and adopt a wastewater master plan with updates to be conducted on a 3-5 year time frame (Plan completed July 2011). b) Adopt an odor and corrosion control program c) Identify future options for phasing the buy-in of future capacity at the Greenfield Water Reclamation Plan (GWRP). d) Adopt a 10 year CIP plan with identified funding.	July 2011 Ongoing.	NEW GOAL: The Town is planning to purchase an additional 1 million gallons of capacity during the next expansion of the GWRP in 2018-2019.

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective Goal 42: Air Quality Program. Ensure that the Town is meeting its commitments to the region's Air Quality mandates. Implementing Council resolution regarding PM-10 compliance.</p>	<p>Development Services / Parks & Recreation / MCSO / Town Manager Ramona Simpson</p>	<p>Over the past decade, a serious air quality concern was raised for Maricopa County. Tiny particulate matter (PM-10; dust) is viewed as a significant health concern – and the USEPA is requiring the County (through MAG) to comprehensively address the problem. Depending upon how quickly the region is able to address the issues, this could severely impact transportation planning and funding for the region.</p> <p>In cooperation with MAG and other local jurisdictions, Council approved a Resolution in 2007 establishing various actions Queen Creek would take to reduce PM-10. Town staff will continue to monitor via MAG's PM-10 working group(s). In June 2007, Council approved a resolution establishing various standards the Town of Queen Creek would take to reduce PM-10 particulate matter as part of the MAG region. Plan anticipates full compliance over the next several years. FY-09 Budget calls for implementation of program in phases. The Implementation/ Enforcement Plan was distributed to Council on March 21, 2008 and a re-appropriation of funds for plan costs was submitted to the Council on April 16, 2008. Communications and Marketing has implemented an extensive community outreach plan including web content, and a printed brochure specifically designed for Queen Creek residents.</p> <p>As the Town continues to move forward with full implementation of the plan, we will monitor the Environmental Protection Agency's (EPA) action on the MAG 2007 Five Percent Plan for PM-10. The EPA has given notice that it will partially disapprove the plan in January 2011. Depending upon how quickly the region is able to address the issues, this could severely impact</p>	<p>Ongoing.</p>	<ul style="list-style-type: none"> • 2008 - Annual Dust Control Block Permit/Plan approved; • 2009 Maricopa County "Blue Sky Award" - outstanding educational public outreach program; • Dust Awareness Week (proclamation; hotline; brochure; flyer); • Dust Control Training - 65 staff have been trained ; • Dust Stabilization (52 miles of shoulders; 367,085 square feet Town-owned parking lots; 196 acres of open space); • 2011 - PM-10 Rapid Response Plan implemented. <p>Future action steps, beyond implementation of the Town's 2007 Resolution, will depend on future actions by the USEPA and MAG.</p> <p>MAG has requested municipalities that are within 4 miles of a PM-10 monitor implement a PM-10 Rapid Response Action Plan. A small portion in the north-west section of the Town is located within a proposed Rapid Response area (Power Marketplace area). A PM-10 Rapid Response Action Plan has been developed by the Town for implementation.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
			<p>transportation planning and funding for the region. As part of the region's response, the Town may need to re-evaluate the standards that were adopted in 2007.</p>	<p>Town staff is required to establish a framework for administering a standardized process for the investigation and issuance of PM-10 citations and conducting Civil Hearings. Staff has developed draft Administrative Regulation (AR), Pro-forma Budget, Personnel Flow Chart, and Citation Complaint form. Staff continues to develop the AR and Civil Hearing Process.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status	
CSP	<p>Objective 3Goal 5: Promote the Town’s sustainability goals through efforts concerning energy use, <u>green building policy, recycling and use of hybrid vehicles.</u></p>	<p>Town Manager / Economic Development</p>	<p><u>Queen Creek’s Green Building Policy, adopted in 2007, commits the Town to finance, plan, design, construct, manage, renovate and maintain its facilities in accordance to with the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) rating system and national standards. In adopting this policy, Queen Creek has set itself apart as a forward-looking, progressive community. Additional sustainability efforts include:</u></p> <ul style="list-style-type: none"> <u>(a) Water conservation</u> <u>(b) Recycling</u> <u>(c) Land use</u> <u>(d) Consolidation of town offices</u> <u>(e) Town’s use of hybrid vehicles</u> <u>(f) Green cleaning products</u>Promote Queen Creek’s current best practices and look for opportunities for new ways to be “green.” 	<p>Ongoing-</p>	<p><u>Staff continues to maintain education efforts regarding recycling and water conservation through the use of Town communication resources. The Town’s website contains extensive information on the green building policy as well as other efforts the Town is making to be “green.” Other accomplishments include a partnership with the Queen Creek Unified School District for each agency’s fueling needs.</u></p>
			<p>(b)Consider amending the Economic Development Strategic Plan to include Sustainable Industries as one of the Town’s targeted industry sectors; consideration of solar and its opportunities for use on public buildings, such as the Queen Creek Library will continually be evaluated.</p>	<p>Ongoing-</p>	<p>Economic Development Strategic Plan will be updated as part of the EDC FY11-12 Work Program. This issue will be discussed/evaluated.</p>
			<p>(c)Look for opportunities to educate residents on simple ways to be “green.”</p>	<p>Ongoing-</p>	

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p><u>Goal 6: Create a welcoming environment in our parks and trails by ensuring they are safe, environmentally friendly, and well maintained. Based on adopted levels of service.</u> <u>[Council Retreat Item]</u></p>	<p><u>Development Services</u></p>	<ol style="list-style-type: none"> 1. <u>Keep the Town’s parks and trails aesthetically pleasing by dedicating adequate resources to maintain areas open to the public.</u> 2. <u>Ensure visitor safety by conducting routine inspection of playground equipment, structures, and grounds and making repairs a priority.</u> 3. <u>Being environmentally friendly:</u> <ol style="list-style-type: none"> a. <u>Research and utilize eco-friendly technologies when economically sensible to do so</u> b. <u>Utilize and promote appropriate water conservation efforts at Town parks</u> c. <u>Recycle grass clippings</u> 		<p><u>NEW GOAL:</u> <u>Staff will monitor new levels of service to ensure compliance matches available resources.</u></p>
KRA 5: FINANCIAL MANAGEMENT / INTERNAL SERVICES AND SUSTAINABILITY				
<p>CSP</p> <p>Objective Goal 1: Maintain long-term financial sustainability for local government operations. Ensure that new programs are properly evaluated based on available revenues, community need and operational sustainability. The Town shall maintain a goal of operational efficiencies not rushing to increase staffing when economic times are better.</p>	<p>Town Manager</p>	<p>Ensure that new programs are properly evaluated based on available revenues, community need and operational sustainability. The Town is in very solid financial condition as evidenced by investment grade bond ratings and outside auditors. It is imperative, however, that the Council always adhere to its adopted financial policies and develop criteria for taking on new services for the community that address long term financial stability of the local government so that quality of life is not jeopardized. Implementing documents include: Reserve, cash management, purchasing, and other financial policies.</p>	<p>Ongoing.</p>	<ul style="list-style-type: none"> • <u>Reserve, cash management, purchasing, and other financial policies have been adopted by the Council.</u> • <u>The last four budgets, the Town has resized its operations matching available revenues to expenses resulting in substantially reducing the size of the local government.</u> • <u>Core Services have been emphasized.</u>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective 2: Complete a comprehensive infrastructure improvement, replacement and maintenance plan for water & wastewater. (Moved to KRA 4)</p>	<p>Utilities</p>	<p>(a) Comprehensive Water & Sewer Master Plan. Master plans for Water & Sewer, although slightly different in regards to individual tasks have very similar purpose and goals:</p> <ul style="list-style-type: none"> • To determine existing capacities • Determine impacts of future growth through modeling anticipated areas of growth by anticipated time frames • Assist in planning for future service areas and needed infrastructure <p>These determinations are made by performing the following:</p> <p>a) Data collection</p> <p>b) For Water: Demand analysis; Source analysis; Storage analysis; System modeling (Water)</p> <p>c) For Sewer: Interceptor manhole survey; Data review; Physical model development; Drainage basin definition (Sewer/ Wastewater)</p>	<p>July 2012</p>	
