



STRATEGIC PLANNING WORKSHOP

February 11, 2011

The City Council of the City of Mesa held a Strategic Planning Workshop at the Mesa Municipal Court, 3rd Floor Jury Room, 250 East 1st Avenue, on Friday, February 11, 2011 at 8:05 a.m.

COUNCIL PRESENT

Scott Smith
Alex Finter
Christopher Glover
Dina Higgins
Dennis Kavanaugh
Dave Richins
Scott Somers

OTHERS PRESENT

Douglas Griffen
Carl Lundblad
Art Thomason
(Arizona Republic)

COUNCIL ABSENT

None

OFFICERS PRESENT

Christopher Brady
Debbie Spinner

STAFF PRESENT

Jack Friedline
Kari Kent
Trisha Sorensen
Natalie Lewis
Chuck Odom
Scott Butler
Candace Cannistraro
Mike Comstock
Alex Deshuk
Bill Follette
Marquisha Griffin
Mike James
Kathy Macdonald
Charlotte McDermott
Corinne Nystrom
John Pombier
Nikki Rosales
Carla Wagner
Steve Wright
Debbie Yukolis

1. 2009/2010 Successes and 2011/2012 Looking Forward.

City Manager Christopher Brady welcomed the Mayor and Council to their third Strategic Planning Workshop. He also introduced Doug Griffen and Carl Lundblad, representing

Advanced Strategy Center at Pinnacle Peak, who were present to conduct the Council's Strategic Planning electronic brainstorming exercise.

Mr. Brady provided a brief historical overview of the City of Mesa, which was founded on February 14, 1878 and incorporated in 1883. He explained that the Heritage Wall, which is located in front of the Mesa City Plaza, contains 49 plaques depicting significant events in Mesa's history. Mr. Brady stated that in 2002, the last plaque was dedicated and noted that there was room for 13 additional plaques. He challenged the Council to reflect on historic/noteworthy events that have occurred in Mesa since that time that they would like to see added to the Heritage Wall.

Mr. Brady displayed a PowerPoint presentation (**See Attachment 1**) and reviewed the 2009/2010 successes in the area of "Economic Development" (See Page 1 of Attachment 1), which include healthcare, education, aerospace and tourism.

Mr. Brady highlighted "Quality of Life" successes. (See Page 2 of Attachment 1) He stated that retired Supreme Court Justice Sandra Day O'Connor attended the dedication of the new, state-of-the art Mesa Municipal Court.

Mr. Brady also outlined the successes of the "Community Engagement" effort. (See Page 3 of Attachment 1) He noted that the Building Stronger Neighborhoods (BSN) program has been extremely successful due to the hard work and dedication of staff and many Mesa residents.

Mr. Brady further reported on "Financial Stability" issues (See Page 4 of Attachment 1) and stated that all questions and propositions passed on the November 2010 election ballot, including Home Rule.

Mr. Brady, in addition, addressed the issue of "Regional Leadership" (See Page 5 of Attachment 1), which includes areas such as transportation, water, sustainability and partnerships.

Assistant to the City Manager Natalie Lewis outlined the 2011/2012 "Looking Forward" issues related to future plans for each of the Council's Strategic Initiatives. (**See Attachment 2**)

Mayor Smith commented that Mesa has an impressive healthcare corridor extending along US 60 from Banner Desert Hospital and Cardon Children's Medical Center to M.D. Anderson Cancer Center, Banner Gateway Medical Center and A.T. Still University, and on to Banner Heart Hospital, which is located on Power Road. He urged staff to focus on those areas in an effort to maximize the City's potential along that corridor.

Mayor Smith also noted that his and his fellow Councilmembers' appointments to various regional and national boards and committees should not be underestimated. He stated that such participation elevates Mesa's stature as a leader and provides the City "a greater voice."

2. City Financial Trends, Budget Update.

Acting Budget Director Candice Cannistraro displayed a PowerPoint presentation (**See Attachment 3**) and reported that in FY 2009/10, the City realized a total net savings in the General Fund of \$25.4 million (\$22.2 million in net realized savings and a fund balance target of 8%, equating to \$3.2 million), which would be applied to FY 2011/12. She said such savings were unanticipated when the FY 2010/11 budget was initially set.

Ms. Cannistraro highlighted the FY 2010/2011 General Fund Budgeted Resources (See Pages 3 and 4 of Attachment 3) and explained that the City's total sales tax revenue was down \$5.2 million through the November report from the budgeted amount.

Mr. Brady indicated that the City just received the December sales tax numbers, as reported in January, and noted that for the month-to-month comparison to the prior year, the City was down six-tenths of a percent overall. He explained that the City was still down 3.2% as compared to the same period in the prior fiscal year, but said that would not change the forecast numbers.

Ms. Cannistraro referred to a series of charts to illustrate General Fund Revenue for FY 2010/11; and a comparison of General Fund Revenue in FY 2010/11 versus FY 2011/12. (See Pages 5 and 6 of Attachment 3)

Mr. Brady reported that certain areas of Mesa generate higher sales tax revenue than others and suggested that this issue might be a worthy topic for discussion at a future Study Session with regard to creating economic development and revitalization strategies.

Mayor Smith stressed the importance of the City conducting an outreach campaign to apprise Mesa residents of the "Shop Mesa" program.

Discussion ensued relative to the anticipated two-year General Fund revenue shortfall of \$23.5 million (See Page 7 of Attachment 3); a chart illustrating the "General Fund by Expenditure Category for the FY 2011/12 budget," which totals \$434.7 million (See Page 8 of Attachment 3); Expenditure General Fund pressures in FY 2011/12 and FY 2012/13 (See Page 9 of Attachment 3); and a projected two-year budget shortfall in the General Fund of \$41.9 million for FY 2010/11 and FY 2011/12. (See Page 10 of Attachment 3)

Councilmember Finter requested that staff make a presentation at a future Study Session regarding the City's debt service.

Ms. Cannistraro further reported that the \$25.4 million in savings and fund balance target would be applied toward the \$41.9 million two-year budget shortfall, for a net two-year budget shortfall of \$16.5 million. She explained that possible budget balancing options include increasing employee contributions for 2012 healthcare expenses (\$4 million) and reallocating CityEdge funding (\$5 million), which would result in a remaining budget shortfall of \$6.9 million.

Additional discussion ensued relative to the fact that the FY 2011/12 forecast assumes no change in the secondary property tax assessed value; that the actual assessed value

is likely to decrease, resulting in an adjusted rate in order to achieve the same levy amount; and the FY 2011/12 projected State shared revenue that is at risk. (See Page 20 of Attachment 3)

Mr. Brady stated that he has asked all City departments to prepare 5% budget reductions, as well as possible options to increase department efficiencies.

(The Council and staff took a short recess beginning at 9:06 a.m. and reconvened at 9:35 a.m. to discuss Council Strategic Planning.)

3. Council Strategic Planning (Electronic Brainstorming).

Ms. Lewis referred to the 2010/11 Council Strategic Initiatives (**See Attachment 4**) and suggested that the Council consider any additions or changes to be made for the 2011/2012 timeframe. She said that any modifications would be brought back to the Council at a future Study Session to ensure that the language was as the Council intended.

Discussion ensued among the Councilmembers and City staff regarding the updates to the Strategic Initiatives.

Doug Griffen conducted an electronic brainstorming exercise in which the Council utilized computers to identify the highest priorities and key outcomes for each of the five Strategic Initiatives over the next two years. Once the items were identified, he asked the Councilmembers to summarize one priority for each of the Strategic Initiatives that they considered the most important.

(The Council recessed at 11:55 a.m. for a brief lunch break and reconvened at 12:25 p.m. to discuss the iMesa concept.)

4. iMesa Concept Discussions.

Mr. Brady stated that he was seeking Council input regarding their role in terms of community outreach efforts as it relates to iMesa. He questioned whether such outreach efforts should be through citizen committees, a group that comes together to discuss a particular topic (i.e., parks or transportation) or a diversity of opinions.

Mr. Brady explained that it was important for the City to create an environment in which to solicit citizen feedback and also to develop a process whereby those ideas are collected, vetted and ultimately presented to the Council. He proposed the establishment of a 15-member Council-appointed committee, which would represent a cross section of Mesa, and said that those citizens could solicit feedback throughout the community.

Mayor Smith suggested that the 15-member committee could serve as a steering committee. He stated that he envisioned certain projects that are submitted by citizens via iMesa, such as the development of parks or regional pools, would take an extended period of time to complete, while other ideas, such as planning an event in downtown Mesa, could be accomplished more quickly.

Mayor Smith also remarked that he was hopeful that hundreds, if not thousands, of citizens would become involved in iMesa, either through serving on committees or utilizing the website and social media. He stated that it was imperative that Mesa residents “be heard and their ideas have a means by which to become a reality.” He added that there was no defined framework for iMesa and said that it would be as successful as the Council and the citizens of Mesa want it to be.

Councilmember Richins commented that the Council recently funded West Mesa Community Development Corporation (CDC) leadership development and capacity building programs with Community Development Block Grant (CDBG) monies. He suggested that it might be appropriate, as part of the City’s Building Strong Neighborhoods initiative, to integrate iMesa with capacity building in neighborhoods so that the residents could become engaged in their efforts “to determine the destiny of their neighborhoods.” Councilmember Richins noted that CDBG monies were available to assist with capacity building in those neighborhoods.

