



STRATEGIC PLAN **UPDATE** 2023-2028



INTRODUCTION

Nestled in the heart of southern Arizona's diverse landscape, the Town of Sahuarita embodies a vibrant blend of tradition and progress. This strategic plan encapsulates our commitment to fostering a thriving community that embraces change while cherishing its roots.

Adopted in May 2023 by Mayor and Town Council, the 2023-2028 Town of Sahuarita Strategic Plan is our compass – it will prepare, guide, and propel our organization into the next chapter.

As we forge ahead, these five focus areas containing a total of 15 goals will drive our work:

- Economic Expansion & Placemaking
- Outreach & Communication
- Infrastructure & Facilities
- Community Well-Being
- Highly Performing Organization

Through collaboration and data-driven strategies, we're weaving a future that harmonizes our unique heritage with innovative solutions. With every step, we honor our history, address the community's needs, and build the foundation for a sustainable future for our town.

OUR MISSION

The Town of Sahuarita is dedicated to being a vibrant, innovative and diverse community with exceptional municipal and fiscal leadership, public safety, amenities, and economic prosperity that creates an outstanding quality of life for all.





ECONOMIC EXPANSION & PLACEMAKING



DEFINITION

Facilitate strategic public and private investment in targeted areas that drive economic prosperity and growth and create a sense of place.

NEW GOALS

- Increase development-ready (developable) sites for destination spaces, commerce, employment, and multi-family housing uses by 300 acres by 2028.
- Increase the corporate town limits resulting in an increase of population and/or net revenue growth.
- Establish an environment where businesses can *Grow In Sahuarita* by assisting 75 entrepreneurs in ideation, incubation, acceleration, and transition.



What this means for the Community

Success in this focus area will create a prosperous and healthy community with retail, employment, housing, event, and leisure opportunities that appeal to residents and the broader region.

OUTREACH & COMMUNICATION



DEFINITION

Creates ways for Town Council and staff to communicate and create effective partnerships. Engage with residents and businesses, fostering a greater perception of transparency while creating ways to enhance community and bring various neighborhoods together.

NEW GOALS

- Conduct a community survey every two years that is representative of the Town's demographics and neighborhoods.
- Foster transparency and public trust by distributing the Town Manger's report and related financial, infrastructure, and key performance measure reports to the community monthly through social media, the Town's website, and other communications channels.
- Develop and implement a Communications & Marketing Plan by 2028.



What this means for the Community

Success in this focus area will build trust and support from our residents, businesses, and partners to bring regional recognition through timely and transparent communication.

INFRASTRUCTURE & FACILITIES



DEFINITION

Building and maintaining public infrastructure (such as roads, parks, facilities, etc.) that serves the basic needs of our community and bring various neighborhoods together.

NEW GOALS

- Meet and maintain an average Overall Condition Index (OCI) rating for all roads at a minimum of “good” by 2028.
- Connect multi-modal trails in the community for regional utilization by 2033, as identified in the Trails Master Plan.
- Identify and secure \$5M of additional revenue sources dedicated to the CIP budget to improve and develop public infrastructure projects that serve the needs of the current and future residents and businesses over the next five years.
- Maintain an overall park acreage standard of at least 80% of the National Recreation and Park Association acreage standard of 10.6 acres per 1,000 residents.



What this means for the Community

Success in this focus area will advance town interests in discussions about funding, projects, and opportunities for partnerships.

COMMUNITY WELL-BEING



DEFINITION

Enhancing the quality of life in our community through services and amenities.

NEW GOALS

- Achieve a favorable rating from a minimum of 75% of resident stakeholders responding to the biennial community survey in the areas of public safety, parks and recreation, customer service, and transparency.
- Deliver a minimum of 12 community programs and activities annually that promote the community's health, safety, and welfare.



What this means for the Community

Success in this focus area will enhance the quality of life in our community's health, safety, and welfare through programs, services, and amenities.



HIGHLY PERFORMING ORGANIZATION



DEFINITION

Cultivate a service-first culture by recruiting and retaining a highly skilled Town workforce that provides superior service.

NEW GOALS

- Over 80% of employee survey respondents rate satisfaction with their job as good to very good in an employee survey conducted every two years, with results and action items shared with all employees.
- Employees will complete a minimum of 8 hours of non-mandatory training annually to enhance career and professional development.
- Achieve an annual employee attrition rate of at least 2% lower than the average of the region.



What this means for the Community

Success in this focus area means that the Town is able to recruit, hire, and develop top-quality, efficient, and friendly Town staff to provide exceptional municipal services that will enhance the public's trust and confidence in its local government.



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