

FY 18 & FY 19

CITY OF PAGE

STRATEGIC

CITY COUNCIL PRIORITIES



# Page City Council



William Diak, Mayor



John Kocjan, Vice Mayor



Michael Bryan



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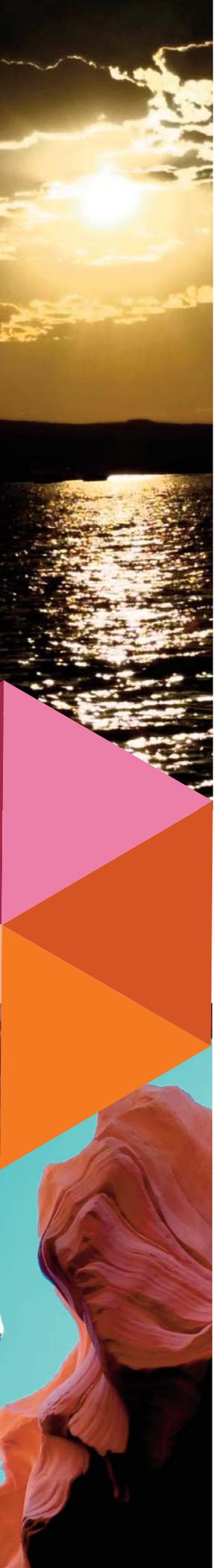
Mark Cormier



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# Vision & Values

The City of Page is a clean, financially responsible, diverse and vibrant community that respects the quality of its environment, fosters a sense of community and family, encourages a healthful, active lifestyle and supports a wide-range of business opportunities to promote a prosperous economy.

## Values

- Accountability and Transparency
- Fiscal Responsibility
- Integrity
- Customer Service
- Strategic Planning

We are accountable, transparent and fiscally responsible. We act with integrity, value customer service, and plan and act strategically.

# Objective Criteria

## Objective Criteria for Decision Making

- Is it in the best interest of the community and stakeholders?
- Does it align with our goals and mission?
- Is it achievable and sustainable?
- Is it financially viable?
- Is it legal?
- Is it fair?





# Community Development

A pleasant environment is a source of pride for its residents and an important component of the quality of life in an area. Community aesthetics take on an economic meaning, encouraging tourism and business recruitment. Community Development is a process by which local decision-makers and residents work together to leverage resources to increase business development and job opportunities; and attract capital to improve the physical, social and environmental conditions in the community.

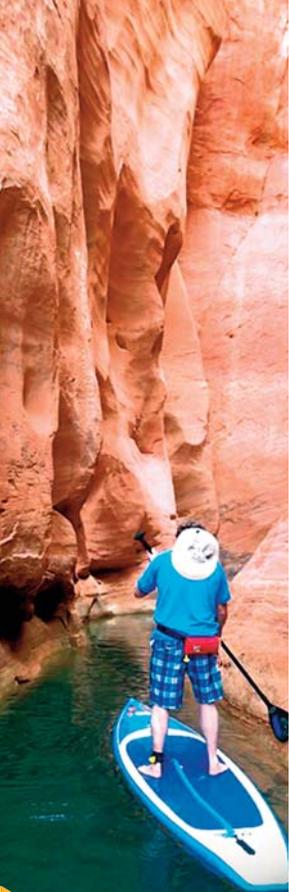
Goal: Implement economic development processes that assist in the development of a strong local economy; protect neighborhoods from blighting and deteriorating conditions that have a negative impact on area property values; and encourage residents and business owners efforts to maintain the physical environment through standards set in local ordinances.

- Objective 1.1** In partnership with stakeholders, create and implement a revitalization plan for Block 17 and a Master Streetscape Plan for the central business district that will establish design as well as strategies and policies for streetscape development, criteria for technical feasibility, and identify implementation costs associated with a streetscape enhancement program.
- Objective 1.2** Assist in the development of a plan for a farmers market in partnership with a local not-for-profit/community group.
- Objective 1.3** Research and draft an ordinance for City Council consideration that would allow Recreational Vehicle and other self-contained camping on designated City properties during permitted events.
- Objective 1.4** Maintain and enhance attractive neighborhoods through City services, enforcement techniques, and compliance with City codes and regulations.
- Objective 1.5** Begin 2019 General Plan Update.
- Objective 1.6** Research and draft Business License Ordinance for City Council consideration to regulate and track business activity that occurs or is transacted within City limits.

# Fiscal Stability

The City is committed to maintaining fiscal stability to ensure the delivery of high quality services. This requires an efficient transparent financial system; accurate and reliable forecasting of revenues; control of expenses; and an expanded tax base.

Goal: Operate in a fiscally prudent manner, assuring the most efficient expenditure of public funds.

