



Finance Review Task Force

Meeting #6

Monday, May 11, 2009

6:00 – 9:00 p.m.

Town Hall – Development Services Building
San Tan Conference Room

Committee Members:

Carlos Acuna	Present
Dru D. Alberti	Present
Kyle Robinson	Present
Rustyn Sherer	Present
Michael Shirley	Present
Steve Sossaman	Present
David Weiss	Present

Town Staff Members:

Barb Sena, Budget Administrator	Present
Creighton Wright, Parks & Rec. Asst. Director	Absent
Debbie Gomez, Parks & Rec. Director	Present
Dick Schaner, Transportation Director	Absent
Gregory Flynn, Financial Services Analyst	Absent
Lisa Padilla, Special Projects Manager	Present
Mike Pacelli, Asst. Public Works Director	Present
Patrick Flynn, Assistant Town Manager	Present
Shane Dille, Deputy Town Manager/Acting PW Director	Present
Tracy Corman, Senior Management Assistant	Present
Troy White, Parks Planning & Development Manager	Present
Yolanda Bracamonte, Controller	Absent
Lance Decker, LL Decker & Associates, Inc.	Present
Lois Reilly, LL Decker & Associates, Inc.	Present

Public/Observers:

No Public/Observers.

Call to Order:

Chairman Sossaman called the meeting to order at 6:04 p.m.

Public Comment:

Chairman Steve Sossaman asked if any public/observers were present. No comment from the public was received.

Items for Discussion

Item A: Consideration and possible approval of April 13, 2009 meeting minutes

Chairman Sossaman asked the group to consider the minutes from the previous meeting. Dru mentioned she didn't see the increased sales tax within Town Center. The Chairman acknowledged that it is on the list of items to discuss as possible recommendations, then asked for and receive a motion to accept the minutes. Rustyn Sherer made a motion to approve the minutes, and Mike Shirley seconded the motion. The motion passed unanimously.

Item B: Review of Evaluation Instrument

Lance reviewed each item on the evaluation tool and asked the Task Force to identify any ideas missed from earlier discussions, or thoughts needing to be added. Lance then instructed committee members to take three minutes, review the evaluation form developed from the previous meeting, and select 10 items from each group that would receive your highest support, and 10 items that you definitely believe should not be recommended. We'll discuss your selections.

Item C: Discussion of Priority Recommendations: Transportation Program

See attached evaluation tool for the actual discussion of the items, and the sense of priority expressed by the Task Force.

Item D: Discussion of Priority Recommendations: Parks Programs and Master Plan

See attached evaluation tool for the actual discussion of the items, and the sense of priority expressed by the Task Force.

Item E: Discussion of Council Report: Key Points, Subtleties and Context of Recommendations, Observations, and Suggestions

- Patrick asked the group for permission to wordsmith the document. He had concerns that the review process over the email might be challenging.
- Chairman Sossaman suggested revisions be done over email and then followed up with a quick meeting for voting.
- Dru suggested sending the document to the Task Force for review. Those items that were identified this evening as having full agreement can be completed. Those with less than full agreement can be processed for a discussion when the group reassembles for the final meeting.
- To avoid inadvertent violations of the open meeting laws, Task Force members should reply with comments to Lance or Lois. (ldecke@ldecke.com or lar.chandler@yahoo.com, and please do not "reply all" to the Committee or Staff. You can bcc the Committee members to avoid accidental "reply all".
- Lance noted that bonding and taxing were close votes and offered to draft recommendations if you want to see it or have another go-round? The group straw vote was 3-3 on one. Should we draft something on those?
- Chairman Sossaman stated that Staff wasn't tasked to do this, but if Staff wants to write their own recommendation that's fine. If the item had the support of the majority

of the Task Force, then write it up. Otherwise, the item does not require any further attention.

- Patrick clarified that under the Parks and Recreation general obligation bond, the Town cannot just bond; there is a requirement that there be a means to pay for it. That's a tax.
- Patrick, Tracy, Lance and Lois will develop a draft the Task Force' recommendations, distribute this document for comments, make revisions, and then the group will meet briefly in June for a formal discussion and vote.

