



City of
EL MIRAGE
Arizona®



FY2026-2028
STRATEGIC PLAN

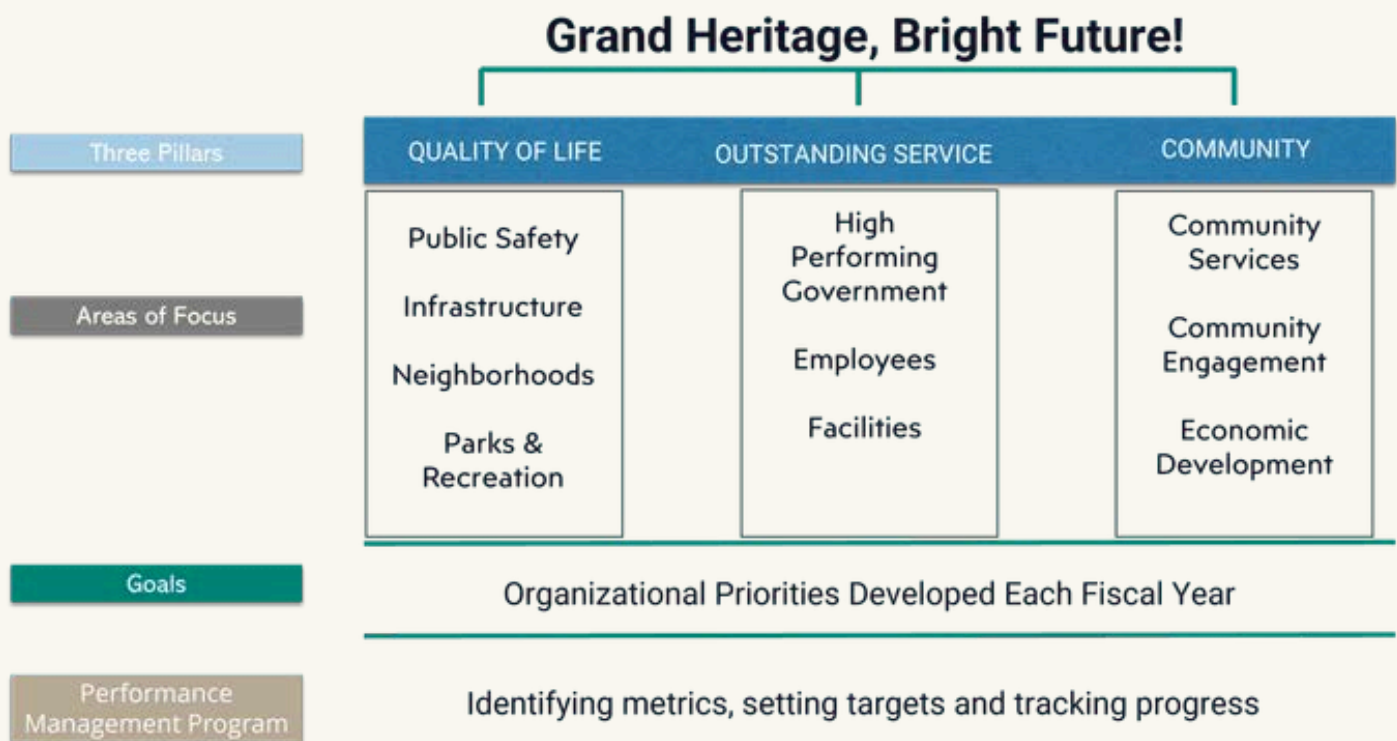
Structure of the Strategic Plan

The City's long-term plans, such as the Capital Improvement Plan, Rate Study, General Plan, Facilities Master Plan and Parks Master Plan, are not just about the City's needs. They are a reflection of the community's voice, as resident feedback through the Community Survey is a crucial part of their creation. These plans, along with the community's input, are used to create the Strategic Plan, a comprehensive roadmap for the City's future.



