

# Strategic Plan 2016/2017 Priorities

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## ***Public Safety: Ensure that American Canyon remains a safe community***

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- 1 Organize and conduct various joint incident command disaster drills to ensure all agencies are prepared in the event of a disaster.

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- 2 Develop local City and Fire District development standards for new development in American Canyon.

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- 3 Enhance our public safety volunteer programs using City outreach tools and District/Sheriff training resources.

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- 4 Create a Traffic Safety Committee with City, Police and Fire to review traffic enforcement, signage, and design.

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- 5 Complete the GIS mapping of hydrants, flow, and test data.

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- 6 Create a Neighborhood Committee to address specific issues (i.e. vandalized mailboxes).

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***Community and Sense of Place: Build on the strength of our local community to develop a clear sense of place and establish our unique identity***

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*Maintain and strengthen our sense of community and build community relationships*

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- 1 Construct the Valley Vista affordable housing project.
  - 2 Update the General Plan to align with the Community's vision.
  - 3 Create "community gathering places" for the City of American Canyon.
  - 4 Provide and communicate incentives for property owners to take an increased interest in improving their homes and neighborhoods.
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*Promote a unique community identity*

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- 5 Create identifiable gateways into the City and "curb appeal."
  - 6 Underground the utilities along the highway.
  - 7 Establish new design guidelines for architectural and landscape style within commercial districts and new residential neighborhoods.
  - 8 Partner with the community to create a Public Art strategy for the community, which may include children's art, the 9/11 memorial, and others.
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***Economic Development and Vitality: Attract and expand diverse business and employment opportunities***

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*Improve opportunities for small businesses to start up and grow*

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1 Provide opportunities for emerging/nontraditional retail business models (i.e. pop-up retail, home businesses, and food trucks).

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2 Partner with the Chamber, NVC, and others to provide services and support small businesses.

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*Develop the Green Island Industrial Area to help businesses grow and attract new industrial users*

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3 Meet regularly with business representatives in the Green Island area to understand their interests.

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4 Construct improvements to Green Island Road including improved internet connectivity.

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5 Construct final leg of Devlin Road.

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*Develop the Highway 29 Commercial District through comprehensive planning and infrastructure*

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6 Complete the Highway 29 PDA Specific Plan, including the associated EIR.

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7 With the completion of the Specific Plan, develop strategy for kickstarting infrastructure investment and attracting new retail and mixed use businesses.

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*Encourage and facilitate tourism*

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8 Promote tourism focused on our outdoor spaces and parks.

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9 Consider Clarke Ranch as possible tourist destination and complete master plan.

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10 Complete entitlement processing for Watson Ranch/NVR&G.

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***Outdoors and Recreation: Expand opportunities for use of outdoor recreation and an active and healthy lifestyle***

*Enhance recreation programs and events*

- 1 Develop a partnership policy and process to identify and embrace service delivery provided by other organizations and businesses that meets recreation needs that may or may not require City support.
- 2 Identify and implement more programming focused on Newell Open Space and Wetlands.
- 3 Adopt a pricing policy addressing cost recovery for recreation programs and events.

*Develop capital plans and invest in parks and open space*

- 4 Update Parks and Open Space planning tools, including the Parks Master Plan, Parks/Recreation development impact fee, and Parks Capital Improvement Program.
  - 5 Construct recreational infrastructure improvements at Newell Open Space.
  - 6 Develop a volunteer support group to assist with management of the Wetlands and Newell Open Space.
  - 7 Encourage, support and facilitate the Vine Trail River to Ridge Trail and the Napa River/Bay Trail, as well as connectivity between trail systems; ensure recreational trails are suitable for pedestrians, bicyclists and equestrians.
  - 8 Partner with sports groups to locate, identify funding for, and improve sites for organized league and similar play. (Includes AHI/swimming, AYSO/soccer, LL/youth baseball, bocce, etc.).
  - 9 Develop a new, reliable, long-term source of funding for parks maintenance and development to meet community needs.
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**Transportation: Improve the City's transportation network to mitigate traffic and enhance the quality of life for the community.**

