

# Council Strategic Visioning

September 2025 Strategic Visioning Goals

## Vision Statement

Eureka: a historic city embracing the future while honoring its natural ancestral heritage, where safety, inclusivity, sustainability, and innovation converge to create a vibrant and thriving community for all.

## Strategic Visioning Areas

### Effective Governance

Effective Governance is the framework by which leadership sets direction, ensures accountability, and fosters transparent, ethical, and inclusive decision-making to achieve the organization's mission and serve the public good. It balances long-term strategic vision with responsive oversight, ensuring that policies, resources, and operations align with community values and legal responsibilities. Effective governance also promotes organizational stability, advances sustainability in practices and outcomes, and leverages the expertise of staff to strengthen decision-making and operational excellence.

Goal: Improve participation and efficiency of our public meeting processes by increasing outreach to the community and defining the roles and responsibilities of elected officials, appointed board/commission/committee members and staff.

#### Tasks

- Implement a **document digitization** process to integrate paper files and records into the City's database systems.
- Develop a list of **City Charter updates** and timeline to bring amendments to the ballot.
- Develop education efforts to reach City residents for **education of Ranked Choice Voting**, City projects, programs, and changes.
- Bring City public-facing **digital services into compliance with the ADA** Title II Web and Mobile Accessibility Final Rule (ADA Title II, Part 35, Subpart H).
- **Conduct efficient, focused meetings** that prioritize scheduled agenda items.
- **Update the subdivision and historic preservation ordinances** for current planning best practices and in plain language for broad understanding.
- **Adopt the Local Coastal Program Update**; replace outdated regulations that are a barrier to economic development and incorporate changes in the City's General Plan.
- **Update Inland Zoning Code regulations** to incorporate federal and state regulatory changes, revise the design review process, and implement additional zoning reforms to advance Council's strategic vision and the 2040 General Plan.

- Implement a **parking management** program to better manage street and lot parking in core commercial areas.
- Expand and develop **professional training programs** for staff and leadership to foster employee skill development and retention, build leadership and management skills, connect new employees with senior staff, and provide practical operational training to elected and appointed officials and board, committee, and commission members.
- Develop strategies to better **connect the work of the boards, committees, and commissions with Council's Strategic Vision.**

## Economic Development/Communications

Economic Development is the process of fostering a resilient, inclusive, and sustainable local economy by supporting business growth, creating quality jobs, and improving the overall quality of life. It involves strategic investment, collaboration, and policy-making to strengthen economic opportunity, tourism, and community prosperity. Communications is an integrated approach to promote and encourage public engagement and build trust through consistent messaging that reflects community values and priorities.

Goal: Maximize all levels of housing stock within City limits; expand Economic Development. Engage and support sustainable local businesses through streamlined permitting, updated coastal zoning regulations, advocacy, and promotion and recruitment of diverse business ownership in an effort to build business resilience and community equity.

### Tasks

- **Streamline accessory dwelling unit development** with the Housing Trust Fund, provide pre-approved designs, establish a partnership of City loan funding and local loan funding resources for property owners.
- Continue operating the **Welcome Center, marketing Eureka**, and participating in **regional tourism.**
- Continue to seek out funding sources for private and public **façade and security improvements grants.**
- **Update Strategic Arts Plan**, considering intersection with T cultural placemaking and hazard planning.
- Review long-term options for the **establishment of a healthcare special district**; building capacity and prevention programs to bolster existing resources and ease existing capacity.
- Continue to pursue funding for the current Lighting Plan priority project for **pedestrian lighting along Broadway** from Wabash Street to the Bayshore Mall.
- Continue to seek ways to support **Port Infrastructure improvements** along the waterfront.
- **Develop Housing Trust Fund programs** and continue to provide leadership in the development of affordable housing units.

- Continue to work with the state and seek additional sources to secure grant and other **funding for the First-Time Homebuyer loan program.**
- Consider preemptive steps the City can take to **discourage continued commercial and residential vacancies**; wait for court rulings and legal proceedings to decide on the legality of Vacancy Ordinances.
- Review the **Participatory Budgeting** program, adjust marketing and consider combining with other existing programs, consider including in Strategic Arts Plan.
- Research options for the City to **implement a Sugar Tax** to support ongoing Park and Recreation facility improvements.
- Research options for the City to **increase tenant protections** that are not covered in recent state law changes.
- Research where technology hubs could **support technology industry** and startups in Eureka; maximize the value of the new Trans-Pacific cable.
- **Review annexation feasibility** considerations and the City's Sphere of Influence.
- Consider sites and opportunities for the City to operate or facilitate the operation of a local **grocery store in Henderson Center.**
- Work with Humboldt Transit Authority to locate a **transit hub in Henderson Center**, near or at Harris and F Streets.
- Purchase or partner to **purchase strategic parcels** for future needs after reviewing process steps to be in position to do so, review approach after discussions with California Department of Housing and Community Development and other agencies.

