

**Davis City Council**  
**Goals and Key Objectives**  
**2004-2006**

**Rev. 7-26-04**

*The City Council approved the top seven priority goals on May 18, 2004. Council approved the entire package on July 20, 2004 and expects to receive quarterly updates.*

**1. Fiscal Stability**

Ensure fiscal stability to meet the short- and long-term needs of the community, without reliance on housing growth.

- Provide long-term sustainability matching revenues with expenditures over the long term while maintaining 15% reserve
- Develop a long term financial plan and a budget process to assure that the city can pay today’s bills and will be able to pay tomorrow’s bills
- Ensure that the city’s fiscal stability doesn’t depend on growth and that any growth pays for itself
- Continue to provide high quality city services that meet the needs of residents

**General Plan References: ALL**

<b>Target Date</b>	<b>Objective</b>	<b>Lead Responsibility</b>	<b>Status</b>	<b>Fiscal Impact</b>
Fall 2004	1.1. Review and update the General Fund Five-year Budget Forecast and develop complementary five-year forecasts and establish reserve level policies for selected Special Revenue, Enterprise and Internal Service Funds	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Finance and Budget Commission</li> <li>• Department Heads</li> </ul>		
Summer 2004	1.2. Implement a system of Quarterly Budget Updates for the City Council	<ul style="list-style-type: none"> <li>• Finance Department</li> </ul>		None – Part of workplan for staff
With Budget 2005-06	1.3. Conduct a systematic review of all fees and rates charged by the city to identify subsidies and most appropriate fee structures.	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Finance and Budget Commission</li> <li>• Parks and Comm. Services Department</li> <li>• Public Works Department.</li> </ul>		Recommendations to decrease subsidies and/or increase rates may increase revenue to the City
Fall 2004	1.4. Update the budget adoption calendar	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Finance and Budget Commission</li> </ul>		None – Part of workplan for staff and Commission
Fall 2004	1.5. Establish approach to review fiscal impacts of any major and significant application for growth and infill projects,	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Finance and Budget Commission</li> </ul>		

	including major UC Davis projects	<ul style="list-style-type: none"> <li>• Community Devpt Dept.</li> <li>• Department Heads</li> </ul>		
Current through June 2005	1.6 Review options for renewal of the parcel tax or other revenue source and develop a strategic plan	<ul style="list-style-type: none"> <li>• Recreation and Parks Commission</li> <li>• Finance and Budget Commission</li> <li>• Finance Department</li> <li>• Parks and Community Services Department</li> </ul>		

## 2. Economic Development

Provide economic development to satisfy the needs of the community, including retail development and diverse job opportunities, and to assist in the fiscal stability of the city.

- Increase retail shopping consistent with BEDC survey to meet community demand
- Pursue economic development that balances the pursuit of new NET revenue with maintaining and enhancing the community's unique character
- Develop a business attraction program to attract higher paid employment opportunities (such as high tech/bio tech) that will provide economic growth for the community
- Reduce need for new taxes through increased economic activity
- Pursue opportunities to promote Davis as a destination for visitors.

### General Plan References: Vision Statement 7

Target Date	Objective	Lead Responsibility	Status	Fiscal Impact
Ongoing	2.1 Pursue high demand retail stores such as Target, Trader Joes, and electronics consistent with BEDC survey. Work to mitigate impacts on neighborhoods and existing downtown businesses.	<ul style="list-style-type: none"> <li>• Economic Development Division</li> <li>• Business and Economic Development Commission</li> <li>• Planning Commission</li> </ul>		Net revenue to be determined for specific businesses
Fall 2004	2.2 Adopt a plan to redevelop Davis Manor Shopping Center. Consider rezoning. Explore inclusion in RDA. Develop specific reuse plans. Work with neighborhood groups.	<ul style="list-style-type: none"> <li>• Economic Development Division</li> <li>• Business and Economic Development Commission</li> <li>• Safety Advisory Commission</li> <li>• Planning Commission</li> <li>• Social Services Commission (if housing)</li> <li>• Parks and Community Services (neighborhood groups)</li> </ul>		Inclusion in RDA may cost \$200,000. Retail tenant may provide sales tax. Other uses may provide revenue to City.