		<p>(b) Water & Sewer Maintenance Plan</p> <p>A maintenance plan consists of determining the age and condition of existing infrastructure and determining what the anticipated life expectancies are for those facilities and developing a plan for repair and/ or replacement to maximize useful life while minimizing both costs and disruptions of services provided.</p>	<p>July 2011</p>	

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>Objective Goal 34: Review Update/modify the Roads & Streets Maintenance Plan, and modify annually as necessary.</p>	<p>Development Services</p>	<p>In Fall 2009, the Town Council approved a Roads Maintenance Plan for the community. The plan identifies the conditions of all roads and recommends timelines and maintenance treatment. Each year the Town Council reviews and develops options for funding. Adequate attention to the Town's streets are imperative to avoid disproportionate reconstruction costs if maintenance is deferred too long.</p>	<p>Ongoing. Annual.</p>	<p>FY 2010/11 identified pavement maintenance projects are substantially complete. Projects included crack sealing and resurfacing 3.25 miles of arterial roadway, sealing 640,000 yd² of residential roadway, and replacing several deteriorated roads.</p> <p>In June, Town Council approved the annual street maintenance budget for FY 2011/12. Staff will continue to monitor and implement the Maintenance Plan at the appropriate times and as available funding allows. funding levels approved by the Council, and will bring back road maintenance recommendations and options for Council consideration in FY 2012/13.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective 3Goal 4: Continue progressive strategies to attract and retain professional high-performing staff.</p>	<p>Town Manager / Human ResourcesWorkforce & Technology</p>	<p>The Workforce & TechnologyHuman Resources Department has developed strategies to recruit, develop, reward and retain a quality workforce by providing a safe and healthy work environment and offering competitive compensation, benefits, training and development, and ensuring fair treatment to all of its employees.</p>	<p>On-going – 1/2013</p>	<p>The electronic performance evaluation system project was initiated in Aug. 2011 for January 1st completion. A comprehensive reorganization was completed in Sept 2011, which increased the supervisory ration from 1:3 to 1:5 placing the Town in a better, balanced structure as compared to the region’s communities. In 2010, the Town joined the Valley schools Employee Benefits Trust (VSEBT) to assist in controlling benefit costs and for the 3rd consecutive year, the Town and employees will pay the same premium levels with little change to plan design.</p> <p>The newly created Wellness Committee implemented the Wellness Program in Jan. 2011, which employees now enjoy wellness resources through VSEBT, monthly lunch and learn programs, donated prizes to encourage participation, a popular weight loss program, a Health Risk Assessment promotion and a healthy potluck promotion. Training programs were completed this past year including the completion of the Customer Service Initiative (CSI: QC) and training on Ethics in the Workplace, Diversity and Sexual Harassment.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status	
CSP	<p>Objective 4: Review the Roads & Streets Maintenance Plan, and modify annually as necessary. (Consolidated with Goal 3)</p>	<p>Development Services</p>	<p>In Fall 2009, the Town Council approved a Roads Maintenance Plan for the community. The plan identifies the conditions of all roads and recommends timelines and maintenance treatment. Each year the Town Council reviews and develops options for funding.</p>	<p>Ongoing.</p>	<p>FY 2010/11 identified pavement maintenance projects are substantially complete. Projects included crack sealing and resurfacing 3.25 miles of arterial roadway, sealing 640,000 yd² of residential roadway, and replacing several deteriorated roads.</p> <p>In June, Town Council approved the annual street maintenance budget for FY 2011/12. Staff will continue to monitor and implement the Maintenance Plan at the appropriate times and as available funding allows.</p>
	<p><u>Goal 5: Complete a comprehensive review of the Town's classification and compensation system.</u></p>	<p><u>Workforce & Technology</u></p>	<p><u>The last review was completed in 2006. Since that time the Town has added several new departments and division including Fire, Utilities and Solid Waste. However, during the same timeframe, staff was reduced by 47% due to the economic downturn. The current system was built for an organization that would have reached 500 employees within a 10-year timeframe. The current number of job classifications is 70 for 165 full-time and part-time employees (almost a 1:2 ratio). Additionally, a new pay system needs to be identified that meets the current realities of the economy.</u></p>	<p><u>January 2013</u></p>	<p><u>NEW GOAL</u></p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
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KRA 6: IMAGE / IDENTITY

CSP	<p>ObjectiveGoal 1: Maintain community events that incorporate the Town’s heritage and enhance the Town’s branding initiative. <u>Identify opportunities for the Town to facilitate the production of special events and festivals by private organizations that will enhance the Town’s branding initiative.</u> [Council Retreat Item]</p>	<p>Economic Development / Parks & Recreation</p>	<p>Festivals and events create community and economic capitalimpacts in the markets that they serve. <u>Staff will evaluate the current special event permit process and look for opportunities to reduce barriers for special events in the community.</u></p> <p><u>One of recommendations made by the Urban Land Institute was to provide activities such as festivals and other events such as farmers’ markets and art shows to attract new visitors to Queen Creek. The current events held at the Queen Creek Olive Mill, Schnepf Farms and HPEC help reflect the Town’s identity but more can be done in terms of the location and theme of the events to strengthen the image of Queen Creek throughout the region. The Town needs to work closely with venues that have the potential to host festivals and help market them to potential festival producers through programs such as the International Festivals and Events Association.</u></p> <p><u>It will take 2-3 years of recruiting small to midsize events however it is very likely that one or two small events may grow into signature festivals.</u></p> <p><u>Conduct an economic impact study to gain a full understanding of the economic benefits of bringing visitors to special events at various facilities in the community.</u> – Partnerships with, and support from the local community at all levels, is critical to the success and sustainability of existing festivals and events, as well as the ability to attract and encourage new events.</p> <p>Events shall be well-organized, creative, include sponsor involvement and outreach; add quality of life</p>	<p>Ongoing.</p>	<p><u>The Economic Development Department presented the Economic Impact Study scope of work to the Economic Development Commission on 9/28 and to the Town Council for approval on 10/5.</u></p> <p>Community Events–</p> <p>The FY 11/12 budget eliminated all community events. The direction by Council is to produce Trunk or Treat and Passport to Discovery only if revenues outside of Town resources can be secured. Staff is currently working towards securing sponsorships and volunteers to produce the two events at a level that maintains tradition and honors heritage, while providing an inexpensive opportunity for residents to gather and celebrate our community.</p> <p><u>Regional/Special Events-</u></p> <p>The Fy11/12 budget did not allow for the reproduction of the Queen Creek Roots n’ Boots/PRCA Rodeo. At the June 15 Council meeting Council requested that staff work with Friends of HPEC on options to produce the event for FY11/12. Staff will present this information at the August 3rd Council Meeting. Council approved the</p>
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CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
