



TOWN OF WICKENBURG

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STAFF REPORT

TO: **Mayor and Council**
FROM: **Troy Smith, Town Manager**
DATE: **November 10, 2025**
RE: **FY25 Strategic Plan End of Year Update**

Overview of Report

Purpose of Report

The purpose of this memorandum is to provide an end-of-year update on the Town Council's adopted Strategic Plan for Fiscal Year 2025. The last update provided to Council was in July of 2025.

Report Contents

The report begins with an overview of the Town's vision, mission, and core values, followed by a detailed summary of projects included in the Strategic Plan. These projects are organized within the Plan's five core focus areas:

- Fiscal Sustainability
- Infrastructure Assets
- Safe and Sustainable Quality of Life
- Innovative and High-Performing Organization
- Economic Growth.

The fiscal year listed for each project represents its estimated completion date. Projects marked as "ongoing" are those where deliverables have been achieved but require continuous effort to maintain long-term impact.

Update Process

In July 2025, at a Town Council Meeting, Town staff provided updates on each project, including its history, key milestones, successes, setbacks, and any changes in scope or categorization. Throughout the year, some project categories were adjusted to better reflect their scope, timing, or alignment with strategic goals. Status changes made since the Mid-Year FY2025 Update are noted in brackets "[]" in this End of Year 2025 Update.

Using This Report

This update reflects the Town's commitment to transparency, accountability, and alignment with the Council's strategic vision. It is intended as both a progress record and a planning tool to ensure the Town continues to advance toward its long-term goals. This End of Year report may be used in upcoming Town Council Strategic Planning Study Sessions and during the creation of the FY2027 Town Budget.

Strategic Plan Overview

Vision and Mission

- **Vision Statement:** Wickenburg will be known as the best Western town in Arizona and one of Arizona's best places to live, raise a family, do business, and enjoy an outdoor lifestyle.
- **Mission Statement:** To provide excellent customer service and a clean, safe, and vibrant Western community, benefiting all residents, businesses, and visitors, all while preserving our heritage.

Core Values

- **Integrity:** Always seek and do what is right for our organization and community.
 - **Respect:** Value and appreciate all.
 - **Teamwork:** We are stronger working together and helping each other.
 - **Innovative:** Continuously identify and implement opportunities to improve our services and operations.
 - **Caring:** We treat each other and those we serve with compassion.
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Fiscal Sustainability

1. **Utility Rate (Study) to Fund Future Infrastructure Improvements** – *Completed* (Public Services, FY24) [Unchanged]
This project has been successfully completed, allowing the Town to plan for future infrastructure needs while ensuring financial stability. It highlights our commitment to sustaining and upgrading essential services without compromising fiscal health.
2. **Evaluate Internal Fees and Cost Recovery Policies** – *Ongoing* (Town Clerk) [Status changed from In Progress to Ongoing]
This project focuses on reviewing and refining the Town's fee structures to support cost recovery and long-term financial sustainability. Departments regularly evaluate service fees against the actual cost of administration, ensuring alignment with Council Guiding Principle 1 for Fiscal Sustainability. The consolidated fee schedule is reviewed annually as part of the budgeting process. Staff analyze the cost of providing services and recommend fees to achieve cost recovery. Key updates include sanitation and recycling rates in 2023; facility and field rental fees aligned with the Council's Fiscal Sustainability goals; and water and wastewater fees guided by the Water Master Plan in 2024. Resolution 2350, adopted in May 2024, included 36 fee adjustments across multiple departments, including solid waste while Resolution 2373 in May 2025 introduced 33 additional updates. Ongoing annual reviews ensure the fee schedule remains current, equitable, and consistent with strategic priorities.
3. **Evaluate Development Impact Fees** – *In Progress* (Community Development, FY26) [FY changed from FY25 to FY26]

This project is currently behind schedule. An evaluation began in Summer 2024 and was projected to be completed by Spring 2025. An informal review was discussed during the FY 2025 budget workshop and Council was uncertain if this was the correct path to pursue and the project was not funded in the FY2026 budget. This evaluation aims to align development fees with actual costs incurred, ensuring a fair and reasonable fee structure so that growth pays for itself. While it is important for growth to pay its way the Council must also balance the cost of development, which if set too high will stifle any new development. The process includes compiling and analyzing categories impacted by these growth-related costs and comparing them to the revenue currently being collected from new developments. An official impact fee study is required before adopting any proposed impact fees. The cost of the Study would depend on the number of impact fees the Council chooses to pursue. Generally, the cost is about \$100,000 per fee. Notably, water and sewer connection fees were updated in 2024 as an alternative method of recovering the cost of new development. Staff need direction from the Council if they wish to proceed with Impact Fees, the study should be included in the FY27 budget.