Councilmember Richins also suggested that there should be a strong staff component with the iMesa program. He stated that in the past, he observed that staff was willing to embrace innovations suggested by the Council, but did not have the “political support” to move forward with certain projects or programs.

Mayor Smith stated the opinion that the term “transformative community project” refers to a project that has changed the culture and the thought processes of Mesa residents and elevated the community as a whole. He stated that it did not necessarily need to be a major project, such as the Mesa Arts Center, but something as simple as a classic car show in downtown Mesa.

Mr. Griffen conducted a brief electronic brainstorming exercise in which the Council identified the attributes or outcomes that would make iMesa truly transformational (i.e., the principles of a transformative project).

Mayor Smith noted that he supports the creation of a 15-member iMesa steering committee, whose members would be selected by the Council; that staff would work to create a system to accumulate ideas that could be put forth in an innovative manner; and that iMesa could also be used as a tool by the individual Councilmembers to pursue issues that are of importance to them.

Mr. Brady thanked Ms. Lewis and other staff members for their efforts in coordinating the Strategic Planning Workshop.

5. Adjournment.

Without objection, the Strategic Planning Workshop adjourned at 12:58 p.m.

SCOTT SMITH, MAYOR

ATTEST:

LINDA CROCKER, CITY CLERK

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Strategic Planning Workshop of the City Council of Mesa, Arizona, held on the 11th day of February, 2011. I further certify that the meeting was duly called and held and that a quorum was present.

LINDA CROCKER, CITY CLERK

pag
(attachments - 4)

Celebrating Our Successes

HEALTHCARE

- Atrine Health (Dobson & Main) opened and HealthSouth Hospital addition.
- Phase I of the Healthcare Feasibility Study completed.

EDUCATION

- Mesa Counts on College – Mesa was awarded a \$3M grant from the Bill and Melinda Gates Foundation to focus on increasing college completion rates.
- Chandler Gilbert Community College opened the 20,000 sq.ft. Engel Hall for Nursing program and a new 20,000 Bridget Hall for computing commons and a student union.
- ASU Poly and Chandler Gilbert Community – Enrollment tops 10,000 and 3,000 students.

AEROSPACE

- **Falcon Field** – 2010 Airport of the Year and 2010 Safety Award. Boeing added the A160T Hummingbird Unmanned Aerial Vehicle to its manufacturing production operations. Timkens Aerospace expanded and added 52 new jobs.
- **Phoenix-Mesa Gateway Airport** – HB Aerospace opened a new 8,000sf facility. Phase I - 25,000sf terminal expansion complete. Allegiant Airlines welcomed their millionth passenger and expanded to 27 destinations served. Hawker Beechcraft opened a 35,000sf expansion, including a new 26,000sf hangar. Mesa completed Ray and Hawes Roads & infrastructure and Fire Station 215.

TOURISM

- **Chicago Cubs** – Voters approved Prop 420, allowing investment in a new spring training facility.
- **Mesa Riverview** – Five new restaurants: Matta's Grill and Cantina, Cabo Sports Grill, IHOP, Volcano Buffet, and Cactus Moon.
- **Fiesta District** – Bright and festive street branding signs were installed.
- **Dixon Golf** – City, Mesa CVB and Dixon Golf announced Dixon Earth as Mesa's official golf ball.
- **Sporting Events**
 - Winn Grips Heather Farr Classic Golf Tournament at Longbow Golf Course.
 - Mesa's "visitmesa.com Basketball Challenge" hosted 16 teams.
 - AZ Rattlers back at Gene Autry Park and have signed a two-year clubhouse lease.
 - Mesa hosted 88 teams in the AZ Special Olympics Basketball and Cheerleading Competition. Approx. 3,000 athletes, coaches, volunteers and fans were involved.
 - Mesa hosted the Western Athletic Conference baseball tournament, including 6 teams: Fresno State, Hawaii, Louisiana Tech, New Mexico State, Nevada & San Jose State. Attendance for the tournament totaled 2,180.
 - Mesa hosted Winter Swim Team Training and the Citrus Classic Swim tournament for 500 athletes from 13 Colleges across the Country and Canada at Kino Junior High School. Approximately 2,000 room nights were booked in Mesa for these events.
 - Mesa Convention Center/Amphitheatre total attendance 195,600 in 2010.
- **Mesa Accelerator Business Plan** – ASU prepared a business plan addressing a technology business accelerator in east Mesa on, or adjacent to the ASU Polytechnic campus and Phoenix-Mesa Gateway Airport. The plan recommends a focus on Aerospace, Engineering and technology development.
- **Downtown** – Events continue to prosper with new, award-winning events such as the AZ Celebration of Freedom that attracted 50k+ participants its first year as well as other continuing events. Four new restaurants have opened. Implemented a Sprinkler Cost Assistance Program to facilitate bringing properties into code compliance while facilitating retention of existing businesses and providing new space for restaurant and assembly uses.
- **Light Rail** - Moved into "Project Development" this year and allowing project design to commence. Initiation of the Central Main Street Plan and preliminary work on the Form Based Code for the downtown area is taking place.



Celebrating Our Successes

- **Completed Key Projects in the 2008 Public Safety Bond Program**-- Fire Station 218, Police/Fire Station 215 (the sustainable and architectural building design is being submitted this year for national recognition), police range improvements, and security improvements at the Center Against Family Violence. Saved approximately \$7M thus far.
- **Mesa Municipal Court opens**-- The new, state-of-the-art Court building opened.
- **2011 Bicycle Friendly Community Award** – In addition to this recognition, more than \$4M in grants have been obtained for 4+ miles of pedestrian and bike projects.
- **COPS Grant Keeping Officers “on the street”** -- Retained 25 police officers through this grant.
- **Enhanced Public Safety Through Technology** – Tactical Support Center, SmartBoard linking the Fusion Center to all four patrol districts; Motor Vehicle/Drivers License project giving officers in the field access to drivers license photos; LeadsOnline for processing pawn shop transactions; TracView that allows citizens to obtain accident reports online; and expansion of Coplink to include San Diego and Orange County California.
- **New Bus Services in East Mesa and Downtown**— New bus service now serves the Red Mountain Campus of MCC, the Red Mountain Public Library, Banner Baywood Medical Center, Superstition Springs Center, ASU poly, Chandler-Gilbert Community College, and Phoenix-Mesa Gateway. LINK service in the Country Club/Arizona Avenue corridor serves the Sycamore Transit Center and light rail.
- **Invested in Mesa’s Parks** – Opened Mesa’s second dog park at Countryside park; replaced basketball courts at Carriage Lane Park; improved Beverly Park through new turf, picnic ramada, and benches; and the construction of Skyline Pool is nearing completion.
- **Strengthened Library Services** – Identified a location for the new Mesa Express Library that is set to open in spring 2011.
- **Facilitated and Supported Community Events** –Hosted the Arizona Interscholastic Association state swimming and diving championships, five community days of play, and events such as the Veteran’s Day Parade and Martin Luther King Day.
- **Expanded “Green” Initiatives** – Mesa designated as Tree City USA; initiated a citywide energy audit that will be completed in 2011, solid waste partnered with Mesa Public Schools for recycling, Light Rail extension to Mesa Drive; and continued the ‘Living Green’ program.
- **Continued Successes in Arts and Culture** -- Through the Three for Free program; Playball and NASA exhibits at the Arizona Museum for Youth; expansion of the Mesa Arts Festival; continuing the Culture Pass program; and collaborative efforts such as Jazz A-Z an educational collaboration between the MAC, Mesa Public Schools, ASU, KJAZZ radio and Jazz at Lincoln Center.
- **Completed several projects in the Streets 2008 bond program** (approx. savings \$26M):
 - Gilbert Road and University Drive intersection improvements
 - Ray Road – Sossaman Road to Ellsworth Road
 - Greenfield Road – Baseline Road to Southern Avenue
 - Dobson Road and Guadalupe Road intersection Improvements
 - Hawes Road – Santan Freeway to Ray Road