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- Objective 2.1** Analyze existing revenue structures, and explore alternative funding mechanisms to support infrastructure and economic development project funding.
  - Objective 2.2** Recommend strategy to pay down unfunded liabilities in PSPRS pension plan to stabilize contribution rates.
  - Objective 2.3** Submit CAFR to GFOA to receive Certificate of Achievement for Excellence in Financial Reporting Award.
  - Objective 2.4** Develop and maintain a 10-year Capital Improvement Program that balances the anticipated cost of planned projects with a realistic forecast of available resources.
  - Objective 2.5** Prepare a budget that meets GFOA award criteria for Excellence in Financial Reporting and Distinguished Budget Presentation.
  - Objective 2.6** Develop long-term financial forecasts that allow the City to annually identify future revenue and expenditure trends and prepare plans to address anticipated problems in a timely fashion.
  - Objective 2.7** The PUE Board has identified Water and Sewer Utility reserve levels to stabilize rates. The Board will make rate recommendations to the City Council.
  - Objective 2.8** Page Utility Enterprises staff will continue long-term financial forecasting, carefully watching future wholesale energy costs, and the PUE Board will make rate recommendations to the City Council.

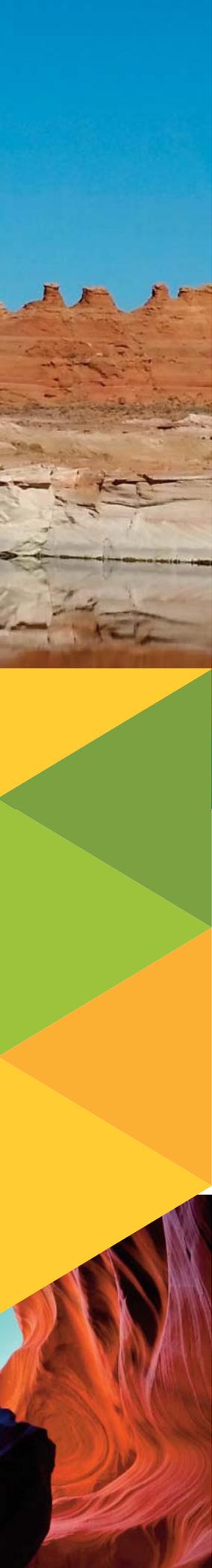


# High Performing Organization

The City of Page strives to develop a high performing organization through continuous system and process improvements; the commitment to make time to do the “work of leadership”; and the encouragement of City employees to exercise their leadership and talents at every level of the organization.

Goal: To create an environment that supports engaged, high performing employees; enable the City to recruit, retain and compete for talent; and ensure retention of institutional knowledge.

- Objective 3.1** Update City website to improve content, customer satisfaction, and optimize the use of technology to drive efficiency, productivity, and service.
- Objective 3.2** Provide a web-based, electronic payment capability for customers.
- Objective 3.3** Recruit and retain a skilled workforce.
- Objective 3.4** Complete organizational assessment to evaluate the City’s current organizational structure.
- Objective 3.5** Review and implement necessary security measures throughout City-owned public facilities.
- Objective 3.6** Encourage community involvement through the recruitment, retention, and engagement of volunteers.



# Improving Infrastructure

The City Council is committed to maintaining and improving public infrastructure and City facilities to preserve both the physical character and livability of the community.

Goal: Maintain and improve critical City infrastructure, including streets, sidewalks, parks, trails and facilities to support economic growth and improve quality of life in Page.

- Objective 4.1** Draft a ten-year Pavement Management Program (PMP) for inclusion in the Capital Improvement Plan.
- Objective 4.2** Strategically invest in City facilities, technology, and equipment.
- Objective 4.3** Identify areas for and project the costs of converting overhead electric lines underground.
- Objective 4.4** Develop strategic operation plan for water and sewer utilities to ensure financial stability and prepare for growth.
- Objective 4.5** Develop a stable and equitable funding source for the preparation and implementation of a comprehensive storm water management plan.
- Objective 4.6** Extend, monitor, and maintain a storm water system to protect the public from flood and drainage.
- Objective 4.7** Update utility infrastructure in coordination with Block 17 revitalization plan.



# Housing

A critical component of a vibrant city is an array of housing options. The City struggles with the lack of affordable and workforce housing, including ownership and rental options.

Goal: Pursue affordable and workforce housing to expand housing options for low and middle income households.

**Objective 5.1**            Research incentives to encourage home ownership and new home construction.

**Objective 5.2**            Research options for preserving the existing housing stock.

# Quality of Life

The City strives to enhance the overall quality of life for our residents and visitors by offering high quality recreation and leisure activities and improving parks, trails, streetscapes and open spaces in Page.

Goal: Maximize resources that enhance the quality of life for our residents and visitors.

**Objective 6.1**            Consistent implementation of the Parks Master Plan.

**Objective 6.2**            Plan, design and implement summer youth programs.

**Objective 6.3**            Research and pursue grant opportunities to enhance recreation programs and facilities.

**Objective 6.4**            Implement online payments and permits.

**Objective 6.5**            Improve public schools through collaboration with strategic partners including Page Unified School District and Coconino Community College.