

# STRATEGIC PLAN

## City Council Goals

The City Council has established goals for the 2002-2004 time period. These goals include three priority focus areas: housing, university relations, and finance. While the City Council acknowledges the many other activities and needs of the City, focusing on these three goals is critical to providing a self sustaining community with the quality of life that Davis residents currently enjoy.

**Housing** – University and regional population growth puts a demand on housing in Davis

- Initiate systematic analysis of the housing market/develop alternatives.
- Investigate ways to provide housing for public and university employees.
- Follow General Plan policy that “Davis will provide housing for internally generated needs”.
- Complete planned facilities and improve existing facilities to maintain current standards and to maximize availability and usage by the community
- Encourage permanent affordability and limited equity housing to meet internally generated needs.

**University Relations** – In order for both the community and the University to realize their full potential, there needs to be a relationship that allows for the entities to work together, efficiently and effectively.

- Engage the University in a mutual planning (LRDP) process.
- Improve and maintain our relationship with the University on all levels.
- Support and engage in joint planning for issues such as urban wildlife program, transportation, housing, fire services, etc.

**Finance** – In order to maintain our existing quality of life and fund new services expected to come online within the next several years, the City must look at its available revenue streams.

- Consider a sales tax override and/or a utility user tax.
- Enhance the economic climate of the community.
- Explore ways to increase the tax base and stop retail sales tax leakage.
- Evaluate facilities so they are as self-supporting as possible.
- Continue to look for efficiencies in current service delivery.

## General Plan Visions

The draft General Plan contains some very refined statements regarding the type of community we are striving to create and maintain. They also reflect some of the core values of the community and City Council. These vision statements appear below:

- The vision statements in the General Plan are broad philosophical statements describing desired end states. They are intended to convey purpose and mission and are not necessarily attainable now or in the foreseeable future. The vision statements set the tone for the goals, policies and actions.

### 1. Quality of Life

- Value, support and nurture Davis' individuals, families and youth; their quality of life; and the ethic of lifelong learning and contribution.
- Foster a safe, sustainable, healthy, diverse and stimulating environment for all in the community.

***Maintain a cohesive, university-oriented city surrounded by farmland, greenbelts, natural habitats and resources.***

- Promote wellness, strive to be a community where basic human needs are met, and provide opportunities for all community members to reach their maximum potential.
- Become a community where the impacts of traffic, noise, pollution, crime and litter are minimized.

**2. Small Town Character**

- Maintain Davis as a cohesive, compact, university-oriented city surrounded by and containing farmland, greenbelts, natural habitats and natural resources.
- Reflect Davis' small town character in urban design that contributes to and enhances livability and social interaction.
- Maintain a strong, vital, pedestrian-oriented and dynamic downtown area.
- Encourage carefully-planned, sensitively designed infill and new development to a scale in keeping with the existing city character.

**3. Diversity**

- Celebrate and encourage a diverse cultural community.
- Identify and promote changes of those social structures which limit equal access or participation on the basis of race, ethnicity, culture, age, education, religion, gender, sexual orientation, disability, or socio-economic background.

**4. Arts and Culture**

- Promote and support the arts, emphasizing the potential for the arts to build strong community character.
- Identify and preserve Davis' archeological, historical and cultural resources. Foster understanding and appreciation of the city's heritage.

**5. Natural Resource Protection and Restoration**

- Promote a clean, safe, healthy, livable and ecologically sound environment for today and the future.
- Pursue sustainability.
- Minimize impacts on Davis' land, water, air and biological resources and seek to enhance and restore Davis' environment, through such projects as wetlands and multi-functional drainage ponds.

**6. Distinct Neighborhood Identity**

- Preserve and create an array of distinct neighborhoods so that all residents can identify a neighborhood that is "home" for them.
- Promote in each neighborhood a diversity of housing options that will enable people with a wide range of needs, economic levels, cultural identities and ages to live in Davis.
- Enhance neighborhoods by supporting schools, retail centers, parks and community facilities that can be the foci and gathering places for each neighborhood.

**7. Broad Range of Services and Businesses**

- Develop a broad range of services and businesses to meet the daily needs of Davis citizens for employment, shopping, education and recreation.
- Promote economic vitality by developing a diversity of business enterprises.
- Promote equal opportunities in employment.

***“Involve citizens on a continuous basis in all aspects of planning.”***

**8. Neighborhood-Oriented Transportation System**

- Encourage a clean, quiet, safe and attractive transportation system that harmonizes with the city’s neighborhoods and enhances quality of life.
- Promote alternative transportation modes such as bicycling, walking, public transit and telecommuting.

**9. Parks and Open Space Program**

- Implement an open space program that creates, preserves and enhances open space and wildlife habitat.
- Provide a park system and recreational programs and facilities that meet the diverse needs of Davis citizens, enhance the environment and foster a sense of community.

**10. Agriculture**

- Protect the viability of agriculture and prime agricultural land in and around Davis.
- Encourage agriculture practices that are not injurious to the city’s environment or residents.

**11. Synergistic Partnership with UC Davis**

- Recognize and strengthen the positive synergistic partnership between the City and UC Davis.

**12. Regional Context**

- Recognize Davis’ role within the broader region.
- Make decisions on City policy with an understanding of regional impacts.
- Maximize available resources through joint planning with other agencies and jurisdictions.

**13. Regional Leadership**

- Make Davis a regional leader in slow and well-managed growth, agricultural and environmental preservation, and cultural diversity.

**14. Accountable, Citizen-Based Planning**

- Involve citizens on a continuous basis in all aspects of planning.

**15. Embracing Technology**

- Make the advantages of new technologies available to Davis residents.
- Embrace information technology as a tool for solving problems.

**City 2000 Action Plan**

In 1996-97, city staff developed a strategic plan for internal operations. The plan was developed in recognition that decisions on state forced budget reductions would be better developed if they included a broad range of employees and reflected a vision statement. A summary of the vision and values developed for the organization as part of this process appears below.

| <i>Subject areas</i>           | <i>Values reflected</i>   |  |
|--------------------------------|---|--|
| Effective Delivery of Services | <p style="text-align: center;"><b><i>Vision statement</i></b></p> <p><i>The city of Davis strives to be an organization which :</i></p> <ul style="list-style-type: none"> <li>• <i>Is recognized by citizens as a model of city government that embraces community values and delivers high quality service, assistance, and products to its customers. Measures of success and efficiency are known and reported inside and outside the organization.</i></li> <li>• <i>Is financially sound. Citizens and decision-makers actively participate with staff to establish long and short-range priorities for the city and actively fund city services. The budget process looks out into the future, but deals with today's realities. The infrastructure is well maintained and meets the needs of the community.</i></li> <li>• <i>Is an innovative organization that promotes cooperation to further mutually held goals. Open communication is promoted throughout the city, internally and externally, to enhance the ability of all stakeholders to work effectively together. Decision making throughout the organization is ethical, well reasoned and communicated effectively.</i></li> <li>• <i>All employees know they are valued. All employees are treated fairly and encouraged to develop their professional abilities.</i></li> </ul> | Quality, efficiency, effectiveness.  |
| Fiscal Health                  |   | Sound financial planning and operations. Community involvement.            |
| Organization Style             |   | Open communication, innovation, ethical and well-reasoned decision making. |
| Employee Relations             |   | Employees are valued.  |