4. **Evaluate Enterprise Resource Program – *Future Project*** (Finance, FY27)
Planned for FY26-27, this project will evaluate the Town’s current enterprise resource planning system to ensure it continues to meet evolving operational needs.
5. **Assess Existing Financial Levies and Revenue Sources – *Ongoing*** (Finance) [Status changed from Completed to Ongoing]
In 2025, a review of the existing levies was completed and incorporated into the FY25-26 budget process, with Council directing staff to lower the property tax rate. This practice will continue annually as part of the budget process to support long-term financial sustainability and informed decision-making. The FY26 First Quarter Financial Update was presented at a Town Council meeting on November 3, 2025, and a study session related to Transaction and Privilege Tax is scheduled for November 17, 2025.
6. **Develop and Adopt a Long-Term Strategic Financial Plan for Capital Projects – *Completed*** (Finance, FY26)
During the FY26 budget process, the Town Council adopted a comprehensive five-year Capital Improvement Plan (CIP), strengthening long-term financial planning for capital projects. Developed through strategic work sessions and informed by planning documents, departmental priorities, and infrastructure needs, the plan expands the previous three-year horizon, providing a stronger framework for sustainable investment. Staff assured the CIP was fully integrated into the FY26 budget while maintaining balanced operations and contingency reserves above policy levels. Submitted alongside the FY26 Tentative and Final Budgets, the five-year CIP reflects the Town’s commitment to fiscal responsibility and will serve as a foundation for future budget cycles, with annual updates guiding infrastructure planning and supporting community growth.
7. **Review and Maintain Appropriate Reserve Funds – *Ongoing*** (Finance) [Status changed from Completed to Ongoing]
In FY25, the Town completed a review of its reserve funds and will continue monitoring

them throughout the FY25-26 budget process to ensure financial stability. As part of the FY26 budget process, reserve levels were evaluated and confirmed to exceed Council's minimum requirements. Council will continue to review its financial policies, including reserve funds, on an annual basis.

Infrastructure Assets

1. **Conduct a Facilities Master Plan – *Completed* (Public Services, FY25)** [Status changed from In Progress to Completed]
Following evaluation in FY25, a business decision was made not to pursue a more costly master plan. Staff completed a Facility Condition Assessment to support long-term maintenance and planning for Town-owned facilities. The assessment has informed several projects included in the current Capital Improvement Plan, such as maintenance at the Public Services Center, HVAC replacements at Town Hall, and the Community Center remodel. The assessment will continue to guide facility investments and maintenance priorities moving forward.
2. **Implement Wastewater Master Plan (Phase I) Recommendations – *Completed* (Public Services, FY23-24)**
This phase is complete, representing a key milestone in improving the Town's wastewater infrastructure.
3. **Conduct Airport Master Plan (External) – *In Progress* (Public Services, FY28)** [Changed from FY26 to FY28 due to the availability of FAA funding.]
This Master Plan Update project has been postponed due to the of Funding cycle of the Federal Aviation Administration (FAA). Required by the FAA, this plan will guide future improvements at the airport and is scheduled to commence in 2028, funded by an FAA grant. During FY2025, the Town issued an RFP for master-planned development at the Wickenburg Airport, based on the 2014 Airport Master Plan. An Airport Development Advisory Committee is being established to help identify development needs at the airport. The Town plans to enter into a development agreement with the vendor selected by the Town Council, enhancing the user experience and positioning the airport as an economic driver for the Town.
4. **Update Pavement Condition Assessment – *Completed* (Public Services, FY25)** [Status changed from In Progress to Completed]
This project was completed in early FY25. The assessment results have been used to inform and prioritize street improvement projects planned over the next five years, as part of the Pavement Preservation Plan, with several projects incorporated into the FY26 Capital Improvement Plan. Staff presented the results of the assessment to the Council, and the data will continue to guide future CIP planning.
5. **Conduct a Transportation and Transit Plan (External) – *In Progress* (Community Development, FY27)** [Status changed from Future Project to In Progress, department

changed from Public Services to Community Development]