Celebrating Our Successes

- **Connecting to Residents through Community Conversations** – Approx. 9,000 volunteers completed 100+ projects on Days of Service, Top-2-Bottom, and Make a Difference Day. Business appreciation events garnered relationships with 200+ businesses. Bi-monthly coffees with Councilmembers were started; 200 toys were collected for Cardon Children’s hospital; and the Faith and Community Partnership Program officially launched the I-Help program to provide emergency shelters for women. The Building Stronger Neighborhoods (BSN) was nominated by the National League of Cities Municipal Excellence Award in 2010, and the most recent BSN boasted 122 neighborhood participants.
- **Using Art to Engage Minority/Underserved Communities:** Native American exhibits at Mesa Contemporary Arts last fall/winter featured dozens of Native American artists and engaged citizens from many area tribes. *Jump to Japan* at the Arizona Museum for Youth focused on Japanese popular culture and involved Japanese citizens and an employee group from Boeing in planning and implementing activities and a successful Grandparents Day event that drew 3,000 people.
- **Mesa Channel 11 Leading the Way:** Channel 11 has become a leader by engaging businesses and residents and generating sponsorship dollars to support programming. Rolling text has been replaced with interactive news programs like “Mesa Talks” with Scott Anderson and other new productions such as “Getting to Mesa” that connects residents to Mesa’s businesses and shopping opportunities. Equipment upgrades now provide improved online access via the Internet.
- **Neighborhood Stabilization Project Soars:** The average sales price of a single family home in 85204 has increased by \$26,000 in one year. City purchased 39 single family homes, rehabilitated 35, and resold 11. In addition, 10 multi-family properties (33 units) were purchased, rehabilitated and will be resold to households whose income is 50% or less of median income level. Rehabilitated homes boast new energy efficiencies, have been brought to current code, and include new safety features.
- **Light Rail Stakeholder Advisory Committee Instrumental** – A committee of 40+ stakeholders provided input on light rail station locations, Main Street’s traffic configuration and other urban design elements. The final recommendations were approved by the City Council in June.
- **Using Technology to Communicate and Engage**
 - a. **Social media** tools allow us to reach out to information-age audiences. Twitter—10,662 Mesa Twitter followers across 15 accounts; YouTube—36,951 video views for four channels; and Facebook—5,955 fans across 10 accounts.
 - b. The **Web Refresh** was completed and ensures the City’s website remains fresh, interactive, user-friendly ... and becomes a community tool rather than focused solely on government.
 - c. **Interactive Mapping** allows someone to see City facilities, schools, hospitals and possible street closures. Maps are updated every 12 hrs and update tweets are sent when changes are made.

community engagement





Celebrating Our Successes

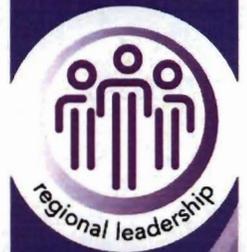
- **\$23M Bond Savings Translated into Added Services**-- Mesa was able to save as much as \$23 million on the street bond projects by getting them out to bid quickly and taking advantage of low construction prices. With these savings, we funded two additional transportation projects this year at Country Club Dr. and Southern Ave. and Stapley Dr. and Southern Ave.
- **Invested in Building America Bonds** -- With this year's issuance of \$30.9 million in general obligation bonds and \$50.4 million in utility systems revenue bonds under the Building America Bonds program, the City receives a 35% interest rebate from the federal government. The interest rebate that will be received over the life of the bonds is \$10.5 million for the general obligation bonds and \$25.9 million for the utility revenue bonds.
- **Created New Revenue-Generating Solutions**-- Solid Waste has contracted with Mesa Public Schools through 2015. The new partnership will produce approximately \$35,000/month new revenues to the City. As a result, more than 900 cubic yards of trash are diverted from landfills every week, the City will produce approximately \$35,000/month and the school district saves approximately \$5,500/month.
- **Used Technology to Create Organizational Efficiencies** -- The City has implemented video conferencing systems with the Fire Department as the first users. This technology provides a way for management to remotely reach every fire station and every shift. City management used this technology recently to provide an update to all fire personnel about budget/benefits-related information. Fire estimates that using this equipment for information sharing and training saves the department approximately \$500,000 every year. In addition, we updated the collections code and has provided new tools for us to more efficiently and effectively collect on delinquent accounts due to the City.
- **November 2010 Elections Passed Decisively** -- All Questions and Propositions decisively passed in Mesa this year. These included Home Rule, Cubs, Bed Tax, Gas, Water, Wastewater, and Electric Revenue Bonds and Southwest Gas Franchise.
- **Putting Volunteers to Work in Community Service** -- In 2010, there was expanded use of volunteers and non-paid interns in departments that previously had not used volunteers. For instance, Transportation has averaged 160 hours per quarter; Development and Sustainability has averaged 212 hours per quarter; and Falcon Field averaged 185 hours per quarter in the first three quarters of the year. The Citywide Volunteer Management Group has been working with IT on the web-based Volunteer Umbrella program which will interface with CityEdge. As of September 2010, Mesa received approx. 172k volunteer hours which translates to approx. \$3.5M in labor savings.

financial stability



Celebrating Our Successes

- **Transitional Response Vehicles (TRV) New Regional Model to Maximize Fire Services in Cost-Effective Manner**-- The implementation of TRV's with specialty equipment has been completed. These TRV's provide "basic life support" services for non-emergency incidents citywide and for our regional automatic aide partners. The TRV program helps to ensure that we provide excellent basic life support services while also maximizing use of other equipment/resources when more advanced life support and other services are needed.
- **Police Improve Regional Communication Interoperability** -- Mesa Police Communication formed a cooperative between Mesa, Gilbert, and Apache Junction Communications members to facilitate effective interoperable communication among public safety agencies for both routine and emergency operations. Representatives meet regularly to create proactive solutions to resolve emerging interoperability issues.
- **LED Street Lighting** -- As part of demonstrating regional leadership in sustainable practices, we replaced the conventional high-pressure sodium lights with LED technology on approximately 2,510 streetlights in Mesa. The focus is on energy conservation and the reduction of required maintenance. Testing of various manufacturers continues. The work was fully funded through a \$1M ARRA Energy Efficiency Conservation Block Grant, and staff anticipates approximately \$28k in annual savings in reduced energy and maintenance costs.
- **Serving on Regional Boards** -- Mayor and Council have been appointed to positions of leadership on a wide range of community and government boards and commissions. To complement that effort, the organization also seeks participation in regional discussions and planning. Below are just a few examples of this effort:
 - Mesa **Solid Waste** members have taken an active role in leading the Solid Waste Assoc. of North America (SWANA) Technical Committee that rewrote the certification course for solid waste collection managers. Note: SWANA local and national awards given to Mesa in 2009 and 2010.
 - **City Manager** was recently appointed to the Public Technology, Inc. Board of Directors.
 - Mesa is a local and regional leader of the Safe Routes to School program; **Transportation** hosted workshops in the National Safe Routes to School program this year. We are also a board member of the Maricopa County Safe Kids Coalition, which focuses on educating children and parents on pedestrian, bike and vehicle safety. In the last five years, we have trained more than 800 crossing guards valley wide.
 - **Energy Resources** is a member of the American Public Gas Association to help develop regulatory and legislative policy that represents the interests of public gas and other energy-related stakeholders.
 - **Economic Development** is serving on East Valley Partnership Economic Development Committee and the Gateway Magazine Editorial Advisory Board.
 - **Information Technology** Chairs the Maricopa Assoc. of Govts. (MAG) Technical Advisory Committee. This group was formed to encourage the development of telecommunication infrastructure and applications which increase government efficiency, improve access to public information, and expedite delivery of local government services in Maricopa County.





Looking Forward

- **Phoenix-Mesa Gateway Airport** – Phase II terminal expansion to begin this year; new, 1700-space economy parking will be opened; planning for new airport signage and way finding continues; and the Mesa and Airport Eastside Terminal Land Use and Transportation Report that will conceptualize future airport development goals and land uses is scheduled to be completed this summer.
- **Local Redevelopment Authority** – City continuing efforts on a successful transition of the US Air Force Research Lab to a public-private enterprise.
- **ASU Innovation Loop** -- Mesa will begin construction of the ASU/Chandler Gilbert Community College Loop Road, now called Innovation Loop. This \$12M project will enable these educational institutions to expand.
- **Falcon Field Airport** – New Planned Area Development Design Standards will be completed. In addition, airfield upgrades will be completed to improve safety, increase efficiency of air traffic flow – upgrades that could help promote quality corporate jet traffic/tenants at Falcon.
- **Healthcare** - Phase II of the Healthcare Feasibility Study will be completed. Proposed New Promise Hospital will be located within Arizona Regional Medical Center.
- **East Valley Institute of Technology (EVIT)** – EVIT is targeting fall 2011 to open their Gateway EVIT campus which will incorporate several programs focused on aviation and hospitality.
- **Downtown Development** – City to initiate a marketing effort and Business Assistance Program to support businesses through construction. Rebranding initiatives and coordinated marketing efforts are in the works by Downtown Mesa Association (DMA).
- **Strategic Marketing of Transit-Oriented Development (TOD) Sites** – A Request for Proposal will be released to seek mixed use, TOD at or near the five planned Light Rail stations.
- **Central Main Street Plan** – Planned for adoption this year, this plan will help facilitate development of property along the extension of the light rail line into a mixed-use, higher intensity, transit-oriented development pattern.
- **Business Attraction** -- Crescent Crown Distributing headquarters opening; P & H Mining Annexation.
- **Zoning Code Update**-- Adoption of a comprehensive, revised Zoning Code is expected this year. Updates to allow flexibility in promoting high-quality infill and redevelopment with the goal of increased job creation.
- **Examples of sports events** planned in Mesa during 2011—
 - USSSA Baseball/Softball and Baseball and Russmatt Baseball at Gene Autry, 290 teams and 2900 room nights anticipated.
 - USSSA Baseball/Softball and Triple Crown Baseball at Red Mountain and Quail run, 530 teams, and 5300 room nights anticipated.
 - US Masters National at Kino Pool, 2700 swimmers with 12,000 estimated room nights.
 - US Synchro Team Trials at new Skyline Pool, 500 swimmers with 5,000 estimated room nights.
 - Other Mesa events –March Jade Buddha for Universal Peace, April El Tour de Mesa, April Wingstock, 75th Anniversary of Mesa Parks, and at least two other USSSA Baseball/Softball tournaments.