Structure of the Strategic Plan

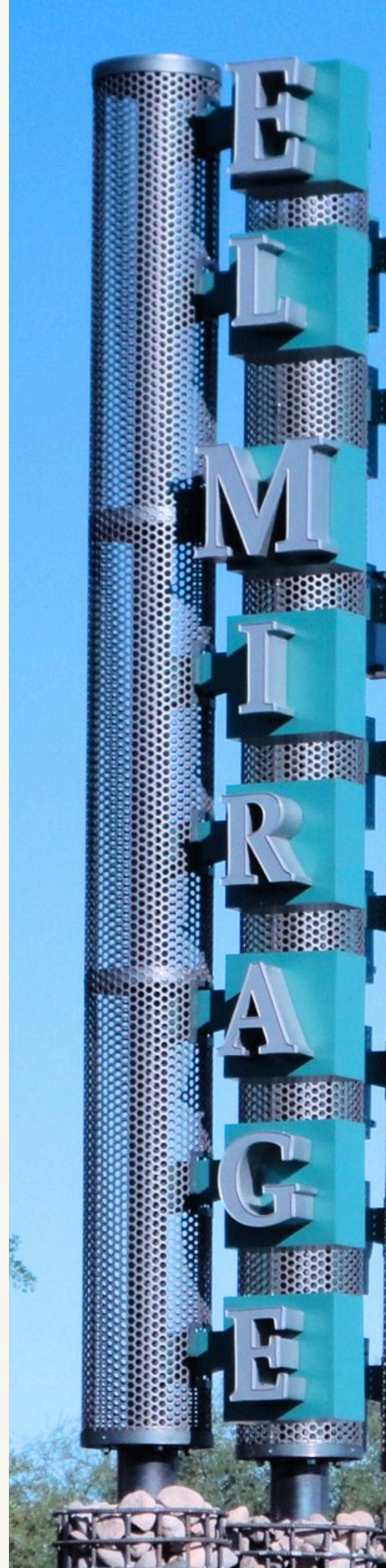
The Strategic Plan, a key driver of policy implementation and program direction, plays a pivotal role in the development of the City's annual budget and capital improvement plan. Any requests for new funding are carefully evaluated in the context of their relationship to the plan, underscoring the importance of the City Council's role in ensuring the plan's successful implementation. The plan will be discussed annually with the City Council to review progress and determine priorities for the plan update, further highlighting their crucial involvement.



Using the City's mission, vision, values, and the motto of 'Grand Heritage, Bright Future!', three pillars were created: quality of life, outstanding service, and community. These pillars serve as the foundation for the plan, and the areas of focus under them are the key drivers of the actions. This structure will remain consistent, providing a stable framework for staff efforts. The plan is a dynamic document that allows for updates to show the progress of each goal and to break the goals into more actionable pieces for management, departments, divisions, and even down to the employee.



**QUALITY
OF LIFE** 



PUBLIC SAFETY



Public safety is the foundation of a thriving community. It protects individuals, property, and the community from harm, crime, and disasters. By integrating law enforcement, fire, and emergency medical services, into proactive community efforts, we create an environment where residents feel secure and supported.

Priority

Enhance community safety through proactive crime prevention initiatives while ensuring that public safety departments are well-equipped, well-trained, and adequately staffed.

Objectives

1

Optimize staffing and operational readiness.

2

Strengthen community safety through proactive crime prevention.

3

Ensure that public safety personnel have access to the necessary resources, training, and modern equipment.

Actions

- **Staffing and Training Optimization:** Establish a system to analyze current staffing levels, forecast gaps, and adjust resource allocation accordingly. Refine shift structures and staffing models.
- **Community Policing Expansion:** Increase outreach programs, enhance Neighborhood Watch efforts, and host annual crime prevention events.
- **Enhance Community Fire Prevention and Outreach:** Expand educational fire safety programs, partner with local organizations, and host annual fire safety events to increase community awareness and resilience.
- **Asset Management:** Implement advanced inventory management software to optimize the maintenance and utilization of equipment and technology assets.
- **Interagency Collaboration and Crisis Preparedness:** Forge formal partnerships with neighboring jurisdictions to coordinate crisis response and share best practices.



