

STRATEGIC PLAN

2008 → 2013 → 2023

EXECUTIVE SUMMARY

***Mayor, City Council
and Executive Team***



***West Sacramento, California
January 2008***



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CITY OF WEST SACRAMENTO STRATEGIC FRAMEWORK

VISION 2023

“Desired Destination for West Sacramento”

PLAN 2013

“Map to West Sacramento’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of City Government”

BELIEFS

“Expectations of City Employees”

West Sacramento Vision 2023

A Vibrant City Where You Can Live,
Work and Play

WEST SACRAMENTO

has

West Capitol Avenue as Our City's Downtown,^(a)
a Riverfront that is a Regional Destination,^(b)
and a *Strong, Diverse Local Economy.*^(c)

OUR COMMUNITY

has *Quality Public Schools and
Educational Programs,*^(d)
Vibrant Neighborhoods^(e)

with a *Range of Quality Housing Choices.*^(f)

OUR RESIDENTS

Feel Safe and Secure,^(g)
Enjoy Comfortable Living,^(h)
and *Take Pride in Our Community.*⁽ⁱ⁾

Vision 2023

Guiding Principles

PRINCIPLE A

WEST CAPITOL AVENUE – OUR CITY’S DOWNTOWN

► Means

1. Governmental, education and service center
2. Mixed-use development with quality retail, offices and residential units
3. Place for our community to eat, to enjoy life
4. Beautiful boulevard with attractive streetscapes and landscaping
5. Pedestrian-oriented and walkable
6. Quality commercial – retail and restaurants
7. Civic center is the community’s focal point and celebration

PRINCIPLE B

RIVERFRONT: A REGIONAL DESTINATION

► Means

1. Places to live with quality residential development
2. 24/7 alive – a 21st Century regional downtown with entertainment venues at the pedestrian level
3. Public has access for recreational use with a Riverwalk
4. Regional destination with unique draws
5. Pedestrian friendly with transportation options beyond the car
6. Quality hotels, offices and restaurants

PRINCIPLE C

STRONG, DIVERSE LOCAL ECONOMY

► **Means**

1. A variety of retail, restaurant and entertainment venues
2. Diverse tax base contributes to a financially sound city government
3. Opportunities for work near home
4. Economic opportunities at all levels and ages
5. Individual and community prosperity
6. Transform outdated uses to new economic use

PRINCIPLE D

**QUALITY PUBLIC SCHOOLS AND
EDUCATIONAL PROGRAMS**

► **Means**

1. Children prepared for school and ready to learn
2. Safe environment for children
3. West Sacramento public schools recognized for educational excellence
4. Choice of public schools including charter
5. Quality and modern school facilities
6. Educational system that supports the city's economic vision and goals

PRINCIPLE E

VIBRANT NEIGHBORHOODS

► **Means**

1. Pedestrian-friendly neighborhoods that are walkable
2. Neighborhoods connected by trails and paths
3. Villages are distinct with green and open space buffers
4. Clean, safe and attractive homes and neighborhoods
5. Quality infrastructure: streets, sidewalks, water, sewer, drainage
6. Adequate road and transportation capacity to facilitate ease of movement, while preserving neighborhood integrity

PRINCIPLE F

RANGE OF QUALITY HOUSING CHOICES

► **Means**

1. Alternative types of housing and development: density, styles, price
2. Opportunities to move up in our city
3. People buying and investing in older homes and neighborhoods
4. Affordable housing ownership options for families
5. Upgraded, well maintained homes
6. Quality new home development

PRINCIPLE G

PEOPLE FEELING SAFE AND SECURE

► **Means**

1. Prepared and timely response to an emergency
2. People feel and are safe any place, any time of day
3. Clean neighborhoods – “no broken windows”; “no shopping carts”; “no graffiti”
4. Appropriate public safety staffing and facilities
5. Emphasis on prevention, strategy and problem solving
6. Flood protection

PRINCIPLE H

COMFORTABLE LIVING

► **Means**

1. Variety of leisure and recreational programs and activities
2. Job opportunities to support your lifestyle
3. Choice of lifestyle for all generations
4. Range of parks: neighborhood parks to regional parks
5. Walkable and bike friendly
6. Self-contained community where residents do not have to leave the city for basic services

PRINCIPLE I

PRIDE IN OUR COMMUNITY

► **Means**

1. Sense of inclusion in our community with diverse cultures and generations feeling welcome
2. Strong community events that pull people together and have a high degree of participation
3. Residents and businesses contributing to the community
4. A sense of one community – engaged West Sacramento
5. Residents know and help their neighbors
6. Residents and businesses taking responsibility for their property

