



Town of Pinetop-Lakeside

2022—2027
Strategic Direction

Approved by Town Council
May 5, 2022

Strategic Planning Framework



Operating Principles

What are the principles upon which we will make strategic decisions?



Areas of Focus

What are our primary categories of work?



Vision

What is the ideal future state we will strive to create for our residents and visitors?



Top Priorities/Initiatives

What big actions will we take?



Reputation

What will the Town of Pinetop-Lakeside to be known for?



Success Indicators

How will we know we're on track with our plan?



Vision

We are committed to enhancing our Town’s friendly mountain heritage and environmental attributes for present and future generations to share and enjoy including opportunities for outdoor activities, interacting with wildlife, and enjoying the natural beauty of our environment. We strive to provide a growing and diverse economy with meaningful employment opportunities while providing for a unique quality of life for our residents and visitors.



Reputation

We will strive to ensure an enduring positive reputation for our community. Our strategic decisions will support the following reputational attributes:

- Outdoor Accessible
- Friendly Mountain Town Feel
- High Quality of Life
- Welcoming to Businesses



Operating Principles

Our strategic decisions will:

- Enhance the quality of life and economic well-being for all residents.
- Be inclusive of all voices in our community.
- Promote the safety, health and wellness of our residents and visitors.
- Strengthen the desirable characteristics of our community.



Areas of Focus

Top Priorities/Initiatives: Years 1-2

Success Indicators: Years 1-2

Top Priorities/Initiatives: Years 3-5

Strengthen and Diversify Our Economic Base

- Determine feasibility of future annexation.
- Create a five-year Tourism Development Plan.
- Create a five-year Economic Development Plan.
- Develop strategy for affordable housing.
- Address zoning issues that hinder revitalization, including a focus on Lakeside.

- Budget parameters are successfully achieved
- Net increase in business licenses
- Increased visitation
- Increased visitor length of stay
- Workforce availability

- Determine best use for the 50 acres behind Safeway.

Improve Our Infrastructure

- Police Department building.
- Improve multi-modal transportation connectivity.
- Identify and prioritize needed right-of-way acquisition.
- Address CPAW forest health.
- Partner to enhance broadband availability.
- Complete roadway improvements.
- Complete traffic analysis and funding for Woodland Lake signal.
- Review, update and potentially approve PARA Study.

- Construction progress
- Monthly/Quarterly Department Status Reports
- Project Timelines

- Determine feasibility of coordinating/acquiring water/sewer utilities.
- Develop and begin implementing a Master Drainage Plan.
- Address solid waste utilities needs.
- Improve Town-wide parking accessibility.
- Address need to expand land for cemetery use.
- Determine capital improvements.



Areas of Focus	Top Priorities/Initiatives: Years 1-2	Success Indicators: Years 1-2	Top Priorities/Initiatives: Years 3-5
<p>Enhance Our Resident Quality of Life</p>	<ul style="list-style-type: none"> • Pursue Big Box Retailer. • Revisit MMRC redevelopment work. • Enhance public safety. • Develop a Community Center concept/plan. 	<ul style="list-style-type: none"> • MMRC Timeline, • Police Department Monthly Report • Violation trends 	<ul style="list-style-type: none"> • Develop a plan to address Senior Center/Senior Lifestyle needs. • Lead and/or participate in prioritized social service solutions, including an inter-generational aspect.
<p>Ensure Our Operational Excellence</p>	<ul style="list-style-type: none"> • Pass Home Rule. • Design/implement a community engagement plan. • Secure appropriate grants to support strategic goals. • Facilitate strategic inter-governmental and non-profit relationships and potential public/private partnerships. • Further enhance relationship with business community. • Develop a staffing/facilities plan. 	<ul style="list-style-type: none"> • Passed Home Rule • Resident sentiment • Business community sentiment • Grant win rate • Grant funding level • Town government employee engagement 	<ul style="list-style-type: none"> • None indicated

