

C I T Y O F C A N Y O N L A K E
STRATEGIC PLANNING RETREAT
24 January 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

- ❖ **Enhance public safety**
- ❖ **Improve communication with the community**
- ❖ **Improve fiscal stability**
- ❖ **Improve Railroad Canyon Road**

NEXT STEPS/FOLLOW-UP PROCESS

WHEN	WHO	WHAT
January 25, 2008	Kathy Bennett	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.
February 1, 2008	City Manager	Review the "Internal Weaknesses/Challenges" list for possible action items.
At the February 5, 2008 City Council meeting	City Council	Present the Strategic Plan to the public.
February 10, 2008	City Manager	Share and discuss the updated Strategic Plan with staff.
Monthly	City Council City Manager	Monitor progress on the goals and objectives and revise objectives (add, amend and/or delete), as needed.
Monthly	Kathy Bennett	Prepare and distribute the updated Strategic Plan monitoring matrix
June 25, 2008 (Wednesday) 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 a Vision Statement - develop Strategic Objectives for the next six months

S.W.O.T. ANALYSIS

Strengths – Weaknesses - Opportunities - Threats

ACCOMPLISHMENTS OF THE CITY OF CANYON LAKE SINCE THE JUNE 18, 2007 STRATEGIC PLANNING RETREAT

Brainstormed List of Perceptions

- We passed three ordinances: noise, child welfare, fireworks
- Website became operational
- We now have a page, "City Connections," in the *Friday Flyer*
- Increased public relations
- Hired a landscape architect
- Got a new, dynamic planner
- We've remodeled the office
- Maintenance of the road (Railroad Canyon Rd.) is being addressed in a more permanent manner
- We have a dynamic City Manager who is getting a lot of our Objectives accomplished
- We're in the process of expanding our library
- The City Council met with Lake Elsinore city government, the water district and the school district to improve relations
- We're working on getting a planning intern
- We've applied for 8-9 grants, most are water-related
- We applied for a \$4M grant to improve Railroad Canyon Rd.
- Addressed the issue of kids in golf carts
- Continue to work with regional and national boards and committees
- Some of our City Council members hold positions of authority on regional board and committees, e.g., Frank: president of the RTA Board and the Riverside County Division of the League of California Cities; Mary and Frank: National League of Cities committees; Marty, John, Mary, Frank: League of California Cities regional committees; Mary: Commissioner on the Riverside County Transportation Commission
- The Police Dept. arrested a lot of people who deserved it
- Clean up on Railroad Canyon Rd.
- The public feels that our City Manager's office is more accessible than it was before
- We made progress on three of the four goals
- Began the RDA (Redevelopment Agency) process; formed an Economic Development Committee
- Began clean up of stagnant pools and recommended legislation for foreclosed properties
- We have a new office person who has smoothed out the duties, redistributed the work, and is a whiz on the computer and the website
- We have a Five-Year Fiscal Forecast
- Our Emergency Preparedness Team is dynamic and becoming more organized
- We're making progress on expanding the city's boundaries
- Initiated a Lake Stabilization Plan, putting in funding for reclaimed water
- We have a contract with WeTip to assist the Public Safety Committee and Police Dept. in receiving information from our residents regarding critical activity that is going on

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

Brainstormed List of Perceptions

- Lack of income – property tax and sales tax
- Problems with the relationship with POA, e.g., dredging
- No revisions to the zoning code
- Difficulty working with Fire administration (financing)
- Lack a methodology for increasing funds for the city
- The rule of unintended consequences is happening
- Lack of complete coverage, 24 hours a day, by the Police Dept.
- Lack of compatibility with POA
- Staff has not adjusted to an organized office flow
- Lack of office space for staff
- Don't know the results of boards' and commissions' benefits to the city
- Problem dealing with the consequences of housing foreclosures, e.g., houses being turned over to investors, undesirable renters, drop in property taxes
- Lack of funds to mitigate consequences related to the economic and housing downturn

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

Brainstormed List of Perceptions

- Council members appointed to regional boards and commissions
- Additional supervisor if the city annexes
- Development in the surrounding area
- Grants
- Regional plan for addressing medical needs in the SW region
- Possible annexation of new areas, especially those containing some commercial – could result in increased sales tax income to the city
- Straightening out and widening of Railroad Canyon Rd.
- Progress on the Redevelopment Area; recognition of the positives
- Legislation on foreclosures
- Prop 1B money
- Membership in the Western Riverside Council of Governments (WRCOG)
- Good staff-to-staff working relationships with POA
- Due to recent rainfall, water bills should be kept down
- Getting POA cooperation regarding dredging in working with LESJWA (Lake Elsinore-San Jacinto Water Authority) to get the dredge back into the water
- Potential farmers' market
- Changing demographics

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

Brainstormed List of Perceptions

- Foreclosures
- Downturn in the economy
- Decreased property taxes
- Lack of water
- School district layoffs
- Public ignoring codes
- Overcrowded jails; early releases
- Changing demographics
- State takeaways
- Flooding
- Lawsuit re: the lake
- Aging infrastructure, e.g., sewer system
- Unresponsive water district
- Upcoming elections
- Increasing sphere of influence
- AB 32 - climate change mandate to become effective in 2011
- State budget deficit
- Requirement to provide workforce housing
- Falling prices of housing (impact on property taxes)
- Potential fire
- Decrease in sales tax dollars
- Menifee becoming a city could result in increased traffic on Railroad Canyon Rd.
- High/rising cost of utilities
- High cost of gas



