

City of Antioch

# **Vision** and **Strategic Plan**

2019-2029

**Opportunity Lives Here**

**Revitalize • Enhance • Transform**



# Executive Summary

Antioch will soon celebrate a key milestone in the City’s history – a sesquicentennial – 150 years as a city that has shaped the history and influenced the development of the East Bay and its inland waterways. Looking forward, the Antioch City Council has drafted a 2019-2029 Vision and Strategic Plan to help the City prioritize its efforts; allocating both fiscal and human resources to achieve a shared Vision and Goals for creating a new legacy. The Plan is the result of a comprehensive review of the City’s current operations and finances, Quality of Life Surveys, interviews with staff and many discussions with City Council members.

## The Process

---

Following the initial Quality of Life survey, Council and staff leadership participated in a study session to review the findings and conclusions of the survey results and apply the information to future goals. Residents expressed a desire to see improvement in the City’s service delivery and better management of fiscal resources, while identifying public safety as their top concern.

The second Quality of Life survey demonstrated a better understanding of City services by more residents as well as a desire to improve and enhance community amenities such as attractive landscaping and youth engagement programs. City Council hosted a “visioning” workshop in 2018 to explore more aspirational goals that would better define its shared vision for the City.



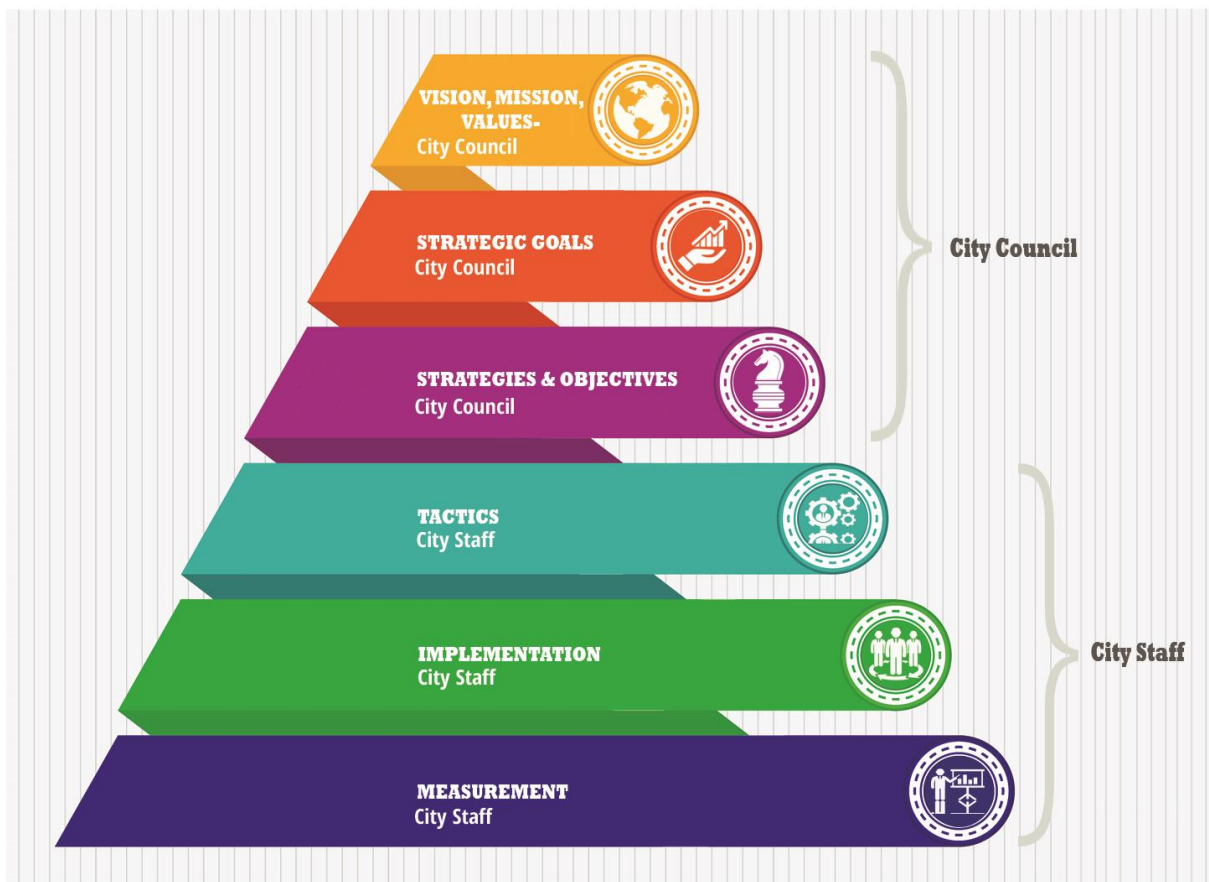
Meetings and workshops were open to the public and resulted in updates to the City’s Mission, Vision and Values statements. Goal categories were identified to guide the City’s future operations. The City Council hosted a final Vision and Strategic Plan Workshop on February 2, 2019 to refine priorities and goals.

