



City Council

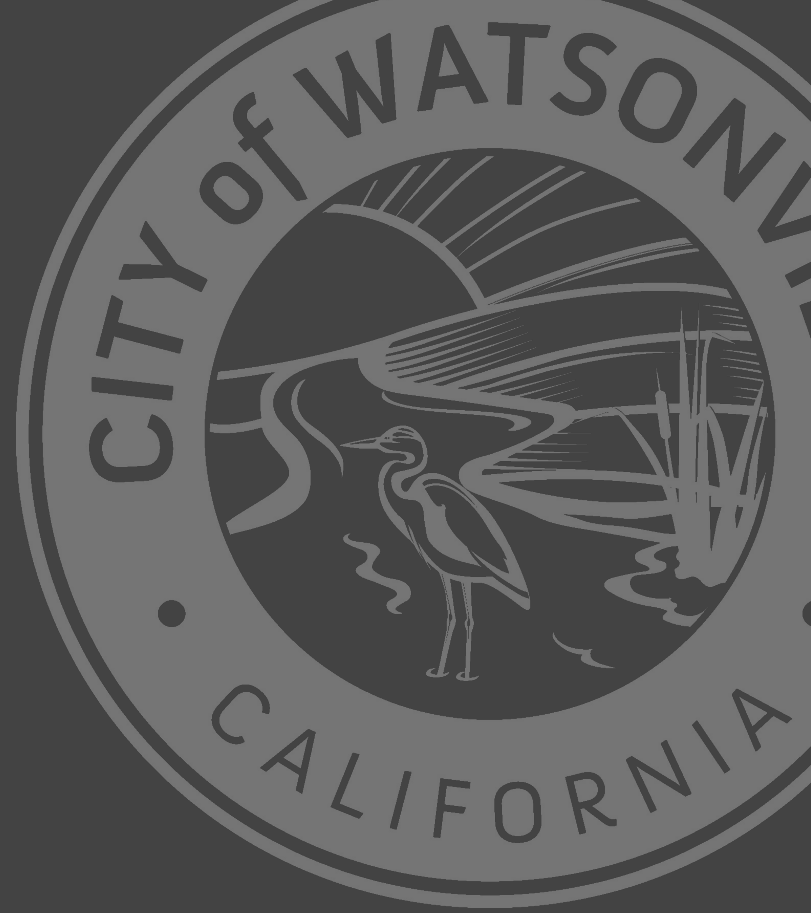
Strategic Plan

FY 2021-2023

What is the Council Strategic Plan?

Every two years, the City Council adopts a Strategic Plan that aligns the Council's priorities and community needs with the budget and sets forth a forward looking vision for the City organization and the services we offer to the community.

The 2021 - 2023 Strategic Plan includes seven long range priorities. Under each Strategic Priority, the Council identified several strategies and actions that will support meeting the measurable outcomes set forth under each priority.



Process to Establish The Plan

- Council Interviews
- Community Survey
- Council Workshop
- Community Meetings



Highlights of the Plan

Aligns with budget

Organized by:

- Priorities
- Strategies
- Work plan

It is flexible and adaptable to changing community needs

DEPARTMENT GOALS CITY MANAGER

Division: City Manager (120)

Purpose:

To provide leadership, direction and support to City departments in implementing City Council's Strategic Priorities, to support and improve the quality of life of the Watsonville residents while ensuring diversity, equity, inclusiveness, economic prosperity and environmental stewardship at the core of our services.



Housing



Fiscal Health



Infrastructure & Environment



Economic Development



Engagement & Well-being



Public Safety



Efficient & High Performing Gov.

Strategic Goals & Objectives

Strategic Goals & Objectives	Housing	Fiscal Health	Infrastructure & Environment	Economic Development	Engagement & Well-being	Public Safety	Efficient & High Performing Gov.
Ensure the effective implementation of the City Council's direction, within the framework of policies, budget and priorities	●	●	●	●	●	●	●
Lead community engagement, public outreach and education efforts in coordination with all City Departments					●	●	
Expand business support, outreach and attraction			●	●			
Coordinate and prioritize budget and resources to meet critical community needs.	●	●	●	●	●	●	●
Support community's recovery from losses caused by COVID-19 pandemic.	●	●	●	●	●	●	
Foster a high functioning work place that support employee engagement, career growth and strives for excellence in serving the Watsonville Community	●	●	●	●	●	●	●

Housing

The City will continue to work proactively to remove barriers to accessing stable, quality and affordable housing and strive to create new opportunities to add housing to meet current and future housing needs. Special emphasis over the next two years will be placed on community education around existing homeowner assistance programs, regulatory changes to encourage and streamline development of underutilized & underdeveloped properties, and completion of the Downtown Watsonville Specific Plan to spur further higher density mixed-use residential housing in the downtown area.



1.1

**Education &
Outreach**

1.2

**Increase
Housing
Options**

1.3

**Growth &
Development**

Fiscal Health

The City will continue to enhance the fiscal sustainability of the City, through prudent financial planning and decision making to ensure the organization can best serve the residents and businesses of Watsonville today and in the future. The primary work under this goal will support identifying long term sustainable funding for parks infrastructure improvements and expansion of youth development programs.



2.1

**Sustainable
Parks
Funding**

2.2

**Pension
Management**

2.3

**Capital
Planning**

Infrastructure & Environment

The City will work to build and maintain our infrastructure and preserve the natural environment through careful planning, preservation and maintenance for residents and future generations. Special attention will be given to parks infrastructure improvements, road maintenance and expansion of technology and fiber infrastructure.