IDENTIFY CORE VALUES

Brainstormed list of potential values from which the Core Values were developed

- Integrity
- Honesty
- Teamwork
- Customer service/responsiveness
- The Lake
- Location in SW Riverside Co.
- Intimate community atmosphere
- Amenities: recreation, parks, activities
- Residents
- Positive communication
- Vision
- Consistency
- Leadership
- Staff
- Service
- Directness; no hidden agendas
- Relationships built over the years
- Services, especially the library
- Not overreacting; "this too shall pass"
- Sanctioned clubs
- Professionalism
- POA-city staff relations
- Ethical behavior
- Respect for others
- Safety

STRATEGIC PLANNING ELEMENTS

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"SWOT" ANALYSIS

Assess the organization's:

- Internal **S**trengths - Internal **W**eaknesses
- External **O**pportunities - External **T**hreats

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
24 January 2008 through 1 July 2008

THREE-YEAR GOAL: *ENHANCE PUBLIC SAFETY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Monthly, if needed	Police Chief	Present to the City Council Public Safety Committee public safety issues with recommendations for action.				
2. April 1, 2008	Police Sgt. Kelly	Reallocate certain funds to the Drug Team and increase arrests by at least 10% for drug offenses in order to decrease theft crimes.				
3. April 1, 2008	Police Sgt. Kelly	Research and report to the Public Safety Committee the benefits of hiring a Community Services Officer (non sworn) in order to respond to the increase in calls for service, creating more time for sworn officers to be proactive.				
April 1, 2008	City Manager	Meet with Fire Administration to discuss contract amendments, future needs and services.				

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

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. Weekly	Senior Office Specialist	Update the website.				
2. March 1, 2008	City Manager, working with the City Council	Establish a Speakers' Bureau for clubs and organizations to get the word out about the City of Canyon Lake.				
3. March 1, 2008 and at least twice monthly	City Manager	Send "For Your Information" emails to subscribers.				
4. March 1 2008 and weekly thereafter	City Manager – lead, City Council, Police Chief, Fire Chief	Provide a column in the <i>Friday Flyer</i> .				
5. In the last issue of the March Flyer and by March 1, 2008 on the website	City Manager, working with the POA General Manager	Publish in the <i>Friday Flyer</i> and on the city's website what the POA's and City of Canyon Lake's basic responsibilities are.				
6. April 1, 2008	City Manager	Present to the City Council for action the possibility of sharing the cost with the POA for magnets with city and POA phone numbers on them and distributing them to the community.				
7. July 1, 2008	City Clerk	Recommend to the City Council for action the video streaming of meetings.				

8. After July 1, 2008	City Council	Establish a City Council Healthy Cities Committee to work with state and county agencies to educate the community about a healthy lifestyle.				
9 May 1, 2008	City Council	Conduct a joint workshop with the Lake Elsinore Unified School District to discuss future needs and services.				

THREE-YEAR GOAL: *IMPROVE FISCAL STABILITY*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. April 1, 2008	City Manager, working with the City Council and LAFCO	Determine the feasibility of boundary changes to increase potential commercial activity and make a recommendation(s) to the City Council for action.				
2. April 1, 2008	City Manager – lead, working with the City Clerk and the accountant	Review the city's investment criteria and make a report to the Finance Committee.				
3. April 1 and July 1, 2008 and quarterly thereafter	City Manager, working with the RDA consultant	Report to the City Council regarding the progress of the RDA in order to improve the commercial areas.				
4. May 1, 2008	City Manager, working with the Farmers' Market Committee composed of the City of Canyon Lake, MOA, and Chamber of Commerce	Establish a Farmers' Market, including the opportunity to set up city information booths.				
5. July 1, 2008	Police Sgt. Kelly	Educate the City Council and track asset forfeiture funds.				
6. July 1, 2008	City Manager, working with financial consultants	Identify and report to the City Council potential additional revenue measures and sources, with recommendations.				
7. July 1, 2008	City Planner	Recommend to the City Council for action a revision of the zoning code.				

THREE-YEAR GOAL: *IMPROVE RAILROAD CANYON ROAD*

WHEN	WHO	WHAT	STATUS			COMMENTS
			DONE	ON TARGET	REVISED	
1. On Feb. 12, 2008	City Engineer	Present to the Public Works Committee the feasibility and cost estimate for improvements to Railroad Canyon Road.				
2. At the March 5 and April __, 2008 City Council meetings	City Manager	Report to the City Council on the potential funding sources for improving Railroad Canyon Rd. and progress with obtaining funds.				
3. April 1, 2008	City Engineer and City Manager	Develop and present to the City Council a plan for cost effective renovations and maintenance of landscaping until Railroad Canyon Rd. can be improved.				
4. July 1, 2008	City Engineer	Initiate an overlay of Railroad Canyon Rd. eastbound between city boundaries.				
5. July 1, 2008	City Manager	Communicate to Canyon Lakes residents the planned improvements on Railroad Canyon Rd.				
6. July 1, 2008	City Manager and City Engineer	Recommend to the City Council for action an "Adopt a Road" Program for Railroad Canyon Rd., including signage.				