This project has transitioned from the Public Services Department to the Community Development Department to better align with long-range planning objectives. It focuses on addressing current and future transportation needs and implementing transit improvements to support the Town's continued growth. Originally scheduled for funding in FY26, the projected completion and adoption timeline has been revised to FY27. The planning process will begin in Fall 2025 under a cooperative agreement with the Maricopa Association of Governments (MAG). The total project cost is estimated at \$290,000, with the Town contributing \$15,000 and MAG providing \$275,000, and is included in the FY26 budget. Upon completion, this plan will provide strategic guidance to the Town Council and private developers for future roadway and transportation infrastructure planning. The final plan is anticipated to be presented to Council for adoption in FY27, with overall project completion expected by October 2026.

6. **Implement Council Direction on Community Center – *In Progress*** (Public Services, FY28) [FY changed from FY25 to FY28]
Staff received direction from Council to proceed with infrastructure repairs and modest remodeling at the Community Center, with potential upgrades depending on budget considerations. Staff is currently working on the initial design phase using a Job Order Contract. Community outreach will include a Community Center Open House in November 2025. Council is expected to review community and stakeholder feedback in November 2025, with demolition scheduled to begin in May 2026.
7. **Implement Water and Wastewater Master Plan (Years 2-4) Recommendations – *In Progress*** (Public Services, FY29) [FY changed from FY27 to FY29]
Implementation began in July 2024, with subsequent years planned to advance the Town's water and wastewater systems through 2029. Several projects are currently in various stages of design and implementation. A first-quarter update on all projects, including water and wastewater, was provided to Council.
8. **Evaluate Hangar and Tie Down Opportunities – *In Progress*** (Public Services, FY26) [FY changed from FY24 to FY26]
Refer to Item 3 - Conduct Airport Master Plan.

Safe and Sustainable Quality of Life

1. **Evaluate Town Code and Code Enforcement Program – *In Progress*** (Community Development, FY26) [FY changed from FY24 to FY26]
This ongoing initiative focuses on strengthening the Town's code enforcement practices to ensure they remain effective, enforceable, and responsive to community needs. Following a comprehensive program evaluation and related processes, staff conducted extensive research on industry best practices to inform revisions. Originally scheduled for completion in FY 2024, the project scope has expanded to include a new property maintenance code, along with development of corresponding staff training and

implementation procedures. This new code aims to equip staff with the tools necessary to enforce standards consistently, supporting neighborhood quality and public safety. A draft of the new property maintenance code is under review by the Planning and Zoning Commission and is expected to return to Council for approval in December 2025. Code enforcement staff has attended basic and advanced training and has made progress in closing out pending cases.

2. **Create Code Enforcement Office – *Completed*** (Community Development, FY25)

[Status changed from In Progress to Completed]

The Town allocated funding in the FY24-25 budget to strengthen capacity for addressing code enforcement issues. As part of this initiative, Council approved the addition of a Community Development Specialist position, enhancing the Town's ability to serve the community effectively. Before the position was filled, 21 code enforcement cases were opened and 86 were closed. After the position was filled, the number of cases opened remained relatively stable at 24, while the number of cases resolved increased significantly to 196.

3. **Conduct Parks & Trails Master Plan – *Completed*** (Public Services, FY25) [Status changed from In Progress to Completed]

This project was completed in October of 2024. Council used the plan to help establish the CIP for Parks in upcoming years. Staff has applied many of the plan's recommendations to enhance Parks Facilities. The Town Council authorized funding in the FY26 budget to begin design of a new park near Sunset Park. The design contract has been delayed due to concerns over early revenue shortfalls. The Town Manager will reevaluate after the first of the year, 2026. There is no funding currently identified to pay for the construction of the new park.

