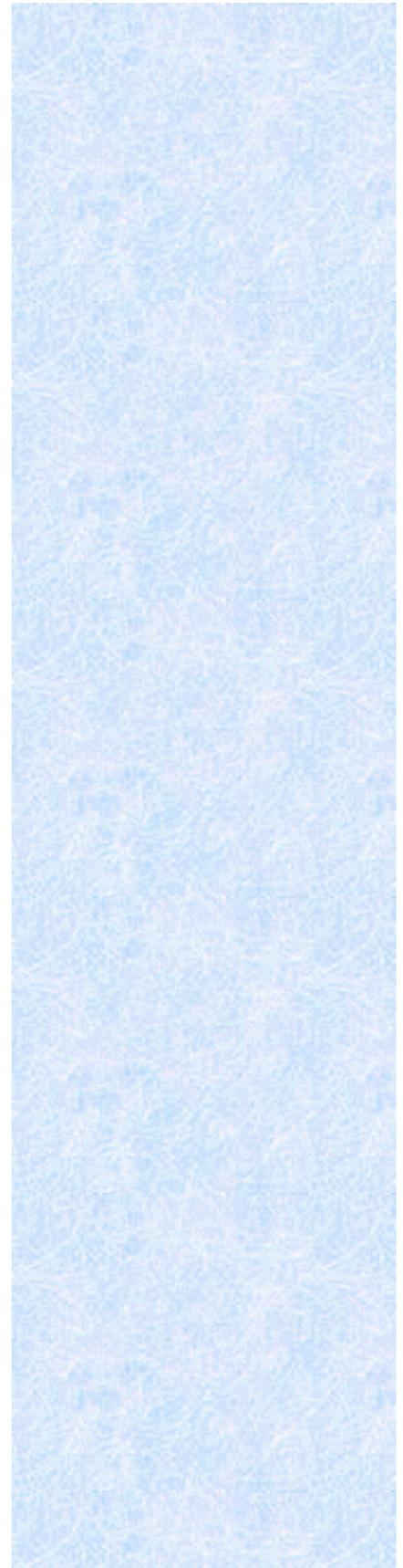


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Preface

Before any successful journey begins, a plan must be developed. As a first step in developing a vision for the future of our city, the City Council appointed a Visioning Steering Committee comprised of a diverse group of local city community members to lead the process. The phrase, “There’s something about Santa Paula”, was coined at an early meeting of the Committee as we talked about why we love our City. This phrase represents how we approached the Visioning process. It quickly became our mantra as we focused our efforts on reaching out, listening to, and involving the Santa Paula community. Many months of community involvement and dedication have gone into the preparation of the plan and we believe that it represents what you told us that you want for the future of Santa Paula. The Vision Plan is meant to inspire, enhance, and improve our community. It is realistic and can be achieved through strong leadership and active volunteerism. Please look at the Vision Plan as a path to the future and get involved. Many hearts and hands will be needed to bring the vision into reality. This is our City and our future.

- The Santa Paula Citywide Visioning Committee

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** The Visioning Steering Committee wishes to thank Susan Jackson of RBF Consulting’s Urban Design Studio and City of Santa Paula Assistant Planner Anna Arroyo for their outstanding assistance in the Committee’s work and the preparation of this Plan.*

Executive Summary

Introduction

The Santa Paula Citywide Visioning process was initiated in September 2003 as an effort to bring the community together to create a vision of where it wants to be in the future and a plan to make that vision a reality. An intensive community-based process yielded thousands of ideas and thoughts about Santa Paula from both adults and youth in the City. As a result of these efforts, a vision statement and a series of goals and action steps that support the values, challenges, and visions expressed by the Santa Paula community are provided in this Vision Plan. The Plan, presented to the Santa Paula City Council on June 21st, 2004, should be used to help guide future decisions, set new City priorities and policies, and implement projects that are important to the community.

The Citywide Vision

The Vision Statement crafted by the Santa Paula community expresses a desired future for the City: “Santa Paula is a beautiful, safe, and economically thriving community that maintains its small town atmosphere and retains agriculture as an important part of its community and economy. Santa Paula honors its heritage, culture, and diversity; offers excellence in education, housing, and health care for all community members; and is a City where people from all backgrounds live, work, shop, and play in harmony, and are open to change for the greater good. Santa Paula believes that its youth represent the future and supports them through meaningful activity and mentorship.”

Throughout the process, several key priorities emerged as important elements of the Vision for Santa Paula. They include the following:

- ◆ Small Town Character
- ◆ Educational Excellence
- ◆ Meaningful Youth Activity and Participation
- ◆ Parks and Recreation Opportunities
- ◆ Vibrant and Strong Economy
- ◆ Diverse Housing Opportunities
- ◆ Protected Natural Environment
- ◆ Celebration of Local Art, Architecture, History, and Culture
- ◆ Engaged Community and Responsive Government
- ◆ Access to Affordable and High Quality Health Care
- ◆ Beautification and Architectural Integrity of the City
- ◆ Enhanced Mobility and Quality Infrastructure
- ◆ Safe and Secure City

The Vision Plan

The Santa Paula Citywide Vision Plan is designed and organized to be a tool for City government; existing organizations, clubs, and groups; public agencies; and, community members and residents. It is organized into three chapters:

Chapter 1: Introduction to the Santa Paula Citywide Vision Plan

Chapter 1 provides the foundation of the Santa Paula Citywide Vision. It describes the activities included as part of the community-based visioning process and how they helped the community create their vision. Chapter 1 also briefly discusses a number of different factors influencing the Vision, including history, economics, and regional growth. A variety of the outreach materials that were developed for the project are provided in the Appendix.

Chapter 2: A Citywide Vision for the Future of Santa Paula

Chapter 2 provides a more detailed description of the vision for the future. It includes not only the vision statement and key priorities as identified earlier, but also outlines a series of community goals and action steps important to implementing each priority area. In addition, a Spanish and English summary/poster that was distributed to the community through the Santa Paula Times is included in this Chapter.

Chapter 3: Implementing the Citywide Vision for Santa Paula

Chapter 3 focuses on implementing the Vision. It puts forth key organizing steps, identifies priority projects to be initiated early, and provides a long list of potential resources that can and should get involved in implementation. To assist in the implementation process, the Chapter provides a Vision Implementation Matrix that matches action steps with potential resources, as well as action planning worksheets to devise responsibilities and tactics.

Conclusion

Achieving the Citywide Vision for Santa Paula will take the combined effort and partnership of the entire community. It will require supporting and getting involved in the existing activities and missions of local organizations; it will require establishing and volunteering for new projects and programs; and, it will require strong leadership and commitment. There is a role for every Santa Paulan, young and old, to get involved in building a strong future for their City. You can make a difference.

Chapter 1

Introduction to Santa Paula Citywide Vision Plan



Introduction

The guidance that is found in this Plan originates from the people of Santa Paula and reflects a balance between ideals and realities. The Vision for Santa Paula is based on the collective values and desires of community members interested in preserving, protecting, and enhancing their City. This Chapter describes the community-based process that was used to develop the Citywide Vision and also introduces some of the unique historical, cultural, social, and economic factors that contribute to understanding Santa Paula. The information included in this Chapter establishes the foundation for the Citywide Vision.



A Community-Based Process

The Visioning process, led by a committed Visioning Steering Committee, incorporated a variety of different ways to engage the community throughout the nine-month effort. Opportunities to provide ideas and thoughts and to engage in community dialogue included the following:

- ***Visioning Steering Committee*** – Fifteen-members of the Santa Paula community volunteered countless hours during the nine-month Visioning process helping to plan, organize, and carry out the many different visioning activities and events. Additionally, they took the lead in compiling and processing community input in order to develop a community-based vision statement, goals, and action steps.



- ***Visioning Comment Cards*** – Small cards were distributed throughout the community that asked people to respond to three basic questions: What do you love about Santa Paula?, What do you believe are the major challenges facing Santa Paula?, and, What are your visions for the future of Santa Paula?. Over 1,000 cards were submitted.
- ***Logo Contest*** – In September 2003, eager and energetic fourth and fifth graders from McKeveitt School submitted creative logo designs to reflect what they love about Santa Paula. One logo was chosen to represent the Visioning process.



- ***Neighborhood Block Parties*** – Two informal block parties were held during the Visioning process – one took place in the Beckwith Block in November 2003, and the other in Las Piedras Park Neighborhood in February 2004. These festive events allowed neighborhood residents to talk informally with Committee members about the future of Santa Paula. During the Las Piedras event, 40 students from Santa Paula High School surveyed residents of the neighborhood and helped plant trees at the park in conjunction with Santa Paula Beautiful.



- ***Youth Involvement*** – Youth were involved in the Visioning Process in a variety of ways. Youth of all ages participated in many of the planned events. Over 600 high school students completed Visioning Comment Cards in their classrooms. Many of those high school students continued to stay involved by taking active roles in Community Workshops and attending Steering Committee meetings. The ideas and participation of the youth were essential to the final Vision Plan.

- ***Visioning Festival*** – This December 2003 weekend activity included an introduction to Santa Paula Visioning, a community-wide movie showing, and a Festival at the Railroad Plaza that included food, interactive activities, prizes, and music. At the Festival, community members expressed what they love about their City, bragged about their neighbors, and described their visions for Santa Paula.



“THE FUTURE BELONGS TO
THOSE WHO BELIEVE IN
THE BEAUTY OF THEIR
DREAMS.”

- ELEANOR ROOSEVELT



- ***Committee/Volunteer Work Session*** – At a joint meeting between the Steering Committee and numerous community volunteers in April 2004, small groups worked on reviewing and revising a draft vision statement, along with a set of draft goals and actions steps.



- ***Community Workshops*** – Two community-wide workshops were held in Santa Paula during the Visioning process, one in March 2004 and one in May 2004. The goal of these workshops was to involve the community in Visioning by discussing with them their visions for Santa Paula’s future, establishing priorities, and creating action steps. Community members participated in interactive exercises, small work groups, and open dialogue.
- ***City Council/Planning Commission Involvement*** – Televised updates to and workshops with the City Council and the Planning Commission provided additional opportunities to learn about the community’s visions and goals for the future.
- ***Service Club Presentations*** – Steering Committee members gave informational presentations at the meetings of local organizations, groups and clubs. The presentations, provided to more than twenty different groups, were designed to encourage maximum community involvement in the development of the vision and its implementation.





- **Table Displays** - Steering Committee members were present at various local events and locations throughout the City during the Visioning process. They were on hand to obtain the community's input and to distribute comment cards to obtain more specific ideas and thoughts. An informational Visioning brochure was also developed to have at these and other events that described the process and how people could get involved.
- **Visioning Information Center** – An information center was located at the 926 E. Main Street storefront. The Information Center windows provided up-to-date information on the activities associated with the Visioning process.
- **Visioning Website** – A Santa Paula Visioning website (www.visionsantapaula.org) was established which announced upcoming workshops, allowed the community to learn about the visioning process, and helped to keep them informed as the Visioning Plan was drafted.
- **Newsletters** – Santa Paula Citywide Visioning newsletters were periodically distributed to the community of Santa Paula. The newsletters informed the community of recent Visioning activities, methods of getting involved in the process, and of upcoming activities.
- **Newspaper Insert** – A newspaper insert printed in the Santa Paula Times in April 2004 was utilized as a means to share the draft vision statement, goals, and action steps that were developed throughout the visioning process. It also informed the community of upcoming workshops.



A Foundation for the Santa Paula Vision

“well reasoned growth and revitalization that pays respect to our history, architecture, and cultural diversity...and keep[ing] our small town character and sense of place.”

As noted, many Santa Paula values, challenges, and opportunities were identified through the Visioning process. These community-identified themes, combined with existing data and the regional context, help to set the stage for the Santa Paula Vision. The following section attempts to provide this foundation through a discussion of Santa Paula history, its people, economics, and geography. In each discussion section, a brief explanation of the existing values and opportunities in Santa Paula, as well as the issues facing the City, are addressed.

History

Being one of the oldest cities in Ventura County, Santa Paula has a rich history. Present day Santa Paula was originally established by the Chumash Indian villages of Mupu and Srswa. In 1840, the land was given away as part of a Spanish land grant to Rancho Santa Paula and Saticoy. Twenty years later the land was subdivided into small farms. Several of these farms were further subdivided and the town of Santa Paula began to take shape. The City of Santa Paula was incorporated on April 22, 1902; the beginning of the “old, classic hillside neighborhood.”



In the late 19th Century, oil was discovered within Santa Paula. This discovery led to the founding of the Union Oil Company in 1890. The oil industry became one of the economic mainstays for the community. The oil industry has since declined in importance and size. Agriculture has been, and is, a thriving, important industry for Santa Paula. Not only has agriculture historically defined Santa Paula, but it has also historically been and continues to be economically important for Santa Paula. The City of Santa Paula remains a major distributor of citrus fruits and avocados for the United States. The citizens of Santa Paula also value the agricultural land for the natural views it provides. Many say their favorite thing about the natural environment in Santa Paula is the agriculture, “I appreciate having the country and the agriculture around.”