economic development





Looking Forward

- **Complete the Following Public Safety Construction Projects:**
 - Fire station 219 (Elliot and Signal Butte)
 - Fire station 220 (Main and 58th Street)
 - Expansion of Public Safety Training Facility
- **Fiesta District Police Substation** – Moving forward to complete design and begin construction.
- **Skyline Pool Opening** in 2011.
- **Mesa Express Library Opening** – First new library in 25 years.
- **Strengthening Public Safety Through Technology:**
 - Coplogic – citizen online reporting system
 - E-Citations Mobile Ticketing – electronic ticketing will eliminate data entry and increase officer time for patrol
 - CrimeReports Suite – allow citizens to research and map crime stats
 - CNET – address and resolve problem areas of the city
 - Crime Analysis Program – data mining to enhance decision making
- **Bringing New Attractions and Events to Mesa:**
 - El Tour de Mesa
 - AMOCOCO in Mid-March – inflatable sculpture
 - Mesa Takes Flight – collaborative project based on Mesa’s strong aviation heritage and aviation assets
 - Connecting MAC to downtown events through mini-festivals in conjunction with each 2nd Friday event
- **Energy Audits Underway** – already seeing some savings with more to come in 2011.
- **Celebrating 75th years** -- anniversary of Mesa parks.



quality of life



Looking Forward

- **iMesa** – We will work with the Mayor and Council to further discuss this approach and to find ways to help facilitate a community effort to identify transformative community projects.
- **Mesa Takes Flight**—Based on Mesa’s strong aviation heritage, current aviation assets, and real and potential creativity and talent, this project will explore flight of machines and animals, and will celebrate flight and its connection to human imagination and progress. Already many of Mesa’s cultural, educational and aviation organizations have signed on to participate.
- **Focusing on Downtown Activation, Engagement & Light Rail Preparation**
 - *Light Rail Outreach & Business Resource Program* -- City working with METRO to encourage community participation during the light rail extension. Business assistance partners include the DMA, NEDCO, West Mesa CDC and the MCC Small Business Development Center. Outreach efforts to include fact sheets, community working group and public meetings, databases, websites, media relations, mall events, hotline and meetings with contractor. Business assistance efforts to include temporary signage, post card marketing, and construction info., Community Advisory Board, business development/training/counseling, and websites.
 - *Parking and Way finding* – Creating new, colorful signage to help people become comfortable parking behind Main Street in anticipation of light rail construction. This includes a partnership with West Mesa CDC to assist in creating business signage on the back of Main Street buildings.
 - *Special Events Planning*-- AZ Celebration of Freedom returns, Motorcycles on Main and 2nd Friday events will continue, Cruising on Main has new direction, and the City is working with DMA to enhance information sharing and involvement by businesses in downtown events. In addition to the zoning ordinance update to simplify event planning, staff is now reviewing the special event licensing process to identify new ways to simplify the application and/or procedures required.
- **“One Stop Shop” Online Resource for Volunteers**—Because volunteers are a key element to providing quality programs and services to the public, we want to make it as easy as possible for them to find opportunities online based on location, interests or dates available.
- **Light Rail Advisory Committee Becomes Central Mesa Working Group** -- The Light Rail Stakeholder Advisory Committee has been expanded to include members of the Station Public Art Review Committee and will meet at key milestones during the next 18 months under the name of the Central Mesa Community Working Group.
- **Enhancing Community Engagement in Arts and Culture** -- New collaborations are being discussed with ASU, community art projects that will directly engage citizens are being planned, and educational opportunities with exhibits and performances are being expanded to take full advantage of the investments in these resources. These efforts will be designed to give the community greater ownership in its arts and cultural resources.





Looking Forward

- **CityEdge System Replacement Underway**—CGI’s AMS Advantage products have been selected as the new core system to replace and integrate Mesa’s current ‘siloes’ and 30+ year financial and business systems. New and more efficient ways of doing business also are being developed, such as e-filing, e-application and e-billing and electronic payments. The project has a phased approach with scheduled outcomes between now and 2013.
- **Citywide Grant Reviews Underway** – We are conducting a consolidated, citywide review of grants and their lifecycle impact on city budgets.
- **CAP Solar Photovoltaic Pilot Project Underway** – City is installing a demonstration solar photovoltaic project at the Central Arizona Project (CAP) plant that will offset energy consumption from lighting at the adjacent ball field.
- **Energy Audits and Retrofits Underway** -- Preliminary results have identified energy saving projects for some City facilities. Additional evaluations are underway and more cost efficiencies will be pursued. Several re-roofing projects have been designed and will be installed over the next year that will result in energy savings due to the improved energy efficiency of the new roofing materials.
- **Reviewing and Simplifying the Process for Doing Business in Mesa**—Working to determine the timing and feasibility of a new business system to include on-line applications and to streamline the license, tax and permit application processes. Developing user-friendly and automated business processes for managing downtown and other public events.
- **Procurement Policy to be Updated** – Working to centralize oversight responsibility, streamline processes such as sole source procurements, provide for new procurement methods of reverse bidding, and to place more purchases under contract to maximize the volume leverage and move to a strategic purchasing model.
- **Electronic Construction Documents Review** – Implementing cost-saving work processes and improved efficiencies as they relate to the land development process. Specifically, the Development and Sustainability Dept, in collaboration with other departments, is planning to move forward with implementation of electronic construction document plans review. It is anticipated that this will save time and money for both the City and the development community.
- **Advertising at transit stops** -- This program will have the potential to transfer operating costs and new shelter costs to the private sector.



financial stability





Looking Forward

- **Sustainable Communities/Transit-Oriented Development (TOD) Working Group** – Mesa staff and Council participate in this regional working group that is focused on supporting the implementation TODs.
- **Partnering with Pinal County and Area Cities** -- City is working to maximize values of City-owned farm lands, while also trying to respond to job-related goals for Pinal-area communities, including Coolidge and Eloy. Ongoing and future partnership discussions/examples include: creating employment/industrial categories within the Pinal County Comprehensive Plan; working with Coolidge on updated General Planning category that creates development flexibility with some focus on employment uses; consideration by Coolidge to annex additional Mesa-owned land.
- **Regional Freeway/High-Speed Rail Discussions Continue** – City working with ADOT and other interested Pinal County jurisdictions related to the future “North-South Transportation Facility,” now known as State Route 24. In the long-term, the alignment is being considered for a freeway and possibly a high-speed rail corridor between Phoenix and Tucson. It is planned to connect US 60 (east of Mesa in Apache Junction) south through Pinal County to I-10 (in Eloy). The current opportunity corridor includes Mesa-owned lands in Pinal County.
- **Regional Emergency Medical Service Contract Nearing Completion** -- Similar to the automatic aid response system for dispatching police and fire services, this regional model approved by Council allows dispatching of emergency medical services so that the unit dispatched is the one closest to an emergency. Thus far, Mesa has organized approval from all participating cities, which include Mesa, Apache Junction, Queen Creek and Gilbert. The final effort will be to obtain a “Certificate of Necessity” from the AZ Department of Health Services.
- **Central Mesa/Gilbert Road Light Rail Extension** – Mesa continues progress on its first light rail extension to Mesa Drive. This will be the first extension of the regional 20-mile system. Design has commenced and environmental approval is expected later this spring. Utility relocations and construction are expected to begin in 2012 and 2013 respectively, with service initiating in 2016. In addition and at the urging of Council, we continue to explore the options to expand the system further east into Mesa in order to maximize access opportunities for all of our residents.



regional leadership



City of Mesa

FY 2010/11 Budget Presentation

February 11, 2011

Presented by the Budget & Research Office



FY 2009/10 Savings General Fund

	(in millions)
Net Realized Savings	\$ 22.2
Fund Balance Target of 8%	\$ 3.2
09/10 Total Net Savings and Fund Balance	<u>\$ 25.4</u>

General Fund* FY 2010/11 Budgeted Resources

(In Millions)

