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## 2015 LEAGUE STRATEGIC GOALS

Meeting in joint session November 13-14, 2014 in Sacramento, CA, the officers and directors of the divisions, departments, diversity caucuses, policy committees and board of directors of the League of California Cities adopted the following strategic goals for 2015:

1. **Expand Economic Development Tools and Reduce Regulation.** Advocate for new tax increment financing and other economic development tools, and support reductions in burdensome and overlapping state regulations, to support job creation and a stronger economy.
2. **Implement Additional Pension, Other Post-Employment Benefits (OPEB) and Related Reforms to Help Reduce Unfunded Liabilities and Insolvency Risks.** Support responsible implementation of recent pension reforms by CalPERS, and urge the adoption of additional pension, OPEB and related reforms by the legislature and cities to better manage the long-term growth of unfunded pension and OPEB liabilities and reduce the risk of fiscal and service level insolvency by cities.
3. **Modernize the Financing of Critical Infrastructure Maintenance and Construction Programs.** Provide state and local governments with new and innovative revenue options and resources to finance critical infrastructure maintenance and construction needs for our transportation (streets, roads, rail & transit), water supply, wastewater, stormwater, and other critical infrastructure systems.
4. **Update the Local Government Tax Structure to Respond to the “New Economy.”\*** Consistent with the constitutional protections for property, sales and local taxes contained in Propositions 1A and 22, develop policy options, where feasible, for responding to the erosion of the major local government revenue sources resulting from the expansion of e-commerce, increased consumption of retail services rather than goods, changing patterns of commerce, and innovations in technology.

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\*The **new economy** is the result of the transition from a manufacturing-based economy to a service-based economy.” Examples include online retailers, mass customization manufacturers (e.g., 3D printing), social media, sharing economy companies like Lyft, Airbnb, etc., online media companies, etc. For more information on how the new economy has affected sales tax receipts, for example, see” The Fiscal Challenges Ahead for Cities,” *Western City* (November, 2014) at <http://www.westerncity.com/Western-City/November-2014/The-Fiscal-Challenges-Ahead-for-Cities/>