In addition to the agricultural industry, film is another important industry within Santa Paula. In the early 1900's, prior to Hollywood, Santa Paula was considered the film capital of the United States. Santa Paula's quaint, picturesque streets and scenic surroundings have made it a popular location for the entertainment industry. Today, Santa Paula is noted for its movie personalities (both silent and sound) who lived in or adjacent to the city; a TV or movie crew is not a rare sight in the City. Some residents would like to see a "Santa Paula Walk of Fame" consisting of celebrity pavement plaques to celebrate the Hollywood history of Santa Paula. Along with the film industry, the tourism industry has also grown.



Even today, Santa Paula has festivals and fairs to celebrate its history and diverse cultures. There are the "fiestas" downtown, the Citrus Festival, De Colores Art Show, car shows, and farmer's markets. In addition to its festivals and fairs, Santa Paula celebrates its history through museums and murals. Santa Paula has an Oil Museum and the John Nichols Gallery, to name a few. The history of Santa Paula and the surrounding valleys are illustrated throughout the city on murals. Santa Paulans take pride in the history of their town and describe it as "a small, historic town, full of life".

Retaining, enhancing, and promoting Santa Paula's history is an important component of the vision for the City.

Small Town Character

The existing land use pattern of Santa Paula reflects over 100 years of development history. Most of the City was developed prior to the advent of zoning. Therefore, there is a great mix of land uses throughout the community. Santa Paula has developed primarily with human-scale buildings and a grid street pattern common in older communities; a design that encourages walking and bicycling.

Santa Paula prides itself on its small town feel. Santa Paulans enjoy "the ability to walk anywhere." Santa Paula has an older style of architecture within its downtown. Many of buildings in the City are over 50 years old; a number of which are national, state, and locally-designated historic structures. Certain districts in Santa Paula, in addition to individual buildings, have also been identified as having historic significance. Many

"My favorite thing about Santa Paula is the beauty and value of the buildings".



citizens of Santa Paula say their favorite thing about their home is the “quaint, old town feel of downtown.”



Preserving the small town character of Santa Paula must be addressed in the development of a vision for the future.

People

“My favorite thing about Santa Paula is the people”. It is these “loving, generous, supportive people” that make Santa Paula the small, friendly community it is and give the residents such pride to live in Santa Paula. In addition to loving their neighbors, Santa Paulans enjoy the “small town feel” their city has. According to the 2000 Census, Santa Paula’s population is approximately 28,598 – 3.6% of Ventura County’s 773,500 people. There are approximately 8,231 households within Santa Paula and is described by community members as a having “a sense of true, cohesive community”. The average household size is 3.49 people and the average family size is 3.86 people.

Santa Paulans take great pride in the “ethnicity and cultural richness” and the “diversity of customs” within the City. According to the 2003 Census, Santa Paula is approximately 71% Hispanic (71.2%) and 26% Caucasian. Over 56% of the population in Santa Paula speaks Spanish in their homes, 42% speaks English, and 1% speaks other languages.



*Over 70% of Santa
Paula’s population
is Hispanic.*

Santa Paula is a relatively young community. Approximately 35% of the residents are under the age of 19 and the average age of the City's residents is approximately 29.6 years. The young population of Santa Paula gives rise to a need for more recreational facilities and activities for the youth. The residents of Santa Paula, youth and adults, want to see "more activities for kids [and] teenagers," and more ways for youth to become involved in civic life. Residents hope that an increase in recreational activities will keep youth from "get[ting] into things they shouldn't be doing". One resident of Santa Paula has a vision that envelops the concerns of a majority of the residents; it is to create "a city that values all its citizens and works together to provide healthy, supportive experiences for all its children, youth, and families."

The young population in Santa Paula creates the necessity for high quality education for the youth. Of the 8,237 youth (3 years or older) who are enrolled in school, 350 are in nursery school/preschool, 547 are in kindergarten, 4,262 are in elementary school, 1,867 are in high school, and 1,211 are in college or graduate school. In order to address the needs of the youth of Santa Paula, residents would like to see improvements to the infrastructure of existing schools and the construction of new schools. Currently, there is one high school for Santa Paula students to attend. One frequent concern of Santa Paula residents is the need for post-high school educational and training opportunities. Santa Paulans would like to see their youth receive a higher education. In addition to higher education, Santa Paulans would like a community center with preschool programs.

Promoting diversity among residents, and finding methods to support and involve youth are key elements of a community-based vision for Santa Paula.



Over a 1/3 of Santa Paula's population is under the age of 19.

Over 10% of Santa Paula's work force is in the agricultural, fishing, and forestry field.

Economics

Since the mid-1800's agriculture has been, and continues to be an important, thriving economy in Santa Paula. Because of this, over 10% of the work force in Santa Paula works in the farming, fishing, and forestry industry. The major industries in which Santa Paulans work are: Management, Professional (18.2%); Service Occupations (14.5%); Sales and Office Occupations (27.6%); Farming, Fishing, and Forestry (11.2%); Construction, Extraction, and Maintenance (11.2%); and Production, Transportation, and Material Moving (17.3%).



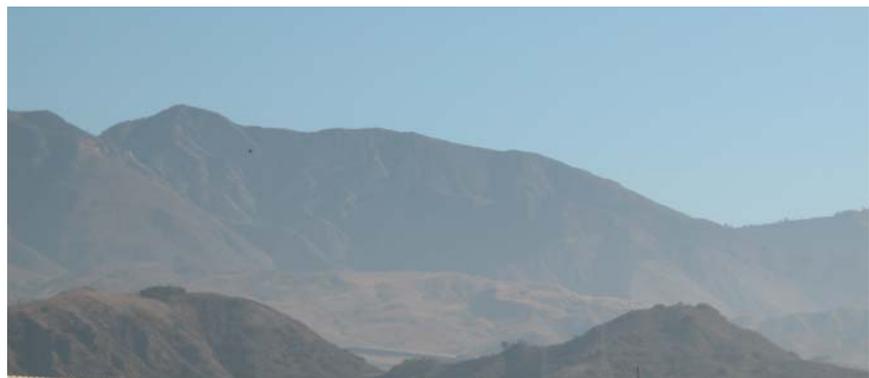
“Increasing pressures for growth and the constantly changing community must be addressed in the vision for the City, while at the same time maintaining the natural beauty, agricultural character, and small town feel of Santa Paula.”

The residents of Santa Paula would like to see their city as “an economically viable community with full employment [and] retail opportunities which allow residents to spend more of their dollars within the city.” Santa Paula is currently experiencing a resurgence of interest in the downtown. Completion of the Downtown Improvement Plan, purchase of the Glen Tavern Inn, and seismic retrofitting of most buildings is bringing renewed investment to the downtown. Nearly all storefronts are filled or are undergoing renovations prior to lease. Lack of diversity in shopping available to residents will be transformed as the city's newly appointed Retail Specialist works with property owners to attract a variety of appropriate businesses to the downtown. Santa Paulans would like to see a “mix of quaint stores downtown [and] a small but vital industrial area offering jobs to local residents.” Other concerns of Santa Paulans are the lack of job opportunities and the lack of affordable housing; “[we] need jobs and [a] better economic future for ordinary people; [there is a] lack [of] affordable housing for low incomes.” There is a need for economic growth within Santa Paula, and the residents would like to see “industrial/commercial/housing [growth] without ruining [the] character of [the] town.”

As the community of Santa Paula changes and grows, the economic well being of the residents and the City must be a part of the vision.

Regional Context

The City of Santa Paula, the “Citrus Capital of the World” is located within central Ventura County, approximately 65 miles northwest of Los Angeles and 14 miles east of Ventura and the coast. The City comprises approximately 4.6 square miles. It is located at the center of the Ventura County, nestled in the agricultural Santa Clara River Valley, surrounded by hills, rugged mountain peaks, and orange, lemon, and avocado groves. Several creeks and barrancas traverse the City and urban land.



“I love the climate, natural beauty, and access to the mountains.”

Through discussions with Santa Paulans, it was discovered that several of the favorite aspects of their city are the climate, the agriculture, and the surrounding views. One Santa Paula resident said, “[my] favorite thing about Santa Paula is the weather, the beautiful mountains that majestically envelop our city, the agriculture, and the rivers. Several Santa Paulans have



Chapter 2

A Citywide Vision for the Future of Santa Paula



Santa Paula Vision Statement

“Santa Paula is a beautiful, safe, and economically thriving community that maintains its small town atmosphere and retains agriculture as an important part of its community and economy. Santa Paula honors its heritage, culture, and diversity; offers excellence in education, housing, and health care for all community members; and is a City where people from all backgrounds live, work, shop, and play in harmony, and are open to change for the greater good. Santa Paula believes that its youth represent the future and supports them through meaningful activity and mentorship.”



Small Town Character of Santa Paula

④ Maintain the agricultural character of the City and surrounding areas.

- ◆ Coordinate with surrounding cities and Ventura County to preserve agricultural areas around Santa Paula.
- ◆ Respect greenbelt agreements.
- ◆ Pursue value-added agricultural opportunities such as agri-tourism, expansion of agricultural products, and community events with an agricultural theme.

④ Host events and gatherings that bring people together.

- ◆ Continue and expand the number of special events and festivals.
- ◆ Encourage block parties and neighborhood events.
- ◆ Facilitate regular “Town Hall” meetings that allow community interaction and involvement.

④ Continue to support the revitalization of Downtown as a social and economic hub.

- ◆ Implement physical improvements and enhancements.
- ◆ Use the Main Street and the Railroad Plaza as sites for additional community events that celebrate local history, culture, and heritage.

④ Provide for managed growth that supports traditional small town characteristics.

- ◆ Integrate Smart Growth principles into design guidelines, policies, and ordinances.
- ◆ Develop policies that help to protect the dark evening skies of Santa Paula.
- ◆ Establish design guidelines that support traditional neighborhood development, including: front porches, pedestrian and bicycle connections, trees, etc.

④ Encourage the revitalization of existing neighborhoods.

- ◆ Provide incentives for infill development and rehabilitation of existing properties (including financial assistance).
- ◆ Develop design guidelines that ensure redevelopment is compatible with existing character.

“...a place where you can hear children’s’ voices laughing and you know your neighbors by their first names...”

- Carmita Wood

“...a quiet, rural town dedicated to agriculture.”

“...small town feel with a big heart...”



Educational Excellence

“...excellent schools so the children can obtain excellent education and better jobs...”

④ Provide post-high school educational and training opportunities for Santa Paula residents.

- ◆ Establish a permanent community college in Santa Paula.
- ◆ Expand vocational training opportunities for both adults and youth.
- ◆ Expand job and career center collaboration with Ventura County Community College and Santa Paula Union High School District.
- ◆ Establish a community-based steering committee to work with the City, college, school district, public and private institutions, and other educational entities to improve educational offerings and opportunities.
- ◆ Provide more accessible public transportation to local colleges and universities (buses, trains, vans, shared-ride programs, etc.).
- ◆ Establish “virtual classrooms” through live satellite transmissions to Santa Paula.
- ◆ Expand the community foundation to offer financial support to students.

④ Improve the infrastructure and increase the number of Santa Paula schools.

- ◆ Identify and pursue funding necessary to improve schools and related infrastructure.
- ◆ Build a second Santa Paula high school (possibly on a site shared with the future community college).
- ◆ Develop future facilities plans to determine the space, building, and technology needs for elementary, secondary, and higher education (public and private).
- ◆ Identify opportunities to co-use new educational facilities for other community needs, such as a performance center, shared library, athletic fields, etc.).

④ Increase the involvement of parents, guardians, and the City in the education of youth.

- ◆ Expand and improve school activities that involve parents.
- ◆ Develop programs that motivate students to want to succeed.
- ◆ Establish a Parent-Teacher-Student Association (PTSA) to assist with such activities as scholarship applications, laptop lending, volunteer mentoring, surveying students to assess needs, etc.
- ◆ Establish a Committee of educational partners, library, schools, and youth to help develop, implement, and manage supplemental education and outreach programs.

- ◆ Expand and publicize the tutoring, technology, and computer resource programs citywide, including extending evening hours to more adequately meet student needs.
- ◆ Institute community-wide learning and education activities, such as book reading contests, “Education in the Streets” fairs, Human School Buses, etc.
- ◆ Institute a “Santa Paula Smart” award program that recognizes a teacher, a student, and a parent each month.

🔗 Enhance the quality of education in Santa Paula.

- ◆ Increase citywide recognition of student and teacher accomplishments, including recognition of school achievements by City Council.
- ◆ Increase the involvement of more community members in educational planning.
- ◆ Recruit, hire, and maintain motivated teachers.
- ◆ Establish additional community events to welcome new teachers.
- ◆ Initiate incentives for qualified teachers, such as salary increases, housing programs, etc.
- ◆ Improve scheduling of school-related meetings to avoid conflicts with other events and to increase attendance. Identify and pursue funding necessary to enhance school programs and activities.
- ◆ Expand inter-district cooperation.
- ◆ Heighten the expectations of students, faculty, and administration.

*“...College East Campus –
providing education for Santa
Paula citizens....”*



Meaningful Youth Activity and Participation

“There should be more places where teens can hang out.”

“My vision is to see more places of entertainment for the teenagers.”

④ Provide affordable opportunities and facilities for youth to explore hobbies, other interests, and to socialize with each other.

