

C I T Y O F C A N Y O N L A K E
STRATEGIC PLANNING RETREAT
9 December 2008 * Canyon Lake City Hall

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MISSION STATEMENT

The City of Canyon Lake is committed to providing public services that sustain and enhance the quality of life for our community.

CORE VALUES

not in priority order

The City of Canyon Lake values . . .

- ♦ Honesty and Integrity
- ♦ Professionalism
- ♦ Ethical behavior
- ♦ Open communication
 - ♦ Teamwork
- ♦ Exemplary services

THREE-YEAR GOALS

2007-2010 . not in priority order

- **Maintain effective public safety**
- **Improve communication with the community**
- **Improve fiscal stability**
- **Improve Railroad Canyon Road**
- **Increase organizational effectiveness and efficiency**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
December 10, 2008	Acting Asst. City Clerk	Distribute the retreat record to those unable to attend or who had to leave early.
Within 48 hours of receipt	All recipients	Read the retreat record.
At the Dec. 17, 2008 City Council meeting	City Council	Present the Strategic Plan to the public.
By January 15, 2009	City Manager	Review the "Internal Weaknesses/Challenges" list for possible action items.
Monthly	City Council City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Acting Asst. City Clerk	Prepare and distribute the updated Strategic Plan monitoring matrix.
June 1, 2009 (Monday) 8:00/8:30 am – 4:00 pm	City Council City Manager Management Staff	Strategic Planning Retreat to: - more thoroughly assess progress on the Goals and Strategic Objectives - develop Strategic Objectives for the next six months

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

STRENGTHS AND ACCOMPLISHMENTS OF THE CITY OF CANYON LAKE SINCE THE JANUARY 24, 2008 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- Landscaping improvements on Railroad Canyon Rd.
- Public safety is a strength, in general
- We started with a balanced budget and have a reserve
- We're working to improve the quality of the lake
- We continuously look for grant funding and plan to apply for several grants
- The City Engineer reported to the Public Works Committee re: the widening of Railroad Canyon Rd.; the City Council subsequently took actions
- The City Manager reported to the City Council on the potential funding sources for improving Railroad Canyon Rd. as well as the progress in obtaining the funds
- Positive steps forward in litigation involving the city and a former resident
- The city keeps residents informed on the progress on Railroad Canyon Rd.
- Active Council member participation on regional boards and committees
- The City Council passed an ordinance regarding vehicles for sale in public parking areas; enforcement has been successful and has resulted in increased revenues to the city
- We're using reclaimed water to irrigate the Railroad Canyon Rd. landscaping
- Held a successful disaster drill
- We developed a strategic plan for the Emergency Preparedness Committee
- We have emergency supply storage
- We have a Farmers' Market
- Community outreach efforts: tree lighting, Fire Dept. Santa Claus, planning for Channukah
- Expanded our library space and collection
- The website is getting more hits
- Sarah maintains the website and updates it weekly
- Monthly, the Police Chief presents issues and recommendations to the Public Safety Committee
- Arrests have increased for drug offenses with less budget than was needed
- Used a Special Enforcement Officer at less expense than hiring a Community Services Officer
- We established a Speakers Bureau and have materials to distribute
- Quarterly, we clarify our and the POA's responsibilities in the *Friday Flyer*
- Produced and shared the cost of magnets with the POA imprinted with the city's and POA's telephone numbers
- Established a City Council Healthy Cities Committee
- Proposed boundary changes with Lake Elsinore
- We're looking into automatic banking
- Working with an RDA consultant to improve our commercial areas
- We're one of the safest cities in California
- We have an article each week in the *Friday Flyer*
- We have accomplished a lot of the Strategic Plan objectives
- Improved relations between the city and the POA
- We have one of the strongest city groups involved in disaster preparedness and response in Southern California; 90% or more are volunteers
- Researched the videostreaming of City Council meetings

- Reviewed investment criteria and adjusted investments, e.g., got CEDs because of higher interest
- Rehabbed eastbound Railroad Canyon Rd.
- Council approved an “Adopt a Road” signage program for Railroad Canyon Rd.
- Using grant funds, we purchased a hybrid automobile used by the city for enforcement activities
- We’re gathering food for Project Hope
- Renewed our partnership with We Tip (anonymous citizen reporting) to help the city with crime prevention
- Large percentage of people in the community are involved in community activities

WHAT ARE THE CITY OF CANYON LAKE’S INTERNAL WEAKNESSES/CHALLENGES?