Summer 2005	2.3. Take action to advance the redevelopment of a downtown block (e.g. 3 <sup>rd</sup> /4 <sup>th</sup> /E/F) to provide mixed use retail, residential and service along with significant addition to parking. Develop overall plan and identify funding approach for this project.	<ul style="list-style-type: none"> <li>• Economic Development Division</li> <li>• Business and Eco. Development Commission</li> </ul>		
June 2005	2.4. Review possibility of adding at-grade rail crossings to improve access to downtown and UCD (Also in Public Safety) (CIP 8139)	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> <li>• Business and Eco. Development Comm.</li> <li>• Planning Commission</li> <li>• Safety Advisory Commission</li> <li>• Public Works</li> </ul>		
Annual	2.5. Review and take action on work plan of Business and Economic Development Commission	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Business and Eco. Development Comm.</li> <li>• Economic Development Division</li> </ul>		
Ongoing	2.6. Support existing auto dealers and hoteliers and work to expand both industries.	<ul style="list-style-type: none"> <li>• Bus. And Eco Devpt. Comm.</li> <li>• Community Development Dept.</li> <li>• DCVB 2x2</li> </ul>		
Fall 2004	2.7 Assist Davis Conference and Visitors Bureau to attract more conferences to Davis by making city facilities more accessible.	<ul style="list-style-type: none"> <li>• Parks and Community Services</li> <li>• City Manager's Office</li> </ul>		Potential loss of revenue from City programs to be offset by revenue gained from

				additional conferences, etc.
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### **3. Public Safety**

Assure top quality fire, police and emergency service for all residents and neighborhoods.

- Five minute fire and emergency response time to all neighborhoods
- Efficient and highly trained staff

**General Plan References: Vision Statement 1**

<b>Target Date</b>	<b>Objective</b>	<b>Lead Responsibility</b>	<b>Status</b>	<b>Fiscal Impact</b>
January 1, 2005	3.1. Provide a reliable public safety radio system that serves all areas of the community. Identify funds and implement this high priority objective.	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Police Department</li> <li>• Fire Department</li> <li>• Information Systems Division (City Manager's Office)</li> </ul>		\$2.4 million
Budget Process 04-05	3.2. Assure five-minute response time to all neighborhoods, including review of need for a fourth fire station.	<ul style="list-style-type: none"> <li>• City Manager</li> <li>• Fire Department</li> </ul>		Capital costs \$3.5 million. Annual staffing, facility and fleet costs \$1.681 million.
Fall 2005	3.3. Plan for location of firing range and public safety training facility	<ul style="list-style-type: none"> <li>• Police Department</li> <li>• Community Development Department</li> <li>• Public Works Department</li> <li>• Fire Department</li> </ul>		
Budget Process 04-05	3.4. Explore need for city-owned ladder truck and feasibility of acquisition	<ul style="list-style-type: none"> <li>• Fire Department</li> <li>• Finance Department</li> </ul>		\$700,000
June 2005	3.5. Review possibility of adding at-grade rail crossings to improve access to downtown and	<ul style="list-style-type: none"> <li>• Community Development Department</li> </ul>		

	UCD. (Also in Economic Development) (CIP 8139)	<ul style="list-style-type: none"> <li>• Bus. &amp; Eco. Development Comm.</li> <li>• Safety Advisory Commission</li> <li>• Planning Commission</li> <li>• Public Works</li> </ul>		
2005	3.6 Review existing public safety charge(s) as possible vehicle for ensuring adequate funding of public safety services.	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Police Department</li> <li>• Fire Department</li> </ul>		
2005	3.7 Expand the police volunteer program to include monitoring of parks and greenbelts	<ul style="list-style-type: none"> <li>• Police Department</li> <li>• Parks and Community Services</li> </ul>		

#### **4. Parks and Recreation**

Provide a comprehensive parks and recreation system, with both passive and active features, that addresses the needs of resident youth and adults, as well as income-generating elements for visitors.