Item F: Discussion of minority points of view

Lance stated that when the final recommendations were voted on, members would have the chance to draft a minority report if they wished.

PLANNING FOR ACTION

ACTION PLAN		
	Who is responsible?	When will it be complete?
Draft recommendations	Patrick, Tracy, Lance and Lois	June 1st

Announcements

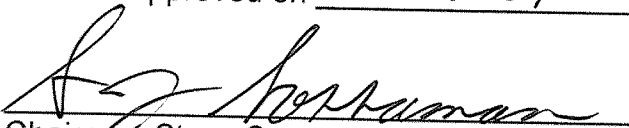
Chairman Sossaman thanked everyone for staying late tonight. Do we have a date for our next short meeting? Monday, June 8th would be our next scheduled meeting. No specific deadline. Everyone agrees on June 8th. Patrick will be out until June 1st. Lance would like Patrick to review the recommendations when he gets back before sending it to the Committee.

Adjourn

Chairman Sossaman asked for a motion to adjourn. The motion was made by Dru Alberti, seconded by Carlos Acuna and passed unanimously.

Meeting adjourned 9:10 p.m.

Minutes approved on 6-8-09


Chairman Steve Sossaman

Ideas Generated from Your Discussions

The following list of ideas came from the Task Force members during the past six months during our meetings. At the last meeting several ideas were also introduced to you by the staff for your review. We have assembled these ideas and placed them in a simple chart. Please review these items, and indicate in the boxes on the right, your initial thoughts on whether they should be included in the Task Force' recommendations to the Council at our May 11th meeting.

<< Please note that staff has provided additional information on some items for your consideration. Not all items have staff comments. >>

Suggestions / Observations / Recommendations

Ideas that Support Transportation				
		Yes	Maybe	No
1.	<p>Add a capital improvement financing component to the sewer bill.</p> <ul style="list-style-type: none"> • Chairman Sossaman stated that water and sewer components are together for a reason, bonds and waterlines. I don't know, if you start crossing that line the Town may have to delineate differently. I don't know if other towns co-mingle it. 	5		1
1a.	<p>Staff Comment: Does the Task Force want to consider a Transportation Utility Fee (added to monthly water bill but as a separate cost line item), used expressly for maintenance of existing roads infrastructure? Something the Task Force should also consider is that adding a capital component to the sewer bill may affect the amount the Town is able to collect through development fees for sewer improvements.</p>			
2.	<p>Implement a 2% sales tax that goes directly to capital improvements.</p> <ul style="list-style-type: none"> • Dru asked if the 2% sales tax would be only for these projects. Answer: Yes. • Kyle stated that Coolidge would be the only city with a higher percentage if we did this. 	2		5
3.	<p>Improve the performance bond contracts to assure capital improvements are completed on time.</p> <ul style="list-style-type: none"> • Is this like the surety bonds? We don't know if we can improve them. They require limits; it's a legal process. I don't know where that would get us. • Carlos asked if this is like a rated bond. • The strength of a carrier is set at a certain level. To get into trouble they would have to have a very low level. 	4		0