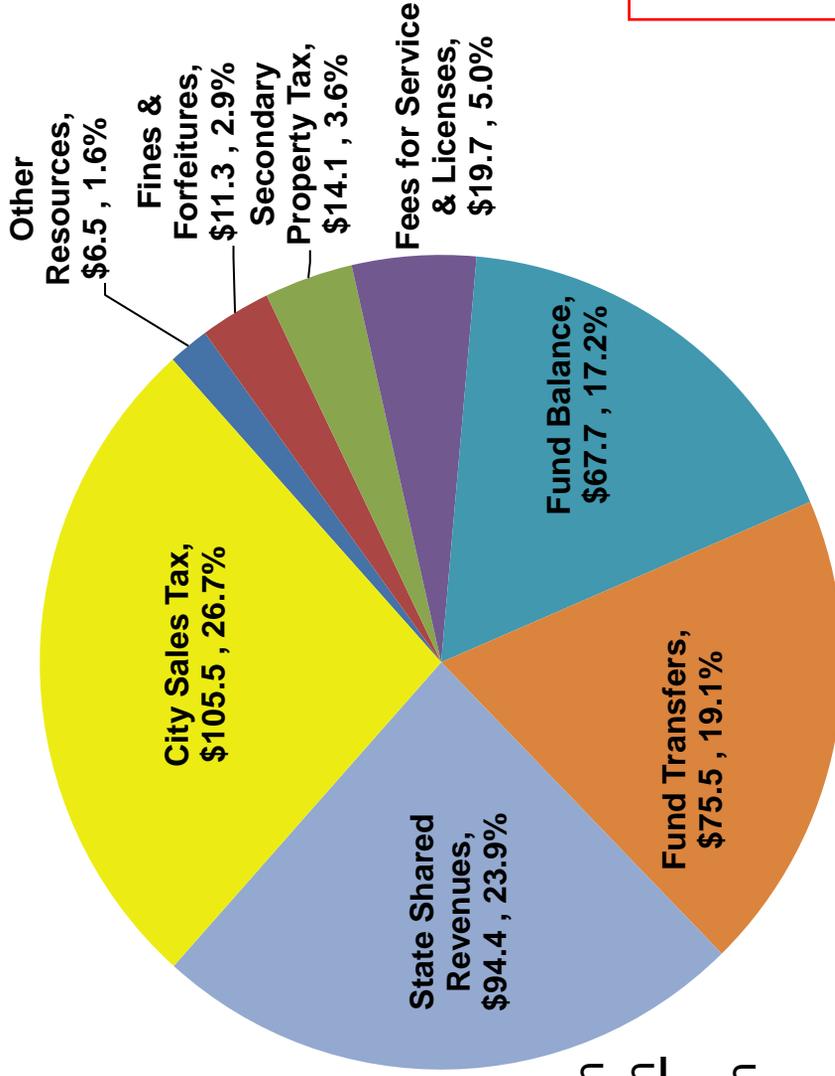


Chart Total: \$394.7 million
Grants Total: \$40.0 million
General Fund
 Budget: \$434.7 million

•Chart Excludes grants

City Sales Tax – FY 10/11

- City total sales tax is down \$5.2M through November report from the budgeted amount.
 - This is about 5% below the annual budget and 8% below the year-to-date budget.
 - The current year-end projection is 6.4% below the annual budget.
- General Fund portion of the city sales tax is down \$4.5M so far this year from the budgeted amount.

General Fund* Revenue

FY 2010/11

	FY 09/10	FY 10/11	FY 10/11	FY 10/11
	Actual	Budget	Estimated	Budget vs. Estimated
City Sales Tax	\$ 102,116,412	\$ 105,518,000	\$ 98,749,000	\$ (6,769,000) -6.4%
State Sales Tax	32,883,713	33,617,000	32,222,000	(1,395,000) -4.1%
Vehicle License Tax	15,029,252	17,153,000	14,087,000	(3,066,000) -17.9%
Licenses & Permits	9,271,058	8,188,000	8,128,000	(60,000) -0.7%
Charges for Services	11,842,884	11,475,000	11,123,000	(352,000) -3.1%
Fines & Forfeitures	10,508,203	11,256,000	12,508,000	1,252,000 11.1%
Urban Revenue Sharing	56,667,428	43,608,000	43,608,000	- 0.0%
Miscellaneous Revenues	10,940,652	6,527,000	7,189,000	662,000 10.1%
Total	\$ 249,259,601	\$ 237,342,000	\$ 227,614,000	\$ (9,728,000) -4.1%

*Excludes grants and land sales, FY 09/10 updated with final year-end information

FY 10/11 vs. FY 11/12 General Fund* Revenue Comparison

	FY 10/11 Estimated	FY 11/12 Projected	FY 10/11 Estimated vs. FY 11/12 Projected
City Sales Tax	\$ 98,749,000	\$ 102,098,000	\$ 3,349,000 3.4%
State Sales Tax	32,222,000	32,209,000	(13,000) 0.0%
Vehicle License Tax	14,087,000	13,787,000	(300,000) -2.1%
Licenses & Permits	8,128,000	8,317,000	189,000 2.3%
Charges for Services	11,123,000	11,131,000	8,000 0.1%
Fines & Forfeitures	12,508,000	12,508,000	- 0.0%
Urban Revenue Sharing	43,608,000	36,796,000	(6,812,000) -15.6%
Miscellaneous Revenues	7,189,000	6,662,000	(527,000) -7.3%
Total	\$ 227,614,000	\$ 223,508,000	\$ (4,106,000) -1.8%

*Excludes grants and land sales.

Two Year General Fund Revenue Shortfall

Shortfall in 10/11 revised revenues	(in millions)	\$ (9.7)
Shortfall in 11/12 general fund revenues		\$ (13.8)
Continued Shortfall in 11/12 revenues		\$ (9.7)
Additional shortfall in 11/12 forecasted revenues		\$ (4.1)
Total two-year shortfall in general fund revenues		<u>\$ (23.5)</u>

General Fund* by Expenditure Category FY 2010/11 Budget (In Millions)

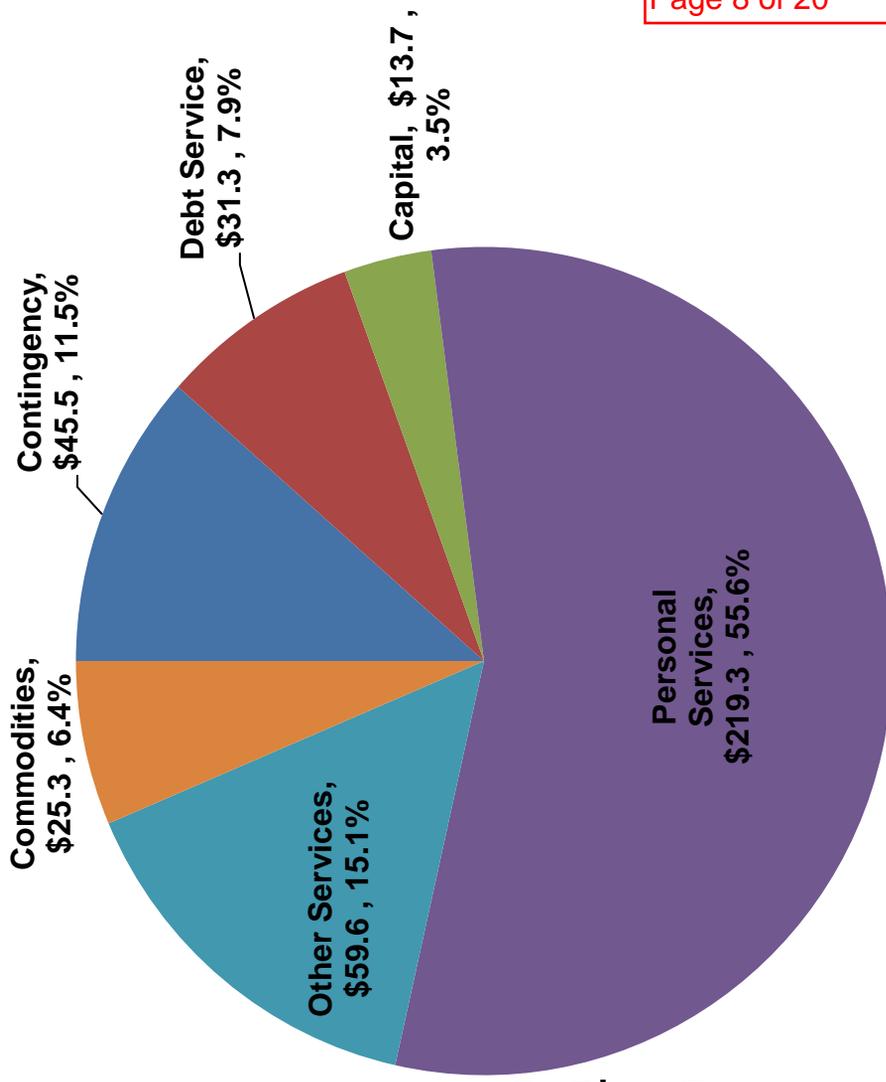


Chart Total: \$394.7 million
 Grants Total: \$40.0 million
General Fund
 Budget: \$434.7 million

*Chart Excludes Grants

Expenditure General Fund Pressures

	FY 10/11	FY 11/12	FY 12/13
Arizona State Retirement		\$ 676,319	\$ 379,000
Public Safety Retirement		\$ 1,958,000	\$ 2,000,000
Employee Benefit Trust	\$ 2,400,000	\$ 8,886,526	\$ 2,400,000
Worker's Compensation		\$ 1,228,622	\$ 1,514,000
Mass Transit			
Fixed Route		\$ 764,000	
Ride Choice		\$ 264,000	
Other Impacts		\$ 700,000	
Vehicle Replacement		\$ 1,556,000	
Elections			\$ 415,000
	<u>\$ 2,400,000</u>	<u>\$ 16,033,467</u>	<u>\$ 6,708,000</u>

Two-Year Budget Shortfall

General Fund

(in millions)

	Revenues	Expenditures	Total
FY 10/11	\$ (9.7)	\$ 2.4	\$ (12.1)
FY 11/12	\$ (13.8)	\$ 16.0	\$ (29.8)
Total	<u>\$ (23.5)</u>	<u>\$ 18.4</u>	<u>\$ (41.9)</u>

Two-Year Net Budget Shortfall

General Fund

Two-Year Budget Shortfall	(in millions) \$ (41.9)
09/10 Savings and Fund Balance	\$ 25.4
Net Two-Year Budget Shortfall	<u>\$ (16.5)</u>

Budget Balancing Options

	(in millions)
Net Two-Year Budget Shortfall	\$ (16.5)
Options	\$ 9.6
Increase Employee Contribution	\$ 4.0
to 2012 Healthcare Expenses	
Reallocation of CityEdge Funding	\$ 5.6
Remaining Budget Shortfall	<u>\$ (6.9)</u>

Secondary Property Tax

- FY 11/12 Forecast assumes no change in the property assessed value.
- Actual assessed value is likely to decrease, resulting in an adjusted rate in order to achieve the same levy amount.
 - Receipt of initial property value estimates is expected in February or March.