## Community Pride

Community Pride is the shared sense of belonging, identity, and positive connection that residents feel toward their city or region. It is fostered through inclusive engagement, celebration of local culture and accomplishments, beautification efforts, and public initiatives that reflect community values. Cultivating community pride strengthens civic involvement, enhances quality of life, and promotes a unified vision for the future.

Goals: Increase community pride through beautification of residential, commercial and public spaces; effectively deliver outreach and programming that promotes all the Community Pride services provided by the City and encourages diversity and equity for all.

### Tasks

- **Renovate the Municipal Auditorium's lighting and sound infrastructure** to attract larger musical artists to the venue, based on recent recreation survey results.
- Organize a volunteer community build to install a **new playground at Carson Park.**
- Install a new waterfront park and trail **improvements at Grace Morton Memorial Park.**

- Utilizing existing funding from community donations, complete designs for **Phase II of the Sequoia Park**; and then build a capital campaign for equipment purchase and installation.
- Develop a donation based **memorial or legacy bench program along the Boardwalk** to replace deteriorating bench seating. ~~through fund raising.~~
- Consider long-term opportunities for the conversion of specific road corridors to **pedestrian-centric parkways** and art installations.
- Develop a **Parks Master Plan** to organize an assessment of all current and proposed park sites to prioritize improvement needs and ensure park fundamentals are met in all neighborhoods.
- Complete designs and funding strategy for **concert and festival infrastructure improvements at Halvorsen Park**, incorporating the Sacco Amphitheater and Grace Morton Memorial Park.
- **Continue and expand beautification and clean streetscape maintenance efforts**, add full time staff member and park caretakers, expand Old Town Stewards program to Henderson Center, organize City staff group clean up days.
- Design and identify funding strategies for **improvements and repairs for the Adorni Center**.

## Health and Safety

Health and Safety refers to the commitment to protecting and enhancing the physical, mental, and environmental well-being of the community through proactive policies, public services, emergency preparedness, and safe infrastructure. It includes ensuring access to essential safety resources, promoting public health, and creating safe, secure environments where residents can live, work, and thrive.

Goal: Expand equitable access to mental health, addiction, and primary care services through expanded programming and community-based partnerships. Upgrade critical infrastructure (e.g., water, sanitation, streets, etc.) in all neighborhoods to meet modern safety and health standards. Integrate real-time data systems across emergency response and social service programs to improve coordination.

### Tasks

- **Expand CARE and CSET to full coverage**; expand CARE to 24 hours a day, seven days a week, and expand CSET to seven days a week. Add MediCal to Uplift and CARE.
- **Adopt a regional Climate Action Plan** in partnership with the County of Humboldt and other local cities.
- Continue to **develop detailed Disaster Response plan and operating procedures for all staff**, conduct regular training and practice to better respond for the community.
- Continue large **capital investment in and critical maintenance of City facility upgrades** and improvements.

- Provide residents safety from exposure by **expanding and strengthening low-barrier, community-partner emergency facility options.**
- Continue maintenance and planning for **improvements to water transmission and distribution systems**, target advocacy to access state revolving funds, complete **Five-Year Rate Study.**
- Continue maintenance and support regulatory- and litigation-driven **wastewater improvement projects**, complete **Five-Year Rate Study**
- Continue **safety improvements of transportation facilities**; research development of plan to **outline transportation safety projects tied to potential housing developments**; continue to **partner with CalTrans in future planning** of Highway 101 corridor through Eureka.
- Work with Humboldt Transit Authority to **implement transit improvements.**
- Continue to **expand public safety** efforts through traffic enforcement, trail patrol, and emergency response to trail calls for service.
- Continue to coordinate with the County of Humboldt on the **development of a Navigation Center and Day Center.**
- Continue **development of a Coastal Resiliency Plan** to identify sea level rise adaptation strategies.
- **Complete maintenance dredging** and identify ongoing funding source to maintain harbor depths.
- Outline the timeline and process for UNICEF **designation as a Child Friendly City.**