	<ul style="list-style-type: none"> • There are requirements of the Town for developers. For 15 years we've paid premiums. Now we've had to collect premiums and it's not in their best interest to pay out. Now that we've gone through the process, we know that they could find ways to improve. • Boost the Town's interest in this. 			
3a.	Staff Comment: Does the Task Force want to consider stronger liquidated damages provisions?			
4.	<p>Re-prioritize new construction to be sure they're still viable, about every 3 years.</p> <ul style="list-style-type: none"> • I thought they were already doing this every year. Lance stated that this is to develop the best practice, which we need to do for several recommendations. • Kyle stated that this seems like less than what the staff currently does every year. Tracy indicated that staff does review projects every year, but the Task Force may consider a review of the overall master plan to review strategic priorities. Lance summarized that this was for best practices for street and highway maintenance. 	3		1
5.	<p>Develop a way to generate transportation funding from cut-through drivers.</p> <ul style="list-style-type: none"> • No additional comment. 	6		0
5a.	Staff Comment: The Task Force may want to recommend, as a long term goal, that the Town lobby the State to form a regional transportation district.			
6	<p>Create public/private partnerships that bring private financing to build roads and streets.</p> <ul style="list-style-type: none"> • David asked if this is already being done. Lance indicated that this recommendation includes leasing the improved road or street back. • Would this include road improvements or toll roads? • Chairman Sossaman stated that this is different. David explained that this is like going to a builder to have it done and then leasing it back from them. I don't know if they would have money right now. • Dru summarized that it's an alternative financing idea. 	0		1
6a.	Staff Comment: The Town currently uses this concept by requiring developers to do improvements adjacent to their developments. More detail on this idea would be helpful.			

	For example, is the Task Force interested in recommending privatizing some arterial road infrastructure to allow for tolls? Or would the recommendation be to use long term leasing of roads as another option to finance road construction?			
7.	<p>Develop a fiscal policy that increases general fund support for transportation by 25% - 50%.</p> <ul style="list-style-type: none"> • This means shifting money from the general fund to the transportation fund. • Chairman Sossaman supported the staff comment (7A) since it goes with other items they continue to do. That's more of a continuation. • Kyle would like the statement to be broader. • David stated that if you have a specific use, you'd have to use it only for that; the money couldn't be shifted. • Patrick said that currently 5% of the general fund, one million, goes to the Transportation Program of the Town. We're in a serious cutback mode with revenues not coming in. We have a fixed dollar amount and shifting more to transportation would mean taking it away from somewhere else. Currently the transportation development fee fund is used for bridges and culverts. A consultant could take a re-look to see if it can be used for additional transportation costs. Right now the fee is very small. • Chairman Sossaman asked how that's based. Patrick stated that it's based on growth in the incorporated boundaries. • When we require a developer to build, we give up piecemeal for that exchange. • Rustyn recommended that the Town work with a new development fee consultant to re-analyze the transportation development fee. • David asked if when you look at the general fund, has the Town compared the relative value of the return on each item funds are being spent on? Patrick stated that you would have to conduct an in depth study and we haven't done this before. • Kyle expressed concern that if it includes parks and recreation, he wouldn't do that. • Dru stated that she isn't comfortable moving or transferring money from funds. 	0		1
7a.	Staff Comment: The general fund currently supports the majority of transportation improvements; however the Transportation Development Fee is only used for bridges,	6		0

	<p>railroad crossings, and a limited amount of equipment. Instead of looking at the General Fund, the Task Force may want to consider recommending that the Town work with a new development fee consultant to re-analyze the Transportation Development Fee to be more in line with other area communities. Re-examine development impact fees.</p>			
8.	<p>Re-examine development impact fees</p> <ul style="list-style-type: none"> • Dru stated that we need to consider repercussions. Lance agreed and indicated that we need to apply that to all of these. • Chairman Sossaman asked Patrick if these are analyzed annually and if there has been any change from last time that might affect the outcome making any of these to be redundant. • Patrick stated that the same consultant has been used for 15 years. The consultant is fine in impact fee areas and is conservative. There could be more aggressive consultants. The traffic study is a key element. It should be re-evaluated and could cost \$10,000. • The transportation study could be done and put in the general plan; it would identify principal arterials and requirements, including bridges, coverts and railway crossings we have right now. • Combined with #7A. 			
8a.	<p>Lance, Lois, and staff are not sure what this comment is in reference to. The group can discuss any ideas you may have related to this item at our meeting.</p>			
9.	<p>Initiate fees for Town Center parking.</p> <ul style="list-style-type: none"> • No comment 	0		5
10.	<p>Initiate parking fees for events that have previously been "free parking."</p> <ul style="list-style-type: none"> • No comment 	1		4
11.	<p>Develop an annual maintenance schedule for our new roads. It costs a lot less to maintain a new road rather than let it deteriorate and have to repair it later.</p> <ul style="list-style-type: none"> • The Town already does this and should continue. It should be added to the best practices section. 			
11a.	<p>Staff Comment: The Town does currently have an annual maintenance schedule for roads, but the Task Force may want to recommend that this schedule is enhanced or</p>			