Budget Cycle

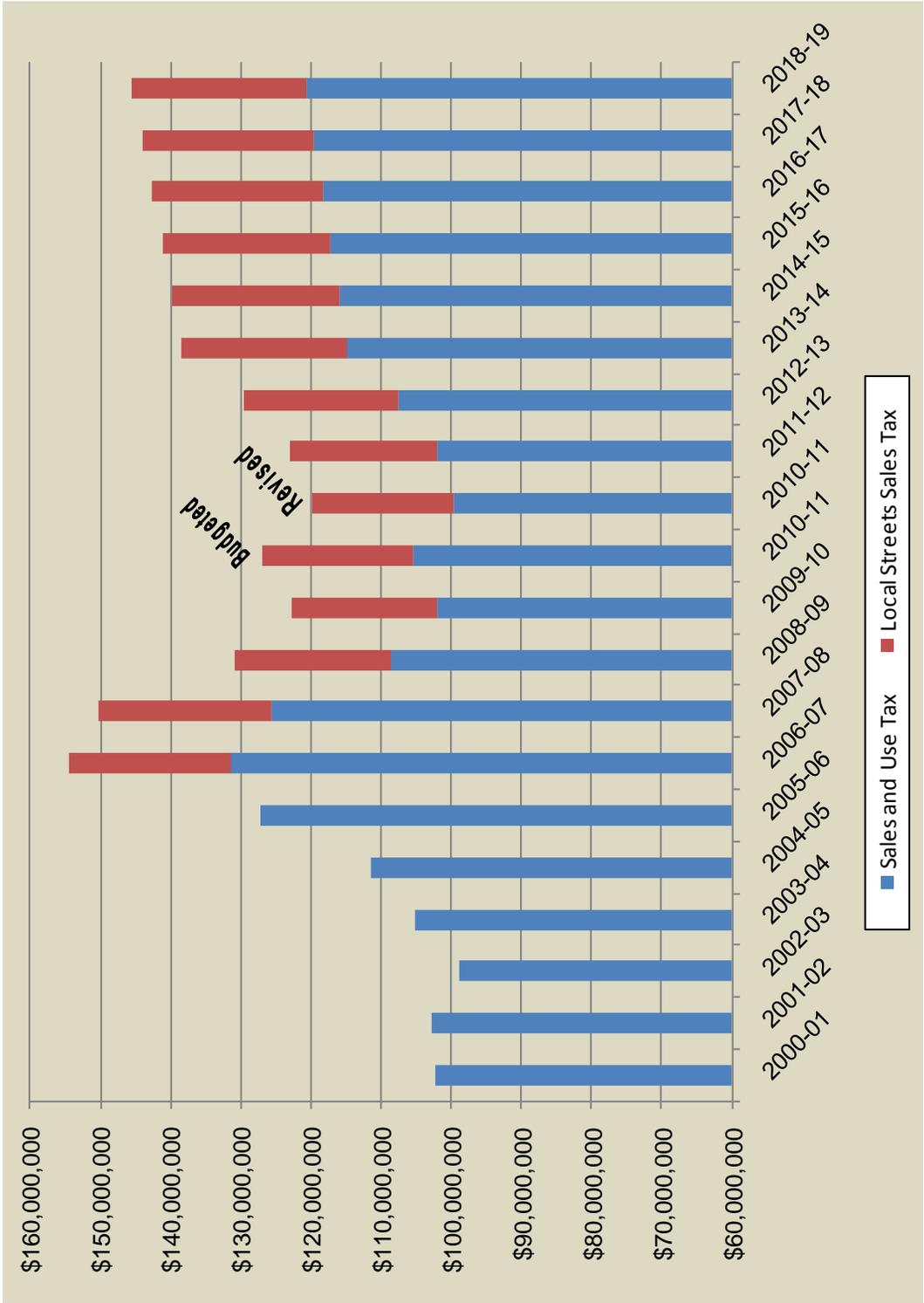
Important Dates for Council

Feb-May	<ul style="list-style-type: none"> • Department budgets presented to Council as requested
March	<ul style="list-style-type: none"> • Audit and Finance Committee reviews rates/fees
May 12	<ul style="list-style-type: none"> • Preliminary Executive Budget and Capital Improvement Plan submitted to Council
May 16	<ul style="list-style-type: none"> • Council adopts Notice of Intent to adjust utility rates
June 6	<ul style="list-style-type: none"> • Council adopts the 11/12 Tentative Budget
June 20	<ul style="list-style-type: none"> • Public Hearing on Final Budget, Capital Improvement Plan, and utility rate adjustments • Council adopts Final Budget, Capital Improvement Plan, and utility rate adjustments
July 7	<ul style="list-style-type: none"> • Council adopts Secondary Property Tax levy



