

## City of Santa Cruz Strategic Plan

The City Council established seven major strategic goals to guide the City's efforts in 2015, addressing the community's most pressing issues.

The seven goal areas are as follows:



The City of Santa Cruz Strategic Plan was first developed in 2011 to serve as a vision of the City's key goals and initiatives. The plan was to fill the dual roles of a high-level work-plan and a communication tool to the greater community about the City's priorities. The plan was revised in 2013 and then in 2015. Then in 2017, a Two-Year Work Plan was developed based on this Strategic Plan. Council plans to update this plan to help direct the FY2021 budget cycle.

Goal 1: Environmental Sustainability and Well-Managed Resources
<i>Preserve, protect and maintain natural resources and public space by proactively managing the City's greenbelt, beaches, parks and waterways</i>
<i>Promote environmental stewardship through the implementation of the City's Climate Action Plan</i>
<i>Ensure the availability of a safe, sustainable water supply through an integrated water quality and supply strategy</i>

Goal 2: Community Safety & Well-Being
<i>Create an environment that fosters a feeling of personal safety, physical security and individual well-being through the continued implementation of the Public Safety Citizen Task force recommendations</i>
<i>Develop and maintain ongoing coordination, partnerships and programs to focus on proactive prevention and analysis, lowering the occurrence of crime, early intervention and supervision for at-risk populations and effective rehabilitation to minimize recidivism</i>
<i>Foster a community of safe, attractive and well-maintained neighborhoods and business districts through the resolution of property crimes and nuisance issues</i>
<i>Support and encourage a variety of agencies that provide for the health and welfare of the community from youth to seniors</i>
<i>Enhance the City's level of disaster preparedness through improved planning, training, response, mitigation, and community outreach</i>

Goal 3: Economic Vitality
<i>Increase tourism to the City by supporting the supply and quality of hotel stock</i>
<i>Facilitate and encourage the growth and development of existing and newly emerging, high potential business sectors in our community</i>
<i>Enhance the downtown, beach, wharf, and city-wide commercial corridor vibrancy by increasing the supply and variety of retail shopping options and through other activities and amenities that improve the overall visitor experience</i>
<i>Provide for the development of diverse and affordable housing opportunities throughout the City</i>
<i>Attract and retain a well-balanced mix of businesses that contribute to the community's sustainability and promote the creation of quality jobs</i>

## Goal 4: Organizational Health

*Foster an organization where all employees are engaged, inspired and striving for continuous improvement*

*Attract, retain and develop high quality city employees*

*Maintain an organizational culture of excellent customer service that builds trust, inspires confidence and promotes accountability*

## Goal 5: Fiscal Sustainability

*Sustains a resilient financial position supported by sustainable, balanced revenue streams, fiscally responsible expenditures and pursuit of cost-savings measures*

*Explore new revenue opportunities to fund City priorities*

## Goal 6: Reliable & Forward-Looking Infrastructure and Facilities

*Provide a system of safe, clean, reliable and well-maintained streets, sidewalks, bridges, parks and parking facilities*

*Design, construct and proactively maintain a reliable utility infrastructure that delivers safe, clean water, controls storm water drainage and effectively manages sewage treatment*

*Actively seek opportunities to leverage existing and develop new revenue sources to ensure steady support to maintain and improve the City's infrastructure*

*Strategically develop new infrastructure to meet future needs and desires of the community*

## Goal 7: Engaged and Informed Community

*Encourage civic engagement and participation in the achievement of our goals*

*Build an informed and engaged community by providing accurate and useful information about City priorities, functions and services*

*Provide timely response to issues and concerns raised by community members*