Strategic Plan Org Structure

Open Space Program Goals

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ACQUISITIONS
Goal 1: Protect land near the city limits ("urban fringe" land)
- Obj A: Acquire strategic parcels in this category (fee title interest or conservation easements)
- Action a: Identify and work with willing landowners

Goal 2: Protect land between communities ("community separator" land)
- Obj A: Acquire strategic parcels in this category (fee title interest or conservation easements)
- Action a: Identify and work with willing landowners

Goal 3: Protect land used for prime agriculture ("agricultural" land)
- Obj A: Acquire strategic parcels in this category (fee title interest or conservation easements)
- Action a: Identify and work with willing landowners

Goal 4: Protect land providing habitat ("biological & natural resources" land)
- Obj A: Acquire strategic parcels in this category (fee title interest or conservation easements)
- Action a: Identify and work with willing landowners

Goal 5: Protect open space for recreation ("public access & recreation" land)
- Obj A: Acquire strategic parcels in this category (fee title interest or conservation easements)
- Action a: Identify and work with willing landowners

Goal 6: Protect land providing views and scenic vistas ("scenic resources" land)
- Obj A: Acquire strategic parcels in this category (fee title interest or conservation easements)
- Action a: Identify and work with willing landowners
HABITAT RESTORATION AND ENHANCEMENT
GOAL 1: Restore and enhance City-owned open space areas

- **Obj A:** Plant more native plants and grasses
  - Action a: Budget for the supplies/staffing necessary for annual plantings
  - Action b: Complete habitat restoration project at F Street and Anderson Road
  - Action c: Plant native plants/grasses along Channel A, in South Fork Preserve, and along Putah Creek, if feasible
  - Action d: Restore slough upstream of Covell Ditch between W. Davis and Putah Creek/Dry Slough, if feasible
  - Action e: Transition walnut orchards to valley oak woodland habitat at South Fork Preserve/Wildhorse Ag Buffer

- **Obj B:** Create better wildlife habitat
  - Action a: Install habitat structures/features at South Fork Preserve and other City-owned open spaces
  - Action b: Install hedgerows on City-owned ag land, if feasible
  - Action c: Enhance the habitat value of key City-owned open spaces for burrowing owls, if feasible

- **Obj C:** Control invasive plants using the least toxic methods possible
  - Action a: Remove invasive plants along City-owned sections of the North Fork and South Fork of Putah Creek
  - Action b: Work with key partners to secure grant funds to control invasive plants in South Fork Preserve
  - Action c: Prioritize the use of non-chemical IPM techniques to control invasive plants on City-owned open spaces

- **Obj D:** Fund and monitor restoration/enhancement projects
  - Action a: Establish pilot program to provide restoration grants to third parties
  - Action b: Establish a working group of the Open Space and Habitat Commission focused on restoration projects
LAND AND RESOURCE MANAGEMENT
Goal 1: Manage open spaces to improve habitat value

- **Obj A:** Use long-term, data-driven land management plans for better decision-making
  - **Action a:** Develop land management plans that address site-specific needs over time
  - **Action b:** Integrate deed restrictions into land management plans, as required
  - **Action c:** Budget appropriately to ensure proper implementation of land management plans
- **Obj B:** Protect and improve habitat for plants and animals, using least toxic methods possible
  - **Action a:** Manage open space to improve habitat for native wildlife, using least toxic methods possible
  - **Action b:** Manage open space to improve habitat for native plants, using least toxic methods possible
  - **Action c:** Manage the Wildhorse Ag Buffer to improve the habitat for burrowing owls
- **Obj C:** Develop data-tracking tools to monitor habitat value and gather data to update plans
  - **Action a:** Cooperate with those doing resource-related research; integrate findings into plans
  - **Action b:** Establish procedures for monitoring habitat value; integrate procedures into plans
  - **Action c:** Purchase equipment to collect and analyze data; integrate data into plans
- **Obj D:** Reduce land-use conflicts (i.e., between habitat and other uses)
  - **Action a:** Minimize land-use conflicts by working with key stakeholders; integrate techniques into plans

