



# PETALUMA

SONOMA COUNTY  
CALIFORNIA-USA

## GOALS AND PRIORITIES

FY 2019-2021



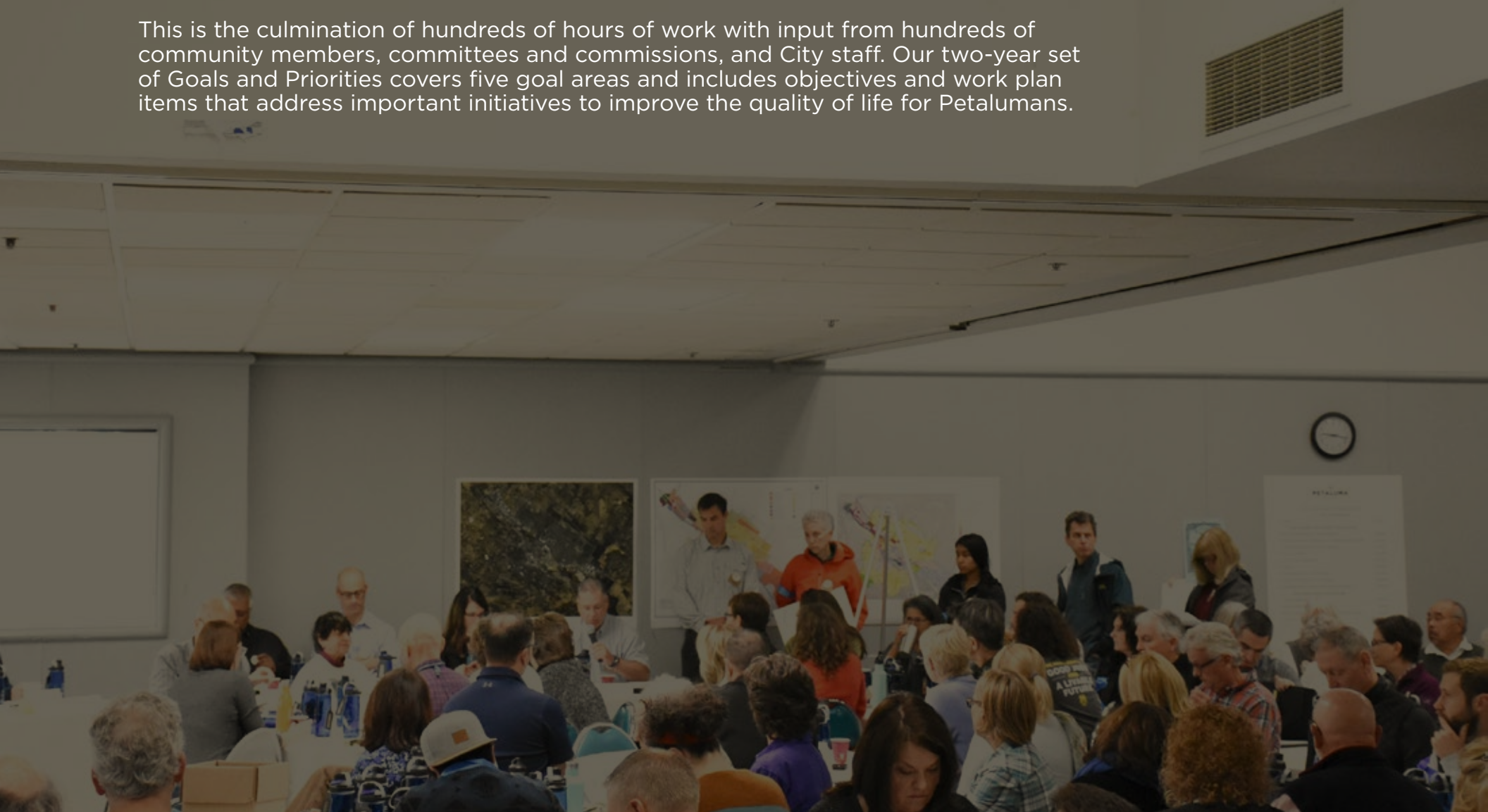
# TABLE OF CONTENTS

- OUR CONVERSATION ..... 5
- KEY ACHIEVEMENTS - FISCAL YEAR 2017-2018 ..... 6
- OUR GOALS - FISCAL YEARS 2019-2021 ..... 9
- GOAL: A CITY THAT WORKS FOR EVERYONE ..... 10
  - Objective 1 - (Workplan Items 1-13) ..... 12
  - Objective 2 - (Workplan Items 14-28) ..... 13
  - Objective 3 - (Workplan Items 29-34) ..... 14
  - Objective 4 - (Workplan Items 35-41) ..... 15
- GOAL: OUR ENVIRONMENTAL LEGACY ..... 16
  - Objective 1 - (Workplan Items 42-65) ..... 18
  - Objective 2 - (Workplan Items 66-71) ..... 19
- GOAL: A SAFE COMMUNITY THAT THRIVES ..... 20
  - Objective 1 - (Workplan Items 72-85) ..... 22
  - Objective 2 - (Workplan Items 92-90) ..... 23
  - Objective 3 - (Workplan Items 91-100) ..... 24
- GOAL: AN ECONOMY THAT PROSPERS ..... 26
  - Objective 1 - (Workplan Items 101-111) ..... 28
  - Objective 2 - (Workplan Items 112-116) ..... 29
  - Objective 3 - (Workplan Items 117-120) ..... 30
- GOAL: SPACES AND PLACES THAT INSPIRE ..... 32
  - Objective 1 - (Workplan Items 121-126) ..... 34
  - Objective 2 - (Workplan Items 127-129) ..... 35
  - Objective 3 - (Workplan Items 130-137) ..... 36
  - Objective 4 - (Workplan Items 138-148) ..... 37
  - Objective 5 - (Workplan Items 149-157) ..... 38
- APPENDIX - WORKPLAN CHECKLIST ..... 40



# OUR CONVERSATION

This is the culmination of hundreds of hours of work with input from hundreds of community members, committees and commissions, and City staff. Our two-year set of Goals and Priorities covers five goal areas and includes objectives and work plan items that address important initiatives to improve the quality of life for Petalumans.





## OUR PROCESS

AN IN-PERSON WORKSHOP AND AN ONLINE SURVEY PROVIDED PLATFORMS FOR COMMUNITY IDEAS

---

On April 6, 2019, the City hosted a workshop attended by community members, staff, the Mayor, and City Council, to discuss City priorities and goals. This was the first of what will become an annual effort to gather feedback from the community about City goals and priorities. A survey sent out before the workshop generated additional community input on big picture goals for the City.

Following the workshop, staff consolidated input from the survey and the workshop and developed a draft list of goals, objectives, and associated workplan activities. Those draft goals were then sent back out to the community for additional input. Input took the form of answers to a survey, emails to City staff, and conversations with committees and commissions.

This Goals and Priorities document reflects the input received from the community, staff, committees and commissions, local non-profits, and Council through the survey, emails and discussions. This document will be updated annually and can be found in an electronic format at [petalumstar.com/goals](http://petalumstar.com/goals).





# KEY ACHIEVEMENTS - FISCAL YEAR 2017 - 2018

---

## GOAL 1 - MAINTAIN FISCAL SUSTAINABILITY

---

- Increased various existing user fees and established new fees:
    - Completed Utility rate adjustments; implemented partial funding of stormwater management through Trash Capture Fees; increased commercial linkage and housing in-lieu fees; adopted Pavement Utilization Fees for street maintenance funding; and Live-Aboard Fees for the Marina.
  - Secured grant funding for a variety of City projects.
  - Initiated cost saving measures to reduce future retirement liability:
    - Initiated tiered retirement plans;
    - Increased employee share of costs; and
    - Paid down a portion of the PERS unfunded liability.
  - Ongoing enforcement of purchasing policy, resulting in procurement savings.
  - Refinanced debt through Waste Water Revenue Bonds and Tax Allocation Bonds, resulting in significant savings.
- 

## GOAL 2 - INVEST IN HUMAN RESOURCES AND INFORMATION TECHNOLOGY

---

- Designed and implemented management leadership class for City staff.
- Digitized a portion of Council archives including minutes from 1858-1911; ordinances from 1858-1971; and resolutions from 1911-1912.
- Implemented several online permits for over-the-counter permit applications.
- Initiated procurement of a new, online system for accepting, processing and managing permits electronically.
- Initiated implementation of an agenda management system to streamline review and save staff time.
- Researched options for the City's financial management system in preparation for discontinuation of current system.
- Evaluated needs of Commissions and Committees and revised operating procedures to improve agenda preparation and plan review tasks. Amendments to enabling legislation were determined not to be necessary.