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*Improve traffic flow along Highway 29*

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- 1 Seek and obtain funding for highway widening consistent with the Highway 29 corridor study and Broadway District Specific Plan.
  - 2 Construct improvements to Theresa/Eucalyptus.
  - 3 Construct improvements to Highway 29 at Napa Junction.
  - 4 Ensure signal timing along Highway 29 is maximized using the most advanced technology available.
  - 5 Seek to obtain funding and construct Newell extension to Highway 29.
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*Improve the condition of our local streets*

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- 6 Implement a pavement management and improvement strategy to “hit the ground running” when Measure T funds are available in 2018.
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*Improve safety and access for bicyclists, pedestrians and users of public transportation*

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- 7 Embark on a strategy to construct sidewalks in key city locations that lack such facilities
  - 8 Designate American Canyon as a Bike Friendly Community.
  - 9 Improve the safety and ease of travel for non-motorized travel along the highway and major roads.
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***Infrastructure: Develop and upgrade infrastructure resources to support sustainable growth.***

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*Ensure a stable, long-term water supply*

- 1 Monitor water consumption to ensure compliance with policies and identify trouble areas; provide an easy way for consumers to monitor their own water consumption.
- 2 Update (and implement) master plan and development fees for water and recycled water.
- 3 Complete the recycled water system and explore regulations allowing for increased use of recycled water.
- 4 Resolve high pressure issues with potable water tank by the High School.
- 5 Identify Water storage solutions/long term options to improve reliability.
- 6 Engage in robust and long-term outreach for conservation and water-wise behaviors.
- 7 Develop and implement solutions for taste and odor/THM issues.

*Ensure we can treat both residential and industrial wastes effectively and efficiently*

- 8 Construct improvements at Water Reclamation Facility to improve capacity of plant as well as quality of recycled water.
- 9 Update the master plan and development fees for the collection system and water reclamation facility.
- 10 Analyze options for pretreatment of industrial waste.
- 11 Reduce inflow and infiltration problems to maximize plant capacity.

*Reduce the possibility of flooding through improvements to the storm drain system*

- 12 Obtain necessary approvals and implement a regular creek clearing program.
- 13 Identify ways to fund storm drain maintenance post Measure A.

*Demonstrate leadership in environmentally friendly projects and policies*

- 14 Implement the Energy Efficiency Climate Action Plan (EECAP).
  - 15 Evaluate feasibility of installing solar or other alternate energy sources at city facilities.
  - 16 Develop and implement policies and programs that encourage the community to be resource-wise (i.e. residential and commercial use of solar energy).
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***Quality Services and Organizational Effectiveness: Deliver exemplary government services.***

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*Maintain fiscal stability*

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- 1 Ensure city fees for services cover all appropriate costs; update citywide fee schedule.
  - 2 Reduce Other Post-Employment Benefits (OPEB) long-term liability.
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- 3 Review and update Finance Policies in Council’s Protocols, in accordance with previous Council direction.

- 4 Update water/wastewater rates/recycled water rates, amortize the inter fund loans and complete long term projections to ensure the fiscal stability of the enterprise funds (particularly the water funds, given drought conditions).
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- 5 Conduct fiscal analysis of new development proposals that assesses the City’s ability to meet future demands for services.
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*Emphasize customer service and community priorities*

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- 6 Engage the entire community in policy making and obtain customer feedback using many tools and techniques to ensure broad involvement.
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- 7 Investigate technology to enhance public outreach.
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*Encourage continuous improvement and use of best practices*

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- 8 Review the permit process to identify opportunities for improvement, including using improved software for permit and project tracking and issuance.
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- 9 Increase and enhance employee engagement and development programs.
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- 10 Improve both internal and public “usability” of budget and fiscal information.
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- 11 Evaluate governance protocols
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