



**City of American Canyon
Community Vision and Strategic Plan**

May 2014



Management Partners



April 28, 2014

Dana Shigley
City Manager
City of American Canyon
4381 Broadway Street, Suite 201
American Canyon, CA 94503

Dear Ms. Shigley:

Management Partners is pleased to transmit this draft community vision and strategic plan for the City of American Canyon. The plan is the result of broad-based input from the community and City organization and two facilitated sessions conducted with the City Council. The document articulates the community's vision for the future as well as the City's mission and values, and important goals and strategies to be pursued over the next three to five years.

Following the City Council's adoption of the plan, Management Partners will work with City staff to prepare an implementation action plan identifying key tasks for each strategy, including timelines, resources required and success indicators. Many thanks to you and your team, with special thanks to Deanna Parness for her support throughout this engagement. It has been a pleasure to work with you.

Sincerely,

Nancy Hetrick
Senior Manager

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Background

Community Visioning Overview

In May, 2013 the City of American Canyon initiated a visioning process designed to engage the community on the question of – “Who are we and who do we want to become?” The goal of this effort was to listen to residents and key stakeholders and develop a vision that reflects the range of opinions about what makes the community special and its desired future.

Management Partners and members of the City’s strategic visioning working group conducted interviews, facilitated focus groups, engaged community members in places they gather (i.e., clubs, classes, and community events), held an open house at City Hall, and administered an online survey.

Information about American Canyon’s community visioning efforts was provided through postcards, the City Manager’s weekly newsletter, local advertisement, community events, direct engagement, and the City’s website. Residents were encouraged to get involved and share their opinions.

Management Partners interviewed members of the City Council and the President of the Chamber of Commerce and facilitated eight focus groups of community stakeholders and staff representatives. The focus groups were comprised of people identified as representing broader stakeholder groups as well as individuals who expressed interest. Focus group participants were asked their views about:

- What makes American Canyon special
- Strengths, limitations, opportunities and threats
- Words that describe your vision or desired future for American Canyon

In addition, the City’s designated working group committee members engaged community representatives and groups in 24 venues asking the questions “What makes American Canyon Special?” and “What words

describe your vision for American Canyon 5-10 years from now?" A list of community outreach venues is presented in Attachment A.

A survey was created to solicit additional input. The survey was available online, in paper format and in both English and Spanish. Survey respondents were asked to rate how important they believe 18 potential priority areas are to the future of the community as well as words and phrases that describe American Canyon today and a desired American Canyon 5-10 years from now. Over 350 people provided input to this process by responding to the survey.

Finally, the City hosted an open house that invited the community to City Hall to engage with members of the City Council and staff and provide input on community strengths, limitations, opportunities and threats. The input generated at the open house supplemented the focus group themes.

Outreach efforts were extensive and inclusive and the results were integral in informing the City Council discussion about a vision for the community.

On October 8, 2013, American Canyon held the City Council's Visioning study session, which included approximately 40 residents of American Canyon eager to provide their input. During this session, an Environmental Scan of American Canyon was presented, which highlighted factors that influence the City and could affect its future. Taking into account the community input gathered between May and September of 2013 and the information presented in the environmental scan, Councilmembers identified key words and phrases they liked and discussed options for a vision statement. Community members weighed in on their preferences as well. Using that feedback, three draft vision statements were developed.

After reviewing the draft vision statements and taking into account community input, the Strategic Planning Steering Committee, comprised of City Council and executive staff members, developed a community vision statement.

Strategic Planning Overview

Following the community visioning process, the City began work to identify its mission, values, and goals and strategies that would shape the strategic plan. The City's resulting strategic plan will guide and inform the work of the organization for the next 3-5 years as it moves the community toward its vision for the future.

The City’s extended working committee along with the Strategic Planning Steering Committee built on the prior outreach efforts and knowledge of the City organization to develop a mission and organizational values and identify goals and strategies for the City to pursue.

Figure 1 shows the core elements of the strategic plan.

Figure 1. American Canyon Strategic Plan Components



These elements are graphically presented in the strategic plan. A summary presentation of the strategic plan is included as Attachment B. A glossary of terms is provided in Attachment C.

American Canyon Community Vision and Strategic Plan

The City of American Canyon is committed to achieving a shared vision for the community and the organization. The vision, mission and values below are the result of a thoughtful and inclusive process designed to set the City on a course that meets the challenges of today and tomorrow. A depiction of the components of the American Canyon Community Vision and Strategic Plan is presented in Attachment B. A glossary of terms is provided in Attachment C.