	maintained in order to keep repair costs low.			
12.	<p>Consider installing speed cameras.</p> <ul style="list-style-type: none"> David stated that speed cameras are unconstitutional as ruled by a judge because you don't have the same opportunity to dispute the ticket as someone who gets a regular ticket. 	1		1
13.	<p>When we are approved for a grant, make sure that the Town actual uses the grant.</p> <ul style="list-style-type: none"> Michael Shirley stated that we had grants we had to return, we chose to give them back due to other requirements. We should exhaust all options before returning the grant. Know the grant requirements before applying, this falls in line with best practices. 	4		1
14.	<p>Coordinate aggressive approach to get people to shop Queen Creek. This includes placing signage off of the new 802 Freeway. (Changed from: Work with other jurisdictions to support our retail; Signal Butte is our new access point off the 202.)</p> <ul style="list-style-type: none"> Chairman Sossaman stated other jurisdictions won't support our retail, they support their own retail. 	7		0
14a.	<p>Staff Comment: Another idea the Task Force may consider would be to place signage off of the new 802 Freeway.</p> <ul style="list-style-type: none"> Should 14a be separate or should we blend 14a and 16 into one statement? Kyle felt that is different and keep it separate. Final decision is to combine with #14. 	7		0
15	<p>Anticipate future trends and then adapt to the change based on those trends.</p> <ul style="list-style-type: none"> The Town is already doing this. Best practice. 	5		0
15a.	<p>Staff Comment: The Town currently uses a growth model to forecast trends; however the Task Force may want to recommend that the Town's current growth model be enhanced to better anticipate future trends.</p>			
16	<p>Encourage business development including green construction that will help with revenue, jobs, and growth and will take advantage of federal incentives. (Changed from: Encourage business development that will help with revenue,</p>	4		0

	<p>jobs, and growth.)</p> <ul style="list-style-type: none"> • This and #17 are already being done. • Should this be listed as best practices? • Rustyn stated that we need to know more from Town staff if there's a deficit area; otherwise we should pull it out. Patrick answered that there are parts of the plan where we have an employment center, but don't have the infrastructure to support it. When a developer comes in they ask how the Town can help get these things. Usually it's a very high dollar amount to put this type of infrastructure in. We have that limiting factor. • Rustyn recommended we pull it out and make a separate recommendation; otherwise it's an ongoing effort. • Carlos asked how this item brings in more money, and what does green have to do with it? Chairman Sossaman responded that if it's green there are special funds that could flow into transportation for new green business. It's not about building; it's about bringing in business, there's a direct correlation. If you build a building that has green technology you get money for that. • Kyle stated that the library is green and we are applying for funds from SRP and stimulus grants to install solar panels. The library was built to install solar panels on the roof at any time. • Tracy added that there are a lot of other green aspects of the building including the efficient chiller which reduces the electric bill by \$2000. per month. In addition to the savings we are eligible to apply for the funds Kyle mentioned. • Chairman Sossaman stated that this doesn't show transportation tax on any construction. • Dru asked if we could restate this (statement revised). 			
16a.	<p>Staff Comment: The Town currently has an Economic Development Strategic Plan. However, the Task Force may want to consider enhancing our economic development program by initiating efforts to advance key infrastructure in areas where the Town may be deficient or that are of strategic importance</p>			
17.	<p>Develop options for "green" technology to support the Town's long term sustainability. Combine with #16.</p>			