The role of the City Council is to establish Goals based on community input and fiscal viability. The City Manager along with the City Council develop strategies to achieve those goals. City staff, under the direction of the City Manager, will develop specific tactics to implement the City Council’s plan.

This Strategic Plan is meant to serve as a living and working document and will be reviewed and updated in conjunction with the bi-annual budget process. The intent of the plan is to accomplish the following:

1. Establish direction for the next five to ten years
2. Align the City's resources with its strategic direction
3. Seek community engagement to guide and update the plan
4. Bring leadership, teamwork, and innovation to the City's operations

There is a relationship that connects the various components of the strategic plan and provides a hierarchy for addressing the framework to move the City forward. Each level builds upon the other resulting in a vibrant, engaging community with quality City services.



The 2019-2029 Vision and Strategic Plan identifies key opportunities outlined as goals, and strategies. There are programs, projects and initiatives suggested by the public, staff or City Council over the course of its development. The Goals represent the highest priorities noted by City Council throughout the process. As the plan is

updated, and new resources identified, the City may adapt and revise accordingly. As Antioch prepares to celebrate and honor 150 years of Cityhood, the City will be better positioned to achieve its long-term vision.

## Development of the Plan

With the assistance of Consultants RGS, a comprehensive review and research of City documents was an important part of the strategic planning process including, but not limited to:

- Annual Budgets;
- Five Year Capital Improvement Plan;
- City Council Meetings  
(Agendas, Minutes and Broadcasts);
- News Articles, Prior Election Results and Other  
Published Materials;
- Demographic Data;
- Economic Trends (Local and Regional); and
- Survey Results (FM3)



### City Council and Staff Interviews

---

Staff participation and input is critical to the implementation of a successful Strategic Plan. Individuals representing all departments were engaged in a series of interviews and were asked to identify the City's strengths and weaknesses.

Interviews were held onsite at City Hall and via conference calls with the management team and key staff members from all City departments. The consulting team also met individually with the Mayor and Council members to discuss their goals for the Strategic Plan and learn more about their priorities for the City.

## Council Study Session

---

The Antioch City Council and leadership staff participated jointly in one-day Study Sessions in 2018 and 2019. The purpose of the sessions was to identify areas of concern and appropriate priorities for the City moving forward. Discussion revolved around the following topics:



- What should the City's main priorities be now and in the future?
- How can the City best address its fiscal challenges?
- What types of housing and business development does Antioch need to remain viable?
- How can the City retain critical staff and create a productive and positive work environment for employees and contractors?

Similar to all the strategic planning sessions, the study sessions invited members of the public to share their priorities and comment on Council's vision.

---

*We not only live with our day-to day decisions, but we must be responsible for long- range decisions, the results of which may not show up for several hundred years*  
-William Penn Mott, Jr

## Mission, Vision and Values

Updating the City's Mission, Vision and Values provides a new and exciting platform to grow and develop Antioch into a thriving community, one every citizen can be proud to call home. The City Council envisions a bright future and the new mission, vision and values will guide Staff and Council towards new projects and planning efforts to provide an exceptionally high quality of life.