		<p>for local residents; drive tourism; showcase a positive community brand and image to residents, business community, visitors and the media; create economic impact; provide enhanced exposure for the arts, and other community programs; promote volunteerism and bond the many elements of the community together; and encourage community investment, participation, creativity and vision.</p> <ul style="list-style-type: none"> • Community Events are such as Queen Creek Hometown Christmas are produced for and marketed to our local community as an inexpensive way to gather and celebrate; build tradition and honor heritage; cultivate relationships and communicate with Town leadership, adding significant positive quality of life for our residents. 		<p>partnership agreement with FOHP for the 2010 Roots n' Boots/PRCA Rodeo at the 9/21/11 Council meeting.</p>
CSP	Objective 1 continued	<ul style="list-style-type: none"> • Regional/Special Events such as PRCA Rodeo are produced for and marketed to a wider market as a way to drive economic development, promote the QC brand, increase tax revenues, increase exposure of Town facilities like Horseshoe Park and Equestrian Centre and local attractions such as Schnepf Farms and Olive Mill. 	Ongoing.	

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>ObjectiveGoal 2: Implement a community-marketing plan tied to mission, vision and values through a comprehensive branding effort.</p>	<p>Economic Development</p>	<p><u>Economic Development will continue to implement the Town’s adopted marketing plan, which includes general and targeted industry sectors as well as a tourism-focused campaign.</u></p> <p><u>Items include strategically placed advertisements in trade publications, key tradeshows and sales missions to promote the Town to the business community. Staff is also working to promote Queen Creek as a tourist destination, capitalizing on the agritourism/agritainment venues in the community and the growth potential within this sector.</u></p> <p><u>In addition to agreements with the Queen Creek Chamber of Commerce and Queen Creek Performing Arts Center, the Town Council approved marketing partnerships with Schnepf Farms, the Queen Creek Olive Mill and Barney Family Sports Complex which will allow the Town to actively market these venues and events. These partnerships also provide the Town with a resource to promote its own events.</u></p> <p>The Communications and Marketing Division and the Economic Development Department will implement a Town marketing plan that includes general and economic development targets and that is reflected in both the Communications Strategic Plan and the Economic Development Action Plan. Items include strategically placed advertisements in trade publications; key tradeshows and sales missions to promote the Town to the business community.</p>	<p>Ongoing.</p>	<p>Town Council approved marketing partnership agreements with Schnepf Farms, the QC Olive Mill and Barney Family Sports Complex. Staff is working to develop promotional advertising in strategic publications.</p> <p>Working closely with Mesa CVB to promote QC as a destination. Staff is exploring tradeshow opportunities with a retail/tourism focus. <u>Ongoing.</u></p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
Goal 3: Continue strategy to increase awareness and knowledge of success in community education of school systems.	Town Manager	The 2011 Urban Land Institute study indicates areas for greater success for the community’s K-12 schools. This goal identifies the issue to develop a coordinated plan to increase the region’s awareness of the success of accomplishments of the K-12 system. This goal identifies the issue of relevance between community/economic development with the community and the success of the K-12 education system.	January 2013	NEW GOAL
<p>KRA 7: INTERGOVERNMENTAL RELATIONS</p>				
<p>Objective-Goal 1: Encourage and Promote Productive Regional Partnerships.</p> <p>CSP</p>	<p>Town Manager / Town Council / Economic Development / Development Services</p>	<p>Queen Creek is uniquely situated geographically in two counties: Maricopa and Pinal. Although mostly located in Maricopa County the Town’s relationships must extend well beyond its borders to positively address complex long-term economic development opportunities and issues affecting transportation on the community. Staying active in Pinal County and Maricopa County will ensure that the Town’s interests are not overlooked and are advocated in the best interest of the town and the region. Based on available staff, the Town has strategically identified key regional organizations the Town will actively participate in. Town staff monitors the agendas of several other organizations, but does not actively participate in meetings.</p>	<p>Ongoing.</p>	<p>Regarding long-term economic development opportunities, Queen Creek remains an active member of the Central Arizona Association of Governments (CAAG) Comprehensive Economic Development Strategy, Greater Phoenix Economic Council and the Arizona Association of Economic Development.</p> <p>Transportation issues are addressed through a number of regional projects, teams and committees. Ongoing projects with partnership opportunities include the Superstition Vistas land planning process; the Inter-City Rail and Commuter Rail projects; the N-S Freeway and SR 24 Freeway; the Germann Road Corridor Study; and many others. Partnerships are fully implemented via Intergovernmental Agreements, Resolutions of support, letters of support, and attendance at strategic meetings.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
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CSP	<p>Objective Goal 2: The Town should proactively pursue statewide partnerships to support and advance legislation that improves Queen Creek's competitive position with other regions and/or states and work towards the creation of new economic development tools and resources. Pursue regional and statewide partnerships to support and advance creation of new economic development tools and alliances, as appropriate with other public agencies. (Combine Goal 2 & 3)</p>	<p>Town Manager / Economic Development</p>	<p>The uncertainty in the economy has created a number of opportunities and challenges as resources for local governments are even more limited. The Town needs to proactively engage area representatives so they can support the interests of Queen Creek and the region. Additional work with the League of Cities and outreach with key legislative representatives is imperative. The new economy has created a number of opportunities and challenges as resources for local governance become even more scarce. This objective requires annual consideration of an active state agenda for engaging our area representatives in a proactive way so that they can support the interests of Queen Creek and the region.</p>	<p>Ongoing.</p>	<p>The Arizona State Legislature passed a jobs bill during the 2011 Regular Session, however it will be several years before the provisions are fully implemented. The Greater Phoenix Economic Council (GPEC) drafted complimentary legislation that would have contributed to increasing Arizona's competitiveness. Although the GPEC legislation was vetoed, GPEC is responding to the direction in the Governor's veto letter and will be bringing new legislation forward in 2012 that is intended to stimulate job creation and business development and expansion. The Town supported the GPEC legislation in 2011 and will evaluate the new legislation and likely support the 2012 version as long as there are no negative revenue impacts to cities and towns.</p>
CSP	<p>Objective Goal 3: The Town should proactively advocate and pursue state legislation that improves Queen Creek's and the region's competitive position with other regions in the country concerning economic development tools and resources. (Combine Goal 2 & 3)</p>	<p>Town Manager / Economic Development</p>	<p>The Town has developed an aggressive economic development strategy that attempts to implement a diversified economy for the town for long-term financial sustainability. This strategy, however, could take at least a decade, if not more, if there are not the proper economic development tools allowed by the state. Arizona is falling behind its comparator inner mountain west states and the consequence of no action is a direct negative impact on Queen Creek and other Arizona communities. Continue to partner with GPEC, Phx Mesa Gateway;</p>	<p>Ongoing.</p>	<p>Econ-Dev works to support legislative initiatives of GPEC-centered around economic development tools.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