Our Vision



The community's *vision* is a statement of the desired future. It reflects what the city wants to become. This vision drives the work the City, guides how business is done, and informs the goals and priorities that are pursued.

Our Mission

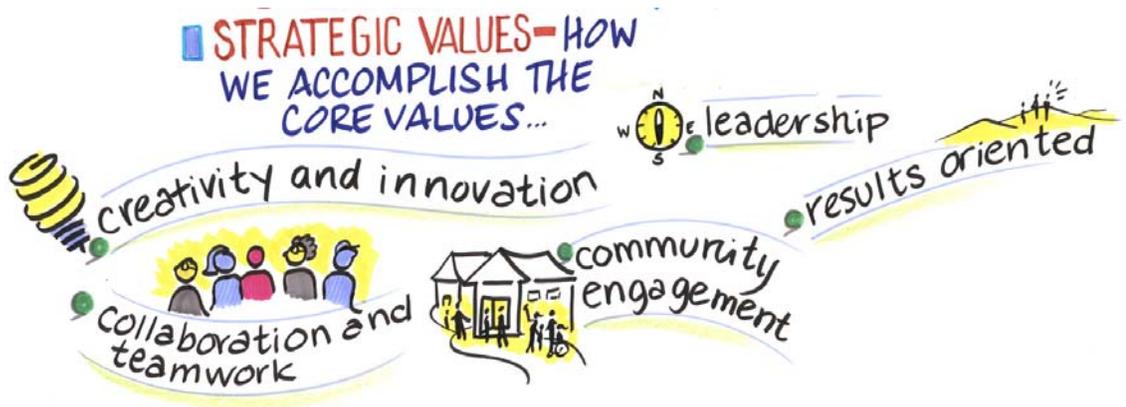


The City's *mission* is a statement of the purpose of the organization. It fundamentally defines what the organization stands for and what it will do.

Our Values

Our values drive behavior and support effective implementation of the mission, goals and strategies that lead us toward our community vision. The City has identified six core values and five strategic values that are essential to the work we do.





Each of these organizational values has associated behaviors that can be demonstrated throughout the organization. The behaviors that were identified as important are included in Attachment D.

Goals and Strategies

As a result of interviews, focus groups, surveys and a staff workshop, seven potential goals were identified, each with several strategies and action items. During a workshop with the City Council on February 25, 2014, these were reviewed, revised and confirmed. The City's goals fall into the following categories:

- Public Safety
- Community and Sense of Place
- Economic Development and Vitality
- Outdoors and Recreation
- Transportation
- Infrastructure
- Quality Services and Organizational Effectiveness



- **Goals** are multi-year in nature. The timeframe for achieving goals is typically five to ten years. It is recommended that the Council review the goals in three to five years.
- **Strategies** are the means to achieve the goals. The timeframe for implementing strategies can span several years as specific programs and projects are undertaken.

The following strategies are initial strategies. These will change from year to year as projects are accomplished and new ones are identified.

Public Safety

Ensure that American Canyon remains a safe community.

Our strategies are to:

- Review development projects for Crime Prevention through Environmental Design (CPTED)
- Continue to emphasize community policing strategies and crime prevention through regular interaction with residents, students and business owners
- Update the Fire District's Strategic/Five Year Plan (2009-2013)
- Update Emergency Operations Plan to ensure preparedness for large scale natural or man-made disaster
- Provide CERT training in American Canyon

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.

Our strategies are to:

Maintain and strengthen our sense of community and build community relationships

- Increase opportunities for low- and moderate-income housing (Valley View, other?)
- Bring back, or facilitate a community effort to bring back, the farmer's market and/or other summertime multi-week events
- Update the General Plan and Housing Element to align with the Community's vision
- Enhance communication and coordination between community groups, schools, etc.
- Create a "community gathering place" for the City
- Develop and maintain positive relationships with NVUSD both at the district as well as site level and cross market events
- Schedule more events on the east side of American Canyon
- Develop events that encourage diverse attendance from all groups

Promote a unique community identity

- Create identifiable gateways into the City
- Improve the “curb appeal” of highway 29 (landscaping at the PGE substation, maintaining the highway median, median landscaping)
- Implement underground utility districts to reduce unsightly power poles
- Establish new design guidelines for architectural and landscape style within commercial districts and new residential neighborhoods
- Identify, develop and implement one or two signature events that draw people to AmCan, are unique to our community and our natural assets
- Develop and implement a consistent signage theme and plan for all parks and open spaces
- Working with the community, create a Public Art strategy for the community, which may include children’s art, the 9/11 memorial, and others
- Develop a landscape strategy for consistency in city maintained landscape areas

Economic Development and Vitality

Attract and expand diverse business and employment opportunities.

