



Plan Implementation

This chapter focuses on the community goals, objectives and strategies that will be used to implement the community vision that has been expressed in the introduction of the Plan. The following are generalized definitions which should be referred to when reading this section of the Plan.

GOAL: A desired end or condition which, if pursued over a long term will ultimately result in the attainment of a desired living, working or recreational environment.

OBJECTIVE: A desired level of achievement or measurable step which if pursued and accomplished in conjunction with other objectives, will ultimately result in the attainment of the goal to which it relates.

STRATEGY: A more specific prescribed step applied to attain the established goals. Strategies are a prescription for a course of action.

Most of the goals, objectives and strategies discussed in the following pages were developed as part of a Strategic Plan for the City of Coolidge but they relate very well with the Community Vision as stated in Coolidge General Plan 2025 – “The Future Today”.



The stated community goals in this plan are as follows:

- **A Clean and Safe City**
- **A High Performing City Organization**
- **Expanded Economy**
- **Managed Growth and Revitalization**
- **A Revitalized Downtown**
- **A More Livable City**

The Community Vision Statement on page 2 of this Plan includes several statements that coincide with these stated goals including:

“A safe community built on a solid foundation shaped by faith and family values; Prospering individuals; Rich in educational programs; Warm inviting and beautiful city; Well planned and managed city having strong and capable leadership; Cultural and recreational opportunities flourish; Epicenter of educational excellence; city that has attracted quality businesses and industry creating a strong employment base; A wise steward of its natural resources, and capable of delivering services to support new growth”.

The goals, objectives and strategies outlined in the remaining pages of this Plan are all supportive of the community vision and bring life to the plan if they are implemented. This chapter is the “make it happen” part of the plan and will require the work and effort of the City Government and involved citizenry.

GOAL 1**A Clean and Safe City: Low Crime, Attractive City, Community Pride.****Objective**

Reduce the number of homes and businesses not meeting Code.

**Strategies**

- Complete inventory of existing homes and businesses that are blighted and a public nuisance.
- Utilize current health and safety, sanitation, public nuisance, and zoning laws to correct violations and clean up these homes and businesses.
- Develop additional codes to address property maintenance and upkeep where they may be lacking.
- Demolish or reuse abandoned buildings and homes.
- Complete an inventory of existing abandoned buildings and homes that are candidates for demolition.
- Issue property abatement notices to owners of the properties and take action to remove the dangerous and unhealthy structures.
- Continue to request funding in the City Budget for the demolition of dangerous and unsafe vacant buildings and homes.

Objective

Reduce trash, litter and rubbish from the City.

**Strategies**

- Establish stricter laws and penalties for illegal dumping in the City limits.
- Use City resources to immediately remove illegal dumpsites on public right-of-way and lands.
- Initiate Code enforcement action against property owners that have unsightly buildings and premises.
- Develop a City-wide recycling program.
- Establish a solid waste transfer station that allows residents to dispose of their bulk trash items.
- Install surveillance cameras in areas where illegal dumping is occurring to catch illegal dumping in progress and issue proper citations for such acts.

Objective

Maintain low crime rate.

**Strategy**

- Increase police presence and visibility in the community.

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GOAL 2

A High Performing City Organization: Exceptional Service, Financially Sustainable.

Objective

Align the City organization around the core beliefs of Service, Productivity, Integrity, Responsibility, Innovation and Teamwork “S.P.I.R.I.T.”.

Strategies

- Implement City-wide employee training programs focused on the core beliefs.
- Recognize employees through a “Spirit Award” for demonstration of the core beliefs.

Objective

Expand City revenues to support services at current service levels.

Strategies

- Evaluate land use assumptions, infrastructure improvement plan and development impact fees every two years to determine if fees are aligned with the City’s current levels of service and projected facility expansion due to growth.
- Survey citizens to determine their expectations of City services and willingness to pay.

Objective

Outcome based performance measures for all City activities.