Goal 2: Manage open space to improve recreational value, if no harm to habitat

- **Obj A:** Develop a better understanding of how the public uses/would like to use open spaces
  - **Action a:** Solicit feedback from the public about public use of open spaces; integrate findings into plans
  - **Action b:** Solicit feedback from peers about public use of open spaces; integrate findings into plans
- **Obj B:** Allow more passive recreation uses in open space as long as they do not harm habitat
  - **Action a:** Identify areas that should be off-limits to people, due to high habitat value; integrate findings into plans
  - **Action b:** Develop site-specific rules/regs for passive recreation activities; integrate rules/regs into plans
- **Obj C:** Make sure the public’s on-going use of City-owned open spaces is not harming the habitat
  - **Action a:** Educate users about site-specific rules/regs, in partnership with others
  - **Action b:** Educate public safety personnel about the habitat that needs protecting from vandalism/camping
  - **Action c:** Enforce site-specific rules/regs, in partnership with law enforcement officials
  - **Action d:** Install signage that uses symbols to identify allowed passive recreation activities
  - **Action e:** Install and maintain trails, signage, and protective fencing/barriers to ensure proper site usage
  - **Action f:** Update rules/regs as new information becomes available (i.e., adaptive management of the public use)
Goal 3: Manage ag lands in a way that balances habitat and farming needs

- Obj A: Increase the use of sustainable land management practices on City ag land, where feasible
- Action a: Collaborate with tenant farmers to manage City ag land in a way that balances habitat and farming needs
- Action b: Negotiate stronger protections for natural systems as leases come up for amendment or renewal
- Action c: Install hedgerows to enhance the habitat value of City ag land, if feasible
- Obj B: Increase the use of certified organic farming practices on City ag land, where feasible
- Action a: Implement a pilot organic farming project by leasing a small plot to an organic farmer, if feasible
- Action b: Enforce lease for the organic farm at the Cannery; if lease ends, lease to another organic farmer, if feasible
- Action c: Discuss with tenant farmers possibly converting City ag land to organic production; implement if feasible
- Action d: Include the topic of organic production in negotiations for any new leases or lease amendments

Goal 4: Manage conservation easements consistent with program goals/documents

- Obj A: Develop desirable land management objectives for future conservation easements
  - Action a: Work with land trusts/OSHC to develop land management objectives; include in future docs if possible
- Obj B: Continue collaborative relationship with land trusts to ensure easement compliance
  - Action a: Ensure staff read and understand the underlying conservation easement documents
  - Action b: Work with land trusts to enforce easement documents and prevent/correct any violations
  - Action c: Review annual easement monitoring reports from land trusts to ensure compliance with easement documents
  - Action d: Invite land trusts to present their annual easement monitoring reports to the OSHC once a year
PUBLIC ACCESS AND RECREATION
Goal 1: Provide better public access/rec opportunities on City fee title land
- **Obj A**: Increase the availability of formal hiking trails within City fee title open space
  - **Action a**: Complete hiking trail improvements within South Fork Preserve
  - **Action b**: Complete hiking trail improvements within the 10 acres west of South Fork Preserve
  - **Action c**: Complete hiking trail improvements on new open space at F Street and Anderson Road
  - **Action d**: Complete hiking trail improvements on any new open space lands the City acquires in the future
- **Obj B**: Increase the availability of passive rec opportunities within City fee title open space
  - **Action a**: Install new and improved interpretive panels highlighting the open space’s unique attributes
  - **Action b**: Install new and improved seating areas inspired by the natural environment
  - **Action c**: Install new and improved signage to better educate visitors about the site itself and proper site usage
- **Obj C**: Provide public access & rec opportunities as part of habitat restoration projects
  - **Action a**: Ensure selection criteria for habitat restoration grants includes a project’s ability to improve public access
  - **Action b**: Encourage OSIC to help build community support for habitat restoration projects improving public access

Goal 2: Provide better public access/rec opportunities on City easement land
- **Obj A**: Take advantage of public access & rec opportunities allowed under existing easements
  - **Action a**: Organize regular and on-going docent-led tours on easement lands, where allowed
- **Obj B**: Make sure new easement acquisitions consider public access & rec opportunities
  - **Action a**: Negotiate as much public accessibility as possible on any new purchases of easements

Goal 3: Expand network of linkages between publicly owned open spaces
- **Obj A**: Increase the number of safe bike/ped connections between publicly owned open spaces
  - **Action a**: Work with property owners to connect the levee system to publicly owned open spaces
  - **Action b**: Work with property owners to install bike/ped paths between City and Grasslands Regional Park
  - **Action c**: Work with property owners to install bike/ped paths between City and Willow Slough Bypass
  - **Action d**: Work with property owners to install bike/ped paths between City and City of Woodland
  - **Action e**: Work with property owners to install bike/ped paths along Channel A
  - **Action f**: Work with property owners to install bike/ped paths along South Fork of Putah Creek
  - **Action g**: Link, if feasible, the City open space at F and Anderson to other City open space
FINANCIAL AND PROGRAM ACCOUNTABILITY
Goal 1: Conduct program activities in an open, consistent, objective way