INFRASTRUCTURE



Infrastructure supports daily operations and future growth, comprising essential systems—from roads and bridges to utilities and smart technologies—that facilitate mobility, communication, and high-quality public services. Our focus is to develop a reliable, safe, and sustainable infrastructure that meets current demands and positions El Mirage for long-term success.

Priority

Ensure reliable, safe, and sustainable infrastructure that supports city growth, improves mobility and accessibility, and enhances water and utility systems for long-term community well-being.

Objectives

1

Prioritize road repairs in high-traffic and residential areas to improve safety, mobility, and accessibility.

2

Strengthen water supply partnerships for long-term sustainability through collaboration with regional agencies.

3

Modernize water, sewer, and stormwater management systems to enhance efficiency and environmental stewardship.

4

Align infrastructure investments with community priorities and ensure transparency in funding practices.

Actions

- **Pavement and Street Maintenance:** Evaluate and update the pavement maintenance plan for proactive repairs in targeted neighborhoods.
- **Long-Term Infrastructure Investments:** Prioritize funding in utilities, streets, and stormwater systems to support sustainable growth.
- **Development Impact Fees:** Analyze impact fees.
- **Regional Collaboration:** Strengthen partnerships with state and federal agencies to secure additional funding for transportation, utility enhancements, and air quality improvements.
- **Sustainable Water Management:** Forge partnerships with CAP, SRP, ADWR, and other agencies; implement conservation measures and groundwater recharge initiatives to ensure long-term water reliability and environmental sustainability.

NEIGHBORHOODS



Neighborhoods are the heart of El Mirage. They represent the unique residential communities—from downtown to adjacent areas—that contribute to our city’s character. This priority focuses on revitalizing these neighborhoods through improved amenities, active partnerships, and initiatives that celebrate our heritage while enhancing residents' quality of life.

Priority

Foster a more connected and engaged community by expanding focused outreach, hosting inclusive events, and building strategic partnerships with local organizations.

Objectives

1

Strengthen collaboration among residents, property owners, and local businesses to drive neighborhood improvements.

2

Enhance the unique character and local identity of El Mirage through targeted revitalization efforts.

3

Enrich cultural identity through public art installations, cultural events, and innovative public space enhancements.

Actions

- **Downtown Revitalization Plan:** Continue targeted improvements in infrastructure, and public spaces, and enhance the city’s aesthetic appeal.
- **Property Improvement Incentives:** Encourage upgrades to storefronts, abatement of unsafe structures, and overall neighborhood appearance through coordination with property owners and proactive code enforcement.
- **Arts and Culture Initiative:** Develop programs and public art projects that showcase local talent and heritage, including murals and interactive cultural events.
- **Public Space Enhancements:** Upgrade parks, streetscapes, and community facilities to make them more accessible, safe, and attractive.

PARKS AND RECREATION



Parks and recreation are essential for community well-being, offering spaces for physical activity, social interaction, and cultural enrichment. These public spaces — including parks, green areas, sports facilities, and community centers — serve as vital hubs that contribute to a healthy, vibrant lifestyle for all residents.

Priority

Strengthen community bonds, promote health and wellness, and expand both recreational and cultural opportunities across all neighborhoods.

Objectives

1

Upgrade parks and recreational spaces to ensure they are safe, accessible, and engaging.

2

Boost resident participation through enhanced city events and recreational programs.