4. **Develop Community Engagement Volunteer Program – *Completed*** (Human Resources, FY25)

The Town's volunteer program continues to meet established standards and compliance requirements, providing opportunities for community members to support Town services and initiatives. Recruitment and placement of volunteers remain challenges, and at the February 10th, 2025, Council Retreat, the project scope was revised and considered complete. While the program aimed to foster greater community involvement across multiple departments, the broad placement strategy proved less effective than anticipated. The Human Resources Department has been added to oversee the program, strengthening overall cooperation. Volunteers currently contribute to a variety of structured duties and activities, including Library programs, Community Development service projects, Police support, rodeo grounds improvements, and other Town-led initiatives.

5. **Evaluate and Develop Neighborhood Engagement Strategies – *Completed*** (Public Information, FY25)

The purpose of this project is to strengthen the Town's relationship with residents by developing an internal community engagement strategy. The initiative transitioned from Community Development to the Public Information Office to better align with communication goals. The strategy will provide a framework for sharing information across all Town programs and services, including public events, communication platforms, service initiatives, and interactive outreach. Once complete, it will enhance existing tools such as social media, CivicReady alerts, the Town website, monthly reports, and press releases, while also boosting participation in initiatives like the Town Academy, community clean-ups, and neighborhood-focused outreach.

6. **Develop Arts & Culture Events** – *Completed with continued engagement* (Originally assigned to the Town Manager's Office, this program area is now within Community Development, FY25.)

This ongoing initiative continues to support the cultural vibrancy of our community through a variety of events and programs. In spring 2024, the Town launched the inaugural Wickenburg West Fest, celebrating Wickenburg's Western heritage. The second annual West Fest was held in April 2025, expanded to include active participation from community partners such as CRAW and the Wickenburg Marshals. Additionally, the Town hosted a successful community photo contest and public gallery showcase event, featuring five submission categories and attracting approximately 60 entries. The event concluded with a public exhibit and a recognition ceremony for the winners, whose photographs are now on display in the Town Hall lobby for the public to enjoy.

7. **Collaborate and Develop Community Events Calendar** – *Completed* (Town Manager's Office, FY24)

In 2024, the event calendar on VisitWickenburg.com was enhanced through collaboration with local organizations to increase community engagement and event visibility. The updated calendar serves as a free, public platform where residents and organizations can easily view and submit events happening throughout Wickenburg. Completed in summer 2024, these improvements have expanded the calendar's accessibility and utility, centralizing event information and encouraging broader participation. In November 2024, the calendar and its integration with VisitWickenburg.com were presented to the Economic Development and Transportation Advisory Committee, which committee responded positively, recognizing its potential to support local events, tourism, and economic activity.

8. **Seek Partnerships to Increase Recreational Programming** – *Completed with continued engagement* (Community Services Division, FY24) [Status changed from In Progress and Ongoing to Complete]

This initiative focuses on expanding and diversifying recreational programming through active partnerships with community organizations, nonprofits, and local agencies. These collaborations enhance access to recreation and provide a wider range of opportunities for residents of all ages. Since 2024, partnership highlights include joint efforts with Project

SALT, Wickenburg Elks Lodge, First Things First of Northwest Maricopa Region, Wickenburg Conservation Foundation, Hassayampa River Preserve, Maricopa County Master Gardeners, Vitalant Blood Donation, Arizona Game and Fish, Friends of Hassayampa, Sonoran Audubon Society, Wild at Heart, Hospice of the Valley, Wickenburg Christian Academy, and Wickenburg Unified School District. In 2024, in partnership with Hospice of the Valley, the Town hosted a free dementia seminar and luncheon, offering valuable education and support for caregivers and families. A new collaboration with the Wellik Senior Center led to the launch of the first annual Senior Sock Hop in 2025, offering a fun and engaging social event for older adults. Children's programming at the library was also expanded through a partnership with AllThrive 365 in 2025. Looking ahead, staff have begun discussions with the Boys and Girls Club and Wickenburg Unified School District to explore additional opportunities for recreational programming in 2025 and beyond.

9. **Strategic Annexation to Manage Urban Pressure and Economic Opportunities – *In Progress*** (Community Development, FY26) [FY changed from FY25 to FY26]

In 2024, the Town Council adopted annexation policies outlined in the 2045 General Plan. Due to the complexity and extended review time required, the project timeline has been shifted from FY25 to FY26. The plan emphasizes managing growth, capitalizing on economic opportunities, and addressing geographical separation through strategic annexation. Key components include developing clear strategies and goals to guide annexation efforts. The Planning and Zoning Commission has reviewed the proposed strategy and has recommended to the Town Council final adoption, which is planned to go before the Council in December 2025.