City of West Sacramento Goals 2013

Financially Sound City Government

Quality City Services

**West Capitol Avenue: Developing as
Our Community's Downtown**

Riverfront Alive

Preferred Place to Live in Region

Our City as a Self-Contained Community

GOAL 1

FINANCIALLY SOUND CITY GOVERNMENT

► **Objectives**

Objective 1

Exercise fiscal discipline by adhering to budget policies

Objective 2

Financially viable port

Objective 3

Enhance financial capacity for flood protection improvements

Objective 4

Expand and diversify tax base and revenues

Objective 5

Maintain healthy jobs and housing balance

► **Short-Term Challenges and Opportunities**

1. FEMA
2. State actions: delayed payments on road funds, borrowing property taxes
3. Flood requirements
4. Development market slowdown
5. Realistic service levels with reduced revenues
6. Project priorities and city finance capacity: mismatch

► **Actions 2008**

PRIORITY

Policy Agenda

1. Flood Protection Strategy and Funding
2. Pre-FEMA Priority Actions (Short-Term)
3. Long-Term Financial Sustainability Plan for City Government
4. Reserve Policies and Assumptions: Review

Top Priority

Top Priority

Management Agenda

1. Port Strategy and Actions (Including West Side)

Top Priority

GOAL 2

QUALITY CITY SERVICES

► **Objectives**

Objective 1 Effective, efficient delivery of city services – “valued” services for tax dollars

Objective 2 Timely response to emergencies and calls for service

Objective 3 Top quality and competitively compensated workforce: professional, well trained, committed to serve

Objective 4 Greater customer service responsiveness and accountability

► **Short-Term Challenges and Opportunities**

1. Strong teamwork within the city: Mayor-Council, Managers and employees
2. Aging managers and employees
3. Relations with city of Sacramento
4. Remaining competitive in the marketplace
5. Maintaining services and staffing
6. “How to” effectively and meaningfully engage citizens

► **Actions 2008**

PRIORITY

Policy Agenda

1. City of Sacramento Strategy and Actions
2. Citizen Engagement Strategy: Evaluation and Actions

High Priority

Management Agenda

1. Customer Interaction and Complaint Handling Evaluation and Process Improvement
2. Emergency Management and Preparedness Plan: Update
3. Outcome-Based Performance Measurement System Development

Top Priority

Top Priority

High Priority

Management in Progress

1. Communications Program: Enhancements Implementation

► **Major Projects 2008**

1. Wastewater Treatment Plan: Decommissioning
2. Flouridation System: Construction

GOAL 3

**WEST CAPITOL AVENUE: DEVELOPING AS OUR
COMMUNITY’S DOWNTOWN**

► **Objectives**

Objective 1 Complete Civic Center complex

Objective 2 Develop as a transit hub and corridor

Objective 3 Implement West Capitol plans

Objective 4 More people living in “downtown” in new mixed-use buildings

Objective 5 Create a walkable community as a model and buildings with character

Objective 6 Develop Tower Court and city properties

► **Short-Term Challenges and Opportunities**

1. Funding
2. Current, incompatible land uses
3. Finding private investors
4. Market condition: housing, retail
5. Unrealistic property value expectations

► **Actions 2008**

PRIORITY

Policy Agenda

1. Streetcar: Phase II Design and Financing Plan
2. Tower Court Development
3. West Capitol Avenue Streetscape Project: Phase II Funding
4. Other City Owned Properties: Development

High Priority

Management Agenda

1. Mobile Home Park Strategy and Policy Direction

High Priority

► **Major Projects 2008**

1. Community Center: Design (08), Building (09)
2. Transit Center
3. Library

GOAL 4

RIVERFRONT ALIVE

► **Objectives**

Objective 1

Implement Joint Riverfront Master Plan

Objective 2

Enhance public access and recreational and cultural opportunities

Objective 3

Quality mixed-use development with people living in homes along the river

Objective 4

Develop pedestrian level retail and restaurants

Objective 5

Ensure development along the riverfront is compatible with existing residential neighborhoods

► **Short-Term Challenges and Opportunities**

1. Flood protection and levees
2. 1st project in Triangle area
3. Market for high rise and high density development
4. Lack of public infrastructure
5. Developing and maintaining working relationship with other agencies

► **Actions 2008**

PRIORITY

Policy Agenda

1. Urban Development Standards and Process: Evaluations and Recommendations
2. River One Development
3. Triangle Development Strategy and Actions
4. Indian Heritage Center: Policy Direction

Top Priority

Top Priority

Management Agenda

1. Riverwalk Design and Construction
2. Raley's Dock: Acquisition

Top Priority

High Priority

► **Major Projects 2008**

1. CalSTRS
2. Levee Repairs

GOAL 5

PREFERRED PLACE TO LIVE IN REGION

► **Objectives**

Objective 1 Retain and enhance vitality of older neighborhoods

Objective 2 Quality and diversity of schools and education

Objective 3 People are safe in the community

Objective 4 City as a healthy place to live

Objective 5 More job opportunities for residents

► **Short-Term Challenges and Opportunities**

1. Risk of flooding
2. FEMA time constraints
3. Quality of quality school
4. Funding for older neighborhoods
5. Limited specialty retail businesses