	Town Manager	California and Texas recently passed legislation that allows for the taxation of online purchases if the online retailer has subsidiaries in the state where the buyer resides. This legislation is aimed at leveling the playing field between online retailers and brick and mortar businesses. It is highly likely the Arizona Retailers Association will pursue similar legislation in Arizona in 2012. The Town supports this legislation from a fairness standpoint; however staff will need to work with the League of Arizona Cities and Towns to carefully evaluate proposed legislation to insure no loss of local control over transaction privileges taxes. The passage of this type of legislation would not only increase the competitiveness of brick and mortar stores, it would also likely improve the State's fiscal health and increase state shared revenues. Town staff will also track the progress of similar legislation at the federal level.	Ongoing.	NEW GOAL
CSP	Town Manager / Town Council	Organize various meetings and community orientations. Joint meeting with area City/Town Councils plus school districts. <u>In addition to holding joint meetings with area City/Town Councils and school districts, collaboration opportunities may also include Town Council participation on regional boards and committees including the Maricopa Association of Governments Regional Council, the Central Arizona Association of Governments, East Valley Partnership, and the Phoenix-Mesa Gateway Airport Authority.</u>	Annually	<u>In 2011, a joint Council meeting with Gilbert was held.</u>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status	
CSP	Objective 5 Goal 65: Encourage Maricopa County to use bond financing as a practical, modern means to improving the region's road system.	Town Manager / Town Council	Initiate Continue dialogue with surrounding communities to solicit wide-spread support of county-wide bond financing to meet the region's growth transportation needs. The Town Council would like to have a meeting with the County Board of Supervisors on this matter.	Ongoing	Town staff continues to stress the value of this option with meetings with the East Valley cities, towns and MAG.
CSP	Objective Goal 6: Encourage Maricopa County to develop San Tan Regional Park.	Town Manager / Town Council / Parks & Recreation	Continue dialogue with County on San Tan Park improvements and planning.	Ongoing	The local economy has hindered efforts to make progress on this goal.
CSP	Objective 7: As resources are available and ensuring they are tied to economic development interests of the Town, consideration should be given to increasing Queen Creek's financial share of ownership in Phx-Mesa Gateway Airport.	Town Manager	Develop a financial plan through the annual budget process that leads to a phased ownership increase in Phoenix-Mesa Gateway Airport. Implementation tied to available revenues.	7/2015	

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">CS</p> <p>Objective Goal 87: Collaborate with state, local and county agencies; Central Arizona Association of Governments; and Maricopa Association of Governments on SR 24 freeway, N-S freeway, Inter-City Rail and Commuter Rail studies and corridor planning efforts. Collaborate with area governments, East Valley Partnership, Central Arizona Association of Governments and Maricopa Association of Governments on SR24 freeway corridor.</p>	<p>Town Manager / Town Council / Development Services</p>	<p><u>Identifies a long-standing strategy of the Town to achieve a freeway in the region, closest to most of the emerging population centers to alleviate congestion on Town arterial streets and accelerate economic development in the Town’s employment areas. Freeway alignments (SR 24 and N-S Freeway) are still under review by ADOT and final corridor selection will likely occur in FY 2011-12. The 2010 MAG Commuter Rail Study identified the SE Corridor (Union Pacific RR to Queen Creek) as the best alternative. The Inter-City Rail study linking Tucson to Phoenix is currently underway, with a final alignment to be selected in 2014.</u></p> <p><u>In addition to identifying regional partners, the Town should consider a Major General Plan Amendment in 2012 and the delineation of a transit-oriented development land-use corridor along the UPRR.</u>Identifies a long-standing strategy of the Town to achieve a freeway in the region, closest to most of the emerging population centers to alleviate congestion on Town arterial streets and accelerate economic development in the Town’s employment areas.</p>	<p>Ongoing. <u>Major General Plan Amendment in 2012</u></p>	<p><u>The Town is attending stakeholder meetings for both freeways and the Inter-City Rail study. Action on the Commuter Rail study is on hold pending the 2014 final alignment decision on Inter-City Rail.</u></p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
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KRA 8: LAND USE / ECONOMIC DEVELOPMENT

CSP	<p>Objective-Goal 1: Maintain a balanced community and economically diverse employment base. by evaluating new economic models focusing on fostering economic development within the community through regular monitoring of national trends.</p> <p>[Council Retreat Item]</p>	<p>Economic Development / Development Services</p>	<p>The Economic Development Commission will be updating the Economic Development Strategic Plan as part of their work program for FY11-12. The Economic Development Strategic Plan update will include a detailed review of several key areas critical to the economic development program for the Town. The update will also evaluate and include recommendations, as appropriate, suggested by the Urban Land Institute Advisory Services Panel. These key areas include:</p> <ul style="list-style-type: none"> • Targeted industry sectors – evaluate emerging industries and what makes sense for Queen Creek to target in the short term with limited resources and limited building inventory and improved sites. Also need to consider that the office, industrial and retail markets are heavily over supplied in the Phoenix-Metro area. • Focus on agritainment/agritourism uses; how to grow existing assets that differentiate Queen Creek from other towns and attract similar yet complementary uses. • Focus business attraction efforts in the Town Center. Develop beautification program for the Town Center that includes façade improvement grants, gateway features, public (functional) art, special events, festivals and activities and specific design standards for Town Center. • Issue an RFP for a mixed use entertainment district in the Town Center in an attempt to take a leadership role in filling a void in 	<p>Ongoing-9/2012</p>	<p>The Urban Land Institute (ULI) completed their week-long study of the Town in early June, and presented summary information and findings at a Town Hall briefing on June 10. Staff also presented an update to Council of both the ULI and ASU Capstone projects in September, 2011. Staff anticipates receiving ULI's final draft report in October. Following receipt of the final report, staff will schedule another Work Study presentation for the Town Council to finalize recommendations and adopt an implementation plan, as warranted.</p> <p>The EDC has included a review of the ULI and ASU Capstone Reports in the FY11-12 Work Program and incorporate as appropriate in the Economic Development Strategic Plan Update.</p>
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CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
		<p>entertainment options in the community.</p> <ul style="list-style-type: none"> • Outline plan for Town owned parcels within the Town Center. • Small business development and kitchen incubation program dedicated to early-stage catering, retail and wholesale food businesses. <p>— Evaluate results of the economic impact study to understand the secondary impact the destination venues have and can have on the community by way of increased revenue growth.</p> <p>The Town Council is concerned about the financial sustainability of the community, and how to develop and maintain a diverse economic base that provides financial stability in order to achieve the long term vision for the community. There is concern that the community's vision will be negatively impacted if there is not a balance or perspective maintained on the marketplace and economic development.</p> <p>The Council may bring in outside experts to advise on these matters to ensure there is responsible economic development, living wage job creation and to examine how Queen Creek can capitalize on its unique geographic market position relative to Pinal County, Phoenix Mesa Gateway Airport and the Phoenix region in general. If a study is conducted, particular emphasis should be on the declining housing sector and diminished reliance on Pinal County market for sales tax revenues. This objective may lead to the replacement of the existing economic development strategic plan, identification of specific infrastructure needs in certain economic corridors and the development of a new marketing plan that helps accelerate a new economic model,</p>		