Strategy

- Establish performance measures of the City organization and service effectiveness.

Objective

Increase citizen participation in City Government.

Strategies

- Continue City leadership academy to train future boards/commissions/committees.
- Initiate a volunteer outreach program to allow greater citizen participation in government services.

GOAL 3

Expand City Economy: More Jobs, More Diverse Economy.



Objective

Prepare the community to successfully locate new manufacturing and businesses that are consistent with the community’s vision and create quality jobs for the City.

Strategies

- Conduct an inventory of existing commercial and industrial space and available infrastructure.
- The City, Access Arizona, Coolidge Economic Development Committee, and the Chamber of Commerce will complete the development of a regional-based and community-based economic database to include all the information that a site selector would typically require when selecting a location to establish a business facility.

- Prepare a master plan for industrial parks together with appropriate marketing materials which shall be developed and continually updated.
- Complete a comprehensive building inventory for new business development.
- Establish certified ready sites for Employment and Industrial Uses.
- Evaluate and establish plans to expand infrastructure to employment areas as needed.

Objective

Strengthen existing Coolidge businesses.

Strategies

- Establish and foster businesses that provide complimentary services to existing businesses.
- Working with the Small Business Development Center at Central Arizona College and Access Arizona, the Chamber shall create a comprehensive local business retention and expansion program. The purpose of the program is to determine local business needs, understand the businesses better, and match resources and programs to local business needs.

Objective

Work with private partner, Pinal Land Holdings, (PLH) to develop the Inland Port of Arizona Project adjacent to the Union Pacific railroad Right-of-Way north of Houser road and Highway 87.

Strategies

- Negotiate a pre-annexation development agreement with PLH for all property that was previously purchased by the City of Mesa for water rights.
- Complete the annexation of the PLH and City of Mesa properties into the City limits and establish Planned Area Development (PAD) zoning consistent with the Land Use Policy Map in this Plan.

Objective

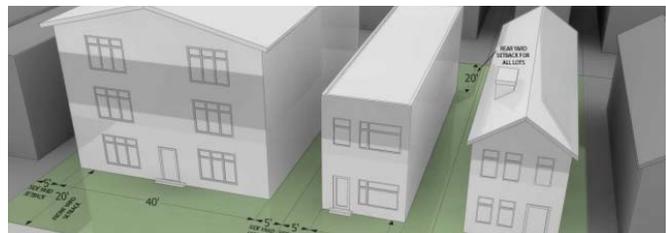
Complete the annexation of the municipal airport property.

Strategies

- Investigate alternatives to bring additional electrical power capacity to the Coolidge Municipal Airport including, but not limited to, Arizona Public Service, Electrical District No. 2, and San Carlos Irrigation Project.
- Work with Arizona Water Company to increase water reservoir capacity at the airport to insure adequate fire protection of existing and future structures at the Coolidge Municipal Airport.
- Support the development of a world class outdoor shooting facility on adjacent State Lands to the east of the Coolidge Municipal Airport property in conjunction with the development of a high end recreational vehicle park in the non-aviation area of the airport.

GOAL 4

Managed Growth and Revitalization: Quality New Development, Quality Infill.



Objective

The Community Vision and General Plan 2025 will guide development decisions.

Strategies

- Update General Plan 2025 as needed to meet the opportunities and challenges the City of Coolidge will face over the next ten years at which time a new General Plan update will be adopted and referred to the voters.

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- Capital improvement decisions should be based on the goals, objectives and Strategies of the General Plan 2025.

Objective

Insure services and infrastructure coincides with new development.

Strategies

- Continue to monitor the land use assumptions and infrastructure improvement plan prepared by Tischler/Bise and to keep impact fees at levels that maintain current services.
- Require developers to install public improvements in accordance with minimum development standards outlined in the zoning and subdivision regulations.
- Review and track all previous development agreements to verify infrastructure is completed in accordance with the provisions in the agreements.
- Review and update development standards and design standards to promote quality new development and quality infill.
- As construction begins in the previously abandoned subdivisions, require homebuilders to establish or re-establish the neighborhood improvements in accordance with approved plans.