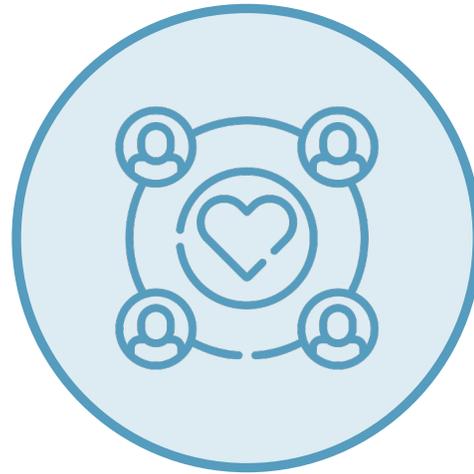
Operating Principles

What will we keep in mind as
we make decisions?

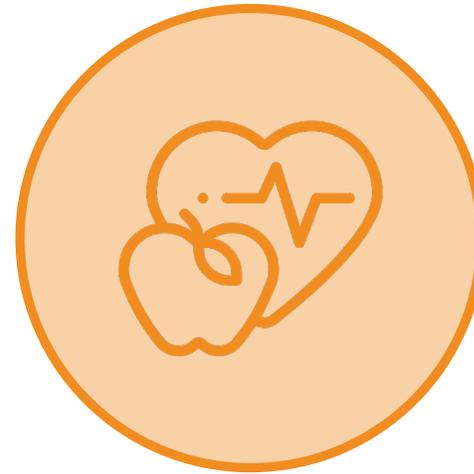
Proposed Operating Principles—Our strategic decisions will:



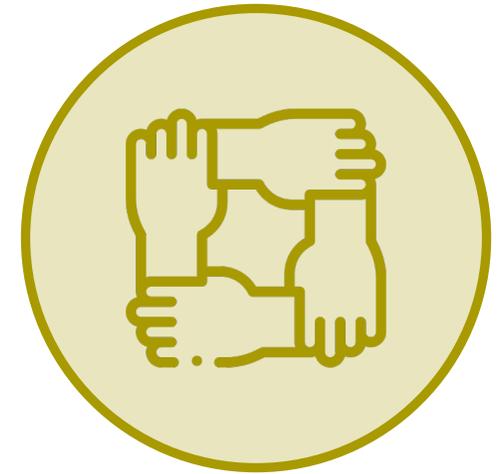
Enhance the quality of life and economic well-being for all residents.



Be inclusive of all voices in our community.



Promote the safety, health and wellness of our residents and visitors.



Strengthen the desirable characteristics of our community.



Vision

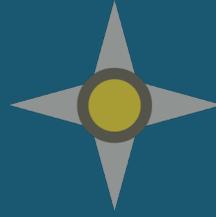
What is the ideal future state we will strive to create for our residents and visitors?



Vision Statement

We are committed to enhancing our Town's friendly mountain heritage and environmental attributes for present and future generations to share and enjoy including opportunities for outdoor activities, interacting with wildlife, and enjoying the natural beauty of our environment.

We strive to provide a growing and diverse economy with meaningful employment opportunities while providing for a unique quality of life for our residents and visitors.



Reputation

What do we want the Town of
Pinetop-Lakeside to be known for?



Reputation

- Outdoor Accessible
- Friendly Mountain Town
- High quality of life
- Welcoming to businesses





Areas of Focus

What are our primary categories of work?

Five-year strategic areas of focus:



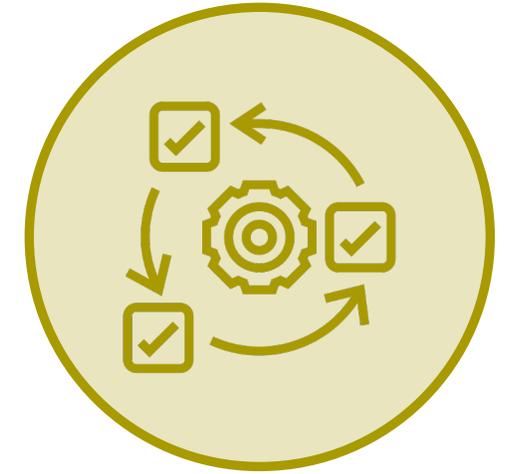
Strengthen and
Diversify Our
Economic Base



Improve Our
Infrastructure



Enhance Our Resident
Quality of Life



Ensure Our
Operational
Excellence



Top Priorities

What big actions will we take?