- ◆ Build a Teen Center in mid-town Santa Paula that includes an art studio, dance club, study lounge, food, and a place to both listen to and make music.
- ◆ Expand current youth activities and locations through collaboration with providers.
- ◆ Pursue a bowling alley as a source of family and youth recreation.
- ◆ Encourage Downtown businesses that provide entertainment, services, and products that cater to youth.
- ◆ Support the maintenance of the skate park (e.g. repairs, cleaning, moderator).
- ◆ Open a coffee house/study lounge for students with evening hours.

④ Provide youth with meaningful ways to become involved in civic life.

- ◆ Establish a regular youth column or section in the local newspapers.
- ◆ Provide for youth positions on local boards, commissions, and committees.
- ◆ Develop intern/co-op positions for youth in each City Department.
- ◆ Establish a Santa Paula Youth Corps focused on community service and volunteer projects in partnership with adults.
- ◆ Provide teen employment opportunities that emphasize career exploration.
- ◆ Promote youth participation through one-on-one outreach and discussions.

④ Provide positive adult mentors and role models for local youth.

- ◆ Establish a City mentorship program and database that matches youth with adult mentors (encourage Santa Paula High School alumni, church volunteers, local professionals, etc. to serve as mentors).
- ◆ Encourage local professionals, county, and civic organizations to take part in career fairs and youth programs.

Parks and Recreation Opportunities

④ Develop safe neighborhood parks that meet the needs of all ages.

- ◆ Improve existing parks facilities.
- ◆ Build additional neighborhood parks in Santa Paula.
- ◆ Improve lighting at existing parks.
- ◆ Establish a dog park.

④ Provide for and expand recreational activities for the community and for local youth.

- ◆ Build more sports fields for soccer and other team sports for both youth and adults.
- ◆ Expand library hours.
- ◆ Regularly provide movies in the park.
- ◆ Investigate the development of a community swimming pool.
- ◆ Maintain existing and establish new after-school programs at all schools.
- ◆ Collaborate with private entities to offer residents discounted activities (e.g. yoga, horseback riding, scrapbooking, etc.).
- ◆ Ensure activities are accessible to those with special needs, and are culture and language sensitive.

④ Expand local bicycle and pedestrian trails.

- ◆ Develop a multi-use trail along river.
- ◆ Create connections to regional trails.
- ◆ Expand the bicycle routes and create a bicycle map.



“...more parks with baseball fields and basketball courts.”

“...to build an organic park, and a place to sit and feel calm in....”



Vibrant and Strong Economy

④ Diversify and expand commercial and retail business in the City.

- ◆ Attract a new, quality grocery store or expand the food choices at existing grocery stores.
- ◆ Attract new retail stores that provide desired goods at competitive prices, such as clothing.
- ◆ Expand goods and services of existing small businesses.
- ◆ Welcome and provide assistance to new businesses wishing to locate in Santa Paula.
- ◆ Initiate a “Shop Local” program that includes education on the benefits of keeping dollars in the local economy.
- ◆ Establish regular communication and coordination between the City, the Chambers of Commerce, and other groups to better encourage business retention, recruitment, and expansion.

④ Enhance tourism as a part of the local economy that promotes and celebrates Santa Paula’s history, cultures, and characteristics.

- ◆ Develop marketing materials that promote Santa Paula as a heritage tourism destination.
- ◆ Encourage small bed and breakfasts and boutique hotels to accommodate tourists.
- ◆ Pursue an agricultural/citrus museum.
- ◆ Establish interpretive orchards/farms to foster education and appreciation.

④ Retain agriculture as an important community value and industry.

- ◆ Investigate the potential for value-added agriculture (e.g. agri-tourism, making products, such as health and beauty items, out of raw materials etc.)
- ◆ Highlight local produce at farmers market and publicize the markets more widely.
- ◆ Pursue jobs and development that build on the agricultural presence and history.
- ◆ Support the agricultural academies in the school system.
- ◆ Provide educational seminars and events that promote agriculture and agricultural history.
- ◆ Improve contact and communication with local farm owners and representatives to gain input and involvement.

*“...a small but prosperous city
with a vibrant downtown...”*

*“...more fun businesses for
teens and kids.”*

Establish a wide range of new jobs that build on local resources and skills and that provide a living wage.

- ◆ Institute an aggressive workforce-training program, including a career-training center.
- ◆ Promote opportunities for start-up and incubator businesses.
- ◆ Encourage clean, light industry as a source of jobs and prepare job seekers to match the skills needed.
- ◆ Encourage new industries or companies locating in Santa Paula to hire local workers.
- ◆ Institute one-on-one visits to talk with potential employers.
- ◆ Provide and expand medical facilities as a means to provide additional jobs.
- ◆ Provide for affordable and alternative childcare programs.
- ◆ Continue to promote and encourage motion picture/commercial filming.
- ◆ Establish a web link from the City website to the local job and career center.

Continue revitalizing Downtown as the social, economic, and entertainment center of the City.

- ◆ Implement the recommendations in the Downtown Improvement Plan.
- ◆ Institute Economic Impact Reviews for larger, new commercial development outside of Downtown to identify potential costs and benefits to the community.
- ◆ Require Cost of Community Services studies to ensure new, larger-scale development will not adversely impact existing level of City services.

“...an economically viable community with full employment ...”



Diverse Housing Opportunities

*“...a place where young people
can buy a home and bring
their children up around their
grandparents...”*

– Carmita Wood

*“...that it become a city that
would build more houses and
apartments with different
designs and prices...”*

④ Create a variety of housing opportunities that serve a diverse population.

- ◆ Encourage “granny flats” and second units in existing and new neighborhoods.
- ◆ Encourage single-family homes in a variety of sizes, from small one-bedroom homes to larger size homes.
- ◆ Introduce mixed use housing (small housing units above businesses).
- ◆ Create live-work opportunities for artists, other trades people, and professionals.
- ◆ Encourage senior housing development.
- ◆ Provide for both rental and ownership opportunities.
- ◆ Adopt and implement inclusionary housing ordinance.
- ◆ Continue the implementation of the adopted General Plan Housing Element.

④ Protect and expand the affordability of housing for Santa Paula residents.

- ◆ Encourage Community Land Trusts to preserve affordability of housing units and/or land.
- ◆ Pursue a Resident Preference Policy for new affordable housing developed in Santa Paula.
- ◆ Initiate a home ownership education program/campaign targeted at existing residents.

④ Encourage rehabilitation of and improvements to existing neighborhoods.

- ◆ Establish rehabilitation loans, grants, and other incentives to assist homeowners improve their properties.
- ◆ Establish infill incentives to encourage new housing in existing neighborhoods.



Protected Natural Environment

④ Preserve natural resources and enhance environmental sustainability.

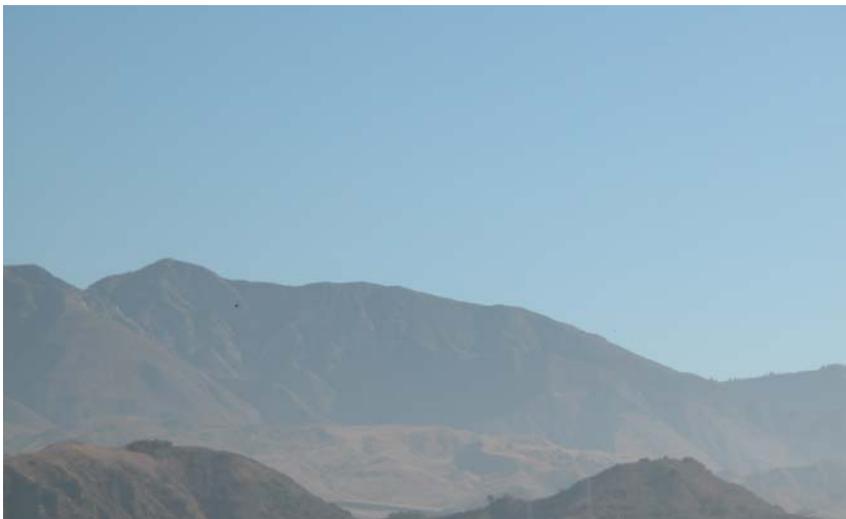
- ◆ Encourage projects that utilize alternative energy sources, such as solar, wind, etc.
- ◆ Use natural, indigenous plant materials in new projects.
- ◆ Enhance river and creek corridors for the enjoyment of the community.
- ◆ Expand the City's recycling program.
- ◆ Support organic farming.

④ Protect surrounding landscapes and agricultural lands.

- ◆ Pursue Open Space Districts, conservation easements, land trusts and other policies to preserve lands.
- ◆ Work with regional and national organizations such as the American Farmland Trust, Nature Conservancy, and National Parks and Greenways Foundation to help purchase undeveloped lands surrounding the City.
- ◆ Institute a view preservation ordinance.
- ◆ Continue to apply hillside/ridgeline development guidelines.

④ Strengthen community understanding of surrounding landscapes and waterways.

- ◆ Develop a strong environmental educational program at all grade levels that instills personal responsibility for attitude and behavior toward the local environment.
- ◆ Utilize local print and electronic media as a means to educate the community at-large about the local landscape and environment.



"I want to take a walk and still be in touch with nature."

"I'd like to continue to see nature and agriculture around the city."

"Santa Paula is ideally located for alternative energy self sufficiency projects."



Celebration of Local Art, Architecture, History, and Culture

“... unique attractions such as horse drawn carriage rides from train to Inn/ town.”

“...culturally rich and diverse.”

④ Promote heritage and cultural tourism in Santa Paula as a means of showcasing the arts, history, and cultural resources of the area and highlighting the various community festivals and events.

- ◆ Showcase the City’s Mural Program (e.g. audio rental devices with local voices telling the real-life stories of the murals; plaques/signs inlaid into sidewalk to serve as a trail).
- ◆ Include arts and culture information in all publications, advertising, and promotions related to the region’s amenities and attractions.
- ◆ Continue active support of the California Oil Museum and the Aviation Museum of Santa Paula.
- ◆ Establish a citrus/agricultural museum.
- ◆ Develop an art museum.
- ◆ Initiate horse-drawn carriages downtown.
- ◆ Establish a “Santa Paula Walk of Fame” highlighting celebrities who have filmed movies or lived here.
- ◆ Offer gourmet cooking classes or demonstrations centered on locally grown produce.
- ◆ Establish “tourist/entertainment packages” (train ride, carriage ride to destination, mural tour, dinner at a Santa Paula restaurant, tickets to a local performance, etc.
- ◆ Expand the number of outside student/classroom field trips to Santa Paula attractions.

④ Celebrate the history and diversity of the community by using the arts and cultural programs to build mutual acceptance and to recognize and celebrate the diversity of neighborhoods and residents.

- ◆ Create an arts and culture plan for the City that outlines specific ways to celebrate and educate on local diversity and culture.
- ◆ Preserve and recognize history, as well as ethnic and cultural diversity, by continuing to host special events and festivals.
- ◆ Support the creation of more murals that identify important cultural and historic people and events.
- ◆ Incorporate interpretive historic and cultural elements/art into new projects such as the new bike trail along the railroad corridor.
- ◆ Capture history and educate the community through the recording interviews of local elders by Santa Paula youth.
- ◆ Work to expand the offerings of the Santa Paula Theater Center (including a Children’s Theater).
- ◆ Pursue the development of a Multi-Cultural Arts Center.

- ◆ Offer and encourage participation in Spanish language classes.

12 Incorporate heritage and culture into the everyday life of the community and support expanded opportunities and locations for art, history, and cultural events.

- ◆ Investigate a “Percent for Art” program to encourage art in all new projects.
- ◆ Publish a community resource directory of the arts and heritage, including artists, presenters, and programs related to the arts and heritage.
- ◆ Initiate a “Concert Under the Stars” program that utilizes the gazebo and/or other parks that focuses on different types of music, including jazz, salsa, classical, etc. and that highlights both local and national performers.
- ◆ Build an amphitheater or other outdoor facility for performances.
- ◆ Evaluate the feasibility of establishing a small business incubator for professional artists and emerging arts organizations.
- ◆ Develop agricultural landscape art (similar to Salinas).

“...that it celebrate its diversity.”

13 Protect, rehabilitate, and celebrate historic structures in Santa Paula.

- ◆ Preserve and rehabilitate Glen Tavern Inn.
- ◆ Expand the use of Historic Districts and designation of historic structures.
- ◆ Strengthen design guidelines for historic buildings.
- ◆ Initiate an historic plaque program.
- ◆ Initiate cross-cultural education on the reasons for historic preservation, as well as promote tax credits and preservation loans community-wide.

“...a step back in time...”



Engaged Community and Responsive Government

"I see Santa Paulans working together as a community..."

"...one in which divisiveness is softened and the greater interests of the community as a whole become paramount."

1. Provide ongoing opportunities for community involvement and participation.

- ◆ Establish regular televised "Town Hall" meetings throughout the City that allow for direct dialogue between community members and elected officials.
- ◆ Establish a volunteer network/list that promotes volunteerism and best matches volunteers with specific community needs.
- ◆ Develop new ways for schools, churches, community centers, police/fire stations, and other public buildings to cooperate and get involved with neighborhoods.
- ◆ Continue bilingual broadcast of City Council meetings and ensure full participation of Spanish speaking community members in community activities.
- ◆ Continue televising City Council meetings and expand to include other meetings relevant to the community.