Objective

Remove or re-use abandoned buildings and homes.



Strategies

- Inventory entire City to identify vacant, abandoned and unsafe buildings and houses that should be demolished or re-used.
- Clean and lien properties that are identified in the inventory.
- Initiate a neighborhood profile program designed to gain greater citizen involvement in neighborhood revitalization efforts and local government.

Objective

Upgrade City streets and sidewalks in older neighborhoods.



Strategy

- Update City pavement management system and develop a City-wide sidewalk program in older neighborhoods.

Objective

Improve and expand wastewater system as necessary to keep up with capacity demands.

Strategy

- Monitor the wastewater mechanical plant: timing, design and funding of plant expansion to keep pace with growth.

GOAL 5**Revitalized Downtown: Becoming a Community Focal Point and Economic Center.****Objective**

Improve the cleanliness and appearance of downtown commercial buildings.

Strategies

- Organize a Downtown Business Association that will continuously work on the image of downtown.
- Investigate possible Downtown Business Improvement District.



- Continue Code enforcement and voluntary demolition programs in the downtown area.

Objective

Attract additional retail and restaurants to the downtown.

Strategies

- Work with a downtown economic restructuring committee to look for retail and entertainment development opportunities in the downtown area.
- Work with the Coolidge Economic Development Committee, Chamber of Commerce, and the Performing Arts Center to develop the Artisan Village of Coolidge (maker space and business incubator) and to transition activities from the Center Village into downtown retail space.

Objective

Expand community events and festivals downtown.

**Strategy**

- Establish a downtown promotions committee that can identify a number of downtown special events that attract people from the surrounding areas.

Objective

Expand government –schools and civic center in the downtown area.

GOAL 6**A More Livable City.****Objective**

Work with Coolidge Unified School District, Central Arizona Vocational Institute of Technology, Imagine, and Central Arizona College for quality schools and educational programs.

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Strategies

- Enhance marketing and promotion of existing quality educational programs and facilities that exist in the City today and improve upon those assets.
- Support the Artisan Village of Coolidge, a center for creativity, innovation and design, located in the former North School facility.

Objective

Improve the quality of the roads in Coolidge including landscaping and streetscape enhancements.



Strategy

- Continue to fund a City-wide roadway improvement program including the continued requests for grant funding to offset these costs.



Objective

Expand recreational facilities, programs and services for all age groups.



Strategies

- Initiate the planning and development of a state of the art aquatics park for the City.
- Initiate planning and development for a new library/city hall complex in the downtown.
- Prepare a Parks and Recreation Master Plan for the City Planning Area.
- Prepare a Community Trails & Open Space Plan.

Objective

Support for family oriented activities



Strategies

- Complete a citizen survey on quality of life.
- Re-open discussions about the proposed Picacho Reservoir Recreational Area.

The City's housing stock dramatically increased in recent years fueled by housing speculation by investors in the Phoenix and Tucson metropolitan housing market. Rising prices of housing in the metro areas resulted in many residents driving into Pinal County to seek inexpensive homes in Coolidge, Florence, Casa Grande, San Tan valley and Maricopa. The City of Coolidge issued 1,242 permits for new single family homes in just two years, 2005-2006.

Much of the housing activity in the City during this time and the recent economic decline left the City with a surplus of vacant and foreclosed single family properties. Housing projects halted due to this surplus and the City has been challenged with the potential for vandalism and lack of maintenance which negatively impacts the neighborhoods where the new housing stock was constructed. Until this surplus inventory is absorbed in the Phoenix metro area, the pace of new construction for single family homes is expected to rebound at a slower pace.



The General Plan 2025 provides for a continuation of the housing goals, objectives and strategies that were approved in the City of Coolidge General Plan Update adopted on November 10, 2003. The four goals outlined below were identified in the plan with accompanying objectives and strategies.