- Youth programs are a major part of life for many families. We should continue to provide adequate facilities to assure the high quality character and livability of the community.
- We should promote recreation and sports destination activities in Davis
- Passive open space remains a valuable component of a livable city
- Positive programs help address at-risk behaviors and keep kids out of trouble
- Healthy lifestyles for all ages

**General Plan References: Vision Statements 1, 5, 12**

<b>Target Date</b>	<b>Objective</b>	<b>Lead Responsibility</b>	<b>Status</b>	<b>Fiscal Impact</b>
Better known after Aug 04	4.1. Actively pursue the development of a youth sports complex on city owned land	<ul style="list-style-type: none"> <li>• Parks and Community Services Department.</li> <li>• Recreation and Parks Commission</li> </ul>		
Current through June 2005	4.2 Review options for renewal of the parcel tax (Measure D) or other revenue sources.	<ul style="list-style-type: none"> <li>• Recreation and Parks Commission</li> <li>• Finance and Budget Commission</li> <li>• Finance Department</li> </ul>		
Jan 05	4.3. Develop a city-maintained dog park.	<ul style="list-style-type: none"> <li>• Recreation and Parks Commission</li> <li>• Parks and Community Services Department</li> </ul>		
2006	4.4 Develop Mace Ranch Neighborhood Park	<ul style="list-style-type: none"> <li>• Parks and Community Services Department</li> <li>• Recreation and Parks Commission</li> </ul>		
Winter	4.5 Update Parks and Facilities Master Plan	<ul style="list-style-type: none"> <li>• Parks and Community</li> </ul>		

06		Services Department		
Summer 2005	4.6 Continue development and implementation of the Davis Police Youth Academy program	<ul style="list-style-type: none"> <li>• Parks and Community Services Dept.</li> <li>• Police Department</li> </ul>		
Sept 04	4.7 Complete the Putah Creek Interpretive Area	<ul style="list-style-type: none"> <li>• Parks and Community Services Department</li> </ul>		
Spring 05	4.8 Complete the Mace Ranch Community Park	<ul style="list-style-type: none"> <li>• Parks and Community Services Department</li> </ul>		
	4.9 Work with Yolo County on Parks Master Plan	<ul style="list-style-type: none"> <li>• Parks and Community Services Department</li> <li>• Recreation and Parks Commission</li> </ul>		

## **5. Downtown**

Further enhance the downtown to allow for more arts and entertainment, housing and commercial activity, recognizing that our downtown is the heart of the community and one of our greatest potential net revenue generators..

- Downtown should continue to blossom as a regional center and destination for arts/entertainment
- Downtown should continue to have residential uses
- Downtown is a vital commercial center. The actions of the city should continue to support this function and reduce potential for blight
- Downtown should serve as a vibrant social center

**General Plan References: Vision Statement 2, 4, 7**

<b>Target Date</b>	<b>Objective</b>	<b>Lead Responsibility</b>	<b>Status</b>	<b>Fiscal Impact</b>
Summer 2005	5.1. Take action to advance the redevelopment of a downtown block (e.g. 3 <sup>rd</sup> /4 <sup>th</sup> /E/F) to provide mixed use retail, residential and service along with significant addition to parking. Develop overall plan and identify funding approach for this project.	<ul style="list-style-type: none"> <li>• Economic Development Division</li> <li>• Business and Economic Development Commission</li> </ul>		
Ongoing	5.2. Facilitate and encourage well-designed condos and townhouses near downtown	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> <li>• Planning Commission</li> <li>•</li> <li>• Social Services Commission</li> </ul>		
Fall 2004	5.3. Complete acquisition of Varsity Theater and establish management structure to increase use of that venue as a performing arts space.	<ul style="list-style-type: none"> <li>• Economic Development Division</li> <li>• Parks and Community Services Department</li> <li>• Civic Arts Commission</li> </ul>		
2005	5.4. Establish plan to use Hunt Boyer Mansion and pumphouse plaza for increased activity and synergy downtown	<ul style="list-style-type: none"> <li>• Economic Development Division</li> <li>• Business and Economic</li> </ul>		