2. Strengthen community leadership.

- ◆ Establish a Citywide Vision Advisory Board comprised of local leaders, organizations, residents, and Visioning Steering Committee members to monitor and evaluate the implementation of the Vision.
- ◆ Establish a yearly roundtable meeting for all local organizations, clubs, City, and neighborhood organizations to communicate goals and activities for the upcoming year.
- ◆ Establish neighborhood councils that both meet regularly to improve and protect their neighborhoods and advise elected officials on issues affecting their neighborhood.
- ◆ Build the capacity of local leaders by sponsor resident participation in the Ventura County Leadership Program and eventually develop a yearly leadership academy for the City of Santa Paula.
- ◆ Create positions for students on boards, commissions, and committees.

3. Provide clear, simple, and user-friendly information about City processes and involvement opportunities.

- ◆ Establish a master community calendar that includes dates of school, City, and civic and service club meetings and events.
- ◆ Expand frequency and scope of City Newsletter.
- ◆ Increase households with an interactive community website (Internet) for information on City happenings, educational opportunities, and community activities.
- ◆ Develop easy-to-understand bilingual handouts that describe technical processes and information.

Access to Affordable and High Quality Health Care

② Ensure that the physical, dental, and mental health needs of Santa Paulans are met.

- ◆ Re-open the Santa Paula Hospital.
- ◆ Research hospital district to tax in order to pay for the hospital.
- ◆ Establish a medical clinic in the high school or school nurse to provide healthcare to students.
- ◆ Utilize public television, radio, Internet, and special classes to provide bilingual publicity for healthcare/ insurance programs available, including: Veterans programs, State-sponsored family programs, Healthy Families, AIM, etc.
- ◆ Establish a public gym with low or subsidized fees.
- ◆ Establish a local Task Force to research and report on existing health data and healthcare needs in the Santa Paula community.

② Promote additional education on healthy lifestyles.

- ◆ Utilize public television, radio, Internet, and special classes to provide bilingual community education on important health issues.
- ◆ Promote healthy lifestyle programs to local school-aged children using volunteer health care providers (e.g. local doctors, nurses, nutritionists, exercise physiologist, etc.).
- ◆ Research grants focusing on obesity and diabetes in children to include nutrition counseling, medical evaluations, cooking/shopping classes, gym memberships.
- ◆ Promote and follow “Active Living by Design” principles that connect physical health to land use, transportation, and trails.

② Provide for and accommodate the needs of an aging society.

- ◆ Provide assisted living developments.
- ◆ Establish senior day care center.



“...healthcare that meets the needs of all ages...”

“...a city that values all its citizens and works together to provide healthy supportive experiences for all its children, youth, and families.”



Beautification and Architectural Integrity of the City

“...that it continues to be a calm and peaceful and beautiful place....”

“...to be the best little city in the Santa Clara River Valley with the most to see, most to do, and best place to spend a lot of free time.”

Encourage and support neighborhood efforts to create a beautiful community.

- ◆ Continue Santa Paula Beautiful events and encourage and sponsor additional neighborhood clean-ups (provide garbage dumpsters, bags, gloves, etc.).
- ◆ Institute a Mayor’s “Santa Paula Beautiful” award program that recognizes role-model residences that have been improved.
- ◆ Enhance the Chamber’s “Yard of the Month” program.
- ◆ Develop educational “how-to” materials pertaining to property upkeep and rehabilitation.
- ◆ Establish a small loan/grant program to assist property owners with property improvements.
- ◆ Develop volunteer maintenance teams to assist property owners unable to mow, pick weeds, etc. around their homes.
- ◆ Initiate a “Santa Paula Home Makeover” effort that uses local volunteers (landscapers, contractors, etc.), donated materials (hardware stores, etc.), and the local cable channel to promote and cover the events.

Enhance the “curb appeal” and image of the City.

- ◆ Develop a landscaping and enhancement plan for Harvard Boulevard.
- ◆ Establish attractive gateways at entrances to the City.
- ◆ Develop a landscaping plan/program to encourage more flowers and landscaping in neighborhoods and along City streets.
- ◆ Aggressively enforce codes with absentee landlords and use the media, signs in yards, and other techniques to increase pressure to comply.



② **Encourage and support the beautification and historical character of Downtown.**

- ◆ Implement small-scale improvements such as window flower boxes, welcoming benches, pocket parks and plazas, etc.
- ◆ Initiate volunteer teams that include property owners, business owners, local artists, and residents to assist property owners with building improvements.
- ◆ Initiate a Chamber “Business of the Month” program to recognize improved businesses.

② **Ensure high quality design of homes, commercial buildings, public facilities, and other structures.**

- ◆ Enhance citywide design guidelines.
- ◆ Make it easier for property owners to improve property through a more flexible and streamlined approval process.



*“Planting trees all over town
will help make it more
beautiful.”*



Enhanced Mobility and Quality Infrastructure

“...clean and repaired streets...”

“...beautiful roads...”

② Expand and promote regional and local public transportation.

- ◆ Develop Amtrak connections to Los Angeles and surrounding region.
- ◆ Develop a Ventura County Transportation Commission (VCTC) partnership and cooperative effort to implement a commuter train route to Santa Paula.
- ◆ Support the Santa Paula Airport through attendance at airport events and the museum.
- ◆ Explore the possibility of a public helicopter service at the Santa Paula airport.
- ◆ Explore a City taxi service.
- ◆ Publicize and expand trolley or small local bus service that services major Santa Paula locations such as downtown, Harvard Blvd, etc. that may be used by senior citizens, local youth, and/or those without cars.

② Reduce reliance on the automobile by making walking and bicycling more attractive and convenient.

- ◆ Enhance pedestrian circulation through safe sidewalks and pedestrian amenities.
- ◆ Promote a walkable community by linking existing and new neighborhoods to jobs, services, and recreation through sidewalks and trails.
- ◆ Expand walking and biking trails, including on-street bike paths.
- ◆ Add bicycle racks throughout Santa Paula.
- ◆ Explore a free bike program that provides the use of used bikes to get around the City.



2. Improve streets and sidewalks.

- ◆ Repair deteriorating streets.
- ◆ Repair deteriorating sidewalks and build new sidewalks where breaks in accessibility exist.
- ◆ Empower residents to raise additional funds for improvements to their neighborhood through yard sales, grants, donations, self-assessments, etc. (Neighborhood Repair Committees).

3. Minimize negative impacts of automobiles and maintain slow, safe traffic speeds.

- ◆ Provide traffic calming to keep traffic slow in and around residential areas.
- ◆ Designate “Pedestrian Priority” zones and protect through traffic calming, signage, protected crosswalks, reduced speeds, and amenities.

“...excellent public transportation...”



Safe and Secure City

④ Establish a community where residents are safe and a City free of litter, graffiti, and vandalism.

- ◆ Utilize the We-tip hotline and promote through signage and information in utility bills.
- ◆ Increase the cooperation with Ventura County Fire and Sheriff.
- ◆ Strengthen neighborhood watch programs and provide incentives for program leaders such as annual recognition dinners, etc.
- ◆ Ensure properly funded Police and Fire services.
- ◆ Enhance the graffiti removal program.
- ◆ Develop other outlets for artistic expression that include local artist involvement.
- ◆ Expand community involvement requirements as part of probation programs.
- ◆ Apply Crime Prevention Through Environmental Design (CPTED) principles to all new development.
- ◆ Pursue state and federal funding for established programs such as the “Safe Routes to Schools” program.
- ◆ Evaluate a safety tax study.

④ Improve the perception of Santa Paula as a safe community by both residents and outsiders.

- ◆ Institute or expand community-policing program to increase the police presence in Santa Paula neighborhoods.
- ◆ Establish a Safety Committee that includes youth members to enhance safety programs and promote positive publicity and education.
- ◆ Develop marketing materials and other communication tools that highlight values and attributes of Santa Paula (e.g. corner of the newspaper dedicated to positive stories, letters to the editor, brochures, etc.)
- ◆ Improve relationship between the community and the police officers.
- ◆ Enhance local ownership and stewardship of the community.

“...unity, peace, clean, less crime...”

“...a place where you can walk down the street after dark and not worry about anything.”



Santa Paula Citywide Vision Plan

Introduction

The Santa Paula Citywide Visioning process was initiated in September 2003 as an effort to bring the community together to create a vision of where it wants to be in the future and a plan to make that vision a reality. An intensive community-based process yielded thousands of ideas and thoughts about Santa Paula from both adults and youth in the City. As a result of these efforts, a vision statement and a series of goals and action steps that support the values, challenges, and visions expressed by the Santa Paula community are provided in the Vision Plan. The Plan (summarized here) was presented to the Santa Paula City Council on June 21st, 2004 and should be used to help guide future decisions, set new City priorities and policies, and implement projects that are important to the community.

Achieving the Citywide Vision for Santa Paula will take the combined effort and partnership of the entire community. It will require supporting and getting involved in the existing activities and missions of local organizations; it will require establishing and volunteering for new projects and programs; and, it will require strong leadership and commitment. There is a role for every Santa Paulan, young and old, to get involved in building a strong future for their City. You can make a difference.



Santa Paula Citywide Vision Statement

Santa Paula is a beautiful, safe, and economically thriving community that maintains its small town atmosphere and retains agriculture as an important part of its community and economy. Santa Paula honors its heritage, culture, and diversity; offers excellence in education, housing, and health care for all community members; and is a City where people from all backgrounds live, work, shop, and play in harmony, and are open to change for the greater good. Santa Paula believes that its youth represent the future and supports them through meaningful activity and mentorship.

Visión General para la Ciudad de Santa Paula

Santa Paula es una comunidad bella, segura y económicamente en crecimiento que guarda su sabor de ciudad pequeña y conserva su agricultura como una parte importante de la economía y la comunidad. Santa Paula le hace honor a su herencia, a su cultura y a su diversidad; ofrece excelencia en educación, vivienda y servicios de salud a todos los miembros de la comunidad y es una Ciudad en donde las personas de todos antecedentes pueden vivir, trabajar, comprar y divertirse en armonía, porque están dispuestos al cambio en beneficio de su ciudad. Santa Paula cree que sus jóvenes representan el futuro, les apoya con actividades constructivas y les ofrece mentoría.



Introducción

El proceso para crear una Visión para la Ciudad de Santa Paula se inició en Septiembre del 2003, como un esfuerzo para unir a la comunidad, con el objetivo de crear una visión sobre dónde se quiere estar en el futuro y para hacer un plan para llevar esa visión a ser una realidad. Un proceso comunitario muy intenso logró que miles de ideas y pensamientos se pusieran sobre la mesa, tanto de los adultos como de los jóvenes de la ciudad. Como resultado de dicho esfuerzo, se logró tener una visión y una serie de metas y pasos a seguir para dar apoyo a los valores, los retos y a la visión expresada por la comunidad de Santa Paula, los cuales se proporcionan en el Plan para lograr la Visión. Dicho Plan (resumido aquí) fue presentado al Concilio de la Ciudad de Santa Paula el 21 de Junio del 2004 y deberá ser utilizado para guiar futuras decisiones, determinar las nuevas políticas y prioridades de la Ciudad y para instrumentar los proyectos que son importantes para la comunidad.

El lograr una Visión General para Santa Paula requerirá del esfuerzo combinado y de que toda la comunidad se involucre. Requerirá el apoyo y la participación en las actividades existentes y en las distintas misiones de las organizaciones locales; requerirá que se establezcan nuevos proyectos y programas y que se trabaje de manera voluntaria en los mismos y también se necesitará de un liderazgo firme y de un gran compromiso. Todos los miembros de la comunidad de Santa Paula, jóvenes y mayores, tienen un papel muy importante que es el de involucrarse en la construcción de un futuro firme para su Ciudad. Usted será parte del cambio.