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status	
CSP	<p>Objective Goal 2: Develop and propose strategic amendments to our Zoning Ordinance that implement emerging legislative priorities and provide enhanced economic development tools. Finalize appropriate Zoning Ordinance update to implement the General Plan. Emphasis of Zoning Ordinance updates will be on business retention/creation while balancing community design preferences. [Council Retreat Item]</p>	<p>Development Services / Economic Development</p>	<p>reflective of emerging trends regionally and changes to socioeconomics.</p> <p>As part of the implementation of the recently approved General Plan, staff is developing recommendations to update the Zoning Ordinance. As part of this process staff will develop and propose amendments to the Zoning Ordinance that are required via action by our State legislature and other amendments that will support Economic Development opportunities as outlined in the updated Economic Development Strategic Plan. These opportunities may include but are not limited to changes that support Town Center (downtown) development including zero setback requirements and design standards; special event permitting; agritourism/agritainment type uses.</p>	<p>Ongoing</p>	<p>Work is progressing on both an update to the Zoning Ordinance and development of a Development Design Standards Manual. Initially planned as a text update, staff is dividing the Ordinance into three separate documents (similar to the format of the Subdivision Ordinance): 1) the Zoning Ordinance itself, containing all of the policy-related information and zoning criteria; 2) a Design Standards manual, containing various Town design criteria (including the residential design standards adopted by Council in 2005); and 3) a Policies and Procedures Manual, including the various application forms and related materials. Due to the reduction in staff and an uptick in Planning submittals, the schedule for completion is uncertain.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status	
CSP	<p>Objective Goal 3: Continue and advance strategies to attract and preserve higher educational opportunities to the community and region, including community colleges and partnerships with other higher educational programs such as ASU Poly.</p>	<p>Town Manager / Economic Development</p>	<p>Included as a component of the Economic Development Strategic Plan. The Town is workingContinue partnership with the Maricopa County Community College District and Rio Salado College on the development of a new higher educational concept called “Communiversality @ Queen Creek., partnerships with Chandler-Gilbert Community College and ASU Polytechnic.”</p> <p>This new concept includes a new building at the Queen Creek library site.</p> <p>Additional strategic efforts will need to include partnering with Mesa, Gilbert, Apache Junction and the East Valley Partnership to ensure the stability and growth of ASU Poly at Phx Mesa Gateway Airport. With state budget challenges, there is concern over ASU Poly’s long-term viability.</p>	<p>Lease finalized 12/2010; facility operational by late 2013. Ongoing.</p>	<p>Educational Specifications will be presented to the MCCCCD Governing Board in October. A representative from Rio Salado will present an update on the project to the Council at one of the November meetings. Plans still call for a Communiversality opening Ffall 2013 opening.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>ObjectiveGoal 4: Evaluate options to deliver advancing infrastructure by the Town in key employment areas of the community.</p> <p>-Areas include the northern tier; southeast area of the community including the regional commercial center and mixed-use designation aroundat Meridian/Riggs.</p>	<p>Economic Development/ Utilities / Development Services</p>	<p>Economic Development conducted a detailedThe S.W.O.T. analysis of the Town’s main employment areas.areas identified lack of infrastructure as one of the major challenges in trying to attract employment uses to the community. An implementation and financial plan related to infrastructure will be developed and presented to the Town Council Budget Committee and Town Council during FY12-13 budget discussions. Key staff members from Public Works, Utilities, IT and Planning were involved in the process. Economic Development staff delivered a presentation of short-term and long-term initiatives to the Economic Development Commission (EDC) and Town Council. Short term initiatives included: preparing a wastewater master plan update and focusing business attraction efforts on the Town Center. An implementation and financial plan will be developed and presented to the Town Council for future consideration.</p>	<p>12/20116/2012</p>	<p>S.W.O.T. Information will be reviewed and included as appropriate in the Economic Development Strategic Plan update.The Town is in partnership with Maricopa County and Pinal County on a Design Concept Report for Meridian Road from Queen Creek Wash to Empire, including the intersection of Meridian / Riggs / Rittenhouse and the Union Pacific RR. This intersection is a challenge and efforts are underway to finalize this study by June 2012.</p> <p>Maricopa County is also considering early delivery of a two-lane Riggs Road between Ellsworth and Meridian (3 miles). Staff continues to work with the County to advance the project, and the Phase II Environmental Assessment along this segment will begin soon.</p>
<p>Objective5: Facilitate the development of the community’s first regional mall.</p>	<p>Economic Development, Development Services</p>	<p>Addressed in the General Plan Update, Economic Development Strategic Plan and CIP. Economic Development Department taking the lead.</p>	<p>2016</p>	

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status	
CSP	<p>ObjectiveGoal 56: Update the Redevelopment Area Plan.</p>	<p>Development Services / Economic Development</p>	<p>The Town Center Committee, appointed by Council in January 2009, updated the Town Center Plan that was approved in April 2010. As part of the process the Committee also provided recommended updates to the Goals and Objectives section of the Town Center Redevelopment Area Plan to ensure consistency between the documents. The Town Center Redevelopment Plan is an implementation tool build upon community direction laid out in the General Plan and more specifically, the Town Center Plan. Working in conjunction with the Town Center property owners, the Plan provides direction to the Town on steps that can be considered to protect and enhance the Town Center. The Redevelopment Plan will be updated to reflect changes <u>and goals already accomplished and those yet to be accomplished. Emphasis on any goals by date may include references to ULI and ASU studies and recommendation for Town Center.</u>made to the Town Center Plan once General Plan Amendment (GP10-039) is finalized. Update will include updated graphics, location of facilities, i.e. library, post office. Staff does not intend to make any substantial changes to the Redevelopment Plan that would require a Building Condition and Site Survey.</p>	<p>2012-2013</p>	<p>GP10-039 was adopted by Council in December, 2010. The ASU Capstone report on the Town Center was completed in May 2011, and the ULI study will be finalized in the fall of 2011. Once the final ULI report has been<u>is</u> published and any<u>,</u> potential updates to the Town Center Plan will be<u>are</u> evaluated <u>and implemented, staff using both the ASU and ULI reports. Recommended changes will develop a refined scope for this project.</u>be presented to the Planning Commission and Town Center Committee for consideration.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective 7Goal 6: Continue to review Update the Town's annexation policy to encourage that is proactive Town-initiated annexations, whenever such annexation is beneficial to the rather than defensive; conducting a cost benefit analysis (including economic development potential) areas as part of any new annexation request opportunities within the Town's Planning area.</p>	<p>Development Services / Economic Development</p>	<p><u>With limited resources and a disproportionate reliance on sales taxes, the Town remains cautious when considering any annexation opportunity. The economic development opportunities available to the Town should be considered in conjunction with a fiscal analysis of the potential annexation.