---

## GOAL 3 - ESTABLISH / REVISE LOCAL LEGISLATION

---

- Completed several updates to the General Plan including Urban Growth Boundary Assessment, updated flood mapping, and other clean up changes.
- Approved marijuana ordinance that includes program for cannabis manufacturing, testing, and one (1) delivery-only dispensary.
- Held monthly workshops covering the following topics: water and wastewater rates, tax and revenue initiatives, marijuana regulations, General Plan updates, and housing strategies.
- Study underway to incorporate into traffic analyses for new development an evaluation of “Vehicle Miles Traveled” in compliance with recent CEQA (California Environmental Quality Act) guidelines.

---

## GOAL 4 - PROMOTE HEALTHY DEVELOPMENT, SUSTAINABILITY, AND ECONOMIC DEVELOPMENT

---

- Completed Inclusionary Housing Ordinance.
- Approved temporary housing policy in response to 2017 fire.
- Refinanced five affordable housing developments for rehabilitation projects; partnered with non-profit to preserve first-time homebuyer units through a land trust model.
- Selected PEP Housing and completed entitlements to develop a 54 unit low-income senior/senior veteran development which will soon begin construction.
- Completed Career and Lifestyle Guide as a local business recruiting tool; held educational meetings with local manufacturing group to support talent recruiting and employee management.
- Pursued a robust sustainability agenda, including:
  - Increased water recycling for the expansion of agriculture and urban use;
  - Increased organic waste composting and refuse recycling;
  - Added electronic vehicle charging stations;
  - Purchased hybrid electric buses;
  - Replaced LED fixtures in over 5,000 streetlights;
  - Used a portion of sewer biosolids to produce an innovative liquid fertilizer;
  - Discontinued use of glyphosate in parks and adjacent to residential areas;
  - Restored wetlands and floodplains into passive open space (e.g., Denman and Capri Projects); and
  - Pursued grants for shore zone resiliency and marsh restoration.
- Updated historic demolition resolution to respond to current context and create three levels of review.
- Approved public outreach policy to increase noticing radius, require onsite posting, and require community meetings for major projects adjacent to residential neighborhoods.
- Completed consistency analysis with Airport Land Use Plan for Washington ball fields.



---

## GOAL 5 - ENHANCE PUBLIC SAFETY

---

- Held fall and spring police academy, junior police camp, coffee with a cop, and several town hall meetings.
- Increased social media following from 20,400 to 70,000.
- Reduced many crime categories by at least 8% and as much as 28%.
- Increased patrol time dedicated to crime prevention from 9% to 25%.
- Increased traffic enforcement by 42%.
- Decreased traffic fatalities by 50% (from six in 2017 to three in 2018).
- Completed Denman Reach Phase 3 and began design of Phase 4.
- Spent over \$750,000 on ADA improvements, much in the downtown area, to enhance mobility and pedestrian safety.
- Completed study and analysis to fund the addition of a third ambulance without impact to the general fund. An increase in ambulance fees and the addition of staffing to support the third ambulance will be proposed in the upcoming budget.
- Following the upgrade of the Petaluma Boulevard water main, worked with Downtown property owners to install fire sprinklers in accordance with City ordinance.
- Worked with Caltrans to execute project to enhance safety at the intersection of Lakeville and Pineview.

---

## GOAL 6 - PLAN AND DELIVER CAPITAL IMPROVEMENTS

---

- Secured \$1.8 million for street improvements through SB-1 and pavement usage fees.
- Began design and land acquisition for Rainier undercrossing / interchange.
- Began design for bridge at Caulfield.
- Completed Washington Park Phase 1, restrooms / concessions; baseball field design in progress.
- Miracle League of North Bay completed ballfield and play area project at Lucchesi Park.
- Completed Petaluma Boulevard water main replacement facilitating fire sprinkler installations.





# OUR GOALS - FISCAL YEARS 2019 - 2021



## Goal:

### **A CITY THAT WORKS FOR EVERYONE**

Ensure a fiscally and organizationally sustainable City that is innovative and efficient; provides valued services promptly and professionally; engages the community, and proactively funds, designs, installs and maintains City infrastructure that is safe, functional, and sustainable and serves the needs of our residents.



## Goal:

### **OUR ENVIRONMENTAL LEGACY**

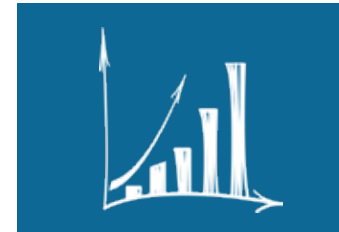
Preserve and protect Petaluma's environment for future generations and become a municipal leader in sustainability by protecting our river and open space; reducing and drawing down greenhouse gas emissions; and encouraging sustainable development.



## Goal:

### **A SAFE COMMUNITY THAT THRIVES**

Support facilities and design programs that create a healthy, resilient, and engaged community that is prepared, safe, and housed.



## Goal:

### **AN ECONOMY THAT PROSPERS**

Encourage a thriving business environment that results in a strong, diverse, resilient economy and supports community prosperity.



## Goal:

### **SPACES AND PLACES THAT INSPIRE**

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

“THE ACHIEVEMENTS OF AN  
ORGANIZATION ARE THE  
RESULTS OF THE COMBINED  
EFFORT OF EACH INDIVIDUAL.”

VINCE LOMBARDI

# A CITY THAT WORKS FOR EVERYONE

Ensure a fiscally and organizationally sustainable City that is innovative and efficient; provides valued services promptly and professionally; engages the community; and proactively funds, designs, installs, and maintains City infrastructure that is safe, functional, and sustainable and serves the needs of our residents.



## OBJECTIVE 1

### ENSURE A FISCALLY AND ORGANIZATIONALLY SUSTAINABLE CITY.

---

#### WORKPLAN ITEMS:

1. Develop a fiscal sustainability plan with the community that balances City services with available revenues and integrates policies and identifies potential revenue sources that can ensure long-term financial health and effectiveness of the City.
2. Continue implementing strategies to reduce pension costs and unfunded liabilities.
3. Develop a budget-in-brief to provide the City's financial information in an understandable, accessible format.
4. Review and update the City's Development Impact Fees where appropriate.
5. Improve the responsiveness and efficacy of the City to its residents by examining potential changes and updates to the City Charter.
6. Become a Helen Putnam Award of Excellence City.
7. Leverage local, regional, and state programs and resources to maximize city revenues.
8. Recruit, hire, retain, and advance a workforce that is diverse, skilled, talented, and prepared to meet the demands of a full-service City.
9. Develop an internship program with the Santa Rosa Junior College and Sonoma State University.
10. Make the City of Petaluma a model employer. Improve employee morale, productivity, and retention through leadership and professional development, workplace safety, and wellness programs by encouraging creativity and innovation; providing opportunities for connections between staff and the community; and by celebrating staff successes.
11. Institute staff training programs to enhance staff expertise and advancement.
12. Host staff trainings in compliance with federal / state regulations including harassment prevention, wellness, safety, and workplace security as well as other relevant staff trainings which will be identified through a needs-assessment.
13. Establish a new employee orientation program.



## OBJECTIVE 2

PROVIDE CITY INFRASTRUCTURE THAT IS SAFE, SUSTAINABLE, MULTI-USE, AND EFFICIENT, INSPIRING CIVIC PRIDE.

---

### WORKPLAN ITEMS:

14. Identify funding options to complete Petaluma's planned cross-town connectors.
15. Identify funds and develop plan to improve Petaluma's streets and roads.
16. Complete the reconstruction of Maria Drive, Sonoma Mountain Parkway, and N. McDowell Blvd.
17. Upgrade traffic signal management by re-establishing full-time traffic engineer position.
18. Establish and improve paths as useful transportation options, and make walking and biking easy, fun, and safe.
19. Implement community bike share system and explore other multi-modal transportation offerings.
20. Better integrate multi-modal transportation with street designs.
21. Create a more efficient corporation yard at Hopper Street, including addressing the decommissioning of the existing water plant facilities and integrating uses that include the adjacent COTS and Animal Shelter facilities.
22. Complete the second SMART station at Corona.
23. Expand transit service on primary corridors.
24. Provide additional real-time schedule information and infrastructure for Petaluma Transit.
25. Inventory and promote all road paving and reconstruction projects completed in the last five years, citing funding sources and dates of completion.
26. Update the City's Bicycle and Pedestrian Plan and realize opportunities for crosstown connections for all modes of transportation.
27. Encourage transit use through expanded service, pass programs, partnerships, and promotion.
28. Consider a program to make some Downtown streets pedestrian-only.