GOAL 7

Provide a variety of housing alternatives.



Objective

Rehabilitate substandard housing.

Strategies

- Continue to identify homes and/or neighborhoods that are in need of renovation, establish a rehabilitation program for the identified homes and neighborhoods, and prioritize and schedule renovation projects.
- Work with lending institutions to offer low-interest loans for home repairs and upgrades.
- Solicit funding opportunities from public and private organizations such as Habitat for Humanity, local chambers, Lions Club, Rotary Club, U.S. Department of Housing and Urban Development (HUD), and Community Development Block Grants.



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Objective

Support alternative-housing options for special groups, such as renters or the elderly.



Strategies

- Continue to update the housing analysis to determine what type of housing the community demands (i.e. transitional care needs and assisted living).
- Provide a greater range of rental homes from apartments to duplexes to single family homes.
- City should work with private homeowners and developers to encourage alternative housing options in approved areas of the City.

GOAL 8

Ensure that opportunities for fair housing exist in the City to provide residents the opportunity for decent, safe, and affordable housing choices.

Objective

Continue to support the development of fair and affordable housing opportunities for very low, low and moderate-income families in the City.

Strategies

- The City shall continue to support and comply with the requirements of Section 504 Regulations of the Department of Housing and Urban Development regarding nondiscrimination based on disability in federal assisted programs and activities.

- The City shall continue to support and comply with the requirements of the Americans with Disabilities Act (ADA) in the development of affordable housing units within the City.
- The City shall ensure that residents with special needs (i.e., elderly, physically and mentally challenged, homeless, and at-risk populations) are not discriminated against in the City's housing Strategies.



GOAL 9

Maintain and improve the existing affordable housing stock in the City and preserve the quality and appearance of the housing stock and overall environment of the community.

Objective

Continue to provide home rehabilitation and improvement programs for owner-occupied properties.



Strategies

- The City shall provide Code enforcement activities in conjunction with rehabilitation services as an educational process to remove health and environmental hazards and promote cleanliness and pride of ownership.
- The City shall offer referral services to the various agencies offering assistance in areas of housing, medical, financial hardship, and legal aid, among others.
- The City will ensure that the housing staff are trained to provide assistance from initial contact through completion of work and loan services.
- The City will ensure that Code enforcement personnel are trained to serve as liaisons for all available programs and environmental/beautification programs.
- The City will continue its Demolition Program to demolish vacant, abandoned, and dilapidated buildings. This effort removes slum and blight conditions and allows for the redevelopment of land for safe, decent and affordable housing.
- The City will provide temporary housing for families whose house is under construction through the City's housing rehabilitation program.
- The City will support and encourage the implementation of neighborhood improvement programs as a way to better the community housing, while maintaining the historic character and architectural variety of the historic core.

GOAL 10

Increase the supply of affordable housing for low and moderate income families in the community.

Objective

Utilize a variety of sources to support the development of affordable housing in the community.

Strategies

- The City shall actively seek funding from a variety of sources including, but not limited to, the United States Department of Housing and Urban Development (HUD), Community Development Block Grants (CDBG), HOME Investment in Affordable Housing (HOME), Housing Trust Funds, Rural development 504 Grants and Loans, Rural development Housing Preservation Grants (HPG), Community Action Human resources Agency (CHARA) and local banks.
- The City will utilize its Capital Improvement Program to improve deficient infrastructure in mature neighborhoods, where possible.



- The City will examine the potential to develop standards for housing density bonus for large projects that offer affordable housing.
- The City will support coordination with local non-profits and state and federal agencies to develop programs and a network of resources for home ownership opportunities.
- The City will examine ways to provide incentives to developers to reduce the cost of housing development where long-term affordability is assured in large projects.
- The City shall utilize the development of affordable housing in the City as a tool for economic growth and job opportunities for local residents.

If you have accomplished all that you have planned for yourself, you have not planned enough.

-Edward Everett Hale