► **Actions 2008**

PRIORITY

Policy Agenda

- | | |
|---|---------------|
| 1. Bryte and Broderick Strategy and Actions | Top Priority |
| 2. Southport Strategy and Actions | Top Priority |
| 3. Green and Sustainable Community Strategy and Actions | High Priority |
| 4. Transit Strategy and Actions | High Priority |
| 5. Stone Lock Bluffs Strategy | |

Management Agenda

- | | |
|--|--------------|
| 1. Nuisance Abatement/Code Enforcement: Evaluation and Actions | Top Priority |
| 2. General Plan: Update | Top Priority |
| 3. Housing Element: Completion and Adoption | |

► **Major Projects 2008**

1. Wayfinding Signs Program: Development
2. Harbor Interchange: Reconstruction

GOAL 6

OUR CITY AS A SELF-CONTAINED COMMUNITY

► **Objectives**

Objective 1 Increase and diversity of entertainment venues and restaurants

Objective 2 Expand, improve and promote parks and recreational facilities

Objective 3 More retail opportunities, including entertainment and restaurants

Objective 4 Expand and promote recreational, culture, sports and leisure programs and activities

Objective 5 Physical sense of place and identity: heritage, artwork and physical design

► **Short-Term Challenges and Opportunities**

1. Limited entertainment and cultural opportunities
2. Changing leisure and recreation patterns
3. Project funding priority
4. Partnership with private sector for recreation and after school activities
5. Schools and diverse preschool opportunities

► **Actions 2008**

PRIORITY

Policy Agenda

1. Community Events: City Participation (Neighbors Fair)
2. Teen Center: City Participation and Direction
3. Universal Preschool: Direction

Management Agenda

1. City Mission: Personal Fitness and Community Wellness
2. Operational Policies for Fitness Venue

High Priority

► **Major Projects 2008**

1. Recreation Center
2. Patwin Park Development

City of West Sacramento Policy Agenda 2008

TOP PRIORITY

**Flood Protection Strategy and Funding
Flood Mapping – Short Term Action Plan
Urban Development Standards
River One Development
Bryte and Broderick Strategy
Southport Strategy**

HIGH PRIORITY

**City of Sacramento: Strategy and Actions
Street Car: II Design and Financing
Green and Sustainable Community Strategy
Transit Strategy**

City of West Sacramento Management Agenda 2008

TOP PRIORITY

Port Strategy and Action
Customer Interaction and Complaint Handling Process
Emergency Management and Preparedness Plan: Update
Riverwalk Design and Construction
Nuisance Abatement/Code Enforcement
General Plan

HIGH PRIORITY

Outcome-Based Performance Measurement System Development
City Mission: Personal Fitness and Community Wellness
Raley's Dock
Mobile Home Park Strategy

Major Projects 2008

- 1. Wastewater Treatment Plan: Decommissioning**
- 2. Fluoridation System: Construction**
- 3. Community Center Design**
- 4. Transit Center**
- 5. Library (Partnership)**
- 6. CalSTRS**
- 7. Levee Repairs**
- 8. Recreation Center**
- 9. Patwin Park Development**
- 10. Harbor Interchange: Reconstruction**
- 11. West Capitol Avenue Streetscape**

City of West Sacramento Our Mission

OUR MISSION IS. . .

to provide *Quality Municipal Services*,⁽¹⁾

Quality City Infrastructure and Facilities⁽²⁾

and to *Inspire Community Improvements*⁽³⁾

that add value to the lives of our residents.

City Government that is *Financially Sound*,⁽⁴⁾

has a *Superior Workforce*⁽⁵⁾

and is recognized as a *Regional Leader*.⁽⁶⁾

MONTH

February

- 1. Sacramento – West Sacramento Joint Meeting: Mayor-City Managers**
- 2. Triangle Road Grid**
- 3. Triangle Inclusionary Housing**
- 4. Bryte and Broderick: Inventory of Service**
- 5. Financing Options for Solar Panel**
- 6.**
- 7.**
- 8.**
- 9.**
- 10.**

MONTH

March

1. **Old Firehouse (Lisbon) Direction**

2. **Stone Locks Land Use Plan**

3. **Pre-FEMA Priority Action**

- 4.

- 5.

- 6.

- 7.

- 8.

- 9.

- 10.

MONTH

April

1. **River One**

2. **City Forum on Transit and Transportation**

- 3.

- 4.

- 5.

- 6.

- 7.

- 8.

- 9.

- 10.

MONTH

May

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

MONTH

June

1. **Yarbrough Development Agreement**
2. **River Park Development Agreement**
3. **Triangle Financing Plan for Public Infrastructure**
4. **Street Car Financing Plan**
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

MONTH

Beyond June

- | | |
|--|--------------|
| 1. Bryte and Broderick Vision: Completion | 8/08 |
| 2. LEED: Policy | 10/08 |
| 3. Stone Lock EIR | 10/08 |
| 4. Stone Lock Development Agreement | 10/08 |
| 5. Urban Development Standards | 9/08 |
| 6. | |
| 7. | |
| 8. | |
| 9. | |
| 10. | |