Our strategies are to:

Improve opportunities for small businesses to start up and grow

- Provide opportunities for emerging/nontraditional retail business models (i.e., popup retail, home businesses, and food trucks)
- Partner with the Chamber, NVC, and others to provide services to small businesses
- Seek out and find funding sources for small business start up/ technical assistance
- Provide specialized “small business” assistance through permitting and related city requirements

Develop the Green Island Industrial Area and Highway 29 Commercial District through comprehensive planning and infrastructure improvements

- Complete an ED Strategy Plan for the Green Island area
- Complete the Highway 29 PDA Specific Plan, including strategy plan for the commercial corridor
- Revitalize vacant and underutilized properties along Highway 29
- Focus on industries that provide jobs for local residents, not more commuters

Encourage and facilitate tourism

- Encourage tourism focused on outdoor spaces and parks
- Consider Clark Ranch and the ruins as potential tourist destinations
- In coordination with the TBID, VNV and Chamber of Commerce, develop and implement a marketing strategy

Outdoors and Recreation

Expand opportunities for use of outdoor recreation and an active lifestyle.

Our strategies are to:

Enhance recreation programs and events

- Develop a partnership policy and process to identify and embrace service delivery provided by other organizations that meet recreation needs but require support from the City.
- Continually evaluate programs to identify possible new program areas and improve existing programs.
- Identify and implement more programming focused on Newell Open Space and Wetlands
- Improve Healthy People/Healthy Planet
- Focus on fewer special events, but better special events

Develop capital plans and invest in parks and open space

- Complete a facilities needs analysis for parks facilities and determine funding sources to meet community interests
- Create a master plan for Clark Ranch for future development

- Investigate methods to preserve public views and access on the top of Oat Hill
- Construct recreational infrastructure improvements at Newell Open Space
- Develop a volunteer support group to assist with management of the Wetlands and Newell Open Space
- Ensure future housing developments provide parks and recreation amenities as needed to meet development needs
- Encourage, support and facilitate the Vine Trail, River to Ridge Trail and the Napa River/Bay Trail, as well as connectivity between trail systems
- As much as possible, ensure recreational trails are suitable for pedestrians, bicyclists, and equestrians
- Develop and implement standards and management plans for parks/LLADs

Transportation

Improve the City's transportation network to mitigate traffic and enhance the quality of life for the community.

Our strategies are to:

Improve traffic flow along Highway 29

- Seek and obtain funding for highway widening consistent with the Highway 29 corridor study, one piece at a time
- Ensure future development provides mitigation for traffic impacts on the highway

Improve multi-modal traffic circulation throughout the City

- In coordination with NCTPA, identify a site and implement a park and ride facility
- Construct improvements to Theresa/Eucalyptus
- Construct final leg of Devlin Road
- Construct improvements to Highway 29 at Napa Junction
- Ensure all new and reconstructed streets meet our Complete Streets policy

Improve the condition of our local streets

- Implement a pavement management and improvement strategy before and after measure T
- ST: pave Donaldson Way at Comm Park
- Construct improvements to Green Island Road

Improve safety and access for bicyclists and pedestrians

- Obtain consensus (community and Caltrans) on appropriate safety measures for pedestrian crossings on highway 29
- Complete segments of Vine Trail
- Update Public Works engineering standards to meet the current best practices in bicycle and pedestrian trail designs
- Embark on a strategy to construct sidewalks in key city locations that lack such facilities
- Construct an east-west linear greenway through central American Canyon that connects the Bay Trail with the Vine trail
- Designate American Canyon as a Bike Friendly Community
- Add bike parking facilities

Infrastructure

Develop and upgrade infrastructure resources to support sustainable growth.

Our strategies are to:

Ensure we have a stable long-term water supply

- Revisit the Urban Water Management Plan and funding/allocation of water for commercial users; develop a better monitoring system for industrial users
- Update master plan and development fees for water and recycled water
- Complete the recycled water system and connect more users to recycled water as supplies allow
- Build a high pressure tank
- Identify water storage solutions
- Revise landscape ordinance to require greater use of xeriscape and drought tolerant plants
- Explore and implement new uses for recycled water

- Continue to engage the Blue Ribbon Committee on Water Resources for feedback and assistance on water issues

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

- Construct improvements at WWTP to improve capacity
- Update the master plan and development fees for the collection system and wastewater treatment plant
- Analyze options for pretreatment of industrial waste

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

- Implement new permit
- Construct Kimberly Park improvements to retain water during flood events
- Consider ways to fund storm drain maintenance post Measure A

Demonstrate leadership in environmentally friendly projects and policies

- Implement the Energy Efficiency Climate Action Plan
- Evaluate feasibility of installing solar or other alternate energy sources at the water or wastewater treatment plants

Quality Services and Organizational Effectiveness

Deliver Exemplary Government Services.