Strengthen and Diversify Our Economic Base

CD =Community Development
CS = Community Services
PW = Public Works



Years 1—2 Priorities/Initiatives

- a) Determine feasibility of future annexation. CD
- b) Create a five-year Tourism Development Plan to shape the strategic direction of this key driver of our local economy. CS
- c) Develop a five-year Economic Development Plan with the goal of diversifying our local economy. CS
- d) Develop a strategy to improve access to affordable housing for existing and new residents. CD/
CS
- e) Takes steps to address zoning issues that hinder needed revitalization efforts, including a focus on Lakeside. CD
- f) Continue to expand Façade Grant Program (\$90,000 in FY24). CD
- g) Implement and manage Short-Term Rentals. CD

Years 3—5 Priorities/Initiatives

- a) Determine best use for the 50 acres behind Safeway. PW

Success Indicators: Budget Parameters, Net Increase in Business Licenses, Increased Visitation, Workforce Availability, Visitor Length of Stay



Improve Our Infrastructure

CD = Community Development
 CS = Community Services
 PW = Public Works
 TM = Town Manager
 PD = Police Department
 FN = Finance



Years 1—2 Priorities/Initiatives

- | | |
|--|-------|
| a) Police Department building. | PW/PD |
| b) Improve multi-modal transportation connectivity. | PW/CD |
| c) Identify and prioritize needed right-of-way acquisition. | PW |
| d) Take action to address CPAW forest health. | CD |
| e) Establish needed partnerships to significantly enhance local Broadband availability and services. | TM |
| f) Roadway improvements. | PW |
| g) Complete traffic analysis and determine funding for Woodland Lake traffic signal. ADOT completed study. Traffic threshold not met to justify a signal. | PW |
| h) Review, update and potentially approve PARA Study. <ul style="list-style-type: none"> • Including effective speed monitoring. (PD) | PW |

Years 3—5 Priorities/Initiatives

- | | |
|--|-----------|
| a) Determine feasibility of coordinating and/or acquiring water/sewer utilities to improve infrastructure. | PW/CD |
| b) Develop and begin implementing a Master Drainage plan. | PW |
| c) Address solid waste utility needs. | PW |
| d) Improve town-wide parking accessibility. | PW/CD |
| e) Address need to expand dedicated land for cemetery use. | PW |
| f) Determine capital improvements. | FN |
| g) Town is working with Sara Chudnoff on Billy Creek Watershed Study for possible grant. | PW |

Success Indicators: Construction Progress, Monthly/Quarterly Department Status Reports, Project Timelines



Enhance Resident Quality of Life

CS = Community Services
PW = Public Works
TM = Town Manager
PD = Police Department
LI = Library

Years 1—2 Priorities/Initiatives

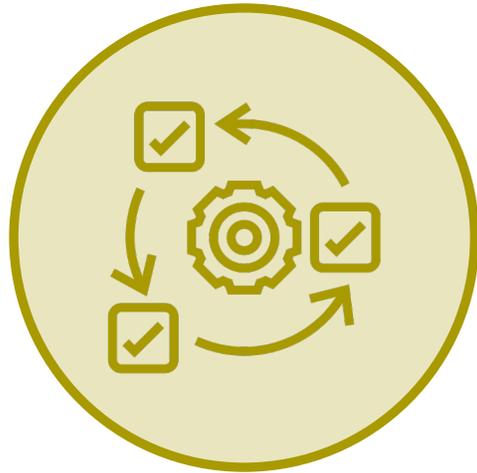
- | | |
|--|----|
| a) Pursue Big Box Retailer. | TM |
| b) Revisit MMRC redevelopment work. | PW |
| c) Enhance public safety. | PD |
| • See speed monitoring note under PARA Study | PW |
| d) Develop a Community Center Concept/Plan. | |