## OBJECTIVE 3

MAXIMIZE ALL OPPORTUNITIES TO BE TRANSPARENT, EFFECTIVELY INFORM, AND MEANINGFULLY ENGAGE OUR COMMUNITY THROUGH INNOVATION, ACCESSIBILITY, AND EXCELLENT CUSTOMER SERVICE.

---

### WORKPLAN ITEMS:

- 29.** Establish a centralized, citywide community engagement and communications program that emphasizes two-way, ongoing communications and robust community engagement.
- 30.** Engage and support all City committees and commissions, allowing opportunities to cross-pollinate with each other and to better integrate and provide recommendations for improved City decision-making.
- 31.** Provide post-meeting summaries of all City Council and Planning Commission meetings and promote on all City communication platforms.
- 32.** Coordinate and enhance cross-departmental social media collaboration.
- 33.** Develop and publish public record request guidelines on City website.
- 34.** Promote outreach, inclusion, and involvement of Petaluma's diverse communities through expanded translation and interpretation services in City information and programs, recruitment strategies, and developing leadership opportunities.



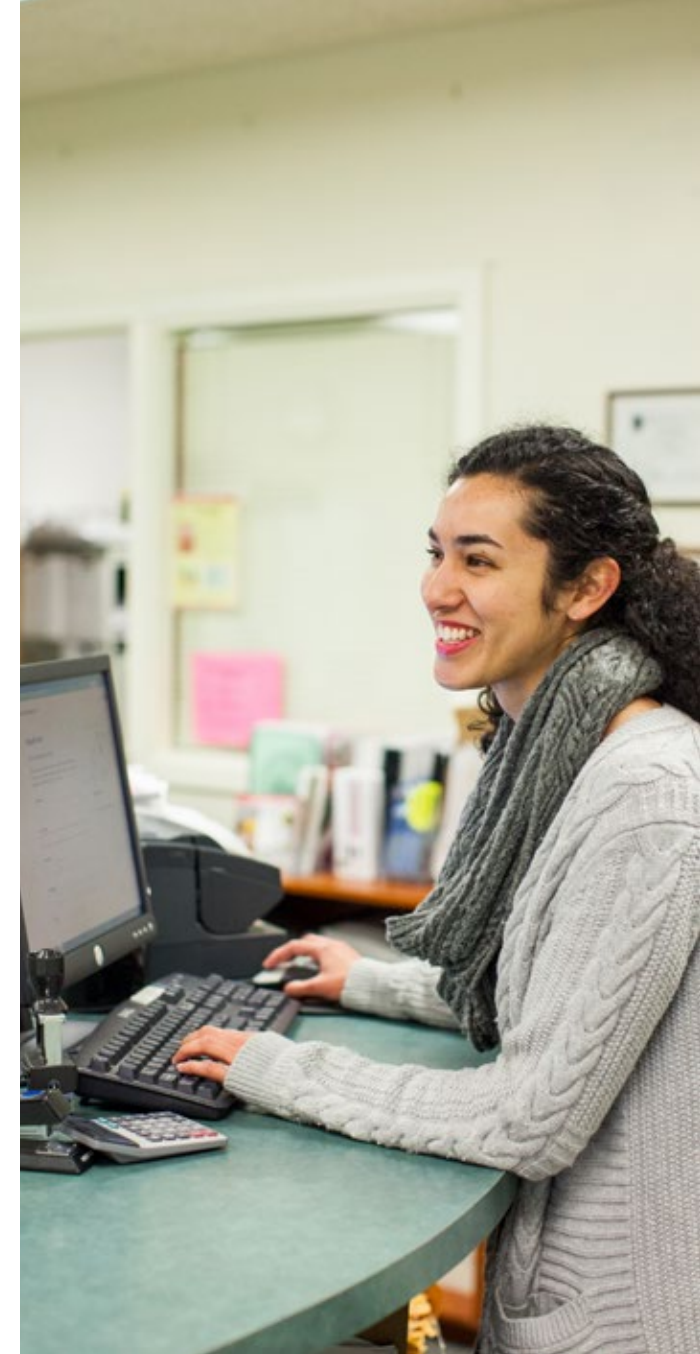
## OBJECTIVE 4

IMPLEMENT TECHNOLOGY INITIATIVES TO IMPROVE THE ACCESSIBILITY, EFFICIENCY AND EFFECTIVENESS OF CITY OPERATIONS; PROVIDE THE HIGHEST LEVEL OF CUSTOMER SERVICE; AND MAKE THE CITY THE PRIMARY SOURCE FOR CITY INFORMATION.

---

### WORKPLAN ITEMS:

- 35. Develop a citywide IT Master Plan that identifies and prioritizes City technology needs, funding, and implementation strategies.
- 36. Implement an online permitting system.
- 37. Implement agenda management software system.
- 38. Complete the roll-out of an updated City website that creates a user-friendly, accessible, and interactive information resource and online experience for the community.
- 39. Leverage technology to improve efficiency including improved use of meeting and conferencing technologies.
- 40. Enhance mobile technology to increase efficiency of field staff.
- 41. Encourage the expansion of internet fiber by carriers to provide access to our community.



“NEVER DOUBT THAT A SMALL  
GROUP OF THOUGHTFUL,  
COMMITTED CITIZENS CAN  
CHANGE THE WORLD. INDEED, IT  
IS THE ONLY THING THAT HAS.”

MARGARET MEAD



# OUR ENVIRONMENTAL LEGACY

Preserve and protect Petaluma's environment for future generations and become a municipal leader in sustainability by protecting our river and open space, reducing and drawing down greenhouse gas emissions, and encouraging sustainable development.



## OBJECTIVE 1

### PRESERVE AND PROTECT PETALUMA'S ENVIRONMENT WITH SMART AND EFFICIENT USE OF RESOURCES.

---

#### WORKPLAN ITEMS:

**42.** Find ways for City operations to reduce greenhouse gas emissions, conserve water, decrease waste, and minimize use of fossil fuels and investigate and pursue options for carbon sequestration.

**43.** Consider adopting energy codes that exceed current requirements.

**44.** Consider and move forward to adopt City's participation in Sonoma Clean Power's EverGreen program.

**45.** Consider requiring new development to participate in Sonoma Clean Power's EverGreen program.

**46.** Establish and promote a citywide sustainability program leading with exemplary environmental practices.

**47.** Adopt a Zero Waste ordinance.

**48.** Adopt an ordinance creating and empowering a City Climate Commission.

**49.** Install solar panels on city-owned properties where appropriate and work with Sonoma Clean Power on a solar program for potential revenue generation.

**50.** Engage the Regional Climate Protection Agency, City Council, staff, and community members in the development of a citywide Climate Action Plan.

**51.** Complete Biomass to Biofuel project at the City's Ellis Creek Water Recycling Facility.

**52.** Develop a framework to move the City and Transit vehicle fleet from fossil-fuel based to hybrid, renewable compressed natural gas, and/or electric vehicles; continue pursuing grant funding opportunities for electric vehicles.

**53.** Continue to expand recycled water services to support local agriculture and groundwater and surface water resources.

**54.** Consider requiring electric vehicle charging stations and solar energy in new or substantially-upgraded housing and commercial structures.

**55.** Make the City's water distribution system more resilient by repairing and replacing leaking water pipes and implementing the Water/Sewer Master Plan.

**56.** Update Implementing Zoning Ordinance (IZO) to ensure ability to provide full

environmental review for all discretionary projects.

**57.** Improve integration of Transit in planning and land-use related processes and decision-making.

**58.** Increase organic diversion from landfills and explore composting site opportunities.

**59.** Install consistent three stream receptacles at all City facilities.

**60.** Adopt a citywide single-use plastic and polystyrene ban.

**61.** Ban the use and sale of glyphosate.

**62.** Examine extending Urban Growth Boundary expiration date beyond 2025 via ballot measure and develop a white paper on options.