## **Vision**

***Antioch is a desired destination in the Bay Area:***

*Building on our historic legacy, creating bright opportunities for families to grow, offering places to play, enabling businesses to thrive and cultivating a unique downtown experience*

## **Mission**

To deliver quality services with integrity,  
excellence and innovation

## **Values**

*Integrity • Honesty • Respect  
Diversity • Transparency • Innovation  
Fiscal Responsibility  
Accountability*

## **Aspirational Priorities**

The Strategic Planning process identified organizational priorities for the City of Antioch to direct resources during the next five to ten years. These organizational priorities are highlighted during the budget process, annual strategic plan review, and the development of individual department or service area goals. As a result of the February 2, 2019 City Council Workshop, twelve aspirational priorities were recognized as highly important for the community:

- Beautification/target blight
- Community Cameras
- Community Center Downtown/Yard
- Conference Center
- Hillcrest Specific Plan Area
- L Street
- Marina Adventure Center
- Mobility Plan
- Municipal Center/ Library 18<sup>th</sup> Street
- Solar
- Youth Programs
- Senior Services

The organizational priorities address key areas of interest shared by citizens, staff and the City Council. It is breath-taking to envision an attractive waterfront with adventures, unique shopping and dining experiences, and perhaps a new civic center. Antioch has become a friendly place to do business, helping businesses to quickly and efficiently thrive in our community. Through corridor beautification our City will be a clean and attractive place for our citizens and businesses.



With the expansion of Bay Area Rapid Transit (BART) Antioch is directly connected to San Francisco. From the river to the hills, residents of all ages can enjoy well-traveled, highly attractive transportation options. As the riverfront develops, connections between BART, Amtrak, and bus stations will be joined by a newly established Ferry Terminal.



Community events such as Farmer’s Market, summer concerts, art shows and citywide festivals encourage families to stay local and attracts visitors from throughout the Bay Area. Recreational opportunities ensure that programs are available for people of all ages – from infants to active adults. Creative

partnerships with medical providers, local schools, sports program providers and community groups ensure healthy lifestyles for our community.

Antioch is positioned to become a leading hub of technology for East and Central Contra Costa County. Whether it is the critical placement of solar energy or the use of community cameras, technology will contribute to a high quality of life. Attractive incubators will allow small businesses to enjoy a welcoming environment to create and grow entrepreneurial enterprises that employ local residents. Areas within the community such as the Contra Costa Fairgrounds & Event Center have the ability to grow and re-invent their purpose.



## Benchmarks

On an annual basis during the budget process staff will provide progress reports to the City Council and the community on the implementation of the Strategic Plan, citing specific examples of fulfillment. City Council, along with citizens, should continue to highlight the aspirations of the Plan and regularly communicate the vision. Achieving our goals to meet the priorities set forth in the ten-year plan will position Antioch to be a desired destination within the Bay Area.

## Summary and Recommendations

Following the adoption of the Vision and Strategic Plan, individual City Departments will incorporate the Goals and Strategies into work plans so that staff can focus on the aspirational priorities. The City Council will review the 2019-2029 Vision and Strategic Plan every two years to gauge progress towards achieving its goals.



The Goals and Strategies are included in this Vision and Strategic Plan. They are referenced as a second chapter of the plan to stay focused on the eleven priorities.