Citywide Vision Priorities

Throughout the process, several key priorities emerged as important elements of the Vision for Santa Paula. They include the following:

- ◆ Small Town Character
- ◆ Educational Excellence
- ◆ Meaningful Youth Activity and Participation
- ◆ Parks and Recreation Opportunities
- ◆ Vibrant and Strong Economy
- ◆ Diverse Housing Opportunities
- ◆ Protected Natural Environment
- ◆ Celebration of Local Art, Architecture, History, and Culture
- ◆ Engaged Community and Responsive Government
- ◆ Access to Affordable and High Quality Health Care
- ◆ Beautification and Architectural Integrity of the City
- ◆ Enhanced Mobility and Quality Infrastructure
- ◆ Safe and Secure City



Prioridades de la Visión General para la Ciudad

- ◆ Carácter de Ciudad pequeña
- ◆ Excelencia Educativa
- ◆ Participación Significativa de la Juventud
- ◆ Oportunidades de Recreación y en los Parques
- ◆ Una economía fuerte y vibrante
- ◆ Diversas oportunidades de vivienda
- ◆ Un medio ambiente protegido
- ◆ Celebración de las Artes, la Arquitectura, la Historia y la Cultura locales
- ◆ Una comunidad comprometida y un gobierno que responda
- ◆ Acceso a atención médica de alta calidad y a precios accesibles
- ◆ El embellecimiento y la integridad arquitectónica de la Ciudad
- ◆ Una mayor movilidad y una infraestructura de calidad
- ◆ Una Ciudad segura

A Community-Based Visioning Process

The Visioning process, led by a committed Visioning Steering Committee, incorporated a variety of different ways to engage the community throughout the nine-month effort. Opportunities to provide ideas and thoughts and to engage in community dialogue included the following:

- ◆ Visioning Steering Committee
- ◆ Visioning Comment Cards
- ◆ Logo Contest
- ◆ Neighborhood Block Parties
- ◆ Youth Involvement
- ◆ Visioning Festival
- ◆ Committee/Volunteer Work Session
- ◆ Community Workshops
- ◆ City Council/Planning Commission Involvement
- ◆ Service Club Presentations
- ◆ Table Displays
- ◆ Visioning Information Center
- ◆ Visioning Website www.visionsantapaula.org
- ◆ Newsletters
- ◆ Newspaper Insert



Un proceso para la Visión basado en la Comunidad

El proceso para la Visión, encabezado por el Comité Organizador de la Visión, incorporó una gran variedad de formas para enganchar a la comunidad durante un esfuerzo que duró nueve meses. Las oportunidades para proporcionar ideas y sugerencias y para invitar a la comunidad a dialogar, incluyeron:

- ◆ Comité Organizador de la Visión
- ◆ Tarjetas de Comentarios sobre la Visión
- ◆ Concurso de Logotipos
- ◆ Fiestas en las Colonias
- ◆ Participación de los Jóvenes
- ◆ Festival de la Visión
- ◆ Sesiones de Trabajo del Comité/Voluntarios
- ◆ Talleres Comunitarios
- ◆ Concilio de la Ciudad/Participación en la Comisión de Planeación
- ◆ Presentaciones a los Clubes de Servicio
- ◆ Mesas Informativas
- ◆ Centro de Información sobre la Visión
- ◆ Sitio de Internet de la Visión: www.visionsantapaula.org
- ◆ Boletines
- ◆ Folleto en el Periódico



Chapter 3

Implementing the Citywide Vision for Santa Paula



“VISION WITHOUT ACTION
IS MERELY A DREAM.
ACTION WITHOUT VISION
JUST PASSES THE TIME.
VISION WITH ACTION CAN
CHANGE THE WORLD.”
-- JOEL BARKER

Introduction

The Vision for Santa Paula is about the community’s commitment of individual and collective action to improve and protect the quality of life in an already special community. In this chapter of the Santa Paula Vision Plan, a community-based path toward the implementing the Vision is outlined. It includes key elements that should be considered in initiating the process and organizing for implementation; it details several projects that should be embarked upon with vigor and energy to achieve early success; and provides a tentative timeframe and potential resources for all action items described in the Vision for Santa Paula.



Initiation and Organization

The Santa Paula Vision must not be a plan that “sits on a shelf”. To ensure that the Vision Plan serves as an active and dynamic document, the following steps should be initiated immediately.

1. Promote the Vision Widely

The first step in moving forward with the Vision for Santa Paula is to assure widespread knowledge and ownership. The City, Visioning Steering Committee, and other groups should lead the promotional effort. The effort should include community members; local organizations, clubs, and groups; schools; churches; local businesses; city departments; and public agencies. This promotion should also extend to the County, as well as other cities, businesses, and organizations in the region. A goal of this promotional effort should be to have organizations or other groups take leadership roles in implementing action steps. A “Town Hall” meeting might be a good way to start to develop strong ownership and awareness of the Citywide Vision Plan.

2. Establish a Citywide Vision Advisory Board

A Citywide Vision Advisory Board (or similar body) should be established to continue to promote the Vision with the community, initiate and organize small-scale projects, and help monitor and evaluate the overall implementation of the Vision, including steps accomplished by other community organizations. This group should be comprised of local leaders, organizations, community members (including youth), and members of the Visioning Steering Committee. A yearly Vision progress report should be made to the Council, along with any suggested updates and modifications to the Citywide Vision Plan.

3. Implement Priority Projects

Early and visible successes are important to keep the community motivated and energized about the vision. Additionally, even long or medium term priority projects must be initiated early to achieve eventual success. To this end, the priority projects identified in the next section should be implemented and/or initiated within the first several months following the formal endorsement of the Santa Paula Citywide Vision Plan.

Priority Projects

The following set of projects has been identified as priorities and/or early successes that should be initiated and/or implemented soon after the Vision Plan is adopted. To assist in implementing the projects and programs, blank Action Planning Worksheets can be found at the end of the chapter.

I. Small Town Character

- ◆ Coordinate with surrounding cities and Ventura County to preserve agricultural areas around Santa Paula. (I.A.1.)
- ◆ Pursue value-added agricultural opportunities such as agri-tourism, expansion of agricultural products, and community events with an agricultural theme. (I.A.3.)

II. Educational Excellence

- ◆ Establish a community-based steering committee to work with the City, college, school district, public and private institutions, and other educational entities to improve educational offerings and opportunities. (II.A.4.)

III. Meaningful Youth Activity and Participation

- ◆ Build a Teen Center in mid-town Santa Paula that includes an art studio, dance club, study lounge, food, and a place to both listen to and make music. (III.A.1.)
- ◆ Create positions for students on boards, commissions, and committees. (III.B.2) (IX.B.5.)
- ◆ Establish a Santa Paula Youth Corps focused on community service and volunteer projects in partnership with adults. (III.B.4.)
- ◆ Establish a City mentorship program and database that matches youth with adult mentors (encourage Santa Paula High School alumni, church volunteers, local professionals, etc. to serve as mentors). (III.C.1.)

IV. Parks and Recreation Opportunities

- ◆ For related project, see Meaningful Youth Activity and Participation (III.A.1.).
- ◆ For related projects, see Enhanced Mobility and Quality Infrastructure (XII.B.4 and XII.C.2).

V. Vibrant and Strong Economy

- ◆ Attract a new, quality grocery store or expand the food choices at existing grocery stores. (V.A.1.)
- ◆ Establish regular communication and coordination between the City, the Chambers of Commerce, and other groups to better encourage business retention, recruitment, and expansion. (V.A.6.)
- ◆ Encourage clean, light industry as a source of jobs and prepare job seekers to match the skills needed. (V.D.3.)

“ANY PERSON CAN MAKE A
DIFFERENCE, AND EVERY
PERSON SHOULD TRY.”

- ROBERT KENNEDY



- ◆ Encourage new industries or companies locating in Santa Paula to hire local workers. (V.D.4.)
- ◆ Establish a web link from the City website to the local job and career center. (V.D.9.)

VI. Diverse Housing Opportunities

- ◆ Encourage “granny flats” and second units in existing and new neighborhoods. (VI.A.1.)
- ◆ Encourage single-family homes in a variety of sizes, from small one-bedroom homes to larger size homes. (VI.A.2.)
- ◆ Introduce mixed use housing downtown (small housing units above businesses). (VI.A.3.)
- ◆ Create live-work opportunities for artists, other trades people, and professionals. (VI.A.4.)
- ◆ Establish rehabilitation loans, grants, and other incentives to assist homeowners improve their properties. (VI.C.1.)

VII. Protected Natural Environment

- ◆ For related project, see Small Town Character (I.A.1).

VIII. Celebration of Local Art, Architecture, History, and Culture

- ◆ Showcase the City’s Mural Program (e.g. audio rental devices with local voices telling the real-life stories of the murals; plaques/signs inlaid into sidewalk to serve as a trail). (VIII.A.1.)

IX. Engaged Community and Responsive Government

- ◆ Establish regular televised “Town Hall” meetings throughout the City that allow for direct dialogue between community members and elected officials. (IX.A.1.)
- ◆ Establish neighborhood councils that meet regularly to improve and protect their neighborhoods and advise elected officials on issues affecting their neighborhood. (IX.B.3.)
- ◆ Establish a master community calendar that includes dates of school, City, and civic and service club meetings and events. (IX.C.1.)

X. Access to Affordable and High Quality Health Care

- ◆ Re-open the Santa Paula Hospital. (X.A.1.)

- ◆ Promote healthy lifestyle programs to local school-aged children using volunteer health care providers (e.g. local doctors, nurses, nutritionists, exercise physiologist, etc.). (X.B.2.)
- ◆ Research grants focusing on obesity and diabetes in children to include nutrition counseling, medical evaluations, cooking/shopping classes, gym memberships. (X.B.3.)

XI. Beautification and Architectural Integrity

- ◆ Continue Santa Paula Beautiful events and encourage and sponsor additional neighborhood clean-ups (provide garbage dumpsters, bags, gloves, etc.). (XI.A.1.)
- ◆ Institute a Mayor’s “Santa Paula Beautiful” award program that recognizes role-model residences that have been improved. (XI.A.2.)
- ◆ Develop volunteer maintenance teams to assist property owners unable to mow, pick weeds, etc. around their homes. (XI.A.6.)
- ◆ Initiate a “Santa Paula Home Makeover” effort that uses local volunteers (landscapers, contractors, etc.), donated materials (hardware stores, etc.), and the local cable channel to promote and cover the events. (XI.A.7.)
- ◆ Implement small-scale improvements such as window flower boxes, welcoming benches, pocket parks and plazas, etc. (XI.C.1.)
- ◆ Initiate volunteer teams that include property owners, business owners, local artists, and residents to assist property owners with building improvements. (XI.C.2.)

XII. Enhanced Mobility and Quality Infrastructure

- ◆ Add bicycle racks throughout Santa Paula. (XII.B.4.)
- ◆ Repair deteriorating streets. (XII.C.1.)
- ◆ Repair deteriorating sidewalks and build new sidewalks where breaks in accessibility exist. (XII.C.2.)

XIII. Safe and Secure City

- ◆ Utilize the We-tip hotline and promote through signage and information in utility bills. (XIII.A.1.)
- ◆ Develop marketing materials and other communication tools that highlight values and attributes of Santa Paula (e.g. corner of the newspaper dedicated to positive stories, letters to the editor, brochures, etc.). (XIII.B.3.)

“We need to bring people together without regards on their backgrounds to work on a common goal for community’s benefit.”



Planning for Action & Tracking Success

For each action step identified in the Vision, there is a multitude of smaller actions or tactics that are required to implement them. Planning for Action Worksheets are included at the end of this chapter to help organize these small steps, as well as assign responsibilities and deadlines.

Ideally, during the action planning process, a way to measure the success of the project should also be established. It is important to clearly understand what *outcome* will constitute success and how that outcome contributes to the larger community goal and vision. For instance, is it enough to just install bike racks? Or is true success achieved if the bike racks are not only installed, but also used. In the latter, the outcome contributes directly to the larger goal and community vision of increasing bicycling in the City.

When thinking about and writing language for successful outcomes, it is helpful to consider the following SMART¹ criteria:

- ❖ **Specific:** The outcomes should be responsive to questions such as: "at what?," "for whom?" and "by how much?"
- ❖ **Measurable:** The outcomes should be measurable or assessable to facilitate tracking and learning from them.
- ❖ **Aggressive yet Achievable:** The outcomes should be aggressive so as to stretch what we can do, but they need to be achievable so as not to set efforts up for failure.
- ❖ **Relevant:** The outcomes should pertain directly to the challenges articulated by goals and contribute to the vision.
- ❖ **Time-bound:** The outcomes should not be completely open-ended with respect to time and should be crafted by answering "by when?"

A few examples of outcomes that illustrate a measurable contribution to the larger Santa Paula vision and goals include:

- ◆ Thirty new racks will be designed and installed in the community by March 2005 and at least half of the racks will be in use during after school hours and peak business times. (measurement tool = field observation)
- ◆ Three families will receive assistance from volunteer teams in maintaining their yard by November 2004 and all three will exhibit improved yard maintenance throughout the following year. (measurement tool = field observation)

¹ Douglas Smith. 1999. *Make Success Measurable*. New York: John Wiley & Sons.

- ♦ By June 2005, at least six students will have served in a formal position on a local board, commission, or committee and will have reported that it was a positive experience that provided them with new leadership skills. (measurement tool = interviews)

A sample worksheet that includes a goal, action step, tactics, and a measurable outcome is included at the end of the chapter.

Implementation Resources

To accomplish the Vision, it will take collaboration between public agencies and private organizations, partnerships between residents and businesses, cooperation between service clubs and the arts community, and much more. It will take people with diverse interests, backgrounds, resources, and ideas coming together for the good of the community. The following resources should be involved in implementing the Santa Paula Vision².

Citywide Vision Advisory Board

As noted above, a Santa Paula Citywide Vision Advisory Board will be integral in initiating the Vision Plan, organizing and implementing small-scale projects, and leading the overall monitoring and evaluation.

Community Members

In many cases, it is individual Santa Paulans themselves who can lead or participate in the implementation of the Vision. All community members, including youth and seniors, can take active roles in turning project ideas into reality. They can serve on organizing committees; they can participate on volunteer clean-up teams; they can help write grants and conduct research; and they can contribute their skills and expertise to the development and construction of many different projects. Numerous community members indicated a willingness to volunteer during the Visioning process by checking the volunteer box on Comment Cards or signing up at workshops.