Brainstormed List of Perceptions

- Not enough people attend City Council meetings
- Lack of a city ordinance to protect ridgelines
- Lack of traffic enforcement
- Problems with City Council internal relationships, not new – different players
- Inability to get the message through to residents re: the difference between city government and the POA
- Abandoned construction and foreclosures
- Poor quality of commercial facilities, including the Town Center
- Weak relationships with neighboring cities
- Lack of compliance with Planning Dept. policies and procedures
- Lack of recognition of veterans
- Lack of internal communication
- Lack of understanding by the public of City Council meetings and how to get information about City Council meetings
- Lack of awareness of the City’s Council meetings
- Lack of certain policies and procedures
- Inadequate ethical behavior on the City Council
- Insufficient file back-up
- Conflict within the City Council, e.g., lawsuits
- Lack of city-sponsored events
- Insufficient sales tax rate
- Lack of alternative revenue sources

EXTERNAL FACTORS/TRENDS THAT WILL/MIGHT HAVE A POSITIVE IMPACT ON THE CITY OF CANYON LAKE IN THE COMING YEAR

Brainstormed List of Perceptions

- Public’s awareness that the whole country is in an economic downturn and they have lowered their expectations of the city
- Good relationships with state and federal officials
- School district scores have improved
- Lower gas prices
- More young families moving into Canyon Lake; average age of residents is lowering
- More grant opportunities
- More infrastructure funding might be available (for Railroad Canyon Rd.)
- Going green – could save money in the long term
- Significant reduction in construction costs; our money is going farther

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

Brainstormed List of Perceptions

- Ongoing graffiti
- State of California budget deficit
- Possible loss of city's money to the state
- Unemployment
- Natural disasters
- Reduced water supply from the Delta and Colorado River
- Foreclosures in the city are looking bad; properties not maintained
- The lake's water quality is not good; not enough water due to the drought
- Water problems
- Foreclosures cause our police to have to be more observant of possible property crimes
- State and federal unfunded mandates
- Riverside County's financial problems trickle down
- CalPERS' reduction in value; big (negative) financial impact predicted for 2011-2012
- In 2010 we'll begin being billed for paramedic services; could be a \$250,000 impact
- Sheriff's Dept. anticipates a substantial increase in payments to retirement funds
- City is held hostage to the county's law enforcement contracts



STRATEGIC PLANNING ELEMENTS

Marilyn Snider, Strategic Planning Facilitator * Snider and Associates (510) 531-2904

"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

KEY PERFORMANCE MEASURES

What success will look like upon achievement of the goal

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

CITY OF CANYON LAKE ✪ SIX-MONTH STRATEGIC OBJECTIVES
9 December 2008 through 15 May 2009

THREE-YEAR GOAL: *MAINTAIN EFFECTIVE PUBLIC SAFETY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Monthly, if needed	Special Enforcement Manager – lead, Police Chief, Fire Chief, and Emergency Preparedness Committee Chair	Present to the City Council Public Safety Committee public safety issues with recommendations for action.				
2. Feb. 1, 2009	Special Enforcement Manager - lead, City Manager, City Attorney	Propose to the City Council an expansion of the Administrative Citation Program with an ordinance to address water-related violations.				
3. April 15, 2009	Public Safety Committee Chair – lead, City Manager, Police Chief, Fire Chief, Building Official, Special Enforcement Manager	Create and present a Public Safety Workshop for the City Council regarding public safety trends, the current state of operations, planning, and a presentation of long-term public safety goals.				

THREE-YEAR GOAL: *IMPROVE COMMUNICATION WITH THE COMMUNITY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At least weekly	Acting Asst. City Clerk	Update the city's web site.				
2. Weekly	City Manager – lead, City Council, Police Chief, Fire Chief	Provide a “City Connection” column in the <i>Friday Flyer</i> , including Council members discussing their committee involvements.				
3. At least monthly	City Manager	Ensure that there's a city information booth at the Farmers Market.				
4. Monthly	City Manager and Mayor	Meet with the POA General Manager and President to enhance communication.				
5. Monthly	City Manager	Include the next City Council meeting date, time and location in the “City Connection” column in the <i>Friday Flyer</i> .				
6. Jan. 15, 2009	City Manager	Draft and send a letter to clubs and organizations offering speakers from the City's Speakers Bureau for their meetings.				
7. Feb. 1, 2009	City Manager	Study the feasibility of a streamlining message board and make a recommendation to the City Council for action.				
8. Feb. 1, 2009	Acting Asst. City Clerk	Record an informational message on the city's phone system for people to hear when on hold.				
9. March 1, 2009	City Manager	Develop and implement a “For Your Information” blog for subscribers.				
10. May 15, 2009	City Council (Council member Horton – lead)	Establish a Veterans Day Planning Committee to plan an event on Veterans Day that recognizes the veterans in the community.				