**63.** Reimagine maintenance practices for managing City parks and open spaces.

**64.** Create tool / dashboard that tracks City progress on reducing greenhouse gas emissions and carbon sequestration.

**65.** Research and pursue grey water use and rain/storm water catchment options for new development.



## OBJECTIVE 2

PROMOTE SUSTAINABLE BUILDING PRACTICES AND ACTIVE CONSERVATION EFFORTS TO PETALUMA RESIDENTS.

---

### WORKPLAN ITEMS:

- 66. Educate our community and provide sustainability tools for City staff, developers, employers, property owners and all residents.
- 67. Work with Recology to increase the diversion of waste away from the landfill.
- 68. Implement sustainable building practices that go above and beyond basic code requirements.
- 69. Investigate ways to allow homeowners to use the public right of way for EV Charging.
- 70. Continue focus on water conservation and urban recycled water expansion.
- 71. Revisit flood plain management practices to address climate change and sea level rise.



“SAFETY DOESN'T  
HAPPEN BY ACCIDENT.”

AUTHOR UNKNOWN

# A SAFE COMMUNITY THAT THRIVES

Support facilities and design programs that create a healthy, resilient, and engaged community that is prepared, safe, and housed.



## OBJECTIVE 1

MAINTAIN AND ENHANCE PUBLIC SAFETY AND PREPARE FOR EMERGENCIES AND DISASTERS, THROUGH CRIME AND FIRE PREVENTION AND TRAFFIC SAFETY.

---

### WORKPLAN ITEMS:

**72.** Assess current staffing levels and adjust public safety staffing to ensure rapid response times and the safety of our first responders.

**73.** Restore Public Safety specialty units when possible:

- a. Re-establish bicycle teams downtown;
- b. Prioritize youth safety through education and community resource officers;
- c. Restore the Homeless Outreach Services Team.

**74.** Evaluate all City facilities, including Police and Fire stations and corporation yard facilities; and develop maintenance and replacement recommendations.

**75.** Create an Emergency Operations Center (EOC) that is appropriately equipped and staffed to better respond to all emergencies and disasters.

**76.** Adopt a Care and Shelter operations manual to improve City logistics planning during emergencies.

**77.** Assist the community, with special focus on those with special needs, through outreach and training, to ensure resiliency and emergency preparedness. Plan for natural disasters and all emergencies by providing safe places for the community to shelter (e.g., fairgrounds, faith community/churches, city facilities).

**78.** Improve public safety through proactive crime and fire prevention activities.

**79.** Improve traffic safety through proactive education, engineering, and enforcement strategies.

**80.** Assess and identify traffic needs and develop organizational structure to support needs, including the possibility of restoring a full-time City Traffic Engineer position.

**81.** Promote emergency preparedness and resiliency strategies to our residents and businesses.

**82.** Promote neighborhood policing and fire safety with beat assignments, community engagement, and multilingual outreach.

**83.** Consider a fireworks use and sales ban or other modification to current ordinance; assist the non-profits who rely on these sales to identify alternatives for fundraising.

**84.** Enhance pavement management program to improve the safety and serviceability of our roads and to protect drivers, cyclists, and pedestrians.

**85.** Implement City *Vision Zero* plan with a focus on pedestrian and cyclist safety with improvements to uncontrolled crosswalks, curb ramps, sidewalk, and bicycle infrastructure.



## OBJECTIVE 2

### CREATE DIVERSE HOUSING OPPORTUNITIES FOR ALL PETALUMANS.

---

#### WORKPLAN ITEMS:

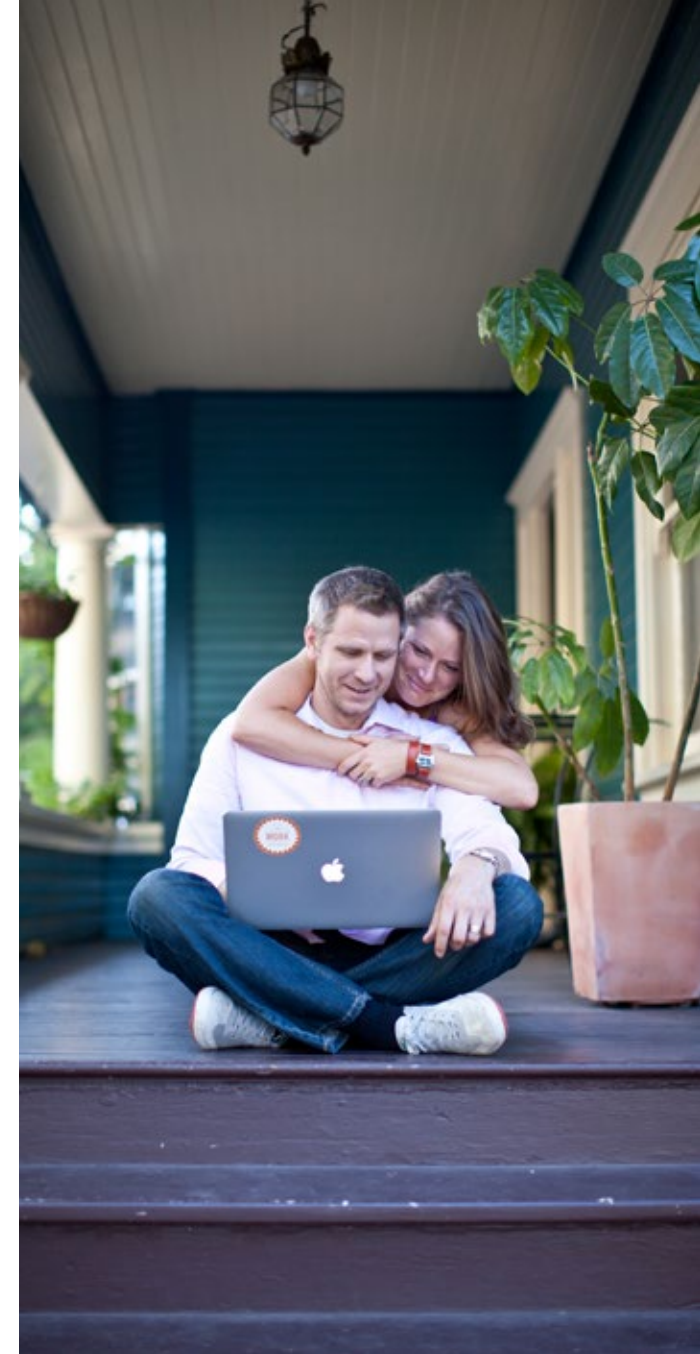
**86.** Develop programs that provide affordable rental and ownership housing for the missing middle, including but not limited to public safety, municipal employees, teachers, and non-profit employees. Support and partner with organizations that help the housing insecure and unsheltered population find health care and supportive services.

**87.** Work with service providers and countywide agencies to coordinate response and solutions to the City's unsheltered population, including transitioning homeless Petalumans into shelter and housing.

**88.** Facilitate construction of accessory dwelling units (ADUs).

**89.** Consider establishing a Housing Commission.

**90.** Create a 5-year strategic housing plan to provide inclusive housing solutions that are affordable, ADA compliant, age friendly, and ensure the continuity of City services to a growing residential population.





## OBJECTIVE 3

SUPPORT A HEALTHY COMMUNITY BY ENCOURAGING ACTIVE LIVING, INCREASING RECREATIONAL OPPORTUNITIES, AND ENACTING POLICIES THAT PROMOTE WELL-BEING.

---

### WORKPLAN ITEMS:

- 91.** Collaborate with the Petaluma Health Care District and other service providers to identify and promote wellness programs and policies.
- 92.** Work with the County to adopt a Tobacco Retail Licensing ordinance and re-evaluate the City's smoking policy to include e-cigarettes/vaping.
- 93.** Create and promote multi-cultural and multi-generational recreation and wellness programs that support community connection, physical well-being, and opportunities for play. Focus on public health in planning processes—including air quality, walkability, and childcare incorporated into larger developments—including revisiting zoning around sensitive receptors (e.g., schools, health care facilities).
- 94.** Develop fee structure for Alcohol-Related Nuisance Ordinance for sustained management and enforcement of licensed alcohol establishments.
- 95.** Consider adopting a “visitability” ordinance to provide accessibility in new single-family home construction.
- 96.** Improve access to healthy, sustainable food throughout the community, including consideration of community garden sites and farmers market locations (e.g., fairgrounds), and events; explore opportunities to incorporate elements of County Food Action Plan.
- 97.** Improve integration of Petaluma Transit to all demographics by partnering with social service agencies and non-profit organizations.
- 98.** Create more diverse recreational, social, and cultural opportunities for youth.
- 99.** Secure designation as an Age Friendly City.
- 100.** Increase efforts to help seniors remain engaged, active, and independent.