Years 3—5 Priorities/Initiatives

- | | |
|---|-------|
| a) Develop a plan to address Senior Center/Senior Lifestyle needs. | CS/LI |
| b) Lead and or participate in prioritized social service solutions, including an inter-generational aspect. | CS/LI |



Success Indicators: MMRC Timeline, Police Department Monthly Report, Violation Trends



Ensure Operational Excellence

CS = Community Services
 TC = Town Clerk
 TM = Town Manager
 FI = Finance Department

Years 1—2 Priorities/Initiatives

- | | |
|---|-------|
| a) Pass Home Rule. | FI/TC |
| b) Design and implement a community engagement plan. | CS |
| <ul style="list-style-type: none"> • Include Council in business outreach • Use ADOT engagement plan that resulted in SR 260 improvements as a best-practice model. | CS |
| c) Secure appropriate grants that support our strategic goals. | FI |
| d) Facilitate strategic intergovernmental and non-profit relationships and potential public/private partnerships. | CS |
| e) Develop a plan to further enhance Town government’s relationship with our business community. Develop a Business Partnership Packet. | CS |
| f) Develop a staffing/facilities plan. | TM |
| g) Hire a grant writer for USDA ED Grant and others | TM/FI |

Years 3—5 Priorities/Initiatives

- a) None indicated.

Success Indicators: Passed Home Rule, Resident Sentiment, Business Community Sentiment, Grant Win Rate, Grant Funding Level, Town Government Employee Engagement



Big Picture Topics of Discussion

- 1** Mountain Meadow Park: Matt Patterson
 - a. How do we develop this opportunity in a way that includes our residents and community?
- 2** Woodland Lake Park: Matt Patterson and Keith Johnson
 - a. What is the future of the current park?
 - b. Do we need to consider additional property acquisitions?
- 3** Annexation: Keith Johnson and Jeremiah Loyd
 - a) Key considerations and process for annexation.

Mountain Meadow Park: How do we develop this opportunity in a way that includes our residents and community?

Matt: There are three large areas that have been designated: a baseball field, community center and parking lot. Are we targeting the right area (Mountain Meadow Park) for a baseball field? Is a baseball field the right solution? Would basketball and/or Pickle Ball be better because these are the activities we are seeing the most of now? What do our residents want in their park(s)? Is now the time to go back out to residents to understand their thinking?

Council Guidance: We now have information that's telling us something different than our original plan to include baseball. **Now is a good time to re-evaluate. Let's not limit ourselves to our current land availability. We have options!** Let's think big after we find out what the community wants. (Lynn: Save Our Park has funds available and may be willing to participate in some portion of the needed funding). **DREAM BIG!**

Matt suggests as next steps: Go out to the community to determine community preference for the park.

What is the end goal and timeline? Does the possible acquisition of WLP impact this item?

Agreement: Conduct Community Survey (incorporate this effort as an early priority of the community engagement plan. Include in the survey a question(s) on what the community is willing to consider in terms of funding the development)

Timeframe: Complete Community Survey in 2022.

Point Department: Community Services (Lynn would like to be involved)

Woodland Lake Park: What is the future of the current park? Do we need to consider additional property acquisitions?

Matt: Trails and dredging the lake are complete. Playgrounds are now in good shape. Fish Habitat is taken care of. Ramada—where do we create a parking lot? The parking lot will require a clear cut—will residents allow this? We now have ADA issues and parking issues in the park that we will need to address. Parking is the big hurdle. We also need to take into consideration the park's big draw, which is its serenity. Additional development could negatively impact this aspect.