11. May 15, 2009	City Council (City Manager and Council member Horton – co-leads), with input from the POA	Hold a town hall meeting or community forum on water.				
12. May 15, 2009	Acting Asst. City Clerk, with input from POA	Recommend to the City Council for action the videostreaming of City Council meetings.				

THREE-YEAR GOAL: *IMPROVE FISCAL STABILITY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Feb. 15, 2009	City Accountant and City Manager	In order to maintain fiscal stability, will complete a mid-year review of the budget with the City Council.				
2. April 15, 2009	City Accountant and City Manager	Review and update the city's investment policy and present to the City Council for action.				
3. May 15, 2009	City Manager	Make a report, with a recommendation for action, to the City Council on the establishment of a Redevelopment project area.				
4. May 15, 2009	City Manager – lead, the Police Sergeant, Fire Chief, City Engineer, City Accountant	Identify and report to the City Council potential additional revenue sources, e.g., assessments, special taxes, grants.				
5. May 15, 2009	City Manager	Study the feasibility of the City of Canyon Lake participating in the Western Riverside Council of Governments (WRCOG) Red Team that examines foreclosure impacts and make a recommendation to the City Council for action.				

THREE-YEAR GOAL: *IMPROVE RAILROAD CANYON ROAD*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. At least quarterly	City Manager and City Engineer	Communicate to Canyon Lake residents the planned improvements to Railroad Canyon Rd.				
2. At the April 1, 2009 City Council meeting	City Engineer	Recommend to the City Council for action safety improvements to Goetz Rd./Railroad Canyon Rd.				
3. April 1, 2009	City Manager	Report to the City Council on the potential funding sources and progress with obtaining funds for improving Railroad Canyon Rd.				
4. April 30, 2009	City Manager, working with the Public Works Committee and the landscape contractor	Complete landscaping on Railroad Canyon Rd. from Black Horse to Sorrel/city limits.				

THREE-YEAR GOAL: *INCREASE ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1 March 15, 2009	Acting Asst. City Clerk, working with staff	Purchase software to implement paperless city council agenda and packets and work with the POA to access their hardware.				
2 March 15, 2009	Acting Asst. City Clerk	Archive and backup files electronically (e.g., research, listservs with other cities) and make a recommendation to the City Council for action.				
3 April 15, 2009	Acting Asst. City Clerk	Recommend to the City Council for action a policy regarding protecting files and document retention.				
4 May 15, 2009	City Manager and City Accountant	Review and recommend to the City Council for action new and updated financial policies and procedures.				
FUTURE OBJECTIVE _____	City Planner - lead, City Attorney, City Manager	Recommend to the City Council for action a revision of the zoning code.				

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C I T Y C O U N C I L T E A M B U I L D I N G S E S S I O N

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**WHAT DO THE CITY COUNCIL MEMBERS EXPECT/NEED FROM EACH OTHER
TO WORK TOGETHER EFFECTIVELY**

Consensus List:

- Be civil to each other at City Council meetings
- Mutual respect
- Refrain from criticizing staff in public
- No interruptions
- Be courteous
- Be on time
- Honesty
- Follow Parliamentary Procedure
- Be brief
- Accept people's differences
- Focus on city activities
- Openly communicate
- Represent the city positively
- No sidebar conversations
- No personal attacks
- Adhere to the Brown Act
- Identify and deal with conflicts of interest before the meeting
- Report back on your attendance at regional meetings and internal city committee meetings
- Strong ethical behavior
- Think for yourself – do what you think is right
- Be transparent – give public access to what is going on
- Free exchange at City Council meetings, yet stick to the subject
- Mayor maintains order and does not allow personal attacks
- Allow people who disagree with a vote to explain why, if the member chooses to do so
- Come prepared to meetings, e.g., read your agenda packets ahead
- Speak to the issues; be germane