Innovative and High Performing Organization

1. **Evaluate High Performing Organization (HPO) Principles – *Ongoing*** (Human Resources)

This ongoing project aims to enhance organizational performance through adopting best practices and principles. The Town is actively evaluating and applying High Performing Organization (HPO) principles to improve effectiveness. As part of this effort, a comprehensive overhaul of the Town of Wickenburg's Personnel Rules and Regulations is underway, including separating administrative policies from the personnel rules to improve clarity, consistency, and alignment with best practices. This approach supports a high-performing workforce and allows for quicker policy changes when necessary.

2. **Implement Employee Engagement and Development Survey – *Completed*** (Human Resources, FY25)

In FY26, the Town continues to conduct internal surveys to support employee engagement and development, using results to guide actionable plans that address staff needs and priorities. During the spring of 2025, Human Resources surveyed employees about equipment needs to reduce injuries associated with working in extreme heat

conditions. A group of employees worked together in a committee to assist with implementation of several recommendations. The Wickenburg Employee Advisory Committee will launch in FY26 to engage Town employees in creating and sustaining a great workplace environment and soliciting employee participation in operational and organizational improvements. This change represents the organization's commitment to ongoing employee engagement, rather than simply conducting point-in-time surveys. To further strengthen these efforts, NEOGOV will serve as an employee portal, enhancing interaction and engagement (see Item 3 - Implement Human Resource Information System and Learning Management System Employee Software).

3. **Implement Human Resource Information System and Learning Management System Employee Software – Completed** (Human Resources, FY26)

The NEOGOV ATTRACT system is live, with onboarding and performance management components implemented in FY24-25. Future phases will focus on enhancing HRIS and LMS functionalities. The Town has fully implemented NEOGOV's Attract, Insight, Onboard, and Perform modules, resulting in increased applicant volume, improved employment branding, and greater efficiency in hiring and performance management. The Perform system enables real-time, interactive feedback between employees and management, reducing recency bias and supporting continuous improvement. For the Learning Management System (LMS), the Town continues to use the Arizona Municipal Risk Retention Pool's no-cost offering, while departments like Public Safety may use specialized platforms. This initiative is considered complete, with future efforts focused on refinement and continued integration.

4. **IT Road Mapping (Master Plan, Internal) – Completed** (Information Technology, FY25)

An internal IT roadmap was developed to guide the Town's technology modernization and long-term infrastructure planning. Created with input from a newly formed internal IT workgroup, the roadmap outlines strategic priorities to support and secure Town operations across all departments. Key initiatives include a network infrastructure refresh, staff cybersecurity training, comprehensive audio-visual systems upgrades, and updates to existing IT platforms. These projects have been incorporated into the Town's budget to ensure alignment with operational goals and resource planning.

5. **Evaluate and Improve Town Website – Completed** (Town Manager's Office, FY25)

The Town continually evaluates and enhances its website to improve usability, design, and the overall user experience. A major redesign, completed in winter 2025, modernized the site with updated graphics, an improved layout, refreshed content, and new photography. IT and communications teams collaborate closely with each department to ensure the website offers accurate, relevant, and user-friendly information tailored to departmental needs. The updated site officially launched in January 2025. To support ongoing improvement, a cross-departmental workgroup was established in 2025 to regularly assess and refine the website, ensuring content stays current and the site continues to meet community needs.

Economic Growth

1. **Identify Partnership Opportunities with Business Community Stakeholders – *Completed with continued engagement*** (Town Manager’s Office, FY25)

This project involves ongoing formal and informal engagement with local groups, organizations, and businesses to identify collaborative opportunities, such as cross-marketing, shared programming, and new community initiatives. A recent example includes coordination with the Wickenburg Chamber of Commerce and local businesses during the Tegner Street Repaving Project. Staff hosted public outreach meetings, conducted individual visits with impacted businesses, and walked the downtown corridor to distribute construction maps and provide in-person updates. To maintain downtown vitality, banners and signage reinforced that Downtown Wickenburg remained open for business. The Town also partnered with CRAW for the Second Annual West Fest in 2025, hosting the event on Friday while CRAW organized the PRCA Rodeo on Saturday and Sunday. This joint effort allowed for cross-promotion of a Western Weekend in Wickenburg. This phase of the project is complete, though staff continually seek new opportunities to collaborate and strengthen community connections.

