



# CITY OF **NOVATO**

C A L I F O R N I A

# **STRATEGIC PLAN**

JULY 1, 2023 - JUNE 30, 2025





## OVERVIEW

This strategic plan is a tool to help our City work together — to focus our energy, to ensure that the Novato Community values the same goals, and to assess and adjust, when necessary, the City’s direction in response to a changing environment. Strategic planning is a disciplined effort to make fundamental decisions that shape and guide the present to our desired future.

When making decisions, everyone needs to keep our shared goals and objectives as the primary focus. The city staff is charged with implementing the Strategic Plan through the work plan items listed under each of the five Goals:

Living Well Together, Great Places, Environmental Stewardship, A City that Works and Economic Vitality.

The Strategic Plan is a two-year plan. It guides both capital and operating budget development. To ensure effective implementation and accountability, the City Council and community will review progress toward objectives quarterly and adjust the work plan and objectives as needed. The Strategic Plan and its updated work plans will be posted on the city website at [novato.org/strategicplan](http://novato.org/strategicplan).

Please join us in collectively creating an even better future for Novato.



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## MISSION

Dedicated to quality services, financial strength and sustainability that enriches and supports the quality of life for everyone within our community.

## VISION

Novato will be a vibrant, safe, inclusive, and sustainable community with a welcoming atmosphere in which to live, work, shop, play, visit and thrive.





# LIVING WELL TOGETHER

Support facilities and design programs and services that create a healthy, caring, and interconnected community that is safe and secure.

## OUTCOME

A safe, livable, thriving, informed and involved community where people care for one another, strive to bridge differences and people aim to be active and healthy.

### *Workplan items*

1. Explore zoning solutions to encourage tiny homes and other affordable housing options.

2. Work with service providers and other agencies to coordinate response and solutions to homelessness including transitioning unhoused Novatans into shelter and housing and determining whether to continue the temporary camp at Lee Gerner Park.



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# GREAT PLACES

Create inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our diverse community.

## OUTCOME

Great places that encourage community pride and interaction, captivate the imagination, and offer tranquility.

### *Workplan items*

3. Prioritize improvements identified in the Parks Master Plan and develop a strategy and timeline for implementation.
4. Continue to explore options to determine appropriate uses for the Historic Train Depot and parking area.

5. Examine and analyze all City-owned properties with a view toward understanding the optimum way to utilize them for the benefit of the entire community; consider both financial elements plus “greater good” components. Complete a study and needs assessment for best and highest use for each property, evaluate ongoing maintenance costs to determine whether the property is a liability or an asset, and establish the best and highest use of each site.





# ENVIRONMENTAL STEWARDSHIP

Preserve, protect, and enhance Novato’s unique environment, now and for future generations, and model best sustainability practices for the community.

## OUTCOME

An engaged City that is actively working together to reduce climate impacts and adapt to the local consequences of climate change will reduce greenhouse gas emissions and resource use and increase community awareness of our collective impact on the natural world.

### *Workplan items*

6. Publish a Sustainability Action Dashboard that tracks City and community progress on key success indicators (metrics) on an annual basis.

- 7. Update the City’s Climate Action Plan and identify priority actions to reduce both municipal and community-wide greenhouse gas emissions and explore broadening the Plan to include other environmental issues.
- 8. Explore opportunities to install solar energy systems in the Hamilton Open Space, other City-owned properties, and other opportunities to reduce energy costs and possibly generate revenue.
- 9. Update the City’s purchasing, contracting, and consulting policies, procedures, and ordinances to give a preference to local businesses and those that advance our green policies.



# A CITY THAT WORKS

Know, understand, and respond to the community we serve, engage our residents, and provide valued services promptly, professionally and with a passion.

## **OUTCOME**

A respected and valued City organization that is efficient and collaborative, promotes community involvement and is proactive, responsible, transparent, and ethical.

### *Workplan items*

10. Authorize a study of potential outsourcing opportunities that would improve service delivery and reduce short- and long-term costs.
11. Conduct a Citywide staffing study to assess our structure and staffing for the current needs and challenges facing the City while also factoring in the service levels our community desires.
12. Identify a long-term plan and compensation philosophy that addresses labor/salary market conditions to address recruitment and retention issues of City employees.
13. Recognize the City's workforce is our greatest resource for providing the service our community deserves by providing City staff with the tools, resources, coaching and feedback they need to provide the best service possible.
14. As resources become available, develop a targeted plan to address deficiencies and deferred maintenance in our existing parks, recreational facilities and City-owned infrastructure.





# ECONOMIC VITALITY

Encourage a healthy economy where businesses flourish and grow to support the City's long-term financial health and preserve crucial City services.

## OUTCOME

Become a hub of economic activity and innovation with a focus on high-paying industries, a vibrant downtown, a thriving economic environment, and a fiscally sustainable organization which has the resources needed to provide the services our community desires.

### *Workplan items*

15. Initiate a review and modernize the 2013 Fiscal Sustainability Plan with an emphasis on increasing City revenues, including an interactive model if possible.

- 16. Address long-term revenue shortfalls: explore a November 2024 ballot initiative to increase sales tax by ¼ cents.
- 17. Complete Annual Comprehensive Financial Reports (ACFR) for Fiscal Years 2020/21, 2021/22, 2022/23 and 2023/24.
- 18. Establish Policy on ownership and financial management of Marin Valley Mobile Country Club.
- 19. Assess economic development needs and develop a strategy toward building a comprehensive, long-term economic development plan.
- 20. Consider allowing licenses for Commercial Cannabis Storefront Retail.