Our strategies are to:

Maintain Fiscal Stability

- Update overall city user fees
- Reduce Other Post-Employment Benefits (OPEB) costs
- Review and update the General Fund reserves policies and capitalize the ISFs
- Review and update other financing policies
- Enhance grant seeking and utilization efforts
- Amortize the inter fund loans and complete long term projections to insure the fiscal stability of the enterprise funds (particularly the water funds, given drought conditions)

- Evaluate the municipal cost saving opportunity of requiring private parks and private street maintenance in new master plan developments
- Evaluate the feasibility of solar/alternate energy at wastewater treatment plant and water treatment plant
- Complete fiscal analysis of new development to be sure the City can afford to meet the needs of the new residents/businesses.

Emphasize customer service and community priorities

- Engage in citywide customer service training
- Administer a community wide customer service survey
- Investigate technology to enhance public outreach
- Implement customer feedback forms or other methods of receiving customer feedback on services provided

Encourage continuous improvement and use of best practices

- Increase and enhance employee engagement and development programs
- Review the permit process to identify opportunities for improvement
- Improve both internal and public "usability" of budget document
- Upgrade Springbrook
- Take advantage of computer software that can provide on-line services and permits
- Practice mentoring and succession planning to ensure a long-term stable organization

This set of goals, strategies, and action items will guide and inform the City's annual priority-setting and resource decision-making processes and serve as a broad framework to achieve the exceptional quality of life expected and experienced by the residents of American Canyon.

Conclusion and Next Steps

The time, energy and commitment given to this community visioning and strategic planning process forms a sound foundation from which the City can confidently plan its work and pursue the priorities of the community. This strategic plan should serve to inform and guide all City activities, from projects to pursue, to the allocation of resources and the continuing importance of engagement with residents. It is and will be a living document that requires regular review and use to be valuable. To ensure it serves this purpose Management Partners will work with staff to prepare an implementation action plan that identifies key tasks for each strategy, including timelines, resources required and success indicators. This implementation plan will serve as the City’s strategic road map in pursuit of the community’s vision.

Attachment A – Summary of Community Outreach Venues

Outreach Venue	Date
Healthy People/Healthy Planet	5/11/2013
Mobile home & Apt Manager's Association	6/27/2013
Fourth of July	7/4/2013
Mom's Club	7/10/2013
Swimming Lessons	7/16/2013
Summer Camp (Kids)	7/17/2013
Parks & Community Services Commission	7/18/2013
Movies at the Park	7/19/2013
Senior Center	7/19/2013
Summer Camp (Parents)	7/19/2013
Water Carnival	7/20/2013
Basketball	7/20/2013
American Canyon Youth Football (ACYF) Parents Meeting	7/24/2013
American Canyon Chamber of Commerce	7/24/2013
Lions Club	8/5/2013
Family Resource Center	8/6/2013
Kiwanis Club	8/7/2013
Open Space Advisory Committee	8/14/2013
Chamber Mixer	8/21/2013
The Planning Commission	8/22/2013
Las Casitas Mobilehome Park	9/5/2013
AYSO Opening Day	9/7/2013
Napa-Olympia Mobilehome Park	9/9/2013
American Canyon Community Church	9/15/2013
Total Number of Outreach Venues	24

Attachment B – Graphic Depiction of Community Vision and Strategic Plan



Attachment C – Strategic Plan Definitions

The following graphic shows the key components of a strategic plan.



A ***vision*** sets the focus for the future. It is a statement of where the community wants to be.

A ***mission*** is a statement of the purpose of the organization. It fundamentally defines what the organization stands for and what it will do.

The ***values*** of an organization drive the goals created and the process of implementation. Values provide the basis for how the organization and its members will work to achieve the mission and vision. Examples include professional excellence, innovation, responsiveness, and integrity.

Goals set the framework that guides the direction and focus of the organization, budget decisions and allocation of other resources, such as staff time. They are “up on the balcony” wide views of opportunities for change and improvement and state the desired future. Goals or strategic priorities provide the “why” (larger meaning and context) of the specific actions the agency takes. They help the executive team decide which of the many worthy projects should be done and when, within available resources. Goals must be meaningful and attainable.