"LIFE IS NOT MERELY BEING  
ALIVE, BUT BEING WELL."

MARCUS VALERIUS MARTIALIS



“HAPPINESS LIES IN THE JOY  
OF ACHIEVEMENT AND THE  
THRILL OF CREATIVE EFFORT.”

FRANKLIN D. ROOSEVELT

# AN ECONOMY THAT PROSPERS

Encourage a thriving business environment that results in a strong, diverse, and resilient economy and supports community prosperity.



## OBJECTIVE 1

ATTRACT AND RETAIN BUSINESSES THAT GENERATE REVENUES AND PROVIDE JOBS THAT PAY LIVING WAGES.

---

### WORKPLAN ITEMS:

**101.** Create and promote business-friendly City operations such as zoning, permitting, and licensing.

**102.** Update Implementing Zoning Ordinance (IZO) and look for ways to consolidate, simplify, and streamline for more flexibility in reviewing.

**103.** Prioritize and incentivize sustainable infill development.

**104.** Create programs to support start-up businesses by expediting permits and providing in-person permit consultations.

**105.** Establish City minimum wage ordinance.

**106.** Enhance information on licensing and permitting guidelines to be accessible and understandable to all.

**107.** Work with regional workforce agencies to attract talent for local businesses.

**108.** Update the City's Economic Development Strategy.

**109.** Complete Airport re-zoning as a catalyst to new business opportunities.

**110.** Retain businesses that support local agriculture (e.g., processing, product development).

**111.** Incentivize, support, and incubate small, start-up businesses.



## OBJECTIVE 2

PROMOTE PETALUMA AS A DESTINATION FOR BOTH LOCALS AND VISITORS.

---

### WORKPLAN ITEMS:

**112.** Support tourist-oriented events with Police and Public Works staffing.

**113.** Facilitate the development of additional hotels where appropriate.

**114.** Identify potential parking and transportation alternatives for downtown.

**115.** Support and leverage promotional efforts of the Petaluma Tourism Improvement District.

**116.** Maximize use of current parks and recreation infrastructure, and other City-owned facilities and properties for the hosting of recreational, sports, cultural and entertainment events that attract visitors to Petaluma.





## OBJECTIVE 3

RE-ESTABLISH THE PETALUMA RIVER AS A CLEAN AND ACCESSIBLE WATERWAY OPEN TO COMMERCIAL AND RECREATIONAL TRAFFIC.

---

### WORKPLAN ITEMS:

**117.** Identify short- and long-term funding solutions for dredging of the Turning Basin and Federal channel by coordinating with other dredging efforts in the Bay Area; dredge the City Marina; coordinate with Bay Area wide dredging efforts.

**118.** Support Federal dredging efforts of the river channel by maintaining a viable dredge disposal site option at Shollenberger and explore sustainable long-term beneficial reuse sites for disposal.

**119.** Establish bicycle and walking paths and other river access amenities along the Petaluma River as identified in the River Access and Enhancement Plan.

**120.** Focus on the riverfront and river-oriented development, including redevelopment potential of the Golden Eagle Shopping Center and Water Street.

“THE FIRST STEP IN ACHIEVING  
PROSPERITY AND WEALTH  
IS LEARNING TO APPRECIATE  
WHAT YOU ALREADY HAVE.”

SAMUEL RICHARDSON



“CULTURES AND CLIMATES DIFFER  
ALL OVER THE WORLD, BUT  
PEOPLE ARE THE SAME. THEY’LL  
GATHER IN PUBLIC IF YOU GIVE  
THEM A GOOD PLACE TO DO IT.”

JAN GEHL



# SPACES AND PLACES THAT INSPIRE

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



## OBJECTIVE 1

ENVISION AND CREATE A SAFE DOWNTOWN AND NEIGHBORHOODS THAT ARE ATTRACTIVE, CLEAN, AND CAN BE ENJOYED BY ALL AGES.

---

### WORKPLAN ITEMS:

121. Identify and prioritize projects to upgrade and improve the Downtown, alleyways, and public spaces.
122. Review Downtown zoning to identify ways to balance entertainment venues with retail and services and to incorporate Smart Code principles where feasible.
123. Fund and support a Downtown Streets Team to assist in the beautification of Downtown and to provide outreach to Petaluma's unsheltered population.
124. Assess and review accessibility to public restrooms in the Downtown area and develop a plan to address identified needs.
125. Develop and implement a Downtown maintenance and beautification plan in partnership with the Petaluma Downtown Association.
126. Begin planning for update of the City's General Plan 2025.



## OBJECTIVE 2

RE-ENVISION THE CITY-OWNED FAIRGROUNDS PROPERTY IN A WAY THAT KEEPS THE FAIR RELEVANT AND VIABLE WHILE MAXIMIZING THE USE OF THIS COMMUNITY ASSET.

---

### WORKPLAN ITEMS:

127. Work with Fair District Board and agricultural stakeholders to find creative ways to promote and support Petaluma's agricultural heritage.

128. Engage the community to envision and adopt a master plan for the fairgrounds property.

129. Identify partners and funding for developing the fairground property.





## OBJECTIVE 3

CREATE INSPIRATIONAL SPACES WITH DIVERSE PUBLIC ART INSTALLATIONS.

---

### WORKPLAN ITEMS:

- 130.** Celebrate existing public art by completing an inventory and developing promotional materials.
- 131.** Engage the City's Art Commission and the community to review the City's Public Art Masterplan to ensure goals and objectives are current and reflective of the community and public art installations are spread throughout the City.
- 132.** Explore including a Council liaison on the City's Art Committee.
- 133.** Consider climate change themes in public art including living walls, river focus, etc.
- 134.** Continue to look for opportunities for smaller, community-oriented public art projects.
- 135.** Encourage temporary art installations and other types of public arts celebrations and partnerships with other arts and community organizations.
- 136.** Ensure ongoing and proactive maintenance of Petaluma's public art.
- 137.** Explore opportunities for more murals and art installations citywide.



## OBJECTIVE 4

ENHANCE PUBLIC SPACES THAT ARE ACCESSIBLE, SUSTAINABLE, AND INSPIRE CONNECTIONS TO OUR HISTORY AND TO EACH OTHER.

---

### WORKPLAN ITEMS:

**138.** Continue to maintain and upgrade City facilities that provide places and spaces for community dialogue, public meetings, and customer service.

**139.** Develop a rehabilitation/reconfiguration plan for City Hall which includes a lobby area, expansion into County wing, and wayfinding signage.

**140.** Expand the use of Transit Oriented Development (TOD) principles in new development, including greater massing allowances to facilitate thoughtful infill development proximate to TODs.

**141.** Consider a 1% development fee for historic preservation to increase funding opportunities to facilitate preservation efforts.

**142.** Explore potential historic district designation of the Riverfront Warehouse District as referenced in the Central Petaluma Specific Plan.

**143.** Consider designating historic railroad tracks in central Petaluma as a local landmark to ensure protection and preservation.

**144.** Finalize Certified Local Government designation process and recommend next steps.

**145.** Develop a plan to rehabilitate the Trestle, which will include funding options.

**146.** Consider conducting a citywide inventory of historic resources.

**147.** Maximize opportunities that encourage preservation and adaptive re-use of historic structures (e.g., Mills Act, tax credits, State Historic Building Code, façade improvement program).

**148.** Explore funding mechanism to maintain historic features in public spaces.



## OBJECTIVE 5

### IMPROVE EXISTING PARKS AND PARK INFRASTRUCTURE AND REIMAGINE NEW SPACES FOR PLAY.

---

#### WORKPLAN ITEMS:

**149.** Develop a plan to prioritize playground upgrades/replacement and accessibility improvements.

**150.** Repurpose existing amenities to promote recreational opportunities, including initial phases of tennis court rehabilitation citywide and pickleball courts.

**151.** Upgrade parks facilities, including restroom repairs, new benches, and trash receptacles; make lighting improvements including LED sports lighting project at Lucchesi Park.

**152.** Improve existing trails and park pathways to increase accessibility and promote intergenerational use, including Lynch Creek Trail and Prince Park.

