

N E V A D A C I T Y  
STRATEGIC PLANNING RETREAT

27 July 2010 \* Council Chambers

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MISSION STATEMENT

The City of Nevada City is dedicated to preserving and enhancing its small town character and historical architecture while providing quality public services for our current and future residents, businesses and visitors.

VISION STATEMENT

Nevada City, nestled in the Sierra foothills, will be a vibrant, uniquely beautiful small town that balances art and culture, historical preservation and progress.

CORE VALUES

not in priority order

The City of Nevada City values...

- ♦ *A commitment to public service*
- ♦ *Ethical and transparent behavior*
  - ♦ *Fiscal responsibility*
- ♦ *Preserving and enhancing our community*
- ♦ *Excellent, responsive customer service*
- ♦ *A commitment to our community as a whole*

THREE-YEAR GOALS

2008-2011 \* not in priority order

- ▶ **Maintain financial solvency**
- ▶ **Improve and update the infrastructure**
- ▶ **Improve economic development**
- ▶ **Enhance emergency preparedness**
- ▶ **Enhance the appearance and safety of the community**

## NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
Wednesday, July 28	City Manager	Distribute the Strategic Planning retreat record to those unable to attend.
Within 48 hours of receipt	All	Read the retreat record.
By August 3, 2010	City Manager and Department Heads	Share and discuss the Strategic Plan with staff.
August 4, 2010	Management Team (City Manager-lead)	Review the "Current Internal Weaknesses/Challenges" list for possible action items.
At the August 11, 2010 City Council meeting	City Council	Present the updated Strategic Plan to the public.
Monthly (4 <sup>th</sup> Wed. of the month)	City Council and Management Team	Monitor progress on the strategic planning goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	City Manager	Prepare and distribute to the City Council, Planning Commission, Management Team, and staff the updated Strategic Plan Monitoring Matrix.
February 7, 2011 (Monday) 8:00/8:30 am - 4:00 pm	City Council, Planning Commission & Management Team	Strategic Planning Retreat to: <ul style="list-style-type: none"> <li>- more thoroughly assess progress on the Goals and Strategic Objectives</li> <li>- identify new Three-Year Goals</li> <li>- develop Strategic Objectives for the first six months of the new Three-Year Goals.</li> </ul>

## S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

### ACCOMPLISHMENTS OF THE CITY OF NEVADA CITY SINCE THE JANUARY 25, 2010 STRATEGIC PLANNING RETREAT

#### Brainstormed Perceptions:

- Purchased Sugar Loaf
- Hosted the California Preservation Foundation Conference
- The Amgen Tour came
- Progress is being made on the Hirschman's Pond Trail and the Tribute Trail
- Purchased a new street sweeper
- Relatively low vacancy rate in the business district
- The Police Dept. received a \$500,000 grant for personnel
- The Google 95959 video
- Successful town hall meetings for saving the courthouse
- Successful public outreach workshop
- Continued the Farmers Market
- Wrote and submitted a grant for a solar farm
- Making progress on our R-3 zoning to meet housing requirements
- Have a draft Cost Allocation Plan
- Pave the Amgen route (Pine St. and Broad St.)
- Adopted the Five-Year Capital Improvement Program
- Completed a 3-year revenue and expenditure projection, including water and sewer
- We have a balanced budget for FY 2010-2011
- Held the 50<sup>th</sup> Anniversary Nevada City Bicycle Classic
- Hirschmans Pond Vision and Planning Study
- Nevada City's Sustainability Vision Team has been meeting weekly and planning
- North Side annexation
- Signage Committee produced a final plan
- Another bed and breakfast reopened after foreclosure
- Out-to-bid to pave Broad St.
- Disaster Plan is in progress
- Calanan Park redesign is in progress
- Installed landscaping along the theater (Bridge St.)
- New sidewalk on Sacramento Street
- City has been a participant in the retention of the Grass Valley Group
- Involved in the National Geographic Geotourism Project
- Approved three new second units
- Applied for a \$2.6 million water plant improvement grant
- We're in the black financially due to good cooperation among the City Council, City Manager, Management Team and staff and financial sacrifice of staff members
- Successful payroll conversion
- In the last phase of preparation to accept credit cards for payment
- Water Rate Study is in progress
- Received state Safe Routes to School grant funding
- TRAN funding
- Received three Brownfields clean-up grants of \$200,000 each

## **THE CITY'S CURRENT INTERNAL WEAKNESSES/CHALLENGES**

Brainstormed Perceptions:

- Dept. of Public Works is understaffed
- Lack of generating funds for water plant improvement
- Lack of communication from city to public, and vice versa
- Lack of improvement to the website
- Lack of code enforcement
- Lack of enforcement of planning ordinances
- Lack of funding/cash flow associated with grants
- Lack of an upgraded communication system in the City Council Chambers
- Lack of rules in place to prevent degradation of vacant property
- Lack of security for police and admin front office personnel
- Rising homeless population
- Lack of rules in place to prevent degradation of occupied property
- Increased vandalism in general
- Not collecting fair market rent on city-owned rentals
- Deteriorated tower in Fire Station #2
- Loitering in town that makes visitors and residents uncomfortable
- Budgetary constraints
- Lack of succession planning
- Restrooms aren't clean
- Complaints about speeding on city roads
- Landscape maintenance is inconsistent
- Ineffective police
- Sign clutter in the Seven Hills business district
- Furlough days
- Increased vandalism of city facilities
- Lack of ordinances related to right-to-farming and urban chickens

## **EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY IN THE COMING YEAR**

Brainstormed Perceptions:

- Getting broadband in the area
- The Grass Valley Group has decided to stay in Nevada City, retaining 300 jobs in the area
- The Chamber's charter has been rewritten
- The California Preservation Foundation gave the city positive feedback about their state conference that was held here
- Wide and worldwide positive media coverage of the town, e.g., with the Amgen Tour
- The Geotourism Project
- USDA Rural Community Development funds available
- Implementation of the Felix Gillette Project (garden/tree walking tour in honor of the early botanist)
- Passage of the state proposition to tax marijuana sales
- Grass Valley Group, with its worldwide connections, can inspire other like businesses to locate here
- People are now more realistic about lowered real estate values
- Properties being rehabilitated
- Nevada City has the highest rate of residential solar panel installation in California
- Receiving the attention and collaboration from San Francisco's leaders in sustainability
- Availability of state and federal grants
- ARRA funds

- Funds from ARRA for paving Broad St.
- Nevada City has been asked by the Amgen Tour to submit a bid for the 2011 Tour
- Improvement of the national economy
- Need for mine remediation
- Possible movement of the School of Ayurvedic Medicine to Miners' Hospital
- HEW Project

**EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A NEGATIVE IMPACT ON THE CITY IN THE COMING YEAR**

Brainstormed Perceptions:

- Impending retirements of senior staff
- Decision that we could lose the downtown courthouse
- Loss of Nevada City Elementary School
- Loss of businesses
- Loss of city revenues
- Early release of unsupervised prisoners
- Our jail may have to take in more state prisoners
- Natural disasters
- Rising homeless population
- State budgetary problems
- Recreational use of marijuana passage
- Continued foreclosed properties
- Mismanagement of foreclosed properties
- Economic collapse
- More raiding of city funds
- Loss of marketing funding from the county
- Decrease in tourism
- Inflation
- 5% decline in net assessed property values
- Continued economic decline
- Broad St. Furnishings store has been empty for three years
- Ozone levels/air quality
- Commercial real estate bubble
- Increase in the senior population (fixed income)
- More worldwide wars
- Infectious diseases
- Aging of our population
- Declining school enrollment
- Continued decrease in state education funding

# **STRATEGIC PLANNING ELEMENTS**

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## **“SWOT” ANALYSIS**

Assess the organization's:

- Internal Strengths      - Internal Weaknesses
- External Opportunities      - External Threats

## **MISSION/PURPOSE STATEMENT**

States WHY the organization exists and WHOM it serves

## **VISION STATEMENT**

A vivid, descriptive image of the future – what the organization will BECOME

## **CORE VALUES**

What the organization values, recognizes and rewards – strongly held beliefs that are freely chosen, publicly affirmed, and acted upon with consistency and repetition

## **THREE YEAR GOALS**

WHAT the organization needs to accomplish (consistent with the Mission and moving the organization towards its Vision) – usually limited to 4 or 5 key areas

## **THREE YEAR KEY PERFORMANCE MEASURES**

WHAT success will look like when the goal is achieved

## **SIX MONTH STRATEGIC OBJECTIVES**

HOW the Goals will be addressed: By when, who is accountable to do what for each of the Goals

## **FOLLOW-UP PROCESS**

Regular, timely monitoring of progress on the goals and objectives; includes setting new objectives every six months