		<ul style="list-style-type: none"> <li>• Development Commission</li> <li>• Historic Resources Management Commission</li> <li>• Parks and Community Services Dept.</li> </ul>		
Complete	5.5. Establish a City Council Subcommittee on Arts and Entertainment to enhance the downtown as an arts and entertainment destination and other city wide arts issues	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Civic Arts Commission</li> <li>• Community Development Dept.</li> </ul>		
2005	5.6 Develop plan for intensified use of the Boy Scout Cabin.	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> <li>• Parks and Community Services Dept.</li> <li>• Historical Resource Management Commission</li> </ul>		
Spring 2005	5.7 Complete Master Plan for Central Park/Farmer's Market	<ul style="list-style-type: none"> <li>• Parks and Community Services Dept.</li> <li>• Recreation and Parks Commission</li> </ul>		

## **6. Housing and Growth**

Advance an array of housing options targeting affordability, internal growth, University related needs and housing needs of special populations.

- Provide slow, steady additions to housing stock, consistent with Council set goals and General Plan.
- Provide SACOG fair share growth, natural growth, and growth to provide internal support for the University.
- Ensure special needs housing – for seniors, for those who have accessibility issues, and for people who work but don't currently live in Davis.
- Work to establish permanent affordability of housing provided through city programs and requirements for inclusion
- Provide an array of housing to meet needs of citizens.
- Maintain permanent affordability through affordable housing requirements.
- Provide housing for people who live/work in Davis.
- Develop multi-family housing near downtown.
- Ensure any new housing benefits community.

**General Plan References: Vision Statements 1, 2, 3, 6, 13**

<b>Target Date</b>	<b>Objective</b>	<b>Lead Responsibility</b>	<b>Status</b>	<b>Fiscal Impact</b>
Fall 2004	6.1 Act on recommendations of Affordable Housing Task Force, including consideration of the middle income inclusionary requirement and permanent affordability	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> <li>• Planning Commission</li> <li>• Social Services Commission</li> </ul>		
March 2005	6.2. Adopt Phased Allocation Ordinance and General Plan amendment as needed to implement council set growth ceiling of 250 housing units per year	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> <li>• Planning Commission</li> </ul>		
Ongoing	6.3 Facilitate and encourage well-designed condos and townhouses near downtown (also objective in Downtown)	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> <li>• Planning Commission</li> <li>• Economic Development Division</li> </ul>		

Summer 04	6.4. Attain a certified Housing Element from the Housing and Community Development	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> </ul>		
Ongoing	6.5. Advance the redevelopment of the downtown to provide mixed use residential, retail and service along with significant addition to parking.	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> <li>• Planning Commission</li> <li>• BEDC</li> <li>• Economic Development Division</li> </ul>		
2005	6.6 Establish approach to review fiscal impacts of any application for growth and/or infill projects	<ul style="list-style-type: none"> <li>• Finance Department</li> <li>• Finance and Budget Commission</li> <li>• Community Development Dept.</li> <li>• Department Heads</li> </ul>		
ongoing	6.7. Continuously update and assess opportunities for infill and mixed-use projects within city limits.	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> <li>• Planning Commission</li> </ul>		
Spring 2005	6.8 Explore mechanisms to increase construction of second units	<ul style="list-style-type: none"> <li>• Community Development Department</li> <li>• Social Services Commission</li> <li>• Planning Commission</li> </ul>		

**7. Interjurisdictional**

Establish and maintain strong positive relationships between the City of Davis and other jurisdictions in order to pursue shared interests and assure that actions of one entity do not adversely impact the interests of others.

- The City of Davis must work collaboratively with UC Davis, Associated Students of UC Davis, Davis Joint Unified School District, Yolo County, Dixon, Woodland, West Sacramento, Winters, etc. in order to provide effective and efficient services to the public
- The City of Davis should enter into long lasting relationships to work toward “mutually acceptable outcomes”.
- The City of Davis should employ a variety of strategies to assure that the underlying interests of the city of Davis are advanced in any interaction with other jurisdictions.