- **Obj A:** Rely on written documents to guide and clarify program activities
  - Action a: Prepare a strategic plan to guide/clarify future decision-making about program activities through 2030
  - Action b: Prepare implementation plans to focus efforts on implementing the strategic plan in five-year increments
  - Action c: Prepare grant guidelines for third parties seeking City funding for habitat restoration projects on City land
  - Action d: Prepare land management plans for all the City’s open space sites
  - Action e: Prepare a spreadsheet summarizing the annual program budget
  - Action f: Prepare a spreadsheet summarizing all Measure O revenues and expenditures since 2000
  - Action g: Prepare an inventory of open space sites that includes key basic site information; link to interactive map
- **Obj B:** Be transparent about program activities
  - Action a: Post on the City’s website the written documents that guide and clarify program activities
  - Action b: Post on the City’s website regular updates and newsworthy items about program activities
  - Action c: Report regularly to the City Council about program activities; post reports on City’s website
  - Action d: Report regularly to the OSHC about program activities; post reports on City’s website
- **Obj C:** Manage program activities to ensure accountability and operational efficiencies
  - Action a: Concentrate the management of program activities (including the Measure O fund) in one department
  - Action b: Designate one employee with responsibility to manage program activities (including the Measure O fund)
  - Action c: Research and implement, if feasible, relevant “best practices” used at local open space districts

Goal 2: Diversify program funding sources to reduce reliance on general fund

- **Obj A:** Identify and secure new internal funding sources
  - Action a: Use a percentage of the City’s agricultural lease revenue as a way to finance program activities, if feasible
  - Action b: Sell some City ag land subject to a conservation easement as a way to finance program activities, if feasible
  - Action c: Identify and secure other possible internal funding sources as a way to finance program activities
- **Obj B:** Identify and secure new external funding sources
  - Action a: Apply for as many state/fed grants as possible, given staff resources, as a way to finance program activities
  - Action b: Identify and secure other possible external funding sources as a way to finance program activities
PUBLIC ENGAGEMENT AND PARTNERSHIPS
Goal 1: Get more people involved in the City's Open Space Program
- **Obj A:** Use community organizing/outreach to increase engagement in the program
  - **Action a:** Organize a public workshop and develop an on-line survey every five years
  - **Action b:** Encourage the OSHC to be "active ambassadors" in the community for the program
  - **Action c:** Outreach to potential new volunteer recruits at community events
- **Obj B:** Use technology to increase engagement in the program
  - **Action a:** Create a mechanism on the City’s website to allow the public to submit comments/questions to staff
  - **Action b:** Create a mechanism on the City's website to allow staff to share real-time information with the public

Goal 2: Get more people involved at the City's open space sites
- **Obj A:** Use community organizing/outreach to increase engagement at the sites
  - **Action a:** Organize as many community events as possible at the City's open space sites
  - **Action b:** Outreach to the arts community to develop an “art in open spaces” program
  - **Action c:** Encourage the OSHC to help staff organize “friends of” community groups to help with maintenance
  - **Action d:** Outreach to potential new users by installing new and improved locational signage around the City
- **Obj B:** Use technology to increase engagement at the sites
  - **Action a:** Revamp and update the interactive open space map on the City’s website
  - **Action b:** Create, if feasible, a smartphone application that gives site visitors easy access to website information

Goal 3: Integrate partnerships into program activities
- **Obj A:** Increase the number of partnerships with people inside the City
  - **Action a:** Partner with the City's Parks and Recreation Department to create better habitat in parks/greenbelts
  - **Action b:** Partner with the City's Public Works Department to create better habitat/public access in channels/basins
  - **Action c:** Set up working group with all City land managers to improve land management practices & communication
- **Obj B:** Increase the number of partnerships with people outside the City
  - **Action a:** Partner with U.C. Davis to implement priority open space projects of common interest
  - **Action b:** Partner with the Yolo Habitat Conservancy to complete open space acquisitions related to the HCP/NCCP
  - **Action c:** Partner with local land trusts/brokers to stay active in the market and complete open space acquisitions
  - **Action d:** Partner with key entities who can help the City maintain its open spaces