</u>This objective was considered by the Council in FY2007. It is the intent of the Council to only annex lands that will have a positive or revenue neutral impact on the Town's budget. With limited resources and a disproportionate reliance on sales taxes, it is imperative to be as prudent as possible when considering new territory. The economic development opportunities that may come along with any proposed annexation should also be considered in conjunction with the fiscal analysis. Town Council may need to adopt new resolution on this matter.</p>	<p>Ongoing.</p>	<p>An annexation study (<u>simplified economic analysis tool</u>) was presented to the Council in March, 2009. Council direction at that time was to analyze each annexation to determine if it would meet economic development needs in the Town, and what the associated costs to the Town would be (infrastructure, maintenance, Town services) for any annexation.</p> <p><u>Staff continues to monitor our approach to annexation of new lands, and will continue to utilize the economic analysis tool for all proposed annexations.</u></p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective 8Goal 7: Enhance the opportunities for Queen Creek businesses to succeed.</p>	<p>Economic Development w/QC Chamber of Commerce</p>	<p>Continue to implement and evolve the Shop Queen Creek Program, encouraging residents to shop local and businesses to support other local business.</p> <p>Begin planning for the succession and evolution of the QC Inc. program. Research the idea of a kitchen incubator.</p> <p>Work with Development Services to update the Zoning Ordinance to support economic development objectives. (Reference KRA 8: Objective 2)</p> <p>Economic Development in partnership with the Chamber has developed and implemented the Shop QC program. Staff continues to encourage residents to shop local and for businesses to join the program as an added opportunity to promote their business.</p> <p>Based on the results of the Business Incubator Feasibility Study, staff is developing an office/services style business incubator to assist small business owners to grow their company within Queen Creek. A business incubator is an economic development tool designed to accelerate the growth and success of entrepreneurial companies through an array of business support services and resources. Queen Creek's incubator program will provide clients access to flexible lease space, shared basic office services and equipment, technology support services, business counseling and mentoring as well as assistance in obtaining financing necessary for company growth. A business incubator's main goal is to produce successful firms that will leave the program "graduates" financially viable and freestanding.</p>	<p>Ongoing</p>	<p>Plans underway for a Shop QC for the holiday program.</p> <p>QC Inc. has had a successful first 8 months. Staff is evaluating the succession and evolution of QC Inc.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective 9Goal 8: Establish a proactive Economic Development policy on business recruitment.</p>	<p>Economic Development</p>	<p><u>Proactively promote the Ombudsman Program to new and/or expanding businesses. Work to change any negative perceptions of doing business in Queen Creek.</u></p> <p><u>Continue to evaluate “local” tools to aid in closing the deal with new business. Staff will continue to partner with regional groups including the Greater Phoenix Economic Council (GPEC), the Arizona Commerce Authority (ACA) and the Arizona Association for Economic Development (AAED) in this effort.</u></p> <p><u>Continue to update and revise the economic development web pages with relevant business resource information.</u></p> <p>Staff, with assistance from the Economic Development Commission, has developed an “Ombudsman Program” to promote Queen Creek’s business friendly environment. The program will provide enhanced communication and coordination for key development projects. (projects with high wage jobs/significant capital investment, projects within the Town’s designated targeted sectors.)</p> <p>Staff will actively seek new employment opportunities for the community through strategic networking, sales missions, tradeshow, etc. identified in the Economic Development Action Plan. It is important to sell the community assets and promote the Town as a business location.</p> <p>To help bring successful economic development projects, the Economic Development Strategic Plan references several “local” tools that can be utilized. However, AZ is lacking innovative statewide programs/tools to aid in closing the deal. Staff will continue to partner with regional groups and to</p>	<p>Ongoing.</p>	<p>Staff is promoting the “Ombudsman Program” to new businesses. Econ Dev is also following up with members of the development community about their perception on doing business in QC.</p> <p>Staff participating in tradeshow and GPEC Sales Missions to promote QC as a business location.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
			<p>monitor and work with the Greater Phoenix Economic Council (GPEC) and the Arizona Association for Economic Development (AAED) to support new economic development legislative initiatives.</p>	
CSP	<p>Economic Development</p>	<p>HPEC is designed to operate as an economic development venue. While it is recognized that full cost recovery will be challenging, it should be continually marketed for regional events that broaden the intent of returning investment for the community at-large and attracting net new dollars into the local economy. This strategy will need to be balanced to allow for local group use and public recreational activities but it will need to continue to strive for increased revenues for the Town.</p>	<p>HPEC is designed to operate as an economic development venue. The facility will be marketed (as per the Town Council approved marketing plan) for regional events that increase revenues and provide positive economic impacts to the community. HPEC will continue to provide opportunities for local equestrian and recreational activities while accommodating the new regional and national equestrian associations that have signed multi-year contracts for events at HPEC.</p> <p>Revenue projections for HPEC for FY11-12 are estimated at \$460,000.</p> <p>Staff will be evaluating HPEC policies and procedures given the economic development focus for the facility.</p>	<p>Ongoing.</p> <p>Revenue projections for HPEC for FY11-12 are \$460,000.</p> <p>Regional and National Associations have signed multi-year contracts for events at HPEC.</p> <p>Staff will be evaluating policies and procedures and updating/revising/creating in an attempt to increase revenues for the Town.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective 11Goal 10: Continue partnership with Chamber of Commerce for strategic economic development initiativesFacilitate the Queen Creek Chamber of Commerce becoming autonomous and financially self-sufficient.</p>	<p>Economic Development / Town Manager</p>	<p>Currently the Chamber of Commerce is responsible for a significant element of the Business Retention and Expansion program (BR&E) for the Town. BR&E is a strategic piece of a successful economic development program. The Chamber, as a key partner of the Town, serves as the main conduit for businesses looking to expand in Queen Creek or for businesses that have issues that need to be resolved in an attempt to keep them in the community. The Chamber also serves as the anchor tenant of the QC Incubator program and serves a vital role in providing small business resource information and the continuity for the program at the QC Inc. location. Implement a migration plan that decreases Town funding of the chamber over a period of time. Depending on financial viability, the Chamber funding may be decreased. However, this shall be evaluated based on economic and budget considerations by the Council. Reviewed annually by the Town Council.</p>	<p>Ongoing.</p>	
<p>Goal 11: Continue to promote resort/hotel development opportunities and evaluate options for accelerating resort and master planning in the San Tan Mountains.</p>	<p>Economic Development</p>	<p>Continue to maintain/develop relationships with key resort/hotel developers and market strategic locations for development in Queen Creek. Collect data from neighboring community hotels on bed nights that are coming from Queen Creek.</p> <p>Continue to track data related to hotel development trends including occupancy rates in surrounding communities. Monitor bed nights that HPEC is generating from the regional/national associations utilizing the facility.</p> <p>Evaluate conducting a hotel study for the community.</p> <p>The General Plan identifies a resort development</p>	<p>Ongoing.</p>	<p>NEW GOAL</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
		option in the San Tan Mountains. This goal would strive for achieving that land use sooner with Town in a lead role.		