3.1

**Parks & Road
Infrastructure**

3.2

**Technology
Infrastructure**

3.3

**Environmental
Stewardship**

Economic Development

Strengthen and diversify the City's economy for all, by supporting and growing existing businesses, attracting new businesses and industries, enhancing workforce development, revitalizing downtown, and encouraging the community and local entrepreneurs to invest in the City and grow local businesses, as well as support the economic recovery of businesses post pandemic.



4.1

**Business
Attraction &
Expansion**

4.2

Downtown

4.3

**Municipal
Airport**

Community Engagement & Well-being

Actively engage community stakeholders and residents on important issues that affect the quality of life in our community, through working with all members to create a more informed, engaged and thriving community. Engagement efforts will prioritize work around increasing parks access and safety, health and well-being, arts, culture and learning.



5.1

**Parks
Accessibility**

5.2

**Partnerships &
Health**

5.3

**Services for
Youth**

Public Safety

Continue to strive to create a healthy, safe and thriving Watsonville. The definition of public safety under this priority is expansive and it reaches beyond the absence of crime or providing emergency medical response services in the community. Public safety includes safe roads, crosswalks, lighting, traffic, community partnerships, youth development programs, and community oriented police, fire and community services.



6.1

**Education &
Infrastructure**

6.2

**Youth
Development**

6.3

**Traffic Safety &
Enforcement**

Efficient & High Performing Gov.

Deliver high-quality and efficient services for the community through a commitment to local government best practices, investing in employee development, ensuring high employee retention, and investment in technology and sound financial management.



7.1

**Human
Resources**

7.2

Technology

7.3

**Financial
Management**

Work Plan

Supporting the Strategic plan



The list below reflects the work that various City Departments will complete and ideas to be explored during the 2021-2023 Fiscal Years to support the advancement of the Councils Strategic Priorities. Additional work and projects that emerge as part of continued reassessment of community needs could be added as the Council reviews progress of their Strategic Plan or as new operational needs arise.

Strategy 1.1 Education & Outreach	Outreach & public education about housing resources	
	Provide housing roadshow presentations	
	Create a stand-alone ADU website	
	Provide guidance documents and outreach to public on ADU regulations	
Strategy 1.2 Increase Housing Options	Present to HOA's board of Realtors etc. on property maintenance guidelines	
	Explore options to increase home ownership opportunities, develop renting /ownership units for a variety of income levels	
	Promote development of more affordable housing	
	Support implementation of Housing for Health Strategic Plan in partnership with the County	
	Explore farmworker housing	
	Increase housing ownership for low-income	
Strategy 1.3 Growth & Development	Provide rental assistance	
	Consider housing assistance programs for the "missing middle"	
	Explore growth opportunities & policies that allow for smart and sustainable community growth	
Others	Regulatory	
	General Plan Update	
	Prepare the 6th Cycle Housing Element (late 2022)	
	Density	
	Work with Developers & incentivize building high density housing & vertical building	
	Accessory Doweling Units (ADU's)	
	Create easier policies to build ADU'S on larger parcels	
	Establish affordable fees to build ADU'S	
	Pursue creative solutions to increase housing options	
	Responsible Landlord Engagement Initiative	
	Identify funding for landlord engagement initiative	

Strategy 2.1 Sustainable Parks Funding	Develop a program and developer fee to fund public art projects	
	Identify and implement a sustainable funding source/strategy for parks and recreation	
	Revise park in lieu fees	
	Develop a cost recovery policy and plan for parks and recreation	
	Develop a Strategic Plan, Financial Sustainability Plan & evaluation tools for city special events	
Strategy 2.2 Pension Management	Fund Ramsay Park Strategic Plan implementation	
	Explore future sustainability funding for parks and library services	
	Explore debt/pension obligation bonds	
Strategy 2.3 Capital Planning	Political: pressure state & CA Supreme Court to rule on pension issue	
	Explore opportunities for public private partnerships	
	Prepare Maintenance Master Plan	
Bond/Debt	Prioritize Capital Improvement priorities	
	Leverage bond financing for major infrastructure financing	
Public Education	Present educational webinars for the community	
	Expand public outreach and education about City services	
Others	Investments	
	Review City's investment strategy to ensure effective returns	
	Business License	
Strategy 3.1 Parks & Road Infrastructure	Update business license fee and process	
	Increase frequency of Business Tax/ Auditing to ensure compliance	
	Explore opportunities for added parks & sport fields	
Strategy 3.1 Parks & Road Infrastructure	Partner with county parks and other parties to identify and pursue funding for acquisition, construction, maintenance and operations for a future sports complex	
	Develop maintenance and operational plans to sustainability expand the joint use agreement with PVUSD	
	Continue to prioritize, identify funding for and implement park master plans for Ramsey Park and the City Plaza	
Strategy 3.1 Parks & Road Infrastructure	City swimming facility	
	Repair & resurface roads	
	Conduct a physical accessibility evaluation of all city parks and recreation facilities	
Strategy 3.1 Parks & Road Infrastructure	More traffic safety projects/Vision Zero	
	Street Reconstruction: Freedom Blvd, Airport Blvd, Green Valley Rd	



Recommendation

Approve and adopt the City of Watsonville
Strategic Plan for 2021- 2023