3

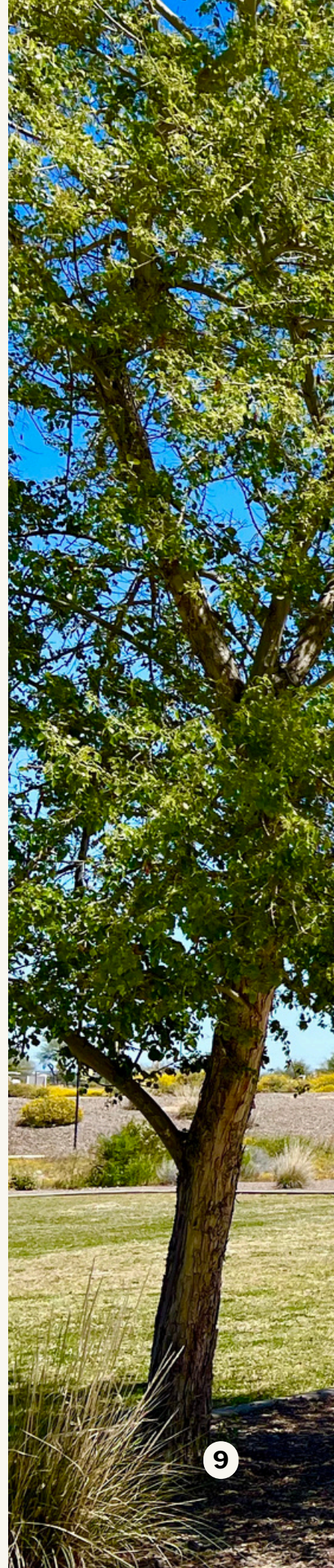
Incorporate resident input into the planning and programming of parks and recreational facilities.

Actions

- **Master Parks Study Implementation:** Establish and execute a plan to implement recommendations from the Master Parks Study, focusing on infrastructure, amenities, and programming improvements.
- **Ongoing Maintenance and Upgrades:** Regularly maintain and upgrade park equipment and amenities to ensure a safe, accessible, and positive user experience.
- **Facility Expansion:** Upgrade and expand recreational facilities by adding multi-use trails, community gardens, athletic fields, sports courts, and dedicated cultural event spaces.
- **Community Engagement in Planning:** Engage stakeholders through surveys and public meetings to ensure that park improvements reflect residents' needs.



OUTSTANDING SERVICE



HIGH-PERFORMING GOVERNMENT



A high-performing government is critical to delivering effective services and fostering trust within our community. This priority is dedicated to ensuring our city administration operates efficiently, transparently, and effectively while engaging residents in decision-making. We are committed to continuous improvement, clear communication, and accountability.

Priority

Strengthen transparency, foster accountability, and improve city services by enhancing communication, increasing res engagement, and strategically leveraging modern technology.

Objectives

1

Foster a culture of transparency by improving communication with residents and expanding public access to information.

2

Streamline city services to enhance accessibility and responsiveness.

3

Enhance data-driven decision-making to continuously improve operational effectiveness.

Actions

- **Communication Strategy Evaluation:** Conduct regular evaluations to refine public outreach activities.
- **Technology Adoption:** Adopt modern digital platforms and technologies to optimize city operations.
- **Resident Feedback Mechanisms:** Conduct regular community surveys and implement public performance dashboards to guide decision-making.

EMPLOYEES



City employees are essential to our operations, dedicated to delivering vital services and supporting our community. This priority focuses on cultivating a skilled, motivated, and workforce through comprehensive professional development, competitive compensation, and a supportive work environment.

Priority

Support city employees through robust professional development, competitive compensation, and a positive, inclusive work environment that fosters career growth, innovation, and excellence.

Objectives

1

Foster individual and organizational effectiveness by offering training initiatives to empower employees and support career advancement.

2

Regularly assess employee satisfaction and identify areas for improvement.

3

Ensure competitive salaries and benefits that align with market standards to attract and retain the top talent necessary for achieving the City's mission and goals.

Actions

- **Communication Strategy Evaluation:** Conduct regular evaluations to refine public outreach activities.
- **Technology Adoption:** Adopt modern digital platforms and technologies to optimize city operations.
- **Resident Feedback Mechanisms:** Conduct regular community surveys and implement public performance dashboards to guide decision-making.

FACILITIES



City facilities are essential assets that support government operations and community services. This priority is dedicated to maintaining, modernizing, and enhancing our physical assets—from city halls to community centers—ensuring they are safe, energy-efficient, and responsive to evolving needs.

Priority

Maintain, modernize, and enhance city facilities to ensure efficient operations, safety, accessibility, and capacity for both organizational requirements and community use.

Objectives

1

Evaluate opportunities to improve sustainability, energy efficiency, and resilience in city facilities.