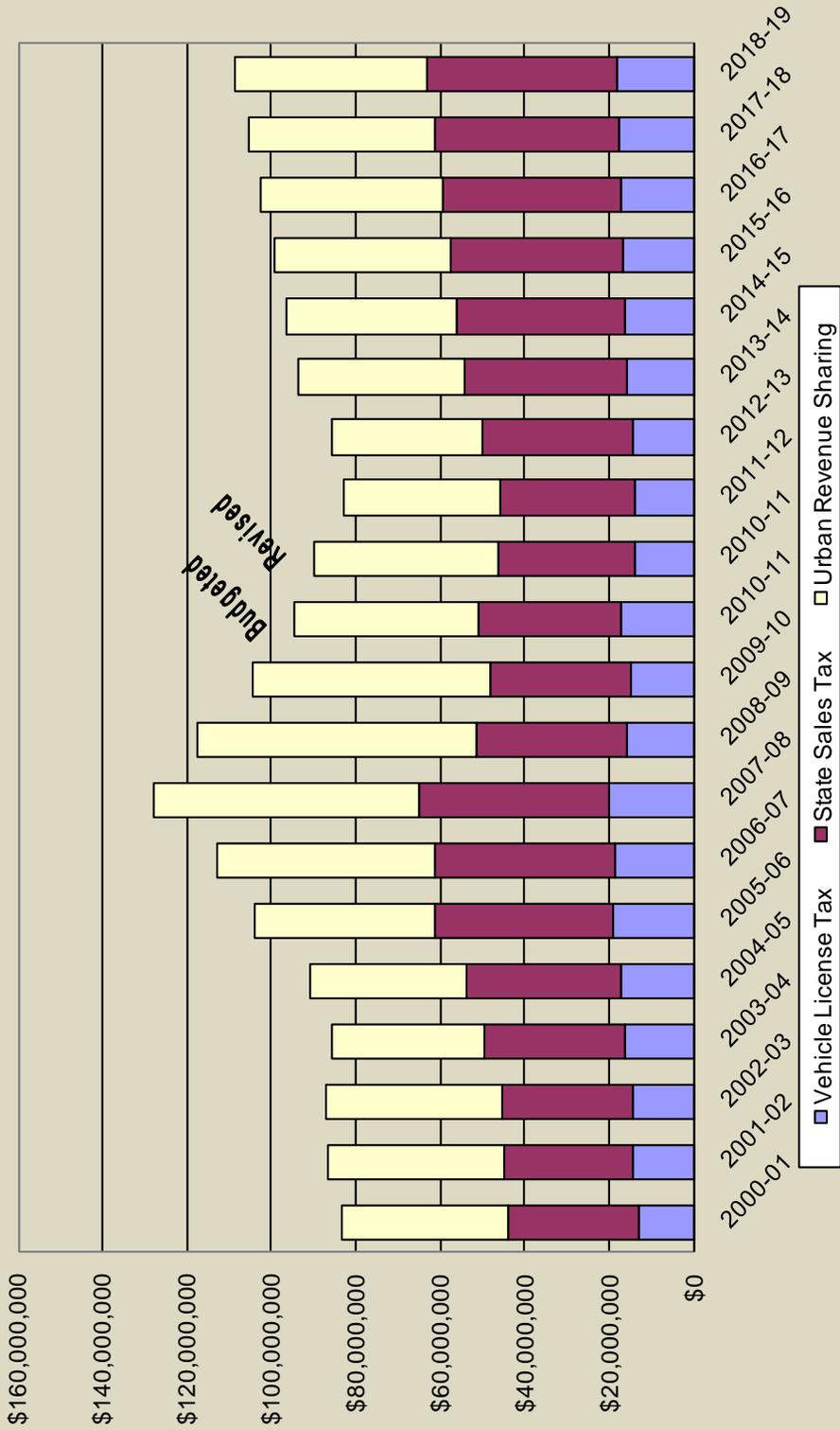
mesa.az

City Sales Tax

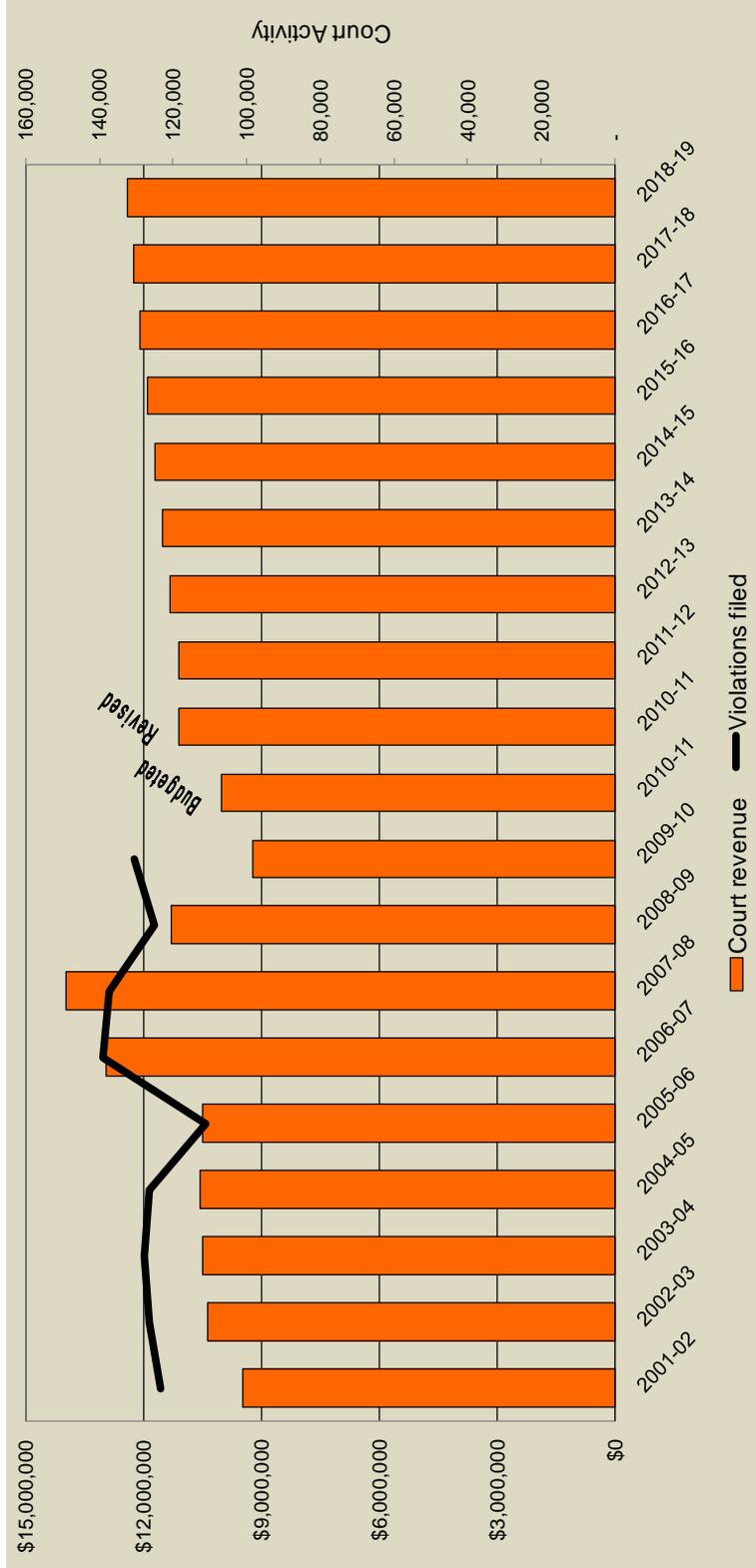


State Shared Revenues

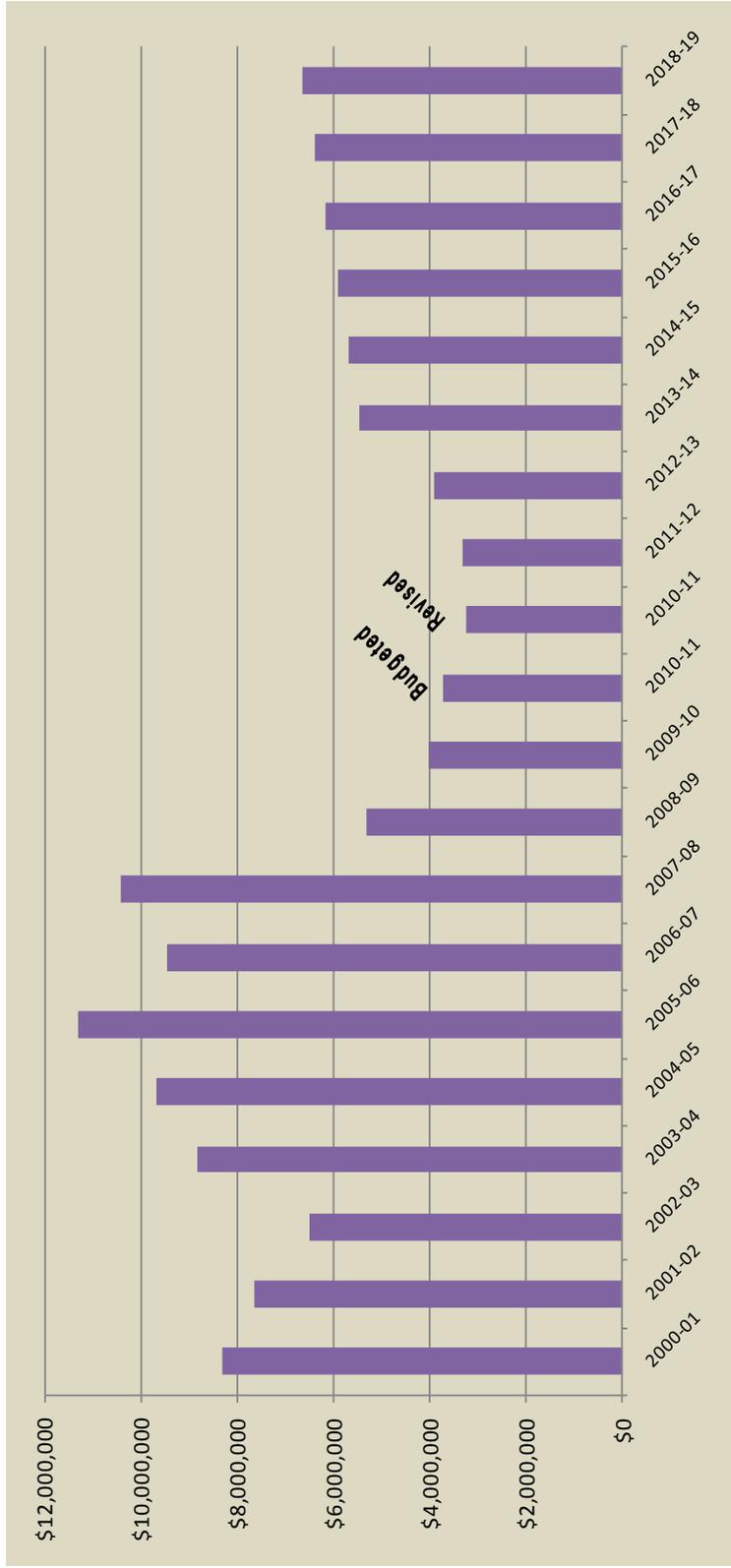
Vehicle License Tax | State Sales Tax | Urban Revenue Sharing



Court Revenues



Building Permit Revenue



11/12 Projected State Shared Revenue At Risk – General Fund

	FY10-11 Forecast	FY11-12 Projected
State Sales Tax	\$ 32,222,000	\$ 32,209,000
Vehicle License Tax	\$ 14,087,000	\$ 13,787,000
Urban Revenue Sharing	\$ 43,608,000	\$ 36,796,000
Total	<u>\$ 89,917,000</u>	<u>\$ 82,792,000</u>

State Sales Tax – Formula based on population
 Vehicle License Tax – Formula based on population
 Urban Revenue Sharing – Formula based on population

All projections are based on current policy and do not reflect any possible changes in the formulas.

State budgetary issues have not been resolved and cities remain at risk

Mesa City Council Strategic Initiatives 2010/11



ECONOMIC DEVELOPMENT that is innovative, development and business-friendly and that includes a variety of strategic tools, redevelopment of older and vacant areas, and a focus on high-value job creation and employment.

Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Update the **Zoning Code** by emphasizing form-based codes, encouraging sustainable development, allowing special character areas of the City, proactively planning for and pursuing land use opportunities as a result of light rail, focusing on infill and redevelopment, and seeking solutions or new internal procedures that help facilitate business success and development opportunities.
- Work regionally to retain the **Chicago Cubs** and take full advantage of revenue opportunities for Mesa and the State. (RL#2)
- Support the Council's **H.E.A.T.** (Healthcare, Education, Aerospace and Tourism) initiative by engaging more **educational institutions** to help create 24/7 presence in downtown. For example, add liberal arts, medical education and high tech/polytechnic educational opportunities to support local industry. Also continue to build on the Power Road Knowledge Corridor to create a local, regional and national brand for this opportunity corridor and work regionally to continue building on the base of educational institutions located there. (QL #2)
- Revitalize **downtown** by promoting 24/7 uses (2,000 housing units, higher education, healthcare industry); focusing on the redevelopment of vacant parcels/property; supporting community special events; applying federal funding to encourage/jump start economic growth; facilitating an updated downtown Chamber presence; attracting more visitors to downtown; reviewing the way downtown is promoted, marketed and managed; and by celebrating all successes.
- Expand **Light Rail to Gilbert Road** by supporting existing businesses while also taking full advantage of redevelopment and land use opportunities that light rail corridors create.
- Work regionally to attract **Manufacturing Jobs** in the most appropriate locations in Mesa.
- Revitalize the **Fiesta District**; for example, by focusing on this as an employment or enterprise zone, creating public and private redevelopment opportunities, creating more consistency of the Fiesta brand and character, and by providing development on the right mix of uses in the right places.
- Create **Economic Opportunity Zones** citywide that allow for flexibility in zoning, which incentivize private redevelopment and create specific implementation plans for each 'zone.'
- Create a **business accelerator** by partnering with existing educational, regional institutions and the business community.
- Ensure **Economic Development Department resources** are sufficient; for example, to maximize outcome delivery for the Council's Economic Development Strategic Initiative efforts.
- Continue hosting more **sporting events** in order to bring visitors and tourists to shop and enjoy Mesa.
- Create plan to focus on seeking **high-value jobs** rather than chasing retail. (Moved from FS)

Mesa City Council Strategic Initiatives 2010/11



QUALITY OF LIFE for citizens of Mesa that includes safe and clean neighborhoods and parks, transportation options, cultural and arts amenities, and excellent educational opportunities; all of which should be sustainable and environmentally responsible.

Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Invest in Mesa's **parks and recreation**; for example, by creating regional or federal opportunities/partnerships, exploring opportunities for pocket parks, urban plazas and linear parks, and potentially creating added facilities and services through new funding sources or public-private partnerships.
- Support the Council's **H.E.A.T.** (Healthcare, Education, Aerospace and Tourism) initiative by engaging more by engaging more **educational institutions**. For example, to build on the Power Road Corridor, create 24/7 presence in downtown and to add liberal arts, medical education and high tech/polytechnic educational opportunities to support local industry. (ED#3)
- Create opportunities to strengthen **library services** as budget allows, to seek new or maximize existing funding resources, and to ensure services are available geographically across the City.
- Pursue **public safety** priorities; for example, COPS grant implementation, opening new "Fiesta" substation and regional information and crime-fighting efforts. (RL#3)
- Continue to support **arts and culture** programs; for example, by hiring new department leader for arts and culture, seeking more public-private partnership activities, and finding ways to strengthen Mesa's historical museum through local partnerships, etc.
- Support the re-emergence of **community events** through the active involvement and partnership of community groups. Examples include Mesa Days, parades and other events to create excitement and community pride.
- Complete **2008 Bond Program** construction and consider future bonds that support service delivery to Mesa's residents.
- Expand "**Green**" **Initiatives**; for example, by supporting high-performance building designs or seeking LEED certification (or other similar certifications) for new public facilities, being a regional leader for sustainable development and codes, reducing City impact on finite resources, encouraging compact development, seeking sustainable alternatives for the City's energy use such as energy efficient street lighting and the City's Solar Photovoltaic Project.
- Work regionally to expand **broadband and Wi-Fi access** opportunities for residents and important anchor institutions. (RL#9)
- Open new **Justice Center** and ensure court operations have appropriate resources.

Mesa City Council Strategic Initiatives 2010/11



COMMUNITY ENGAGEMENT to build pride in our City and to encourage a wide range of civic leadership. This includes the involvement of neighborhoods, non-profit and faith-based organizations and direct communication with citizens.

Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Develop a **village planning** model tailored to Mesa, and to help encourage proactive community discussion in the review of development proposals.
- Expand **Channel 11** programming.
- Continue to provide and/or expand variety of **community conversations**; such as “Top2Bottom” or “Service Day” events, Mayor’s Youth Committee, City Hall at the Mall, Pancake Breakfasts, collaboration with the faith-based and non-profit communities, and by involving Councilmembers in business outreach efforts.
- Continue programs to further **neighborhood leadership and stabilization**; for example Neighborhood Stabilization Program, Building Stronger Neighborhoods, code enforcement, and consider fostering more Community Development Leadership Corporations.
- Increase **Council-related Public Information & Outreach** services.
- Complete **Light Rail Stakeholder Advisory Committee** process.
- Update the **City’s Website** to be more community focused vs. government focused and continue to expand public outreach through new technology, such as use of **social media**.
- Seek ways to **encourage community attendance to Council meetings**; for example, consider conducting Council or Council Committee meetings in other areas of the City on occasion or on Saturday from time to time.
- Continue to support **faith-based and non-profit agencies**; for example, to help agencies secure grants and continue successful programs to serve the underserved. In addition, consider ways to increase efforts to market ABC Utility Donation Program and to enable residents to donate greater amounts, if desired.
- Create a centralized **volunteer online resource**; for example, one that allows all interested the ability to review and register for volunteer opportunities citywide in “**One Stop Shop**” fashion.
- Continue to conduct **citizen surveys** and other efforts geared toward gauging citizen satisfaction and evaluating existing services.

Mesa City Council Strategic Initiatives 2010/11



FINANCIAL STABILITY that provides proactive leadership and that considers all financial factors in order to achieve stable revenues, responsible budgeting and organizational efficiencies.

Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Launch **new financial system**, also known as 'CityEdge,' to update the City's 30-year system and in order to create new organizational tools and efficiencies.
- Review the mission of the **Financing the Future Committee**; for example, create a role that also helps encourage community confidence in our efforts and to increase the public's understanding of City finances.
- Expand the "**Shop Mesa**" campaign to help the community understand why shopping local is important.
- Simplify the process for **doing business in Mesa**; for example, consider streamlining license/tax/permit applications into one, user-friendly form.
- Move forward with **2010 Home Rule election**.
- Take a conservative approach in considering a possible 2010 (or 2012) public safety and transportation and utility **capital bond election** -- for the most vital capital needs only.
- Consider conducting **Section 6-13 exemption** election to eliminate Charter Section 6-13 or increase \$1.5 million limit.
- Provide a **consistent 2010/11 budget message** that aligns with our recent financial/budget work.
- Create an **employee awards program**, for example, to celebrate or award employees for efficiency or sustainability efforts.
- Continue seeking **innovative service-delivery solutions**, some examples include: organizational **restructuring**, evaluating **market-driven and privatization** approaches, considering opportunities to sell electric and/or gas utilities, taking a fair look at privatizing Solid Waste and Fleet divisions.
- **Consider all revenue collection strategies**, some examples include: considering how the City might be able to capture sales tax from vehicles purchased out of state, ensuring City is well positioned to sell Pinal County lands when real estate market rebounds, using the business registration process to keep track of the businesses and assure revenue collections, and ensuring a consistent and thorough application of the Fleet Warranty Recovery Program.

Mesa City Council Strategic Initiatives 2010/11



REGIONAL LEADERSHIP that acknowledges that Mesa's and the region's well being are intertwined and recognizes Mesa's responsibility to be a leader of and an active participant in working with regional partners to find shared solutions to regional challenges that are innovative and sustainable.

Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Work regionally to retain the **Chicago Cubs** and take full advantage of revenue opportunities for Mesa and the State. (ED #2)
- Pursue a truly **regional public transit plan** and prepare for Prop 500.
- Pursue **public safety priorities**, some examples include: COPS grant implementation, opening new "Fiesta" substation, and regional information and crime-fighting efforts. (QL #4)
- Create a **Mesa presence/impact in region**, for example, by continuing to get involved with national organizations to assure Mesa is on "the map," and being engaged in regional boards and committees, including but not limited to MAG, NLC, and Superstition Vistas Governance Board.
- Work with the **Regional Transit Authority**, for example, to pursue efforts to combine bus and Metro operations into one regional authority.
- Promote **regional agreement vs. competition** with other valley cities, meeting with other Valley City Councils, working with the legislature on behalf of all-city issues, not just Mesa issues. Another example is to look at collaboration with land-locked communities to use their marketing, ED money to attract businesses to adjacent areas in Mesa, or partnering on regional parks.
- Implement the **Regional Emergency Medical Service** contract.
- Increase **Mesa and Valley visibility**, for example, through regional and national advertising, and creating opportunities for Phoenix-Mesa Gateway.
- Work regionally to expand **broadband and Wi-Fi access** opportunities for residents and important anchor institutions. (QL#9)