

CITY OF PETALUMA

GOALS AND PRIORITIES

FY 2019-2020; FY 2020-2021

A CITY THAT WORKS FOR EVERYONE

Ensure a fiscally and organizationally sustainable City that is innovative, efficient, provides valued services promptly and professionally, engages the community, and proactively funds, designs, installs and maintains City infrastructure that is safe, functional, and sustainable and serves the needs of our residents.

OBJECTIVE 1 – ENSURE A FISCALLY AND ORGANIZATIONALLY SUSTAINABLE CITY.

Workplan Items:

1. Develop a fiscal sustainability plan with the community that balances City services with available revenues and integrates policies and identifies potential revenue sources that can ensure long-term financial health and effectiveness of the City.
2. Continue implementing strategies to reduce pension costs and unfunded liabilities.
3. Develop a budget-in-brief to provide the City's financial information in an understandable, accessible format.
4. Review and update the City's Development Impact Fees where appropriate.
5. Improve the responsiveness and efficacy of the City to its residents by examining potential changes and updates to the City Charter.
6. Become a Helen Putnam Award of Excellence City.
7. Leverage local, regional, and state programs and resources to maximize city revenues.
8. Recruit, hire, retain, and advance a workforce that is diverse, skilled, talented, and prepared to meet the demands of a full-service City.
9. Develop an internship program with the SRJC and Sonoma State University.
10. Make the City of Petaluma a model employer, and improve employee morale, productivity, and retention through leadership and professional development, workplace safety and wellness programs, encouraging creativity and innovation, and providing opportunities for connections between staff and the community, and celebrating staff successes.
11. Institute staff training programs to enhance staff expertise and advancement.
12. Host staff trainings in compliance with federal / state regulations including harassment prevention, wellness, safety and workplace security as well as other relevant staff trainings which will be identified through a needs-assessment.
13. Establish a new employee orientation program.

OBJECTIVE 2 – PROVIDE CITY INFRASTRUCTURE THAT IS SAFE, SUSTAINABLE, MULTI-USE, EFFICIENT, INSPIRING CIVIC PRIDE.

Workplan Items:

14. Identify funding options to complete Petaluma's planned cross-town connectors.
15. Identify funds and develop plan to improve Petaluma's streets and roads.
16. Complete the reconstruction of Maria Drive, Sonoma Mountain Parkway, and N. McDowell Blvd.

17. Upgrade traffic signal management by re-establishing full-time traffic engineer position.
18. Establish and improve paths, as useful transportation options, and make walking and biking easy, fun and safe.
19. Implement community bike share system and explore other multi-modal transportation offerings.
20. Better integrate multi-modal transportation with street designs.
21. Create a more efficient corporation yard at Hopper Street, including addressing the decommissioning of the existing water plant facilities and integrate uses including the adjacent COTS and Animal Shelter facilities.
22. Complete the second SMART station at Corona.
23. Expand transit service on primary corridors.
24. Provide additional real-time schedule information and infrastructure for Petaluma Transit.
25. Inventory and promote all road paving and reconstruction projects with funding sources and dates of completion, made in the last five years.
26. Update the City's Bicycle and Pedestrian plan and realize opportunities for crosstown connections for all modes of transportation.
27. Encourage transit use through expanded service, pass programs, partnerships, and promotion.
28. Consider a program to make some downtown streets pedestrian-only.

OBJECTIVE 3 – MAXIMIZE ALL OPPORTUNITIES TO BE TRANSPARENT, EFFECTIVELY INFORM, AND MEANINGFULLY ENGAGE OUR COMMUNITY THROUGH INNOVATION, ACCESSIBILITY, AND EXCELLENT CUSTOMER SERVICE.

Workplan Items:

29. Establish a centralized, citywide community engagement and communications program that emphasizes two-way, ongoing communications and robust community engagement.
30. Engage and support all City committees and commissions, allowing opportunities to cross-pollinate with each other and to better integrate and provide recommendations for improved City decision-making.
31. Provide post-meeting summaries of all City Council and Planning Commission meetings and promote on all City communication platforms.
32. Coordinate and enhance cross-departmental social media collaboration.
33. Develop and publish public record request guidelines on City website.
34. Promote outreach, inclusion, and involvement of Petaluma's diverse communities through expanded translation and interpretation services in City information and programs, recruitment strategies, and developing leadership opportunities.