Strategies are the means to achieve the goals. They describe an approach or method and begin to answer the question: How will we go about accomplishing the goal? They may include broad areas to pursue, rather than individual projects. To assure that the goal is achieved, later in the process each objective must be assigned to an individual, with resources identified, and incorporated into a work plan.

An ***implementation action plan*** is the blueprint for carrying out the strategic plan. It contains the detailed steps that must be taken to assure that the goals and strategies are achieved. Action plans provide a framework for determining specific timelines, assignments, and resource allocations. They are designed to be a management tool to help the organization assure that goals are attained and are well-suited to periodic check-in about progress, changes or challenges.

Attachment D – Organization Values and Behaviors

Core Values – How we do Business

Fiscal Responsibility

- Exercises fiscal discipline to live within means and ensure future financial sustainability
- Utilizes forecasts to quantify future financial impacts of decisions
- Makes fact-based operational decisions using cost/benefit analyses
- Follows best practice policies for budget and financial management
- Utilizes resources efficiently and effectively

Professional Excellence

- Develops leaders at all levels of the organization
- Demonstrates respect
- Is dependable/reliable
- Keeps skills and knowledge current; pursues continuous improvement and learning
- Exhibits excellent interpersonal skills
- Proactively identifies/forecasts issues
- Pays attention to detail
- Communicates and listens effectively
- Makes the hard decisions/choices
- Utilizes resources efficiently and effectively
- Identifies and applies best practices
- Produces and communicates consistently high-quality, technically competent work of value to the organization

Transparency & Accountability

- Champions public transparency laws to enhance accountability and builds trust in government
- Facilitates public participation in open meetings; encourages candor and welcomes input
- Provides access to information regarding matters of public interest
- Provides timely, accurate information that is easy to access and to understand
- Actively seeks citizen participation; strives to keep the public informed and educated about community issues

Customer Focus

- Provides dependable, responsive service to internal and external customers
- Engages in open, honest communication; listens to other perspectives with an open mind and a sincere desire to understand
- Cultivates a welcoming, friendly atmosphere
- Takes personal responsibility for assisting customers and solving problems
- Seeks customer feedback to facilitate continuous improvement
- Is observant, considerate and respectful of others' time and schedules
- Models courtesy and civility at all times
- Seeks ways to increase community participation and inclusion in government activities
- Develops creative ways to get the public productively involved

Integrity

- Adheres to professional standards in the conduct of the organization's business
- Pursues the greater good and is not motivated by self interest
- Fulfills commitments and keeps promises made
- Demonstrates fairness
- Keeps the public's and agency's interest always in mind
- Exercises good judgment
- Follows ethical rules

Strategic Values – How we accomplish the Core Values

Creativity & Innovation

- Fosters new and creative thinking and solutions to achieve desired outcomes; encourages learning
- Identifies new ideas/methods/techniques and embraces those that lead to improvement
- Uses emerging technology with purpose
- Fosters an environment where we learn from mistakes

Collaboration & Teamwork

- Cultivates a broad and diverse network to exchange ideas and make decisions
- Encourages and promotes a work environment in which all individual differences and ideas are valued, respected and welcomed
- Resolves complex issues by balancing needs of diverse groups
- Demonstrates openness
- Listens and values the input of others
- Takes the initiative to help others for the good of the organization
- Recognizes, values and leverages each person's strengths

- Seeks “win-win” strategies; is willing to compromise if necessary
- Engages team members to work collaboratively towards a common vision

Community Engagement

- Considers media, technology and other channels to engage the public
- Listens carefully and remains open to different perspectives
- Explains policies, issues and changes; requests input
- Actively seeks citizen participation; strives to keep the public informed and educated about community issues

Leadership

- Creates and sustains an atmosphere that fosters a culture of openness, honesty, service and trust
- Sets the example; mentors others to be successful
- Contributes to creating and communicating a clear vision and direction to move to action
- Exercises courage in recommending the right course of action
- Inspires results and effective teamwork
- Models integrity, respect, empathy, professionalism and ethics
- Values diversity
- Fosters empowerment
- Is willing to re-examine and improve how work is carried out in order to meet new and emerging community needs

Results Oriented

- Identifies strategic desired outcomes and pursues a plan to achieve them
- Maximizes opportunities to increase productivity and achieve high quality results
- Adaptable and creative in finding solutions that will achieve desired results
- Maintains commitment to achieving goals in the face of obstacles and frustrations
- Has a sense of urgency about solving problems and getting work done to achieve deadlines
- Evaluates results and makes changes as needed
- Utilize effective management practices to deliver projects on time and on budget