**General Plan References: Vision Statements 11, 12, 13**

<b>Target Date</b>	<b>Objective</b>	<b>Lead Responsibility</b>	<b>Status</b>	<b>Fiscal Impact</b>
Complete	7.1. Establish a 2x2 committee in conjunction with the City of Dixon	<ul style="list-style-type: none"> <li>• City Council</li> </ul>		
	7.2. Work with UCD to develop and implement a comprehensive citywide parking strategy	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Public Works Department</li> <li>• Police Department</li> <li>• Community Development Dept.</li> <li>• City/UCD Student Liaison Commission</li> </ul>		
Ongoing	7.3. Actively pursue resolution of all issues pertaining to the UCD Long Range Development Plan	<ul style="list-style-type: none"> <li>• City Council</li> <li>• City Manager</li> <li>• Community Development Department</li> <li>• Department Heads</li> </ul>		
Ongoing	7.4. Actively participate in regional planning activities in the areas of transit, air quality, water resources, land use and agricultural and open	<ul style="list-style-type: none"> <li>• City Council</li> <li>• City Manager</li> <li>• Department Heads</li> </ul>		

	space conservation			
Ongoing	7.5 Work with Yolo County on their General Plan Update process	<ul style="list-style-type: none"> <li>• Community Development Dept.</li> <li>• City/County 2x2</li> </ul>		

## **TIER II GOALS**

### **Process/Governance**

Seek ways to maximize governing potential by conducting the public's business in civil, constructive processes.

- Conduct council meetings in a civil, respectful and organized manner. Conduct council retreats twice a year
- Pursue charter cities—flexibility. Consider district elections to provide more involvement
- Consider when and how to start General plan update
- Revisit campaign finance issues
- Improve self-governance
- Adhere to community and social standards
- Review charges and functioning of commissions

\*Council has voted to pursue the creation of an Ad Hoc Governance Task Force to address issues such as those above. Council will prepare clear direction as to what the Task Force would study.

### **Open Space**

Provide open space for habitat mitigation, to enhance quality of life for residents, and to utilize natural resources.

- Secure community separation through acquisition of Conway Ranch and Kidwell properties
- Habitat mitigation/preservation
- Livability
- Compact urban city—urban limit line
- Agricultural land preservation
- Community separation

### **Water Supply and Quality**

Assure long-term water quality and reliability.

- Assure long-term drinking water quality and reliability
- Assure quality of wastewater
- Assure that requirements for discharge levels are appropriate
- Avoid financial liability due to non-compliance

### **Neighborhood Preservation/Enhancement**

Recognize that neighborhoods are important sectors of the community and work to enhance them while preserving their positive aspects.

*(Civic Arts Commission)*

- Provide amenities to new neighborhoods
- Protect character of old neighborhoods
- Ensure diversity in neighborhood style
- Obey golden rule for neighborhood changes/zoning

### **Transportation**

Ensure a traffic system that emphasizes alternative transportation while acknowledging issues that are related to vehicle use.

- Decrease traffic
- Improve air quality
- Decrease travel time
- Increase safety
- Provide safer railroad crossings
- Utilize Capital Corridor better
- Provide GEM maps
- Develop comprehensive parking plan for the whole city

### **Arts and Entertainment**

Recognize the community as a regional arts and entertainment destination.

- Increase arts and entertainment, particularly in the downtown.
- Buy the Varsity and start programming

### **Community Aesthetics**

Encourage innovative and high-quality building and landscaping design throughout the city.

*(Civic Arts Commission)*

- Improve architectural standards
- Improve identity of Davis from the I-80

### **Diversity**

All programs and policies should be implemented with respect to diversity.

- Equality for housing, jobs, etc.

### **Natural Resource Conservation**

Davis should remain a leader in green energy and natural resource conservation.

- Green energy and conservation

### **Telecommunications**

Davis should offer high tech communications options.

- Comcast contract
- Cable modems
- I-Net