OBJECTIVE 4 – IMPLEMENT TECHNOLOGY INITIATIVES TO IMPROVE THE ACCESSIBILITY, EFFICIENCY AND EFFECTIVENESS OF CITY OPERATIONS, PROVIDE THE HIGHEST LEVEL OF CUSTOMER SERVICE, AND MAKE THE CITY THE PRIMARY SOURCE FOR CITY INFORMATION.

Workplan Items:

35. Develop a citywide IT Masterplan that identifies and prioritizes City technology needs, funding, and implementation strategies.
36. Implement an online permitting system.
37. Implement agenda management software system.
38. Complete the roll-out of an updated City website that creates a more user-friendly, accessible, and interactive information resource and online experience for the community.
39. Leverage technology to improve efficiency including improved use of meeting and conferencing technologies.
40. Enhance mobile technology to increase efficiency of field staff.
41. Encourage the expansion of internet fiber by carriers to provide access to our community.

OUR ENVIRONMENTAL LEGACY

Preserve and protect Petaluma’s environment for future generations and become a municipal leader in sustainability by protecting our river and open space, reducing and drawing down greenhouse gas emissions, and encouraging sustainable development.

OBJECTIVE 1 – PRESERVE AND PROTECT PETALUMA’S ENVIRONMENT WITH SMART AND EFFICIENT USE OF RESOURCES.

Workplan Items:

42. Find ways for City operations to reduce greenhouse gas emissions, conserve water, decrease waste, and minimize use of fossil fuels and investigate and pursue options for carbon sequestration.
43. Consider adopting energy codes that exceed current requirements.
44. Consider and move forward to adopt City’s participation in Sonoma Clean Power’s EverGreen program.
45. Consider requiring new development to participate in Sonoma Clean Power’s EverGreen program.
46. Establish and promote a citywide sustainability program leading with exemplary environmental practices.
47. Adopt a Zero Waste ordinance.
48. Adopt an ordinance creating and empowering a City Climate Commission.
49. Install solar panels on city-owned properties where appropriate and work with Sonoma Clean Power on a solar program for potential revenue generation.
50. Engage the Regional Climate Protection Agency, City Council, staff, and community members in the development of a city-wide Climate Action Plan.
51. Complete Biomass to Biofuel project at the City’s Ellis Creek Water Recycling Facility.
52. Develop a framework to move the City and transit vehicle fleet from fossil-fuel based to hybrid, renewable compressed natural gas, and/or electric vehicles and continue pursuing grant funding opportunities for electric vehicles.
53. Continue to expand recycled water services to support local agriculture and groundwater and surface water resources.
54. Consider requiring electric vehicle charging stations and solar energy in new or substantially-upgraded housing and commercial structures.
55. Make the City’s water distribution system more resilient, by repairing and replacing leaking water pipes, and implementing the water/sewer masterplan.
56. Update Implementing Zoning Ordinance (IZO) to ensure ability to provide full environmental review for all discretionary project.
57. Improve integration of transit in planning and land-use related processes and decision-making.
58. Increase organic diversion from landfills and explore composting site opportunities.
59. Install consistent three stream receptacles at all City facilities.
60. Adopt a citywide single-use plastic and polystyrene ban.
61. Ban the use and sale of Glyphosate.

62. Examine Urban Growth Boundary expiration date beyond 2025 via ballot measure and develop a white paper on options.
63. Reimagine maintenance practices for managing City parks and open spaces.
64. Create tool / dashboard that tracks City progress on reducing greenhouse gas emissions and carbon sequestration.
65. Research and pursue grey water use and rain/storm water catchment options for new development.

OBJECTIVE 2 - PROMOTE SUSTAINABLE BUILDING PRACTICES AND ACTIVE CONSERVATION EFFORTS TO PETALUMA RESIDENTS.