**153.** Complete improvements for Lynch Creek Trail including lighting, wayfinding, benches, and safety; and promote the trail via map for users and digital promotions (e.g., web, social, advertising).

**154.** Prioritize completion of all phases of the Petaluma Community Sports Field project.

**155.** Refine proposed trail network and begin guided tours for interim access on Lafferty Ranch; consider incorporation into City.

**156.** Explore acquisition of parcels adjoining existing parks (e.g., Cavanagh Landing Park, McNear Peninsula) to increase opportunities for public access to the river.

**157.** Work with the community to ensure a balanced program of investments for Measure M, a 10-year, voter-approved 1/8 cent tax measure to support County and City parks and open spaces.

“PARKS AND PLAYGROUNDS  
ARE THE SOUL OF A CITY.”

MARTY RUBIN





# APPENDIX

## LEGEND - Lead Departments

DEPARTMENT	CODE
Building Department	BLDG
City Attorney Office	CAO
City Clerk Office	CLERK
City Manager Office	CMO
Economic Development and Open Government	EDOG

DEPARTMENT	CODE
Finance Department	FIN
Fire Department	FD
Housing Department	HOUSING
Human Resources Department	HR

DEPARTMENT	CODE
Parks and Recreation	PARKS
Police Department	PD
Planning Department	PLAN
Public Works and Utilities	PW&U

## WORKPLAN CHECKLIST

A CITY THAT WORKS FOR EVERYONE			
OBJECTIVE 1: ENSURE A FISCALLY AND ORGANIZATIONALLY SUSTAINABLE CITY.			
WORKPLAN ITEMS:	LEAD	ASSIST	DATE
1. Develop a fiscal sustainability plan with the community that balances City services with available revenues and integrates policies and identifies potential revenue sources that can ensure long-term financial health and effectiveness of the City.	FIN/CMO		
2. Continue implementing strategies to reduce pension costs and unfunded liabilities.	FIN		
3. Develop a budget-in-brief to provide the City's financial information in an understandable, accessible format.	FIN	EDOG	
4. Review and update the City's Development Impact Fees where appropriate.	CMO/PLAN	FIN/CAO	
5. Improve the responsiveness and efficacy of the City to its residents by examining potential changes and updates to the City Charter.	CAO/CMO	CMO	
6. Become a Helen Putnam Award of Excellence City.	CMO	EDOG	
7. Leverage local, regional, and state programs and resources to maximize city revenues.	PW&U/PD	FIN	
8. Recruit, hire, retain, and advance a workforce that is diverse, skilled, talented, and prepared to meet the demands of a full-service City.	HR	CMO	
9. Develop an internship program with the Santa Rosa Junior College and Sonoma State University.	HR/PD	CMO	
10. Make the City of Petaluma a model employer. Improve employee morale, productivity, and retention through leadership and professional development, workplace safety and wellness programs by encouraging creativity and innovation; providing opportunities for connections between staff and the community; and by celebrating staff successes.	HR/CMO	EDOG	





11. Institute staff training programs to enhance staff expertise and advancement.	HR	CMO	
12. Host staff trainings in compliance with federal / state regulations including harassment prevention, wellness, safety and workplace security as well as other relevant staff trainings which will be identified through a needs-assessment.	HR	CMO	
13. Establish a new employee orientation program.	HR	CMO	
<b>OBJECTIVE 2: PROVIDE CITY INFRASTRUCTURE THAT IS SAFE, SUSTAINABLE, MULTI-USE, AND EFFICIENT, INSPIRING CIVIC PRIDE</b>			
<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
14. Identify funding options to complete Petaluma's planned cross-town connectors.	PW&U/CMO		
15. Identify funds and develop plan to improve Petaluma's streets and roads.	PW&U		
16. Complete the reconstruction of Maria Drive, Sonoma Mountain Parkway, and N. McDowell Blvd.	PW&U		
17. Upgrade traffic signal management by re-establishing full-time traffic engineer position.	PW&U		
18. Establish and improve paths as useful transportation options, and make walking and biking easy, fun, and safe.	PW&U		
19. Implement community bike share system and explore other multi-modal transportation offerings.	PW&U		
20. Better integrate multi-modal transportation with street designs.	PW&U	EDOG	
21. Create a more efficient corporation yard at Hopper Street, including addressing the decommissioning of the existing water plant facilities and integrating uses that include the adjacent COTS and Animal Shelter facilities.	PW&U/CMO		
22. Complete the second SMART station at Corona.	CMO/PLAN	CAO	
23. Expand transit service on primary corridors.	PW&U		
24. Provide additional real-time schedule information and infrastructure for Petaluma Transit.	PW&U		
25. Inventory and promote all road paving and reconstruction projects completed in the last five years, citing funding sources and dates of completion.	PW&U		
26. Update the City's Bicycle and Pedestrian Plan and realize opportunities for crosstown connections for all modes of transportation.	PW&U/PLAN		
27. Encourage transit use through expanded service, pass programs, partnerships, and promotion.	PW&U		
28. Consider a program to make some Downtown streets pedestrian-only.	PW&U		



**OBJECTIVE 3: MAXIMIZE ALL OPPORTUNITIES TO BE TRANSPARENT, EFFECTIVELY INFORM, AND MEANINGFULLY ENGAGE OUR COMMUNITY THROUGH INNOVATION, ACCESSIBILITY, AND EXCELLENT CUSTOMER SERVICE.**

<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
29. Establish a centralized, citywide community engagement and communications program that emphasizes two-way, ongoing communications and robust community engagement.	EDOG	CMO	
30. Engage and support all City committees and commissions, allowing opportunities to cross-pollinate with each other and to better integrate and provide recommendations for improved City decision-making.	CLERK/CMO	CAO	
31. Provide post-meeting summaries of all City Council and Planning Commission meetings and promote on all City communication platforms.	CLERK/PLAN	EDOG	
32. Coordinate and enhance cross-departmental social media collaboration.	EDOG		
33. Develop and publish public record request guidelines on City website.	CAO/CLERK		
34. Promote outreach, inclusion, and involvement of Petaluma's diverse communities through expanded translation and interpretation services in City information and programs, recruitment strategies, and developing leadership opportunities.	EDOG/HR	CLERK	

**OBJECTIVE 4: IMPLEMENT TECHNOLOGY INITIATIVES TO IMPROVE THE ACCESSIBILITY, EFFICIENCY AND EFFECTIVENESS OF CITY OPERATIONS; PROVIDE THE HIGHEST LEVEL OF CUSTOMER SERVICE; AND MAKE THE CITY THE PRIMARY SOURCE FOR CITY INFORMATION.**

<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
35. Develop a citywide IT Master Plan that identifies and prioritizes City technology needs, funding, and implementation strategies.	EDOG		
36. Implement an online permitting system.	EDOG/PLAN/ BLDG		
37. Implement agenda management software system.	CLERK/EDOG		
38. Complete the roll-out of an updated City website that creates a user-friendly, accessible, and interactive information resource and online experience for the community.	EDOG		
39. Leverage technology to improve efficiency including improved use of meeting and conferencing technologies.	EDOG		
40. Enhance mobile technology to increase efficiency of field staff.	EDOG		
41. Encourage the expansion of internet fiber by carriers to provide access to our community.	EDOG	PW&U	