2. **General Plan Update – *Completed*** (Community Development, FY25)

Council adopted an updated General Plan in Summer 2024, providing a framework for future development and community design. The adoption fulfills the state requirements for updating the plan every 10 years.

3. **Zoning Code Update – *In Progress*** (Community Development, FY26)

This project has experienced delays and is not on schedule. The Town had been working with a consultant selected through a formal RFQ process completed in FY24 to advance the project. While some progress has been made, delays on the consultant’s side have pushed the timeline several months behind initial expectations following the General Plan’s completion. In May 2025, the consultant submitted a draft Zoning Ordinance for internal staff review, and staff worked to finalize it. In early September 2025, the draft zoning code was distributed to Council and Planning and Zoning Commission for initial review. The Town has since selected a new consultant firm to continue community outreach, implement feedback, ensure legal compliance, and guide the project through the formal adoption process. The Zoning Ordinance is anticipated to be adopted in FY26.

4. **Develop and Implement Wayfinding Plan – *In Progress*** (Originally assigned to the Town Manager’s Office, it has now been reassigned to the Community Development Department with anticipated completion in FY26.)

This project received initial feedback from the Economic Development and Transportation Advisory Committee in summer 2024. In response, a workgroup was formed of committee members and community organizations representatives met throughout 2024 and early 2025 to establish clear goals and a shared vision for the wayfinding plan. Originally scheduled for completion in FY25, the timeline was

extended to FY26 to align with state requirements for highway sign placement. In 2025, staff began preparing a limited scope of work to inventory and develop formal placement recommendations. A suitable vendor is currently being sought. The project remains active, with ongoing collaboration aimed at delivering a thoughtful and effective wayfinding system that improves navigation and enhances community identity.

5. **Develop Economic Development Web Portal – *In Progress*** (Originally assigned to the Town Manager’s Office, this project has been reassigned to the Community Development Department for reevaluation.)

The development of the Wickenburg Economic Development Web Portal began in 2025 and has included several workgroup meetings with the Economic Development and Transportation Advisory Committee, as well as a formal presentation. In January 2025, a draft version was presented to the committee, which provided feedback, direction, and a formal recommendation to proceed. By early summer, a working draft of the portal was developed and is expected to be returned to the committee for further input before launch. Other IT projects have taken higher priority, affecting the pace of development on this project. The goal of this initiative was to create a centralized hub for economic development information and resources. Due to staff changes, the Economic Development function has been reassigned to the Community Development Department. It is unknown at this time if staff have the capacity to continue this project or the amount of value it will generate. As a result, the estimated completion date is unknown.

6. **Evaluate Implementing Economic Gardening (Business Retention and Expansion) – *Completed*** (Town Manager’s Office, FY25)

The Town of Wickenburg continues to support business retention and expansion through outreach, workforce development, and access to resources. Staff regularly meet with business owners to identify needs and provide assistance, including staff support, training, and resource connections. In FY24-25, the Town launched a façade improvement program to help businesses enhance storefront with several participating in 2024 and applications accepted for 2025. Through a Governor’s Office grant and partnership with Maricopa County, the Workforce2You program offers free certification courses to Wickenburg residents via Maricopa Corporate College, helping expand the local workforce. The Town hosts four job fairs annually and hosted the Moonshot Rural Pitch Tour in 2024 and 2025, providing mentorship, technical assistance, and prize funding to entrepreneurs. Since 2024, over a dozen business and entrepreneurship courses have been offered locally. The Town also partners with the Small Business Development Center and SCORE to provide direct support to local businesses. These efforts support business growth, workforce development, and a stronger local economy.