² A more detailed list of potential resources is included later in the chapter.

“...so many
volunteers...”



City Government

Obviously, the City of Santa Paula will play an integral role in implementing the Vision. The City includes the City Council, Planning Commission and other decision-making or advisory bodies, as well as individual city departments and facilities.

Organizations, Clubs, and Groups

Perhaps the most abundant implementation resource is the many active and committed service clubs, arts and culture organizations, community service groups, etc. in the Santa Paula area already working diligently to improve the community. These groups should take leadership roles in the implementation of the Vision. Additionally, state and national groups and organizations, such as the Nature Conservancy, Sierra Club, etc. may be able to play a role as well.

Schools

School programs, along with students, teachers, principals, and administrators from the Santa Paula school districts, as well as private schools, are vital resources that should not be overlooked. Surrounding colleges, universities, and other educational institutions should also be looked to for involvement and assistance, especially in the areas of education and youth activity.

Religious Institutions

Churches and other religious institutions are a great source of volunteers and leadership that should be capitalized upon to achieve the Vision. Many churches are already involved in activities that directly support goals and action steps identified in the Vision.



Public Agencies

The role of local, regional, and state public agencies should be considered in implementation. Surrounding cities, Ventura County, and Caltrans are just a few of the many public agencies that can help implement the Santa Paula Vision.

Private Sector

The business community of both Santa Paula and the region will be valuable players in the implementation of the Vision. Small businesses, large companies, private property owners, and developers are able to donate materials, invest in projects, share information, and provide desired services and amenities.

Media

The many media outlets in Santa Paula should be looked at as immediate resources to disseminate information, promote activities, and to highlight successes. Adelphia Cable Channel 10, the Santa Paula Times, the Ventura County Star, and Spanish radio are just a few of the many media resources available.

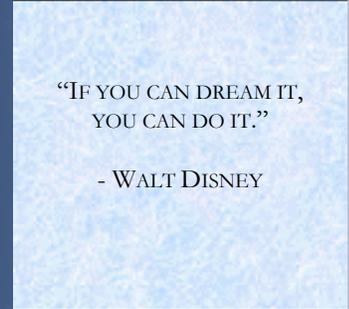
Grantors

Many of the goals and action steps identified as part of the Vision can be accomplished through the work of existing organizations, “sweat equity” and volunteerism, or through donations of materials and resources by private entities. However, numerous action items will require funding beyond what is currently available at the local level for staff, project development, construction, and/or maintenance. Grants may be available through a number of different resources, including: federal, state or regional governments; foundations; major nonprofits; or private companies. A few funding resources to start with might include:

- ◆ Foundation Center (www.fdncenter.org)
- ◆ Catalog of Federal Domestic Assistance (www.cfda.gov/public)
- ◆ National Endowment for the Arts (www.arts.endow.gov/grants/index.html)
- ◆ Red Lodge Clearinghouse (www.redlodgeclearinghouse.org/resources/search.asp).

Vision Implementation Matrix

In addition to the priority projects described in the section above, there are hundreds of projects, programs, and policies that are included as part of the Vision for Santa Paula. Obviously, not all of these can be accomplished at once, nor can they all be achieved quickly. The Vision Implementation Matrix included on the following pages provides a summary of the goals and action steps, along with a tentative timeframe for implementation and a cross reference to just a few of the many resources potentially available. A small box is provided in the matrix to “check off” implemented items.



Vision Implementation Matrix

Progress	I. SMALL TOWN CHARACTER	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Maintain the agricultural character of the City and surrounding areas.		
	1. Coordinate with surrounding cities (e.g. Fillmore, Ventura City, and Ojai) and Ventura County to preserve agricultural areas around Santa Paula.	MT	C1, C2, C8, D29, D30, G3, G9, G11, G12, G13, G25
	2. Respect greenbelt agreements.	Ongoing	C1, C2, C8, G19, G25
	3. Pursue value-added agricultural opportunities such as agri-tourism, expansion of agricultural products, and community events with an agricultural theme.	ST	C5, D7, D8, G19
	B. Host events and gatherings that bring people together.		
	1. Continue and expand the number of special events and festivals (e.g. DeColores)	Ongoing	C7
	2. Encourage block parties and neighborhood events.	Ongoing	B1, C, D18
	3. Facilitate regular “Town Hall” meetings that allow community interaction and involvement.	ST	C1, D36, D18
	C. Continue to support the revitalization of Downtown as a social and economic hub.		
	1. Implement physical improvements and enhancements.	Ongoing	C5, C8, H, H14
	2. Use the Main Street and the Railroad Plaza as sites for additional community events that celebrate local history, culture, and heritage (e.g. DeColores)	Ongoing	C7, D, H14, R
	D. Provide for managed growth that supports traditional small town characteristics.		
	1. Integrate Smart Growth principles into design guidelines, policies, and ordinances.	ST	C, C1, C2, C8, D45
	2. Develop policies that help to protect the dark evening skies of Santa Paula.	MT	C, C8
	3. Establish design guidelines that support traditional neighborhood development, including: front porches, pedestrian and bicycle connections, trees, etc.	ST	C, C2, C5, C8, D45
	E. Encourage the revitalization of existing neighborhoods.		
	1. Provide incentives for infill development and rehabilitation of existing properties (including financial assistance).	ST	C, C5, C8, C13, G2
	2. Develop design guidelines that ensure redevelopment is compatible with existing character.	ST	C, C8, D45

Progress	II. EDUCATIONAL EXCELLENCE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Provide post-high school educational and training opportunities for Santa Paula residents.		C1, E11, E14
	1. Establish a permanent community college in Santa Paula.	MT	C, C1, E11, E14, G3
	2. Expand vocational training opportunities for both adults and youth.	ST	D8, D12, E11, E14, E16, G3
	3. Expand job and career center collaboration with Ventura County Community	MT	G1, G3,

Progress	II. EDUCATIONAL EXCELLENCE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	College and Santa Paula Union High School District.		G4, G9-18
	4. Establish a community-based steering committee to work with the City, college, school district, public and private institutions, and other educational entities to improve educational offerings and opportunities.	ST	C, C1, D12, D17, D18, E14, E
	5. Provide more accessible public transportation to local colleges and universities (buses, trains, vans, shared-ride programs, etc.).	MT	C, G7, G8, G26, E
	6. Establish “virtual classrooms” through live satellite transmissions to Santa Paula.	MT	E14, C1-2, I2
	7. Establish a community foundation to offer financial support to students.	Ongoing	D36, E11, E14
	B. Improve the infrastructure and increase the number of Santa Paula schools.		
	1. Identify and pursue funding necessary to improve schools and related infrastructure.	MT	C1, C6, E,
	2. Build a second Santa Paula high school (possibly on a site shared with the future community college).	MT	C1, C6, E,
	3. Develop future facilities plans to determine the space, building, and technology needs for elementary, secondary, and higher education (public and private).	ST	C, C1, C2, E, E11
	4. Make improvements to existing school facilities.	Ongoing	C6, E
	5. Identify opportunities to co-use new educational facilities for other community needs, such performance center, shared library, athletic fields, etc.).	ST	D, E
	C. Increase the involvement of parents, guardians, and the City in the education of youth.		
	1. Expand and improve school activities that involve parents.	ST	E
	2. Develop programs that motivate students to want to succeed.	Ongoing	D1-10, E
	3. Establish a Parent-Teacher-Student Association (PTSA) to assist with such activities as scholarship applications, laptop lending, volunteer mentoring, surveying students to assess needs, etc.	ST	B, E
	4. Establish a Committee of educational partners, library, schools, and youth to help develop, implement, and manage supplemental education and outreach programs.	ST	B, E
	5. Expand and publicize the tutoring, technology, and computer resource programs citywide, including extending evening hours to more adequately meet student needs.	ST	C7, D1-10, E, I2, I3, I4
	6. Institute community-wide learning and education activities, such as book reading contests, “Education in the Streets” fairs, Human School Buses, etc.	ST	C10, E
	7. Institute a “Santa Paula Smart” award program that recognizes a teacher, a student, and a parent each month.	ST	E, H, I
	D. Enhance the quality of education in Santa Paula.		
	1. Increase citywide recognition of student and teacher accomplishments, including recognition of school achievements by City Council.	MT	C1, E
	2. Increase the involvement of more community members in educational planning.	MT	E11, E14
	3. Recruit, hire, and maintain motivated teachers.	Ongoing	E, D12, D18
	4. Establish additional community events to welcome new teachers.	ST	E
	5. Initiate incentives for qualified teachers, such as salary increases, housing programs, etc.	MT	C1, E
	6. Improve scheduling of school-related meetings to avoid conflicts with other events and to increase attendance. Identify and pursue funding necessary to enhance school programs and activities.	Ongoing	C, E
	7. Expand inter-district cooperation.	ST	E
	8. Heighten the expectations of students, faculty, and administration.	Ongoing	E

Progress	III. MEANINGFUL YOUTH ACTIVITY AND PARTICIPATION	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross referenced with list
	A. Provide affordable opportunities and facilities for youth to explore hobbies, other interests, and to socialize with each other.		
	1. Build a Teen Center in mid-town Santa Paula that includes an art studio, dance club, study lounge, food, and a place to both listen to and make music.	MT	C7, C10, C11, C12, D9,D, H, I2, I3
	2. Expand current youth activities and locations through collaboration with providers.	ST	C7, C10, C11, C12, D4, D31, D45, D32, D46, E
	3. Pursue a bowling alley as a source of family and youth recreation.	LT	C1, C3, C12
	4. Encourage Downtown businesses that provide entertainment, services, and products that cater to youth.	ST	D9, D11-13
	5. Support the maintenance of the skate park (e.g. repairs, cleaning, moderator).	Ongoing	D3, D10, D15
	6. Open a coffee house/study lounge for students with evening hours.	MT	C11, C12, E14, E16
	B. Provide youth with meaningful ways to become involved in civic life.		
	1. Establish a regular youth column or section in the local newspapers.	ST	E11, I1, I4
	2. Create youth positions on local boards, commissions, and committees.	ST	C1, C10, E11
	3. Develop intern/co-op positions for youth in each City Department.	MT	C
	4. Establish a Santa Paula Youth Corps focused on community service and volunteer projects in partnership with adults.	ST	C9, C13, E11
	5. Provide teen employment opportunities that emphasize career exploration	ST	C, D, E, H
	6. Promote youth participation through one-on-one outreach and discussions.	ST	C, D, E
	C. Provide positive adult mentors and role models for local youth.		
	1. Establish a City mentorship program and database that matches youth with adult mentors (encourage Santa Paula High School alumni, church volunteers, local professionals, etc. to serve as mentors).	ST	A, D4, E11, F
	2. Encourage local professionals, county, and civic organizations to take part in career fairs and youth programs.	Ongoing	A, B, D, H

Progress	IV. PARKS AND RECREATION OPPORTUNITIES	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Develop safe neighborhood parks that meet the needs of all ages.		
	1. Improve existing parks facilities.	MT	C3
	2. Build additional neighborhood parks in Santa Paula.	MT	C3, H
	3. Improve lighting at existing parks.	ST	C3
	4. Establish a dog park.	LT	C3, D

Progress	IV. PARKS AND RECREATION OPPORTUNITIES	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	B. Provide for and expand recreational activities for the community and for local youth.		
	1. Build more sports fields for soccer and other team sports for both youth and adults.	MT	C3, E
	2. Expand library hours.	ST	C10
	3. Regularly provide movies in the park.	Ongoing	C7
	4. Investigate the development of a community swimming pool.	ST	C7
	5. Maintain existing and establish new after-school programs at all schools.	Ongoing	E
	6. Collaborate with private entities to offer residents discounted activities (e.g. yoga, horseback riding, scrapbooking, etc.).	MT	C7, D, H
	7. Ensure activities are accessible to those with special needs, as well as are culture and language sensitive.	Ongoing	C7, D
	C. Expand local bicycle and pedestrian trails.		
	1. Develop multi-use trail along river.	MT	C3, C8, G22
	2. Create connections to regional trails	MT	C3, G
	3. Expand the bicycle routes and create a bicycle map.	MT	C3, E

Progress	V. VIBRANT AND STRONG ECONOMY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Diversify and expand commercial and retail business in the City.		
	1. Attract a new, quality grocery store or expand the food choices at existing grocery stores.	ST	C5, D36
	2. Attract new retail stores that provide desired goods at competitive prices, such as clothing.	ST	C5, D25, D36, H
	3. Expand goods and services of existing small businesses.	ST	D25, D36, C14, E14, E16, H
	4. Welcome and provide assistance to new businesses wishing to locate in Santa Paula.	ST	C5, D25, D36, C14
	5. Initiate a “Shop Local” program that includes education on the benefits of keeping dollars in the local economy.	Ongoing	D36, H14
	6. Establish regular communication and coordination between the City, the Chambers of Commerce, and other groups to better encourage business retention, recruitment, and expansion.	ST	C1, D25, D36, H
	B. Enhance tourism as a part of the local economy that promotes and celebrates Santa Paula’s history, cultures, and characteristics.		
	1. Develop marketing materials that promote Santa Paula as a heritage tourism destination.	ST	C5, D25, D36, D40-53, I1, I2, I4
	2. Encourage small bed and breakfasts and boutique hotels to accommodate tourists.	MT	C5, C8D36, D25
	3. Pursue an agricultural/citrus museum.	LT	D43, D48, H3, H15
	4. Establish interpretive orchards/farms to foster education and appreciation.	MT	D7, D8, H3
	C. Retain agriculture as an important community value and industry.		