Workplan Items:

66. Educate our community and provide sustainability tools for City staff, developers, employers, property owners and all residents.
67. Work with Recology to increase the diversion of waste away from the landfill.
68. Implement sustainable building practices that go above and beyond basic code requirements.
69. Investigate ways to allow homeowners to use the public right of way for EV Charging.
70. Continue focus on water conservation and urban recycled water expansion.
71. Revisit flood plain management practices to address climate change and sea level rise.

A SAFE COMMUNITY THAT THRIVES

Support facilities and design programs that create a healthy, resilient, and engaged community that is prepared, safe and housed.

OBJECTIVE 1 – MAINTAIN AND ENHANCE PUBLIC SAFETY AND PREPARE FOR EMERGENCIES & DISASTERS, THROUGH CRIME AND FIRE PREVENTION, AND TRAFFIC SAFETY.

Workplan Items:

72. Assess current staffing levels and adjust public safety staffing to ensure rapid response times and the safety of our first responders.
73. Restore Public Safety specialty units when possible.
 - a. Re-establish bicycle teams downtown.
 - b. Prioritize youth safety through education and community resource officers.
 - c. Restore the Homeless Outreach Services Team.
74. Evaluate all city facilities, including our police and fire stations, and corporation yard facilities, and develop maintenance and replacement recommendations.
75. Create an Emergency Operations Center (EOC) that is appropriately equipped and staffed to better respond to all emergencies and disasters.
76. Adopt a Care and Shelter operations manual to improve City logistics planning during emergencies.
77. Assist the community, with special focus on those with special needs, through outreach and training, to ensure resiliency and emergency preparedness. Plan for natural disasters and all emergencies by providing safe places for the community to shelter (e.g. fairgrounds, faith community/churches, city facilities).
78. Improve public safety through proactive crime and fire prevention activities.
79. Improve traffic safety through proactive education, engineering, and enforcement strategies.
80. Assess and identify traffic needs and develop organizational structure to support needs, including the possibility of restoring a full-time City Traffic Engineer position.
81. Promote emergency preparedness and resiliency strategies to our residents and businesses.
82. Promote neighborhood policing and fire safety with beat assignments, community engagement, and multilingual outreach.
83. Consider a firework and use sales ban, or other modification to current ordinance; assist the non-profits who rely on these sales to identify alternatives for fund raising.
84. Enhance pavement management program to improve the safety and serviceability of our roads and to protect drivers, cyclists and pedestrians.
85. Implement *City Vision Zero* plan with a focus on pedestrian and cyclist safety with improvements to uncontrolled crosswalks, curb ramps, sidewalk, and bicycle infrastructure.

OBJECTIVE 2 – CREATE DIVERSE HOUSING OPPORTUNITIES FOR ALL PETALUMANS.

Workplan Items:

86. Develop programs that provide affordable rental and ownership housing for the missing middle including but not limited to public safety, municipal employees, teachers, and non-profit employees Support and partner with organizations that help the housing insecure and unsheltered population find health care & supportive services.
87. Work with service providers and countywide agencies to coordinate response and solutions to the City's unsheltered population including transitioning homeless Petalumans into shelter and housing.
88. Facilitate construction of Accessory Dwelling Units.
89. Consider establishing a Housing Commission.
90. Create a 5-year strategic housing plan to provide inclusive housing solutions that are affordable, ADA compliant, age friendly, and ensure the continuity of City services to a growing residential population.

OBJECTIVE 3 - SUPPORT A HEALTHY COMMUNITY BY ENCOURAGING ACTIVE LIVING, INCREASING RECREATIONAL OPPORTUNITIES, AND ENACTING POLICIES THAT PROMOTE WELL-BEING.