KRA 9: PUBLIC SAFETY (FIRE, EMERGENCY SERVICES AND POLICE / SHERIFF)				
CSP	<p>Objective 1: Develop and evaluate current programs based on future needs and available funding. Identify priorities for funding new stations, including analyzing the implementation of a new service model that may reduce long-term costs for capital.Goal 1: Create, develop and test new staffing and deployment model (for the future) to replace current plan from 2005.</p>	<p>Town Manager / Fire</p> <p>a) Document emergency response model based on improved response times, pre-hospital medical care and fire/rescue/special operations capabilities.</p> <p>b) Validate conceptual applications of new model.</p> <p>a)c) Experiment with two person ALS (paramedic) rescue unit.Costs for public safety continue to rise and it is imperative to continually monitor, innovate and create new strategies for the highest possible performance of this invaluable service. The 911 staffing and deployment model for the Town will center on an EMS/Pre-Hospital Care response system that is also capable of supporting fire, hazardous materials, and technical rescue emergency response. This objective recognizes the need to be responsible with management of finite financial resources. Service models may need to be entirely re-evaluated to maintain community expectations and affordability.</p>	<p>Annually12/2014</p>	<p>A conceptual proposal for a new Queen Creek Emergency Services Response model has been completed but not approved or made available for internal or external review. It is anticipated that the concept supported by statistical analysis could be made available for a Council Study Session at the Manager's discretion.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective Goal 2: Police Services. Continue with the MCSO contractual services, but continue to monitor and enhance levels of service as warranted. Improve crime statistical analysis including shift coverage, closed cases and overall workload. Provide MCSO District 6 staffing and deployment model that meets the policing needs of the Town based upon improved statistical analysis of past and present programs and services. Improve crime statistical analysis including shift coverage, closed case and overall workload and proactive community policing.</p> <p><u>Objective Goal 2: Police Services. Continue with the MCSO contractual services, but continue to monitor and enhance levels of service as warranted. Improve crime statistical analysis including shift coverage, closed cases and overall workload. Provide MCSO District 6 staffing and deployment model that meets the policing needs of the Town based upon improved statistical analysis of past and present programs and services. Improve crime statistical analysis including shift coverage, closed case and overall workload and proactive community policing.</u></p>	<p>Town Manager / Fire <u>MCSO</u></p>	<p>a) The Police and Law Enforcement Services Study (Buracker report) established a population threshold of 50,000 as a possible target date as to when Queen Creek should begin the transfer from contractual to its own police department. The staffing and deployment model for policing will focus on traffic control, accident prevention, crime reduction, and public safety education. This objective is linked to the revised master plan for police and law enforcement services.</p> <p><u>The Police and Law Enforcement Services Study (Buracker report) established a population threshold of 50,000 as a possible target date as to when Queen Creek should begin the transfer from contractual to its own police department. The staffing and deployment model for policing will focus on traffic control, accident prevention, crime reduction, and public safety education. This objective is linked to the revised master plan for police and law enforcement services.</u></p>	<p>12/2012 <u>Ongoing.</u></p>	<p>No Change <u>Based upon statistical analysis and MCSO Command Staff Support, the staffing for MCSO District 6 was reduced to 4 patrol beats. This deployment better reflects the level of service needs of the community. MCSO Command Staff will continue to monitor activity level to adjust the model as necessary.</u></p>
<p>CSP</p> <p>Objective Goal 3: Evaluate and make recommendations for increasing <u>Develop strategies for improving</u> the crime prevention programs of in the Town. Town Manager to evaluate cost for increasing programs.</p>	<p>Town Manager / Public Safety Division / <u>MCSO</u></p>	<p>Utilizing statistical analysis and empirical evidence, evaluate all current crime prevention programs/ services and make recommendations to the Town Manager/Council. <u>Develop strategies that employ modern and effective policing strategies. Town Manager to evaluate cost for increasing programs.</u></p>	<p>6/2011 <u>6/2013</u></p>	<p>Draft workbook for the Crime Free Multi Housing program has been completed and sent to the printer. The first training for Multi Housing is scheduled for November 15th, 2011.</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
<p>CSP</p> <p>Objective Goal 4: Develop and implement an emergency response/operations plan (EOP) that provides for Town and community response to wide-spread or local disasters. <u>exercise the Town's Disaster Management System.</u></p>	<p>Town Manger / Fire / Police / Public Works / Utilities</p>	<p>a) <u>Complete revisions to the Town's current Emergency Operations Plan (EOP).</u> b) <u>Develop an emergency communications center for Town Disaster operations.</u> c) <u>Develop a database for disaster management to include GIS capability and a resource directory.</u> d) <u>Establish and manage a regional CERT disaster response system for citizen volunteers.</u> a)e) <u>Develop exercise (simulation) system to annually test the Town's disaster response capabilities.</u> Create and integrate an emergency operations plan that allows a Town overhead (management) team to direct and support disaster response efforts by town employees, CERT responders, and automatic aid/state/federal resources. Include Disaster Management Resident's Committee in training and community outreach.</p>	<p>Ongoing— 1/2014</p>	<p>The Town's EOC blueprint system has been improved and expanded to create an ability to manage and support a CERT Disaster Response effort in the community. The implementation of the Town's Volunteer Response Plan is under way and now represents five regions and fifteen disaster response districts. HAM radio and CERT training will be provided to over one two hundred citizen volunteers in the QC area to provide twelve CERT units for region two. <u>first half of 2012.</u></p>
<p>CSP</p> <p>Objective 5: Provide a MCSO District 6 staffing and deployment model that meets the policing needs of the Town based upon improved statistical analysis of past and present programs and services (Revised as Goal 2).</p>	<p>Town Manager / Fire / MCSO</p>	<p>The staffing and deployment model for MCSO will focus on traffic control, accident prevention, crime reduction, and public safety education. This objective is linked to the revised master plan for police and law enforcement services.</p>	<p>Ongoing.</p>	<p>MCSO District Six has been reduced to four beats in the transition for personnel in terms of reassignments has been completed.</p>