Progress	V. VIBRANT AND STRONG ECONOMY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	1. Investigate the potential for value-added agriculture (e.g. agri-tourism, making products, such as health and beauty items, out of raw materials etc.)	ST	D36, H3
	2. Highlight local produce at farmers market and publicize the markets more widely.	MT	I1, I4
	3. Pursue jobs and development that build on the agricultural presence and history.	MT	C5
	4. Support the agricultural academies in the school system. Provide educational seminars and events that promote agriculture and agricultural history.	Ongoing	E11, H3, H15
	5. Improve contact and communication with local farm owners and representatives to gain input and involvement.	ST	B, C
D. Establish a wide range of new jobs that build on local resources and skills and that provide a living wage.			
	1. Institute an aggressive workforce training program, including a career training center.	MT	E11, G1
	2. Promote opportunities for start-up and incubator businesses.	MT	C5, C14, D25, D36, E14, E16
	3. Encourage clean, light industry as a source of jobs and prepare job seekers to match the skills needed.	MT	C1, C5, D25, D36,
	4. Encourage new industries or companies locating in Santa Paula to hire local workers.	Ongoing	C5, D25, D36, C14
	5. Institute one-on-one visits to talk with potential employers.	Ongoing	C5, D25, D36
	6. Provide and expand medical facilities as a means to provide additional jobs.	Ongoing	C, H
	7. Provide for affordable and alternative childcare programs.	ST	F, G3
	8. Continue to promote and encourage motion picture/commercial filming.	Ongoing	C1, C7, D44
	9. Establish a web link from the City website to the local job and career center.	ST	C15
E. Continue revitalizing Downtown as the social, economic, and entertainment center of the City.			
	1. Implement the recommendations in the Downtown Improvement Plan.	Ongoing	C1, C13, H
	2. Institute Economic Impact Reviews for larger, new commercial development outside of Downtown to identify potential costs and benefits to the community.	ST	B, C1, D25, D36,
	3. Require Cost of Community Services studies to ensure new, larger-scale development will not adversely impact existing level of City services.	ST	C

Progress	VI. DIVERSE HOUSING OPPORTUNITIES	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
A. Create a variety of housing opportunities that serve a diverse population.			
	1. Encourage “granny flats” and second units in existing and new neighborhoods.	Ongoing	C, C8
	2. Encourage single-family homes in a variety of sizes, from small one-bedroom homes to larger size homes.	Ongoing	C, C8, D35
	3. Introduce mixed use housing (small housing units above businesses).	Ongoing	C, C8, H
	4. Create live-work opportunities for artists, other trades people, and professionals.	ST	C, C8, D46, D50
	5. Encourage senior housing development.	Ongoing	C, C8, G23
	6. Provide for both rental and ownership opportunities.	Ongoing	C, C8, G2
	7. Adopt and implement inclusionary housing ordinance.	ST	C, C5, C8
	8. Continue the implementation of the adopted General Plan Housing Element.	Ongoing	C, C5, C8

Progress	VI. DIVERSE HOUSING OPPORTUNITIES	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
B. Protect and expand the affordability of housing for Santa Paula residents.			
	1. Encourage Community Land Trusts to preserve affordability of housing units and/or land.	ST	C, D, G2
	2. Pursue a Resident Preference Policy for new affordable housing developed in Santa Paula.	ST	C1, C8
	3. Initiate a home ownership education program/campaign targeted at existing residents.	ST	C, G
C. Encourage rehabilitation of and improvements to existing neighborhoods.			
	1. Establish rehabilitation loans, grants, and other incentives to assist homeowners improve their properties.	Ongoing	C
	2. Establish infill incentives to encourage new housing in existing neighborhoods.	ST	C

Progress	VII. PROTECTED NATURAL ENVIRONMENT	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
A. Preserve natural resources and enhance environmental sustainability.			
	1. Encourage projects that utilize alternative energy sources, such as solar, wind, etc.	MT	D29, D30, G22, H16
	2. Use natural, indigenous plant materials in new projects.	Ongoing	C3, C8, G22, H
	3. Enhance river and creek corridors for the enjoyment of the community.	LT	C3, C8, G22
	4. Expand the City's recycling program.	MT	C
	5. Support organic farming.	ST	D7, D8, G19, H
B. Protect surrounding landscapes and agricultural lands.			
	1. Pursue Open Space Districts, conservation easements, land trusts and other policies to preserve lands.	ST	D29, D30, G25
	2. Work with regional and national organizations such as the American Farmland Trust, Nature Conservancy, and National Parks and Greenways Foundation to help purchase undeveloped lands surrounding the City.	MT	D29, D30, G19, G22, G25
	3. Establish a view preservation ordinance.	ST	C2, C8
	4. Continue to apply hillside/ridgeline development guidelines.	Ongoing	C2, C8, D29, D30, G25
C. Strengthen community understanding of surrounding landscapes and waterways.			
	1. Develop a strong environmental educational program at all grade levels that instills personal responsibility for attitude and behavior toward the local environment.	MT	D29, D30, E, G22, G25, I
	2. Utilize local print and electronic media as a means to educate the community at-large about the local landscape and environment.	MT	G22, D29, D30, G25, I

Progress	VIII. CELEBRATION OF LOCAL ART, ARCHITECTURE, HISTORY, AND CULTURE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Promote heritage and cultural tourism in Santa Paula as a means of showcasing the arts, history, and cultural resources of the area and highlighting the various community festivals and events.		
	1. Showcase the City’s Mural Program (e.g. audio rental devices with local voices telling the real-life stories of the murals; plaques/signs inlaid into sidewalk to serve as a trail).	ST	B1, D36, D41, D42, D43,
	2. Include arts and culture information in all publications, advertising, and promotions related to the region’s amenities and attractions.	Ongoing	C, D36, G21, D48, D53
	3. Continue active support of the California Oil Museum and the Aviation Museum of Santa Paula.	Ongoing	C, G20
	4. Establish a citrus/agricultural museum.	LT	D48
	5. Develop an art museum.	MT	D48, D50
	6. Initiate horse-drawn carriages downtown.	ST	D7, D14, H21
	7. Establish a “Santa Paula Walk of Fame” highlighting celebrities who have filmed movies or lived here.	MT	D43, D49,
	8. Offer gourmet cooking classes or demonstrations centered on locally grown produce.	ST	E17
	9. Establish “tourist/entertainment packages” (train ride, carriage ride to destination, mural tour, dinner at a Santa Paula restaurant, tickets to a local performance, etc.	ST	D36, D40-52, G21, H,
	10. Expand the number of outside student/classroom field trips to Santa Paula attractions.	Ongoing	E
	B. Celebrate the history and diversity of the community by using the arts and cultural programs to build mutual acceptance and to recognize and celebrate the diversity of neighborhoods and residents.		
	1. Create an arts and culture plan for the City that outlines specific ways to celebrate and educate on local diversity and culture.	MT	C, D50
	2. Preserve and recognize history, as well as ethnic and cultural diversity, by continuing to host special events and festivals.	Ongoing	D36, D41, D48
	3. Support the creation of more murals that identify important cultural and historic people and events	Ongoing	B1, D36, D41, D42, D43, H22
	4. Incorporate interpretive historic and cultural elements/art into new projects such as the new bike trail along the railroad corridor.	MT	C3, C8, H22
	5. Capture history and educate the community through the recording interviews of local elders by Santa Paula youth.	ST	D, D47, E
	6. Work to expand the offerings of the Santa Paula Theater Centering (including a Children’s Theater).	ST	D44
	7. Pursue the development of a Multi-Cultural Arts Center.	MT	D18, D40-53
	8. Offer and encourage participation in Spanish language classes.	ST	C10, E
	C. Incorporate heritage and culture into the everyday life of the community and support expanded opportunities and locations for art, history, and cultural events.		
	1. Investigate a “Percent for Art” program to encourage art in all new projects.	ST	C8
	2. Publish a community resource directory of the arts and heritage, including artists, presenters, and programs related to the arts and heritage.	ST	A, D36, D25, D
	3. Initiate a “Concert Under the Stars” program that utilizes the gazebo and/or other parks that focuses on different types of music, including jazz, salsa, classical, etc. and that highlights both local and national performers.	ST	D51, D52
	4. Build an amphitheater or other outdoor facility for performances.	LT	C,D, H
	5. Evaluate the feasibility of establishing a small business incubator for professional	MT	D36, D46,

Progress	VIII. CELEBRATION OF LOCAL ART, ARCHITECTURE, HISTORY, AND CULTURE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	artists and emerging arts organizations.		D50
	6. Develop agricultural landscape art (similar to Salinas).	MT	D50, G19, H
D. Protect, rehabilitate, and celebrate historic structures in Santa Paula.			
	1. Preserve and rehabilitate Glen Tavern Inn.	ST	C8, H18
	2. Expand the use of Historic Districts and designation of historic structures	ST	C8, D43
	3. Strengthen design guidelines for historic buildings.	ST	C8, D43, D45
	4. Initiate an historic plaque program.	ST	C, D43, H14
	5. Initiate cross-cultural education on the reasons for historic preservation, as well as promote tax credits and preservation loans community-wide.	MT	C, D43, D45

Progress	IX. ENGAGED COMMUNITY AND RESPONSIVE GOVERNMENT	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
A. Provide ongoing opportunities for community involvement and participation.			
	1. Establish regular televised “Town Hall” meetings throughout the City that allow for direct dialogue between community members and elected officials.	ST	C, A
	2. Establish a volunteer network/list that promotes volunteerism and best matches volunteers with specific community needs.	ST	A, B, D
	3. Develop new ways for schools, churches, community centers, police/fire stations, and other public buildings to cooperate and get involved with neighborhoods.	ST	A, C9, B1, F, H
	4. Continue bilingual broadcast of City Council meetings and ensure full participation of Spanish speaking community members in community activities.	Ongoing	C, I2
	5. Continue televising City Council meetings and expand to include other meetings relevant to the community.	Ongoing	C, I2
B. Strengthen community leadership.			
	1. Establish a Citywide Vision Advisory Board comprised of local leaders, organizations, residents, and Visioning Steering Committee members to monitor and evaluate the implementation of the Vision.	ST	A, C1
	2. Establish a yearly roundtable meeting for all local organizations, clubs, City, and neighborhood organizations to communicate goals and activities for the upcoming year.	ST	B1, D, C1
	3. Establish neighborhood councils that both meet regularly to improve and protect their neighborhoods and advise elected officials on issues affecting their neighborhood.	ST	A, B1, C
	4. Build the capacity of local leaders by sponsor resident participation in the Ventura County Leadership Program and eventually develop a yearly leadership academy for the City of Santa Paula.	ST	C, D
	5. Create positions for students on boards, commissions, and committees.	ST	A, C, D, E
C. Provide clear, simple, and user-friendly information about City processes and involvement opportunities.			
	1. Establish a master community calendar that includes dates of school, City, and civic and service club meetings and events.	ST	A, C, D, I
	2. Expand frequency and scope of City Newsletter	Ongoing	C

Progress	IX. ENGAGED COMMUNITY AND RESPONSIVE GOVERNMENT	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	3. Increase households with an interactive community website (Internet) for information on City happenings, educational opportunities, and community activities.	MT	C, E
	4. Develop easy-to-understand bilingual handouts that describe technical processes and information.	ST	C

Progress	X. ACCESS TO AFFORDABLE AND HIGH QUALITY HEALTH CARE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Ensure that the physical, dental, and mental health needs of Santa Paulans are met.		
	1. Re-open the Santa Paula Hospital.	ST	C, G, H
	2. Research hospital district to tax in order to pay for the hospital.	ST	C
	3. Establish a medical clinic in the high school or school nurse to provide healthcare to students.	ST	E, H23
	4. Utilize public television, radio, Internet, and special classes to provide bilingual publicity for healthcare/ insurance programs available, including: Veterans programs, State-sponsored family programs, Healthy Families, AIM, etc.	ST	G5, H23, I
	5. Establish a public gym with low or subsidized fees.	MT	C7, H
	6. Establish a local Task Force to research and report on existing health data and healthcare needs in the Santa Paula community.	ST	B, C, H23
	B. Promote additional education on healthy lifestyles.		
	1. Utilize public television, radio, Internet, and special classes to provide bilingual community education on important health issues.	ST	G5, H23, I
	2. Promote healthy lifestyle programs to local school-aged children using volunteer health care providers (e.g. local doctors, nurses, nutritionists, exercise physiologist, etc.).	ST	E, G5, H23, I
	3. Research grants focusing on obesity and diabetes in children to include nutrition counseling, medical evaluations, cooking/shopping classes, gym memberships.	ST	D, G5, H23
	4. Promote and follow “Active Living by Design” principles that connect physical health to land use, transportation, and trails.	ST	G5, H23
	C. Provide for and accommodate the needs of an aging society.		
	1. Provide assisted living developments.	MT	C5, G27, H23
	2. Establish senior day care center.	ST	C, D14