Workplan Items:

91. Collaborate with the Health Care District and other service providers to identify and promote wellness programs and policies.
92. Work with the County to adopt a Tobacco Retail Licensing ordinance and re-evaluate the City's smoking policy to include e-cigarettes/vaping.
93. Create and promote multi-cultural and multi-generational recreation and wellness programs that support community connection, physical well-being, and opportunities for play. Focus on public health in planning processes—including air quality, walkability, childcare incorporated into larger developments, including revisiting zoning around sensitive receptors (e.g. schools, health care facilities).
94. Develop fee structure for Alcohol-Related Nuisance Ordinance for sustained management and enforcement of license alcohol establishments.
95. Consider adopting a "visitability" ordinance to provide accessibility in new single-family home construction.
96. Improve access to healthy, sustainable food throughout the community, including consideration of community garden sites and farmers market locations (e.g. fairgrounds), and events; explore opportunities to incorporate elements of County Food Action Plan.
97. Improve integration of transit to all demographics by partnering with social service agencies and non-profit organizations.
98. Create more diverse recreational, social, and cultural opportunities for youth.
99. Secure designation as an Age Friendly City.
100. Increase efforts to support seniors that help them to remain engaged, active, and independent.

AN ECONOMY THAT PROSPERS

Encourage a thriving business environment that results in a strong, diverse, resilient economy and supports community prosperity.

OBJECTIVE 1 – ATTRACT AND RETAIN BUSINESSES THAT GENERATE REVENUES AND PROVIDE JOBS THAT PAY LIVING WAGES.

Workplan Items:

101. Create and promote business-friendly city operations such as zoning, permitting, and licensing.
102. Update Implementing Zoning Ordinance (IZO) and look for ways to consolidate, simplify, and streamline for more flexibility in reviewing.
103. Prioritize and incentivize sustainable infill development.
104. Create programs to support start-up businesses by expediting permits and providing in-person permit consultations.
105. Establish City minimum wage ordinance.
106. Enhance information on licensing and permitting guidelines to be accessible and understandable to all.
107. Work with regional workforce agencies to attract talent for local businesses.
108. Update the City's Economic Development Strategy.
109. Complete Airport re-zoning as a catalyst to new business opportunities.
110. Retain businesses that support local agriculture (e.g. processing, product development).
111. Incentivize, support, and incubate small, start-up businesses.

OBJECTIVE 2 – PROMOTE PETALUMA AS A DESTINATION FOR BOTH LOCALS AND VISITORS.

Workplan Items:

112. Support tourist-oriented events with police and public works staffing.
113. Facilitate the development of an additional hotels where appropriate.
114. Identify potential parking and transportation alternatives for downtown.
115. Support and leverage promotional efforts of the Petaluma Tourism Improvement District.
116. Maximize use of current parks and recreation infrastructure, and other City-owned facilities and properties for the hosting of recreational, sports, cultural and entertainment events that attract visitors to Petaluma.

OBJECTIVE 3 – RE-ESTABLISH THE PETALUMA RIVER AS A CLEAN AND ACCESSIBLE WATERWAY OPEN TO COMMERCIAL AND RECREATIONAL TRAFFIC.

Workplan Items:

117. Identify short and long-term funding solutions for dredging of the Turning Basin and federal channel by coordinating with other dredging efforts in the Bay Area; dredge the City Marina coordinate with Bay Area wide dredging efforts.
118. Support Federal dredging efforts of the river channel by maintaining a viable dredge disposal site option at Shollenberger and explore sustainable long-term beneficial reuse sites for disposal.
119. Establish bicycle and walking paths and other river access amenities along the Petaluma River as identified in the River Access and Enhancement Plan.
120. Robust focus on the riverfront and river-oriented development, including redevelopment potential of the Golden Eagle Shopping Center and Water Street.

SPACES AND PLACES THAT INSPIRE

Create inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our history and encouraging community pride.

OBJECTIVE 1 – ENVISION AND CREATE A SAFE DOWNTOWN AND NEIGHBORHOODS THAT ARE ATTRACTIVE, CLEAN, AND CAN BE ENJOYED BY ALL AGES.

Workplan Items:

121. Identify and prioritize projects to upgrade and improve the downtown, alleyways, and public spaces.
122. Review downtown zoning to identify ways to balance entertainment venues with retail and services and to incorporate Smart Code principals where feasible.
123. Fund and support a Downtown Streets Team to assist in beautification of Downtown and outreach to Petaluma’s unsheltered population.
124. Assess and review accessibility to public restrooms in the downtown area and develop a plan to address identified needs.
125. Develop and implement a Downtown maintenance and beautification plan in partnership with the Petaluma Downtown Association.
126. Begin planning for update of the City’s General Plan 2025.