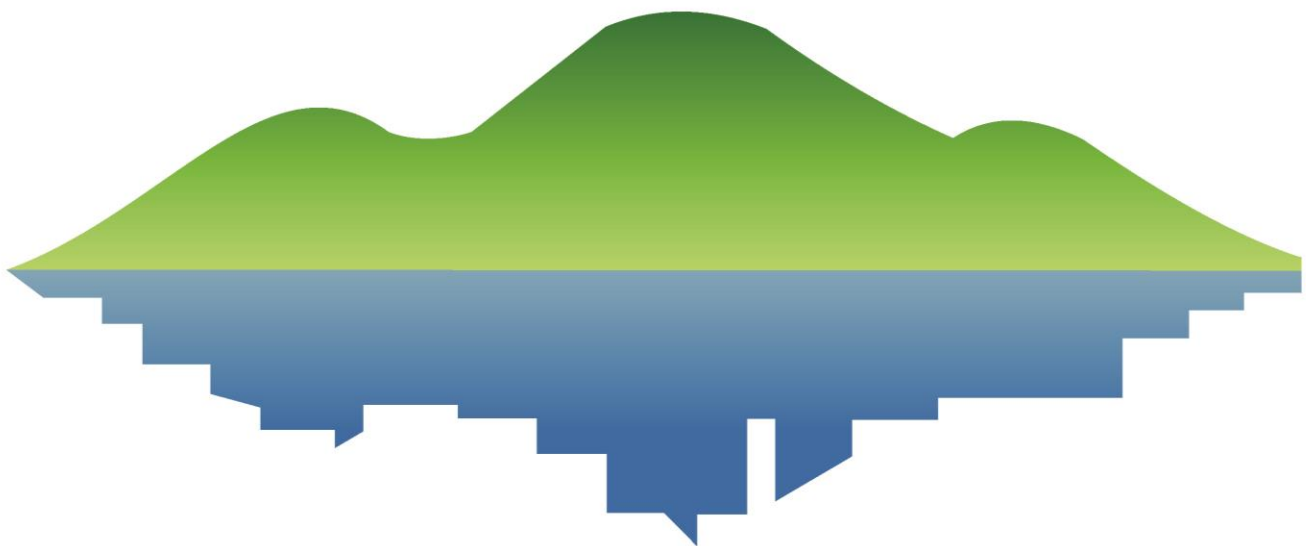
Reviewing the over-arching Vision and Strategic Plan is best achieved prior to the development of the City Budget every two years. The goals and strategies should be reviewed annually, which allows for updates and recommendations for change.



City of Antioch

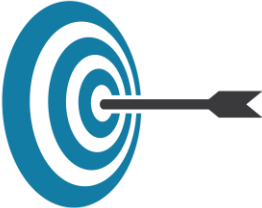
# Goals and Strategies

2019-2029



# Goals and Strategies

The Goals included in this Plan are intended to support elements of the aspirational priorities that were identified by the City Council (with community’s input). The Goals also address key functions of the City that are important for sustaining a viable local government and ensuring a high quality of life for all residents. Strategies aid staff in directing fiscal and human resources towards implementation and measurement of the goals.



## **Goal 1. Ensure the City’s Continued Financial Stability**

---

The City Council and community value the City’s commitment to maintaining adequate reserves and working with a balanced budget. Strategies to support this Goal include:

- Maintain sound fiscal policies regulating debt and establish parameters for reserves.
- Prioritize use of discretionary funds based on the 2019-2029 Strategic Plan Goals.
- Seek local, regional and federal grant opportunities to support City projects, programs and initiatives.
- Explore revenue generating/cost saving opportunities through the development of alternative energy sources, desalinization, and/or other viable means.
- Provide transparency in all activities related to municipal finance and ensure that financial records are accurate, reliable and timely.
- Explore options to reduce pension liabilities

## **Goal 2. Support Public Safety**

---

Public Safety continues to be a top priority for the City Council. In this context, Public Safety includes law enforcement, and maintenance and improvement of infrastructure such as roadways and the water system. Strategies include:

- Ensure adequate funding for appropriate levels of staffing for law enforcement personnel.
- Support local and regional partnerships for mutual aid.
- Continue to update emergency operations plan(s) and ensure appropriate staff training and engagement for implementation.
- Support emergency preparedness throughout the community.
- Maintain safe, well-lit streets and roads.
- Monitor treatment, storage and delivery systems to ensure safe, reliable delivery of water.
- Protect public health and safety and animal welfare through Animal Control Services.

### **Goal 3. Support Sustainable Economic Development**

---

Economic Development that focuses on job creation and sales tax generation is a top priority for the City Council. With the addition of an Economic Development Director, the City will focus its efforts in areas with the highest likelihood of success. The City Council wants to “get the City ready” for the business to come. As such, Strategies to support this Goal include:

- Develop an Economic Development Plan that includes elements to support all programs and services within every service area:
  - ✓ Marketing materials to promote new development and revitalization
  - ✓ A business retention program;
  - ✓ A business attraction program;
  - ✓ Better define the City’s competitive advantages;
  - ✓ DBA/MBE business outreach;
  - ✓ Open for business outreach/signage efforts;