17a.	Staff Comment: The Town currently has a Green Building Policy that specifies all new Town owned buildings are constructed to green building standards. Does the Task Force want to consider the development of ordinances for private sector use of green technology?			
18.	<p>Create alternatives to reduce heavy truck traffic through the Town to reduce wear and tear on our roads. (Changed from: Create alternatives to reduce refuse programs.)</p> <ul style="list-style-type: none"> Patrick stated that we have 6 different refuse companies that operate in Town, and this has impacted our roads extensively. We need a solid waste study to see if we can consolidate that into one or two refuse companies. Chairman Sossaman stated that this is more political than how to fund transportation. David pointed out the additional road usage causes more wear and tear. Less traffic each week could be a cost savings. So the connection is with road deterioration. 	5		0
18a.	Staff Comment: Can the Task Force include additional detail under this recommendation? For example, would the Task Force want to recommend that the Town develop a comprehensive solid waste program that includes recycling?			
19.	<p>Conduct a study of sales tax leakage within the Town boundaries. And, depending on results, Economic Development should develop a strategy to retain more of the Town's sales taxes.</p> <ul style="list-style-type: none"> Rustyn asked if the Town has already started on this. Rustyn felt that this is a best practice and that #16 should be a higher priority. Patrick stated that he hasn't seen any leakage studies. 	4		0
20.	Staff Comment: In addition to the recommendation for a general obligation bond for parks construction, the Task Force may consider a GO Bond issue for specific transportation improvements with a defined delivery date.	3		1

Ideas that Support Parks and Recreation		Yes	Maybe	No
1.	<p>Go to the voters and ask them to pass a general obligation bond to fund parks construction.</p> <ul style="list-style-type: none"> No comments. 	3		3
1a.	Staff Comment: The Task Force may want to consider			

	including language in the recommendation that requires specified parks, trails, or open space projects to be identified and tied to a delivery date.			
2.	<p>Sell “naming rights” for our parks, and develop opportunities to sell advertising in our ballparks. Get sponsors and offer naming rights for green improvements.</p> <ul style="list-style-type: none"> • Continue best practices; we have a municipal policy in place, but we haven’t pushed it hard yet. • Best practice. (Combined w/#7) 	5		0
3.	<p>Design facilities so they can be built in unique increments/phases. Building in phases will allow us to match our needs with the money we currently have.</p> <ul style="list-style-type: none"> • Best practice. 	6		0
4.	<p>Develop public/private partnerships.</p> <ul style="list-style-type: none"> • This is ongoing. • Best practice. • Combine 4, 4a, 8, 9, and 10 			
4a.	<p>Staff Comment: The Town does currently participate in partnerships with various sports leagues, non-profit organizations such as the Boys and Girls Club, and others. Does the Task Force want to consider targeting a specific area or type of partnership?</p> <ul style="list-style-type: none"> • Can we combine these into one item? Create stand alone private partnerships and seek out and explore partnerships. 			
5.	<p>Consider private parks and recreation enterprises when developing level of service. (Changed from: Create a private/public partnership to offload the amount of maintenance the Town has.)</p> <ul style="list-style-type: none"> • Carlos said that this is tied to #4 to streamline costs, adding to the quality of life. How do you offload maintenance? No one would take it on. If you go to #4 it makes more sense. • Dru asked if it’s asking the Town to continue taking private options into consideration. • We need level of service studies in the future. • Should this be a best practice? • We don’t know if they might go out of business. • Dru recommended not changing the structure. • Best practice. Separate from #4. 			