<p>CSP</p> <p>Objective 6: Establish a Fire Prevention Bureau that is able to provide fire and safety code enforcement and consultation services for commercial occupancies.</p>	<p>Fire/ Development Services</p>	<p>Provide Queen Creek with a commercial occupancy inspection program that protects the Town's business community and their customers from unsafe conditions and practices.</p>	<p>6/2011 <u>COMPLETED</u></p>	<p>Completed as of September 29th, 2011</p>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status	
CSP	Objective 7: Implement an agreement with the appropriate private sector ambulance company for medical transport.	Fire	The current East Valley (fire based) emergency medical system sends the closest available fire truck(s) to 911 calls for help without regard to jurisdiction. This has lead Queen Creek and its other automatic aid partners to pursue the same kind of response from its private sector ambulance provider on a regional basis. In order to achieve this goal, a regional contract (representing Queen Creek, Mesa, Gilbert, and Apache Junction) has been created following a lengthy request for proposal process. The contract is currently being reviewed by the State Department of Health Services for approval. Such approval will lead to a much improved emergency medical transport system.	6/2011 COMPLETED	Completed as of August 31st, 2011
CSP	<u>Goal 5: Evaluate and support options to provide emergency services to Queen Creek County Island residents that provide needed public safety and appropriate cost recovery for the service.</u>	Town Manager/Fire/	<ul style="list-style-type: none"> a) Support petition drive to create QCCIFD as a consultant and advisor. b) Negotiate IGA with QCCIFD if established c) Expand QCCIFD to provide emergency services in Queen Creek’s municipal planning area (MPA), <u>as appropriate.</u> 	12/2014	<u>NEW GOAL</u>

CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status
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KRA 10: TECHNOLOGY

CSP	<p>Objective Goal 1: Implement the Telecommunications Plan. Keep abreast of emerging technologies for implementing the Town's Telecommunications Plan. Implement emerging technologies that support the Town's telecommunications planning, GIS Strategic Plan, and other information technology efforts.</p>	<p>Town Manager / Workforce & Technology</p>	<p>The Town continues to focus upon technologies that are being developed that could potentially enhance telecommunication efforts within the Town on multiple levels. Examples include internal municipal use, such as public safety, Town field services, etc. For residential services, wireless broadband technologies are of interest, especially in regards to quality of life. improved telecommunication use and regional coordination by public safety, use of GPS units by Town field services, geographic and mapping data to enhance efficiency, utilization of web resources to broadcast the Council meetings, and implementation of virtualization technologies for the Town's IT infrastructure. Commercially, staff continues to evaluate technologies and strategies that could enhance high-speed data options/services for businesses within the Town, as they relate to economic development opportunities. The Town Manager serves as the Chair of the Topaz Regional Wireless Cooperative (TRWC) system for the region and several staff members represent the Town on TRWC committees. TRWC links multiple jurisdictions to maximize public safety and service oriented communications and to promote interoperability.</p> <p>The municipal fiber and wireless network designs completed in 2007 will need to be re-evaluated and possibly redone in order for the Town to fully recognize the change in technologies from when these designs were completed.</p> <p>One area that the Town is actively pursuing is coordination with the City of Mesa. We are looking at</p>	<p>TBD/As funding is available Ongoing</p>	<p>Council approved the data storage virtualization of servers, and upgrades to our tape backup project in 2/11. The new infrastructure will serve as the foundation for implementing Town strategies such as an all digital disaster recovery solution. A test site has been developed, waiting for finalization of the virtualization project, for implementation of public facing web services for GIS> Additionally, the majority of water and sewer infrastructure has been mapped. The Town moved to Google Apps to replace the Microsoft Exchange 2003 email server. The Fire Department is exploring Electronic Patient Care Reporting (EPCR) which utilizes tablets which is linked to the dispatch system and downloads alarm times, addresses, etc. The Town also purchased radios for the Emergency Operations Center (EOC) and for special events allowing communication coordination for emergencies and events. The Fire Department is also considering air-card support for mobile computer terminals to improve data exchange of emergency information between the alarm room and fire truck. The transition has resulted in cost savings, functionality, improved access and</p>
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CORPORATE STRATEGIC PLAN UPDATES

Key Result Areas / Objectives Goals	Department & Lead Staff	Narrative Description (Action steps to accomplish objective goal)	Completion Date	Completion Status	
			<p>options to having both fiber and wireless links to Phoenix Mesa Gateway's Fire Station, which would allow us potential access to the RCN (Regional Communications Network) and future sharing of technology resources.</p>		<p>business continuity. One area that the Town is actively pursuing is coordination with the City of Mesa. We are looking at options to having both fiber and wireless links to Phoenix-Mesa Gateway's Fire Station, which would allow us potential access to the RCN (Regional Communications Network), an opportunity to possibly collocate technologies, and to utilize off-site storage and multiple back-up systems.</p>
			<p>Fiber Optic Program</p>	<p>TBD/As funding is available</p>	
<p>Goal 2: Maintain an active and relevant website that provides comprehensive information in a user-friendly format.</p>	<p>Workforce & Technology / Economic Development</p>	<p>The Town's website serves as a hub of community communication, and should be maintained using the most up-to-date technology, making it simple for residents, businesses and visitors to find information. The current website was installed in 2007 and has been updated with minor changes each year.</p>	<p>Ongoing.</p>	<p>NEW GOAL: Staff will be reviewing options for updating the website to a new, more modern platform, making it easier for staff to make changes and incorporate the Town's brand.</p>	
<p>Goal 3: Continue to pursue and implement emerging technologies to improve efficiencies with regards to manpower, sustainability and operations.</p>	<p>Utilities</p>	<p>a) Site security/video surveillance for all well sites and water storage facilities (ties to KRA 4/Goal 2) b) Equipment technology, acquire equipment that will enable staff to increase efficiencies and reduce future staffing. c) Hardware/software acquisitions with regards to the following:</p> <ul style="list-style-type: none"> • GPS/ GIS technology for identifying and mapping system components; • iWater software allowing operators to locate and input system detail/ data for maintenance 	<p>Ongoing.</p>	<p>NEW GOAL</p>	