2

Ensure facilities are maintained, updated, and optimized to accommodate growing staffing needs, operational efficiency, and resident accessibility requirements.

3

Assess and address current and projected space constraints to support service delivery and long-term growth.

Actions

- **Energy and Cost Optimization:** Explore and implement options to optimize energy use, and reduce operational costs.
- **Space Utilization & Expansion Planning:** Evaluate facility usage, identify overcrowding, and determine areas for consolidation or expansion. Assess the need for additional meeting rooms, public spaces, or city service offices to support operational efficiency and resident engagement.
- **Periodic Audits:** Conduct facility audits to identify gaps and opportunities for modernization or expansion, ensuring long-term strategic planning.



COMMUNITY



COMMUNITY SERVICES



Community services are vital programs and resources that enhance social well-being and support vulnerable populations. This priority focuses on strengthening and expanding our offerings—from health and housing initiatives to support for seniors and youth—to improve the overall quality of life for every resident.



EL MIRAGE
Senior Center
Making A Difference

Priority

Strengthen and expand community services so that all residents have access to essential programs and support systems that improve overall well-being.

Objectives

1

Improve communication and outreach about city partnerships, available services, and community resources.

2

Expand and innovate service delivery to meet evolving resident needs.

3

Strengthen and formalize partnerships with local organizations, nonprofits, and community groups to boost service effectiveness.

Actions

- **Communication Strategy:** Develop and implement a comprehensive plan to raise awareness of city services and resources among residents.
- **Needs Assessment:** Conduct an assessment and gap analysis of current services provided by the city and its partners.
- **Affordable Housing and Support Programs:** Continue the affordable housing initiative while exploring additional programs that address housing affordability and social support.
- **Engagement:** Engage community stakeholders through public meetings and surveys to refine and improve service delivery.

COMMUNITY ENGAGEMENT



Community engagement is the active process of involving residents, businesses, and organizations in shaping the future of our city. Through transparent communication and strong partnerships, this priority ensures that diverse community voices are heard and incorporated into decision-making, resulting in inclusive and effective policies.

Priority

Foster a more connected and informed community through expanded outreach, inclusive events, and active civic participation.

Objectives

1

Promote transparency and inclusivity by leveraging diverse digital and in-person platforms to share information.

2

Enhance partnerships with local faith-based organizations, schools, and civic groups to drive community involvement.

Actions

- **Community Engagement & Outreach:** Host public forums, town halls, and workshops while leveraging surveys and outreach campaigns to gather resident input, foster dialogue, and inform city improvements.
- **Digital & Media Communication:** Enhance the city's website, social media, and traditional media channels to provide real-time updates, enable two-way communication, and keep residents informed through newsletters and press releases.
- **Strategic Partnerships & Civic Education:** Collaborate with faith-based groups, schools, and civic organizations to co-host events, promote volunteer opportunities, and educate residents about local government operations.
- **Mayor's Youth Commission:** Engage young residents in city initiatives, leadership development, and civic participation.

ECONOMIC DEVELOPMENT



Economic development is key to ensuring long-term growth and prosperity for our community. This priority focuses on stimulating business growth, attracting investment, and creating job opportunities through strategic infrastructure investments, public-private partnerships, and workforce development initiatives.

Priority

Drive sustainable economic growth by revitalizing business districts, expanding workforce development, and strengthening partnerships that support long-term development.

Objectives

1

Revitalize commercial corridors through targeted property improvements, business incentives, and infrastructure enhancements.

2

Expand workforce development initiatives to connect residents with career opportunities through partnerships with businesses, schools, and training programs.

3

Expand and strengthen public-private partnerships to foster local economic innovation, attract investment, and support business retention and expansion.

Actions

- **Business Corridor Enhancements:** Implement the Downtown Revitalization Plan, improving commercial aesthetics and increasing business attraction efforts.
- **Expand Workforce Training:** Enhance job training opportunities in partnership with local businesses, educational institutions, and community organizations.
- **Small Business Support:** Connect entrepreneurs with resources and financial assistance to enhance business sustainability and growth.