5a.	Staff Comment: Would this suggestion include offloading the programming of certain activities or uses to private facilities, and result in the need to build less new parks?			
6.	Charge user fees for higher end parks and premium amenities. Add to the recreation programs the ability to reserve premium ball fields for a fee. <ul style="list-style-type: none"> • Combined with #19. 	5		0
7.	Use solar panels and environmentally friendly turf to create energy efficient “green” parks and facilities. <ul style="list-style-type: none"> • We could combine #2 and #7. • No installation and maintenance costs if we can get sponsors and naming rights. • How is this cost saving in the long term? An energy efficient park creates long term cost savings. • Carlos: Do we get money for cell phone towers? Answer: yes. • Combined with #2. 	5		0
7a.	Staff Comment: Another related issue the Task Force may want to consider is whether the Town should consider long-term leases of Town property for use for solar farms, with the intent of using revenues from these leases for parks construction and/or maintenance. Long-term leases could be on existing park land. <ul style="list-style-type: none"> • We need to be clear about what property we’re using and what’s to be developed later. • The intent is to use later phases of park land if it’s not developing for 20 years. There could be other uses, solar farms or farming. • Rustyn suggested we use the land for alternative uses, not specific to one or the other. Find alternative uses to bring in revenue until land is developed. Michael stated that the underlying concept is to set aside land. It’ll eventually be a park. Should it be limited to solar only? It should be used for both. • Dru stated that using property other than park land would be an expenditure; there isn’t other property set aside. • Final statement: Consider alternative uses for later phases of park land that may bring in revenues through long-term leasing for uses such as solar farms, farms etc. 	7		0
8.	Negotiate a long-term lease with the YMCA or other non-	5		0

	profits that provide youth recreation programming, for Town-owned lands. Continue with intergovernmental agreements with schools to share the use of ball fields, and consider lighted fields. <ul style="list-style-type: none"> • Combine with #4 			
9.	Create intergovernmental agreements with schools to share the use of ball fields. <ul style="list-style-type: none"> • This goes back to partnerships; see staff comment. • Combine with #4. 			
9a.	Staff Comment: The Town currently has an agreement with the local school districts to use ball fields. Does the Task Force want to consider a recommendation specific to lighting the school fields to allow for nighttime play at new school sites? <ul style="list-style-type: none"> • Dru expressed concern that lighting be addressed, if that is a need. 			
10.	Create partnerships to develop an aquatic center. <ul style="list-style-type: none"> • Combine with #4 	6		0
11.	Develop ways to conduct cost / benefit analysis on parks and recreation programs. Conduct such analysis on things like football, Little League, and soccer, to determine the full costs and full benefits of those programs. Determine the value of public/private partnerships. <ul style="list-style-type: none"> • Best practice. 			
12.	Establish a parking or use pass for parks that would last a year or two, and could generate a fee for the Town. Example: Patron of the Park Pass. Priority for shade parking at parks. Charge an annual permit for the use of Horseshoe Park. <ul style="list-style-type: none"> • Combined with #13. 	4		0
13.	Charge an annual permit for the use of Horseshoe Park. <ul style="list-style-type: none"> • Dru explained that this is for the community arena at Horseshoe Park. This was intended to become effective as we get bigger – currently the cost would exceed the benefit. • Combine with 12. 			
14.	Study the concept of a bar and restaurant tax, then go to the voters to see if there is support for such a revenue source.	3		4
14a.	Staff Comment: Would the Task Force want to consider this			

	recommendation as an overall revenue source for the Town, or specify that it be used for parks?			
15.	Use alternative contracting methods in building parks to save money on the construction and to reduce errors. <ul style="list-style-type: none"> • Best practice. 			
15a.	Staff Comment: The Town has used design-build and construction manager at-risk project delivery methods. Both have proved very effective and efficient. The Task Force may consider recommending that the Town continues to use these alternative contracting methods. <ul style="list-style-type: none"> • Best practice. 			
16.	Create a special taxing program to build new parks that is similar to Chase Field. <ul style="list-style-type: none"> • Sports Authority is connected to that. • We would have to build a park and have non-residents pitch in to pay for the park. So a special district tax may not benefit us there. 	0		6
17.	Initiate surcharges for library, indoor programs, and facility use in the summer to off-set higher utility and overhead costs. <ul style="list-style-type: none"> • Best practice. 	4		0
18.	Conduct a “level-of-service” inventory of parks and recreation users. <ul style="list-style-type: none"> • We need to consider a recreation needs assessment every 3 years and the Master Plan every 5 years. • Best practice 			
18a.	Staff Comment: The Town has recently conducted a needs assessment.			
19.	Add to the recreation programs the ability to reserve premium ball fields for a fee. <ul style="list-style-type: none"> • Best practice goes with #6. • Added to #6 			
20.	Consider a fiscal policy to redirect 2% of the Town’s transportation funding to multi use trails purposes. <ul style="list-style-type: none"> • Changed “equestrian” to “multi use” trails. 	3		3
21.	Go to the voters and ask them to support a bond election for Parks and Transportation. <ul style="list-style-type: none"> • Same as #1. 			