## OUR ENVIRONMENTAL LEGACY

### OBJECTIVE 1: PRESERVE AND PROTECT PETALUMA'S ENVIRONMENT WITH SMART AND EFFICIENT USE OF RESOURCES.

WORKPLAN ITEMS:	LEAD	ASSIST	DATE
42. Find ways for City operations to reduce greenhouse gas emissions, conserve water, decrease waste, and minimize use of fossil fuels and investigate and pursue options for carbon sequestration.	CMO/PW&U		
43. Consider adopting energy codes that exceed current requirements.	BLDG/PLAN	CAO	
44. Consider and move forward to adopt City's participation in Sonoma Clean Power's EverGreen program.	PW&U	FIN	
45. Consider requiring new development to participate in Sonoma Clean Power's EverGreen program.	PLAN	CAO	
46. Establish and promote a citywide sustainability program leading with exemplary environmental practices.	CMO/PW&U		
47. Adopt a Zero Waste ordinance.	PW&U	CAO	
48. Adopt an ordinance creating and empowering a City Climate Commission.	CMO/CAO		
49. Install solar panels on city-owned properties where appropriate and work with Sonoma Clean Power on a solar program for potential revenue generation.	PW&U		
50. Engage the Regional Climate Protection Agency, City Council, staff, and community members in the development of a citywide Climate Action Plan.	PW&U/CMO		
51. Complete Biomass to Biofuel project at the City's Ellis Creek Water Recycling Facility.	PW&U		
52. Develop a framework to move the City and Transit vehicle fleet from fossil-fuel based to hybrid, renewable compressed natural gas, and/or electric vehicles; continue pursuing grant funding opportunities for electric vehicles.	PW&U		
53. Continue to expand recycled water services to support local agriculture and groundwater and surface water resources.	PW&U		
54. Consider requiring electric vehicle charging stations and solar energy in new or substantially-upgraded housing and commercial structures.	PW&U		
55. Make the City's water distribution system more resilient by repairing and replacing leaking water pipes and implementing the Water/Sewer Master Plan.	PW&U		
56. Update Implementing Zoning Ordinance (IZO) to ensure ability to provide full environmental review for all discretionary projects.	PLAN	CAO	
57. Improve integration of Transit in planning and land-use related processes and decision-making.	PW&U	PLAN	
58. Increase organic diversion from landfills and explore composting site opportunities.	PW&U		



59. Install consistent three stream receptacles at all City facilities.	PW&U		
60. Adopt a citywide single-use plastic and polystyrene ban.	EDOG/PW&U	CAO	
61. Ban the use and sale of glyphosate.	PW&U	CAO	
62. Examine extending Urban Growth Boundary expiration date beyond 2025 via ballot measure and develop a white paper on options.	PLAN	CAO	
63. Reimagine maintenance practices for managing City parks and open spaces.	PW&U		
64. Create tool / dashboard that tracks City progress on reducing greenhouse gas emissions and carbon sequestration.	PW&U/CMO		
65. Research and pursue grey water use and rain/storm water catchment options for new development.	BLDG	PLAN	
<b>OBJECTIVE 2: PROMOTE SUSTAINABLE BUILDING PRACTICES AND ACTIVE CONSERVATION EFFORTS TO PETALUMA RESIDENTS.</b>			
66. Educate our community and provide sustainability tools for City staff, developers, employers, property owners and all residents.	CMO/EDOG/ PW&U		
67. Work with Recology to increase the diversion of waste away from the landfill.	PW&U		
68. Implement sustainable building practices that go above and beyond basic code requirements.	BLDG/PLAN		
69. Investigate ways to allow homeowners to use the public right of way for EV Charging.	PW&U/PLAN	CAO	
70. Continue focus on water conservation and urban recycled water expansion.	PW&U		
71. Revisit flood plain management practices to address climate change and sea level rise.	PW&U		



## A SAFE COMMUNITY THAT THRIVES

### OBJECTIVE 1: MAINTAIN AND ENHANCE PUBLIC SAFETY AND PREPARE FOR EMERGENCIES AND DISASTERS, THROUGH CRIME AND FIRE PREVENTION AND TRAFFIC SAFETY.

<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
72. Assess current staffing levels and adjust public safety staffing to ensure rapid response times and the safety of our first responders.	PD/FD	HR	
73. Restore Public Safety specialty units when possible: a. Re-establish bicycle teams downtown; b. Prioritize youth safety through education and community resource officers; c. Restore the Homeless Outreach Services Team.	PD	HR	
74. Evaluate all City facilities, including Police and Fire stations and corporation yard facilities; and develop maintenance and replacement recommendations.	PW&U		
75. Create an Emergency Operations Center (EOC) that is appropriately equipped and staffed to better respond to all emergencies and disasters.	FD/PD/CMO	EDOG	
76. Adopt a Care and Shelter operations manual to improve City logistics planning during emergencies.	PARKS/FD	CAO/HR	
77. Assist the community, with special focus on those with special needs, through outreach and training, to ensure resiliency and emergency preparedness. Plan for natural disasters and all emergencies by providing safe places for the community to shelter (e.g., fairgrounds, faith community/churches, city facilities).	FD/PD/PW&U		
78. Improve public safety through proactive crime and fire prevention activities.	PD/FD		
79. Improve traffic safety through proactive education, engineering, and enforcement strategies.	PD/PW&U		
80. Assess and identify traffic needs and develop organizational structure to support needs, including the possibility of restoring a full-time City Traffic Engineer position.	PW&U	PD	
81. Promote emergency preparedness and resiliency strategies to our residents and businesses.	FD	EDOG/HR	
82. Promote neighborhood policing and fire safety with beat assignments, community engagement, and multilingual outreach.	PD/FD	EDOG	
83. Consider a fireworks use and sales ban or other modification to current ordinance; assist the non-profits who rely on these sales to identify alternatives for fundraising.	FD/PD/CMO/ CAO	EDOG	
84. Enhance pavement management program to improve the safety and serviceability of our roads and to protect drivers, cyclists, and pedestrians.	PW&U		
85. Implement City <i>Vision Zero</i> plan with a focus on pedestrian and cyclist safety with improvements to uncontrolled crosswalks, curb ramps, sidewalk, and bicycle infrastructure.	PW&U	PD	



<b>OBJECTIVE 2: CREATE DIVERSE HOUSING OPPORTUNITIES FOR ALL PETALUMANS.</b>			
<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
86. Develop programs that provide affordable rental and ownership housing for the missing middle, including but not limited to public safety, municipal employees, teachers, and non-profit employees. Support and partner with organizations that help the housing insecure and unsheltered population find health care and supportive services.	HOUSING/ CMO	CAO	
87. Work with service providers and countywide agencies to coordinate response and solutions to the City’s unsheltered population, including transitioning homeless Petalumans into shelter and housing.	HOUSING/ CMO		
88. Facilitate construction of accessory dwelling units (ADUs).	HOUSING/ PLAN	BLDG	
89. Consider establishing a Housing Commission.	CMO/CAO		
90. Create a 5-year strategic housing plan to provide inclusive housing solutions that are affordable, ADA compliant, age friendly, and ensure the continuity of City services to a growing residential population.	HOUSING/ PLAN		
<b>OBJECTIVE 3: SUPPORT A HEALTHY COMMUNITY BY ENCOURAGING ACTIVE LIVING, INCREASING RECREATIONAL OPPORTUNITIES, AND ENACTING POLICIES THAT PROMOTE WELL-BEING.</b>			
<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
91. Collaborate with the Petaluma Health Care District and other service providers to identify and promote wellness programs and policies.	CMO/PARKS		
92. Work with the County to adopt a Tobacco Retail Licensing ordinance and re-evaluate the City’s smoking policy to include e-cigarettes/vaping.	CMO/CAO		
93. Create and promote multi-cultural and multi-generational recreation and wellness programs that support community connection, physical well-being, and opportunities for play. Focus on public health in planning processes—including air quality, walkability, and childcare incorporated into larger developments—including revisiting zoning around sensitive receptors (e.g., schools, health care facilities).	PARKS		
94. Develop fee structure for Alcohol-Related Nuisance Ordinance for sustained management and enforcement of licensed alcohol establishments.	PD/PLAN	CAO	
95. Consider adopting a “visitability” ordinance to provide accessibility in new single-family home construction.	BLDG/PLAN	CAO	
96. Improve access to healthy, sustainable food throughout the community, including consideration of community garden sites and farmers market locations (e.g., fairgrounds), and events; explore opportunities to incorporate elements of County Food Action Plan.	CMO/EDOG		
97. Improve integration of Petaluma Transit to all demographics by partnering with social service agencies and non-profit organizations.	PW&U		
98. Create more diverse recreational, social, and cultural opportunities for youth.	PARKS		
99. Secure designation as an Age Friendly City.	PARKS		
100. Increase efforts to help seniors remain engaged, active, and independent.	PARKS		