OBJECTIVE 2 – RE-ENVISION THE CITY-OWNED FAIRGROUNDS PROPERTY THAT KEEPS THE FAIR RELEVANT AND VIABLE WHILE MAXIMIZING THE USE OF THIS COMMUNITY ASSET.

Workplan Items:

127. Work with Fair District board and agricultural stakeholders to find creative ways to promote and support Petaluma’s agricultural heritage.
128. Engage the community to envision and adopt a master plan for the fairgrounds property.
129. Identify partners and funding for developing the fairground property.

OBJECTIVE 3 – CREATE INSPIRATIONAL SPACES WITH DIVERSE PUBLIC ART INSTALLATIONS.

Workplan Items:

130. Celebrate existing public art by completing an inventory and develop promotional materials.
131. Engage the City's Art Commission and the community to review the City's Public Art Masterplan to ensure goals and objectives are current and reflective of the community and public art installations are spread throughout the City.
132. Explore including a Council liaison on the City's Art Committee.
133. Consider climate change themes in public art including living walls, river focus, etc.
134. Continue to look for opportunities for smaller, community oriented public art projects.
135. Encourage temporary art installations and other types of public arts celebrations and partnerships with other arts and community organizations.
136. Ensure ongoing and proactive maintenance of Petaluma's public art.
137. Explore opportunities for more murals and art installations citywide.

OBJECTIVE 4 – ENHANCE PUBLIC SPACES THAT ARE ACCESSIBLE, SUSTAINABLE AND INSPIRE CONNECTIONS TO OUR HISTORY AND TO EACH OTHER.

Workplan Items:

138. Capital maintenance and upgrades to City facilities to provide places and spaces for community dialogue, public meetings, and customer service.
139. Develop a rehabilitation/reconfiguration plan for City Hall which includes a lobby area, expansion into County-wing, and wayfinding signage.
140. Expand the use of Transit Oriented Development (TOD) principles in new development, including greater massing allowances to facilitate thoughtful infill development proximate to TODs.
141. Consider a 1% development fee for historic preservation to increase funding opportunities to facilitate preservation efforts.
142. Explore potential historic district designation of the Riverfront Warehouse District as referenced in the Central Petaluma Specific Plan.
143. Consider designating historic railroad tracks in central Petaluma as a local landmark to ensure protection and preservation.
144. Finalize Certified Local Government designation process and recommend next steps.
145. Develop a plan to rehabilitate the Trestle, which will include funding options.
146. Consider conducting a citywide inventory of historic resources.
147. Maximize opportunities that encourage preservation and adaptive re-use of historic structures (e.g. Mills Act, tax credits, State Historic Building Code, façade improvement program).
148. Explore funding mechanism to maintain historic features in public spaces.

OBJECTIVE 5 – IMPROVE EXISTING PARKS, PARK INFRASTRUCTURE, AND REIMAGINE NEW SPACES FOR PLAY.

Workplan Items:

149. Develop a plan to prioritize playground upgrades/replacement and accessibility improvements.
150. Repurpose existing amenities to promote recreational opportunities, including initial phases of tennis court rehabilitation citywide and pickleball courts.
151. Upgrade parks facilities including restroom repairs, new benches, and trash receptacles; lighting improvements including LED sports lighting project at Lucchesi Park.
152. Improve existing trails and park pathways to increase accessibility and promote intergenerational use, including Lynch Creek Trail and Prince Park.
153. Complete improvements for Lynch Creek Trail including lighting, wayfinding, benches, and safety; and promote the trail via map for users and digital promotions (e.g. web, social, advertising).
154. Prioritize completion of all phases of the Petaluma Community Sports Field project.
155. Refine proposed trail network and begin guided tours for interim access on Lafferty Ranch; consider incorporation into City.
156. Explore acquisition of parcels adjoining existing parks (e.g. Cavanagh Landing Park, McNear Peninsula) to increase opportunities for public access to the river.
157. Work with the community to ensure a balanced program of investments for Measure M—a 10-year, voter-approved 1/8 cent tax measure to support County and city parks and open spaces.