22.	<p>Raise the sales tax to 2½% for entire Town to match the sales tax rate being paid at Town Center shops.</p> <ul style="list-style-type: none"> • There's currently a ¼% difference. This would direct the additional ¼% percentage to parks and recreation. • This would bring in one million in revenue. • David asked if there is a detrimental affect. • In Town Center you're not competing against another town, the sales tax difference could hurt could hurt the retailers in Queen Creek. The downtown is a unique environment. • We should oppose a tax increase during this time of recession. 	3		4
23.	<p>Send the Parks Plan back to the Parks and Recreation Committee to revisit and reprioritize the Plan to reflect changes in the Town's fiscal condition, possibly leading to amending the current master plan to reflect changes in demographics, growth rate and ultimate needs of the community relative to the region.</p> <ul style="list-style-type: none"> • This should be considered best practice. • Debbie stated the Master Plan done in 2004 is to be redone in fiscal year 2010/2011 so it will identify these issues. Every 3 years we do a needs assessment. Kyle recommended doing it sooner than that with our current economic situation. Chairman Sossaman agreed that we should bump it up if it's not scheduled for within a year. • Rustyn asked what re-doing the plan would accomplish. Chairman Sossaman replied that we need to re do our level of service. Michael added that we may not have same needs during these times, a different focus for the community. Chairman Sossaman stated that this ties in down the road with building of capital improvements. The level of service needs to be looked at. We need to look at the whole methodology. • Number 23 includes reevaluating the level of service concept and by adding #24 this process would focus on the methodology of the future planning of our population. • Numbers 18, 23 and 24 are subsets of #23. • Best practice. 			
24.	<p>When doing future planning, focus on population and timeline "triggers" to gauge when to take action, and when to delay actions. We need to adapt to change based on future trends.</p> <ul style="list-style-type: none"> • Best practice. 			
25.	<p>Create a policy to aggressively annex strategic pieces of</p>	5		1

	<p>property that will support the Town's future finances. Develop a plan to make annexation attractive to those areas.</p> <ul style="list-style-type: none"> • Is this a best practice or should we keep it separate? • We should keep it separate. • Rustyn asked about annexing further south. • We should continue aggressively. 			
26.	<p>Continue to investigate grant opportunities, especially funding for "green" building construction.</p> <ul style="list-style-type: none"> • Best practice. 			
27.	<p>Encourage volunteerism as a community asset.</p> <ul style="list-style-type: none"> • Best practice. 			
28.	<p>Chamber of Commerce, retail and Town special sale days to work together.</p> <ul style="list-style-type: none"> • Rustyn is working on a similar idea. The sale percentage will hopefully bring in more customers. • Kyle mentioned that Performance Carwash offers a special discount during specific hours. • We would like for local government to see their connection with the retailers and therefore work with retail to buy locally. David stated that people probably don't know they're helping the Town when they shop locally. • Rustyn said that a Shop Queen Creek campaign is already planned to be rolled out. • Kyle added that we need to educate our people. Local government and marketing have never flourished together. If the people knew that the alternative could be raised property taxes, they might be more likely to support the Town. • Patrick said that we have the campaign rolling out to do this through summer and fall. • Debbie stated that when we have multiple shopping complexes, we can plan for larger events and work with the Chamber and give coupons/promotions at events. • Carlos recommended outdoor advertising. • Lance stated that a lot of cities have tried that and environmentalists have come out against outdoor advertising; it's something that needs to be weighed. • Include in the Shop Queen Creek campaign. 			