## AN ECONOMY THAT PROSPERS

### OBJECTIVE 1: ATTRACT AND RETAIN BUSINESSES THAT GENERATE REVENUES AND PROVIDE JOBS THAT PAY LIVING WAGES.

<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
101. Create and promote business-friendly City operations such as zoning, permitting, and licensing.	EDOG/PLAN		
102. Update Implementing Zoning Ordinance (IZO) and look for ways to consolidate, simplify, and streamline for more flexibility in reviewing.	PLAN	CAO/ EDOG	
103. Prioritize and incentivize sustainable infill development.	PLAN	EDOG	
104. Create programs to support start-up businesses by expediting permits and providing in-person permit consultations.	EDOG/BLDG		
105. Establish City minimum wage ordinance.	EDOG/CAO		
106. Enhance information on licensing and permitting guidelines to be accessible and understandable to all.	EDOG	PLAN/ BLDG	
107. Work with regional workforce agencies to attract talent for local businesses.	EDOG		
108. Update the City's Economic Development Strategy.	EDOG/CMO		
109. Complete Airport re-zoning as a catalyst to new business opportunities.	PW&U/PLAN		
110. Retain businesses that support local agriculture (e.g., processing, product development).	EDOG/PLAN		
111. Incentivize, support, and incubate small, start-up businesses.	EDOG		

### OBJECTIVE 2: PROMOTE PETALUMA AS A DESTINATION FOR BOTH LOCALS AND VISITORS.

<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
112. Support tourist-oriented events with Police and Public Works staffing.	CMO/PD/ PW&U		
113. Facilitate the development of additional hotels where appropriate.	PLAN/EDOG		
114. Identify potential parking and transportation alternatives for downtown.	EDOG/PW&U/ PLAN		
115. Support and leverage promotional efforts of the Petaluma Tourism Improvement District.	EDOG/CMO		
116. Maximize use of current parks and recreation infrastructure, and other City-owned facilities and properties for the hosting of recreational, sports, cultural and entertainment events that attract visitors to Petaluma.	PARKS/EDOG		



**OBJECTIVE 3: RE-ESTABLISH THE PETALUMA RIVER AS A CLEAN AND ACCESSIBLE WATERWAY OPEN TO COMMERCIAL AND RECREATIONAL TRAFFIC.**

<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
117. Identify short- and long-term funding solutions for dredging of the Turning Basin and Federal channel by coordinating with other dredging efforts in the Bay Area; dredge the City Marina; coordinate with Bay Area wide dredging efforts.	PW&U/CMO		
118. Support Federal dredging efforts of the river channel by maintaining a viable dredge disposal site option at Shollenberger and explore sustainable long-term beneficial reuse sites for disposal.	PW&U/CMO		
119. Establish bicycle and walking paths and other river access amenities along the Petaluma River as identified in the River Access and Enhancement Plan.	PW&U/PLAN		
120. Focus on the riverfront and river-oriented development, including redevelopment potential of the Golden Eagle Shopping Center and Water Street.	PLAN/EDOG		





SPACES AND PLACES THAT INSPIRE			
<b>OBJECTIVE 1: ENVISION AND CREATE A SAFE DOWNTOWN AND NEIGHBORHOODS THAT ARE ATTRACTIVE, CLEAN, AND CAN BE ENJOYED BY ALL AGES.</b>			
<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
121. Identify and prioritize projects to upgrade and improve the Downtown, alleyways, and public spaces.	PLAN/PW&U/EDOG		
122. Review Downtown zoning to identify ways to balance entertainment venues with retail and services and to incorporate Smart Code principles where feasible.	PLAN/EDOG		
123. Fund and support a Downtown Streets Team to assist in the beautification of Downtown and to provide outreach to Petaluma's unsheltered population.	CMO/EDOG		
124. Assess and review accessibility to public restrooms in the Downtown area and develop a plan to address identified needs.	PW&U/BLDG		
125. Develop and implement a Downtown maintenance and beautification plan in partnership with the Petaluma Downtown Association.	PW&U/EDOG		
126. Begin planning for update of the City's General Plan 2025.	PLAN/CMO	CAO	
<b>OBJECTIVE 2: RE-ENVISION THE CITY-OWNED FAIRGROUNDS PROPERTY IN A WAY THAT KEEPS THE FAIR RELEVANT AND VIABLE WHILE MAXIMIZING THE USE OF THIS COMMUNITY ASSET.</b>			
<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
127. Work with Fair District Board and agricultural stakeholders to find creative ways to promote and support Petaluma's agricultural heritage.	CMO/EDOG		
128. Engage the community to envision and adopt a master plan for the fairgrounds property.	CMO/EDOG		
129. Identify partners and funding for developing the fairground property.	CMO/EDOG		



<b>OBJECTIVE 3: CREATE INSPIRATIONAL SPACES WITH DIVERSE PUBLIC ART INSTALLATIONS.</b>			
<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
130. Celebrate existing public art by completing an inventory and developing promotional materials.	PLAN	EDOG	
131. Engage the City's Art Commission and the community to review the City's Public Art Masterplan to ensure goals and objectives are current and reflective of the community and public art installations are spread throughout the City.	PLAN	CMO	
132. Explore including a Council liaison on the City's Art Committee.	PLAN/CMO	CAO	
133. Consider climate change themes in public art including living walls, river focus, etc.	PLAN		
134. Continue to look for opportunities for smaller, community-oriented public art projects.	PLAN		
135. Encourage temporary art installations and other types of public arts celebrations and partnerships with other arts and community organizations.	PLAN		
136. Ensure ongoing and proactive maintenance of Petaluma's public art.	PLAN		
137. Explore opportunities for more murals and art installations citywide.	PLAN		
<b>OBJECTIVE 4: ENHANCE PUBLIC SPACES THAT ARE ACCESSIBLE, SUSTAINABLE, AND INSPIRE CONNECTIONS TO OUR HISTORY AND TO EACH OTHER.</b>			
<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
138. Continue to maintain and upgrade City facilities that provide places and spaces for community dialogue, public meetings, and customer service.	PW&U		
139. Develop a rehabilitation/reconfiguration plan for City Hall which includes a lobby area, expansion into County wing, and wayfinding signage.	PW&U/CMO		
140. Expand the use of Transit Oriented Development (TOD) principles in new development, including greater massing allowances to facilitate thoughtful infill development proximate to TODs.	PLAN		
141. Consider a 1% development fee for historic preservation to increase funding opportunities to facilitate preservation efforts.	PLAN	CAO	
142. Explore potential historic district designation of the Riverfront Warehouse District as referenced in the Central Petaluma Specific Plan.	PLAN		



143. Consider designating historic railroad tracks in central Petaluma as a local landmark to ensure protection and preservation.	PLAN		
144. Finalize Certified Local Government designation process and recommend next steps.	PLAN		
145. Develop a plan to rehabilitate the Trestle, which will include funding options.	PW&U	PLAN	
146. Consider conducting a citywide inventory of historic resources.	PLAN		
147. Maximize opportunities that encourage preservation and adaptive re-use of historic structures (e.g., Mills Act, tax credits, State Historic Building Code, façade improvement program).	PLAN		
148. Explore funding mechanism to maintain historic features in public spaces.	PLAN/PW&U		
<b>OBJECTIVE 5: IMPROVE EXISTING PARKS AND PARK INFRASTRUCTURE AND REIMAGINE NEW SPACES FOR PLAY.</b>			
<b>WORKPLAN ITEMS:</b>	<b>LEAD</b>	<b>ASSIST</b>	<b>DATE</b>
149. Develop a plan to prioritize playground upgrades/replacement and accessibility improvements.	PARKS		
150. Repurpose existing amenities to promote recreational opportunities, including initial phases of tennis court rehabilitation citywide and pickleball courts.	PW&U/PARKS		
151. Upgrade parks facilities, including restroom repairs, new benches, and trash receptacles; make lighting improvements including LED sports lighting project at Lucchesi Park.	PW&U/PARKS		
152. Improve existing trails and park pathways to increase accessibility and promote intergenerational use, including Lynch Creek Trail and Prince Park.	PW&U/PARKS	PLAN	
153. Complete improvements for Lynch Creek Trail including lighting, wayfinding, benches, and safety; and promote the trail via map for users and digital promotions (e.g., web, social, advertising).	PW&U/PARKS	EDOG	
154. Prioritize completion of all phases of the Petaluma Community Sports Field project.	PARKS/PW&U		
155. Refine proposed trail network and begin guided tours for interim access on Lafferty Ranch; consider incorporation into City.	CMO/CAO		
156. Explore acquisition of parcels adjoining existing parks (e.g., Cavanagh Landing Park, McNear Peninsula) to increase opportunities for public access to the river.	CMO/PLAN	PW&U	
157. Work with the community to ensure a balanced program of investments for Measure M, a 10-year, voter-approved 1/8 cent tax measure to support County and City parks and open spaces.	CMO/PARKS	PW&U	



**PETALUMA**  
SONOMA COUNTY  
CALIFORNIA-USA