- Facilitate the development of strategic enterprise zones.
- Fulton Shipyard and Rogers Point revitalization.
- Explore regional entertainment.
- Inventory infrastructure to determine future needs in employment areas.
- Facilitate efforts to improve jobs housing balance; shift from a 1:4 to 2:4
- Promote Maritime/Tourism /Industrial Economies.
- Explore opportunities for educational tourism.
- Create opportunities to improve relations between land owners, business owners, developers, and brokers. Host a Roundtable for development/builders/businesses
- Become a tech-hub incubator; encourage and support efforts of non-profit and for-profit entities in creating appropriate business improvement work spaces.
- Continue to promote development and revitalization of major employment opportunity areas:
  - ✓ The Hillcrest Station Area Specific Plan.
  - ✓ The East Lone Tree Specific Plan area.
  - ✓ Somersville area.
  - ✓ Cannabis Overlay Zones.
  - ✓ Wilbur Avenue Corridor.
- Specifically focus on opportunities for new businesses in the Waterfront/Downtown area of Antioch.
- Explore the use of technology to provide tools to support local businesses and staff.

## **Goal 4. Promote Community Pride**

---

Community Pride takes many forms: pride in neighborhoods; pride in services and amenities; and pride in the management of the City as a whole. The City Council believes that instilling Community Pride is essential to the long-range viability of the City. Strategies include:

- Create a way-finding system and placemaking opportunities
- Proactively communicating positive news about the City to residents, businesses and surrounding communities.
- Supporting efforts that promote beautification of the physical environment.
- Utilizing social media to disseminate positive news, milestones and accomplishments.
- Developing marketing/branding services to promote the City.
- Promoting and supporting volunteerism throughout the community.

## **Goal 5. Strive to be a Healthy Community**

---

Healthy, active communities are happier and safer. The City Council values recreational opportunities and programs for Antioch's residents, especially youth and seniors. Strategies to support this Goal include:

- Explore opportunities for a Sports Complex (Baseball/Soccer/Tournament Friendly)
- Improve youth sports fields
- Sports Programming that creates "community."
- Provide recreational oversight via partnerships.
- Provide recreation/sport education opportunities.

- Increase water access/water sports.
- Coordination with School District for healthy choices/recreation opportunities.
- Coordinate with medical providers'/services providers.
- Promote connectivity through trail maps/signs guides for “one of the best trail systems in the State.”
- Maintaining and refreshing existing parks, trails and facilities.
- Supporting the City’s General Plan to ensure quality development in keeping with our local community character.
- Promoting community collaboration to deliver programs and activities for youth and seniors from 8 to 80.
- Supporting waterfront development to create a walkable, bike friendly environment.
- Preserving open space and the natural environment.

## **Goal 6. Support Historic Downtown Revitalization**

---

The revitalization of Antioch’s waterfront/downtown area continues to be a top priority for the City Council. The waterfront represents a tremendous opportunity for growth. The Council envisions a thriving, bustling area populated with restaurants, shopping, recreation and entertainment opportunities for all ages. Strategies for this Goal include:

- Explore the establishment of a multi-purpose Municipal/Civic Center.
- Creation of an Adventure Center (Jet Skis/Boat Rentals).
- Creation of a Transit Center (Ferry/Train/BART/Bus).
- Work closely with Contra Costa Health Services to address impacts and identify solutions related to the City’s homeless population.



- Support Community Events in the downtown/waterfront area.
- Provide a business-friendly environment to attract new tenants/owners.
- Provide for Hard House update/upkeep.
- Create a trail connection from Downtown to Black Diamond Mines.
- Provide location-based technology for visitors.
- Provide Wi-Fi and better cell service.
- Establish a Farmers Market.
- Plan for upscale waterfront/view housing.
- Plan for senior housing.
- Promote walkability.
- Update Waldie Plaza.
- Create a River Walk.

## **Goal 7. Promote Sustainable Development**

---

The Goal of Promoting Sustainable Development reflects the City Council's desire to plan for the long-term health of the City through thoughtful and careful planning. Strategies include:

- Updating the City's General Plan, Zoning Code and Sign Ordinance.
- Promoting infill and transit-oriented development.
- Continuing to explore options for annexation including the Fairground.