7. **Develop and Implement Economic Marketing and Branding Strategies – *Completed*** (Town Manager’s Office, FY25)

Using a framework developed in 2024 to position the Wickenburg as a vibrant, accessible, and business-friendly community, the Town began implementing key marketing initiatives, including the development of the Wickenburg Economic

Development Web Portal. This portal serves as a centralized platform to showcase the Town's strengths and connect businesses, investors, and prospective residents with essential resources. It highlights the Town's core brand pillars - economic competitiveness, quality of life, authentic Western identity, and accessibility - and features content tailored to target audiences such as business owners, entrepreneurs, site selectors, and future residents. Portal development is ongoing, with a scheduled launch in FY26.

The Town also achieved successful marketing outcomes through Proposition 302 funding, supporting initiatives aligned with its brand pillars. In FY25, tourism marketing generated more than 3 million impressions across six target demographic regions, with more than 45,000 actively engaged ad interactions and nearly a 7 percent domestic Google engagement rate. This project is considered complete following the development and formal adoption of the Economic Development and Transportation Advisory Committee annual tourism marketing plan in July 2025. Created through a collaborative, data-driven process, the plan includes clearly defined strategies, performance metrics, and goals to guide Wickenburg's tourism-focused economic marketing and branding efforts.

8. **Conduct Economic Development Strategic Plan – *In Progress*** (Originally assigned to the Town Manager's Office, this project has been reassigned to the Community Development Department, and an estimated completion date is unknown at this time.) Originally scheduled for completion in FY25, the project timeline was extended to FY26 following its transition from a consultant-led effort to an internally staff-led initiative. Additionally, due to staffing changes, the economic development function has been moved into community development and evaluation is under way. In FY25, the Town Council adopted the Wickenburg 2045 General Plan, which identifies seven Economic Development Goals for the Town:
 - The community is well-served by commerce and employment, providing goods, services, and jobs that offer livable wages for residents.
 - Wickenburg capitalizes upon its unique Western character, its natural environment, arts & culture, and equine tourism.
 - The downtown commercial growth area is a visually unified, sought-after business and tourism hub.
 - Wickenburg cultivates an efficient, transparent, and supportive environment for business growth and development.
 - Wickenburg has high-quality and modern citywide telecommunication infrastructure.
 - Wickenburg has a strong and vibrant entrepreneur and startup environment.
 - Wickenburg has a diverse and skilled workforce.

The General Plan also outlines 47 Policies to achieve these goals.

Additionally, the Council's Strategic Plan identifies Economic Growth as a key focus area and establishes six guiding principles to support it:

- Ensure development services are continually streamlined, efficient, customer-focused, and responsive to support new growth, local economic development, and the long-term success of existing local businesses.
- Continually update and refine a long-range planning process that incorporates resident and stakeholder input to provide a road map for community design, strategic economic development, infrastructure, and budget planning.
- Nurture and support existing businesses and entrepreneurial efforts in the town. Ensure Town policies encourage and support business growth and success.
- Focus on strategic and targeted economic development pursuits that strive to increase local jobs, generate additional revenues, and support the needs of a growing community.
- Employ economic development strategies, including development agreements that invest in public amenities and infrastructure to enhance our quality of life and thereby drive economic growth.
- Promote balanced housing development that targets a wide variety of options (e.g., types, price ranges, sizes, ownership/rental, and styles) through strategic partnerships and enhanced ordinances/policies.

9. Attract and Support the Growth of Light Industrial Businesses – *Ongoing*

(Originally assigned to the Town Manager’s Office, this project has been reassigned to the Community Development Department.)

Attracting and supporting the growth of light industrial businesses remains a priority to promote economic diversification and job creation in Wickenburg. While staff continue to assist existing industrial businesses through retention and expansion efforts, the Town’s ability to attract new development is currently restricted by utility capacity, zoning constraints, and municipal boundary limits.

The ongoing Zoning Ordinance update, expected to be adopted by Council in FY26, will be critical in aligning land use regulations with the 2024 General Plan and Council’s strategic direction. As suitable areas for industrial development are limited, cases requiring rezoning requests may arise, and Council will need to be mindful of the Town’s long-term economic goals when considering those requests.

The updated Zoning Ordinance will help lay the groundwork for identifying and designating appropriate areas for light industrial use, strengthening the Town’s ability to attract and support light industrial growth. However, the Town continues to face challenges in areas that currently lack access to utilities.