Council Guidance: Include Woodland Lake Park as part of the Mountain Meadow Park survey/community outreach. Ultimately, we may need to have some sort of public/private partnership to do whatever we end up deciding upon—of course with community input. We may need a larger master plan for parks. Matt says in three to four years, he needs direction on where to go with the parks, so now is the time to begin a bigger study.

Agreement: Include Woodland Lake Park in the survey (with Mountain Meadow Park questions) as a bigger picture plan for what to do with our parks overall. It's clear we need a master plan for **both** parks.

Timeframe: 2022

Point Department: Community Services

What is Council's direction on prioritizing infrastructure improvements at our parks? WLP? MMRC? Jack Barker?

Annexation: Key considerations and process for annexation

Jeremiah/Keith: A few years ago, we identified the Country Club Area, Lakeside and Porter Mountain Road for possible target areas for annexation. Lakeside and Porter Mountain were considered sustainable. Country Club would cost too much in terms of the need for roads. Today, we need to look at Lakeside/Porter Mountain and consider whether we want to pursue annexation. What are the benefits of annexation? Our population is closer to 11,000 when we consider the greater area. A lot of people would like to be in the Town limits, vote in our elections, come here to Pinetop/Lakeside to take care of business and access services. From a process standpoint, annexation is not easy. We really have to sell the idea to residents who reside in unincorporated areas. We can offer them better police services, road maintenance, etc. There is an economies of scale consideration, as we grow in population and subsequent additional revenues. It's akin to creating another city of the same size we are currently. We would have to add more employees, etc. This annexation would be mostly residential in nature. One benefit to currently unincorporated residents is that annexation would "localize" their money rather than spreading it across the whole county. From a process standpoint, it would take about a year to complete. Community outreach in the unincorporated area is where we would start with a focus on the benefits of annexation. Another process consideration is retaining a professional land surveyor to identify an accurate reflection of the area annexed. Next, we would have a public hearing. Then, for up to a year, we have to secure 50% of property owners to provide their signatures indicating their support. *Note: it's not a vote, but rather based on signatures on a petition. Then Council votes to approve.*

Council Guidance: Council would like to continue to explore annexation. We need a better estimate on all the additional costs associated with an annexation. At this moment we don't feel we have enough information to give the full green light on this undertaking, though, in theory, it makes sense. We need to make sure there are no hidden costs. Let's look at all the PROs and CONs.

Agreement: Flesh out census numbers, complete full cost analysis.

Timeframe: Next in-depth conversation with Council to take place in the June 2022 timeframe and should include more detailed analysis.

Point Department: Town Manager

Lakeside: What is our position on the beautification of DT Lakeside Porter Mountain Road to the Library.

Conversation/Background: Today we see many dilapidated buildings. There is poor lighting (batteries are dead) which will be expensive to fix at approximately \$3,000 per fixture. Do we know if some of the area qualifies as slum/blighted? Answer: Yes, it does qualify.

Paul: There are at least two avenues to consider—One would be to create economic vitality that stimulates redevelopment of the commercial district. Another would be to pursue the slum/blight criteria and look to secure outside financial assistance. Either way, we have to ensure that whatever we do spurs economic vitality.

Questions:

- What is our interest in improving Lakeside in next 1-2 years? Or longer term? Answer: We do have an interest.
- Can we set aside \$25,000 for a façade grant program? 50/50 match?
- What is an overall redevelopment plan for DT Lakeside?
- Is there a convo with the Post Office—for example, we will build you a new facility and then they lease from the Town?

Agreement: We know we will be improving the Police Dept. facility. This will build enthusiasm for redevelopment. Let's focus on this for now. Also, If we do hire a grant writer, we can then go after funding to help businesses with dilapidated buildings.

Owner: Community Development (to keep Lakeside on their radar)

The Town implemented a Façade Grant Pilot Program in FY23 with \$25,000 in matching funds available. That program has been expanded to \$90,000 in FY24.



Thank You.