Progress	XI. BEAUTIFICATION AND ARCHITECTURAL INTEGRITY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Encourage and support neighborhood efforts to create a beautiful community.		
	1. Continue Santa Paula Beautiful events and encourage and sponsor additional neighborhood clean-ups (provide garbage dumpsters, bags, gloves, etc.).	Ongoing	B, C, D33
	2. Institute a Mayor’s “Santa Paula Beautiful” award program that recognizes role-model residences that have been improved.	ST	B, C, D

Progress	XI. BEAUTIFICATION AND ARCHITECTURAL INTEGRITY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	3. Enhance the Chamber’s “Yard of the Month” program.	ST	D36
	4. Develop educational “how-to” materials pertaining to property upkeep and rehabilitation.	MT	C
	5. Establish a small loan/grant program to assist property owners with property improvements.	ST	C
	6. Develop volunteer maintenance teams to assist property owners unable to mow, pick weeds, etc. around their homes.	ST	B, D, H14
	7. Initiate a “Santa Paula Home Makeover” effort that uses local volunteers (landscapers, contractors, etc.), donated materials (hardware stores, etc.), and the local cable channel to promote and cover the events.	ST	A, B, D, H
B. Enhance the “curb appeal” and image of the City.			
	1. Develop a landscaping and enhancement plan for Harvard Boulevard.	ST	C, H
	2. Establish attractive gateways at entrances to the City.	ST	B, C
	3. Develop a landscaping plan/program to encourage more flowers and landscaping in neighborhoods and along City streets.	ST	B, C
	4. Aggressively enforce codes with absentee landlords and use the media, signs in yards, and other techniques to increase pressure to comply.	ST	C
C. Encourage and support the beautification and historical character of Downtown.			
	1. Implement small-scale improvements such as window flower boxes, welcoming benches, pocket parks and plazas, etc.	ST	C, H
	2. Initiate volunteer teams that include property owners, business owners, local artists, and residents to assist property owners with building improvements.	ST	B, D, H
	3. Initiate a Chamber “Business of the Month” program to recognize improved businesses.	ST	D25, D36
D. Ensure high quality design of homes, commercial buildings, public facilities, and other structures.			
	1. Enhance citywide design guidelines.	ST	C8, D45
	2. Make it easier for property owners to improve property through a more flexible and streamlined approval process.	ST	C

Progress	XII. ENHANCED MOBILITY AND QUALITY INFRASTRUCTURE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
A. Expand and promote regional and local public transportation.			
	1. Develop Amtrak connections to Los Angeles and surrounding region.	LT	G26
	2. Develop a VCTC partnership and cooperative effort to implement a commuter train route to Santa Paula.	LT	C3, G3, G26
	3. Support the Santa Paula Airport through attendance at airport events and the museum.	ST	B, D40, H17
	4. Explore the possibility of a public helicopter service at the Santa Paula airport.	LT	H17
	5. Explore a City taxi service.	ST	A, C
	6. Publicize and expand trolley or small local bus service that services major Santa Paula locations such as downtown, Harvard Blvd, etc. that may be used by senior citizens, local youth, and/or those without cars.	ST	C, G26
B. Reduce reliance on the automobile by making walking and bicycling more attractive and convenient.			
	1. Enhance pedestrian circulation through safe sidewalks and pedestrian amenities	ST	C3
	2. Promote a walkable community by linking existing and new neighborhoods to jobs, services, and recreation through sidewalks and trails.	ST	C3, H

Progress	XII. ENHANCED MOBILITY AND QUALITY INFRASTRUCTURE	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	3. Expand walking and biking trails, including on-street bike paths.	MT	C3
	4. Add bicycle racks throughout Santa Paula.	ST	A, C3, H14
	5. Explore a free bike program that provides the use of used bikes to get around the City. (Old police bikes)	ST	A, C9, H14
	C. Improve streets and sidewalks.		
	1. Repair deteriorating streets.	ST	C3
	2. Repair deteriorating sidewalks and build new sidewalks where breaks in accessibility exist.	ST	C3
	3. Empower residents to raise additional funds for improvements to their neighborhood through yard sales, grants, donations, self-assessments, etc. (Neighborhood Repair Committees).	ST	B, C3
	D. Minimize negative impacts of automobiles and maintain slow, safe traffic speeds.		
	1. Provide traffic calming to keep traffic slow in and around residential areas.	ST	B1, C3, C8
	2. Designate “Pedestrian Priority” zones and protect through traffic calming, signage, protected crosswalks, reduced speeds, and amenities.	ST	C3, B1

Progress	XIII. SAFE AND SECURE CITY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	A. Establish a community where residents are safe and a City free of litter, graffiti, and vandalism.		
	1. Utilize the We-tip hotline and promote through signage and information in utility bills.	ST	C1, C7, C9, D36, D25, E, I
	2. Increase the cooperation between Ventura County Fire & Sheriff.	Ongoing	C1, C9
	3. Strengthen neighborhood watch programs and provide incentives for program leaders such as annual recognition dinners, etc.	ST	A, B, C7, C9, D36, C11
	4. Ensure properly funded Police and Fire services.	Ongoing	C1
	5. Enhance the graffiti removal program.	MT	B, C1, C3, C6, C7, C9, C12, C13, D34, E
	6. Develop other outlets for artistic expression that include local artist involvement.	Ongoing MT	B, C1, C3, C6, C7, C9, C12, C13, D50, E
	7. Expand community involvement requirements as part of probation programs.	ST	C1, C3, C5, C9
	8. Apply Crime Prevention Through Environmental Design (CPTED) principles to all new development.	ST	C1, C2, C8, C9, C14
	9. Pursue state and federal funding for established programs such as the “Safe Routes to Schools” program.	ST	C, E
	10. Evaluate a safety tax study.	Ongoing	C1, C6
	B. Improve the perception of Santa Paula as a safe community by both residents and outsiders.		
	1. Institute or expand community-policing program to increase the police presence	ST	B, C7, C9,

Progress	XIII. SAFE AND SECURE CITY	Timeframe	Key Resources
		ST (0 to 2 yrs) MT (3 – 7 yrs) LT (8 – 20 yrs)	Cross reference with list
	in Santa Paula neighborhoods.		D36, C12, C14, D18-36
	2. Establish a Safety Committee that includes youth members to enhance safety programs and promote positive publicity and education.	ST	A, B, C1, C5, C7, D36, C13, D3, E, F, G2, I
	3. Develop marketing materials and other communication tools that highlight values and attributes of Santa Paula (e.g. corner of the newspaper dedicated to positive stories, letters to the editor, brochures, etc.)	ST	C1, E, I1, I4
	4. Improve relationship between the community and the police officers.	Ongoing	B, C9, D
	5. Enhance local ownership and stewardship of the community.	ST	A, B, D1-36, G2, H2,

Community Implementation Resources

The following list provides just the beginning of the many resources available to help with implementing the Vision for Santa Paula. The list should be continually refined and added to as appropriate. The resources are cross-referenced in the Vision Implementation Matrix.

A. Citywide Vision Advisory Board

B. Community Members

1. Neighborhood Councils
2. Santa Paula Seniors

C. City Government

1. City Council
2. Planning Commission
3. Public Works Department (Parks & Facilities)
4. Building and Safety Department
5. Economic Development Department
6. Finance Department
7. Community Services Department
8. Planning Department
9. Fire and Police Departments
10. Blanchard Community Library
11. Community Center
12. Anti-Graffiti Committee
13. Santa Paula Redevelopment Agency
14. Santa Paula Housing Authority
15. City Manager

D. Organizations, Clubs, and Groups

Youth

1. Boy Scouts
2. Girl Scouts
3. Santa Paula Little League
4. Santa Paula Boys and Girls Club
5. American Youth Soccer Organization (AYSO)
6. 4 Square's Detour Youth Group
7. 4-H Clubs (e.g. Briggs, Mupu)
8. Santa Paula High School Future Farmworkers of America

9. Optimists
10. Santa Paula Association of Skaters

Service/Social Clubs

11. Kiwanis Club
12. Rotary Club
13. Odd Fellows
14. American Association of Retired Persons (AARP) (Santa Paula Chapter #2022)
15. The Arc of the United States
16. Knights of Columbus
17. League of United Latin American Citizens
18. Santa Paula Latino Town Hall
19. Lions Club of Santa Paula
20. Loyal Order of Moose
21. Women of the Moose
22. Masonic Lodge #291
23. A.I.M. USA (Meals on Wheels and CASP)
24. Mercy Charities
25. Mexican American Chamber of Commerce
26. Santa Clara Valley Hospice
27. Soroptomists
28. St. Vincent de Paul Society
29. Nature Conservancy
30. Sierra Club
31. The Ebell Club
32. S.P.Y.R.T.
33. Santa Paula Beautiful
34. The Spirit of Santa Paula
35. Habitat for Humanity of Ventura County
36. Chamber of Commerce
37. Veterans of Foreign Wars (VFW)
38. Casa del Mexicano
39. Independent Order of Oddfellows

Culture/History/Arts

40. Aviation Museum

41. California Oil Museum
42. Murals of Santa Paula
43. Santa Paula Historical Society
44. Santa Paula Theatre Club
45. A.I.A. (American Institute of Architects)
46. ARTSPACE.COM
47. VCCF (Ventura County Community Foundation)
48. Ventura County Museum of History & Art
49. Ventura County Film Commission
50. The Arts Alliance of Ventura County
51. Ventura Music Festival
52. New West Symphony

Services / Other

53. Heritage Valley Vision

E. Schools

1. Barbara Webster Elementary
2. Blanchard Elementary
3. Glen City Elementary
4. Isbell Middle School
5. Grace Thille Elementary
6. Thelma Bedell Elementary
7. Santa Clara Elementary School
8. Briggs Elementary School
9. Ovilands Elementary School
10. Mupu Elementary School
11. Santa Paula High School
12. Renaissance High School
13. Alternative Program
14. Ventura College
15. Thomas Aquinas College
16. College Extension East Campus
17. Oxnard College Cooking Program

F. Religious Institutions

1. Ministerial Association
2. Pastoral Association
3. Universalist Church
4. The Presbyterian Church
5. The First Christian Church
6. Our Lady of Guadalupe
7. Abundant Life
8. Adult Faith Development

9. Asamblea Apostolica
10. Calvary Baptist Church
11. Calvary Chapel of Santa Paula
12. Canons Regular of the Immaculate Conception
13. Centro Cristiano Hispano
14. Chapel of Praise – Church of God
15. Church of Christ
16. Church of Christ Scientist
17. Emmanuel Lutheran Church
18. First Baptist Church
19. First United Methodist Church
20. Jehovah's Witnesses
21. Missionaries of St. Dominic
22. Presbyterian Church
23. St. Paul's Episcopal Church
24. United Methodist Church
25. St. Sebastian Catholic Church

G. Public Agencies

1. Job and Career Centers of Ventura County
2. Cabrillo Economic Development Corporation
3. Ventura County
4. Caltrans
5. County Health Department
6. Ventura County Sheriff's Department
7. Greyhound Transportation
8. Southern Pacific Railroad
9. City of Ventura
10. City of Camarillo
11. City of Fillmore
12. City of Moorpark
13. City of Ojai
14. City of Oxnard
15. City of Port Hueneme
16. City of Simi Valley
17. City of Thousand Oaks
18. City of San Buenaventura
19. AG Futures Alliance
20. Ventura County Community Foundation
21. Heritage Valley Visitors Bureau
22. Friends of Santa Clara River
23. Santa Paula Commission on Aging
25. SOAR (Save Our Open Space)

26. VCTC (Ventura County
Transportation Commission)

H. Private Sector

1. Local small businesses
2. Ventura Coastal Association of Realtors
3. Limoneira Associates
4. Santa Paula Memorial Hospital
5. DW Burhoe Construction, Inc.
6. Harmony Construction of California
7. Kmart Corporation
8. Pool Company
9. Twyford Plant Laboratories
10. Warnaco Olga, Inc.
11. Wyerhaeuser Company
12. The Vons Companies, Inc.
13. Hillhaven Corporation
14. Downtown Merchants Assoc.
15. Hansen Trust
16. Southern California Edison
17. Santa Paula Airport
18. Glen Tavern Inn
19. Santa Paula Inn Hotel
20. Ocean Gateway Hotel
21. Local Stables
22. % for Art
23. Healthcare providers

I. Media

1. Santa Paula Times
2. Adelpia Cable
3. Television Channel 10
4. Ventura County Star
5. English/Spanish Radio

Action Planning Worksheets

Action Planning Worksheet (sample)

Action Step(s): Create positions for students on boards, commissions, and committees.

Related Goal(s): Strengthen Community Leadership

Vision Priority Area: Engaged Community & Responsive Government

How Will You Measure Success/ Outcome? By July 2005, at least five students will have served in a formal position on a local board, commission, or committee and will have reported that it was a positive experience that provided them with new leadership skills. (measurement tool = interviews)

✓	Tactic	Who	By When	Resources
	Contact local service clubs and organizations to determine willingness to have/create student positions.	MICHAEL, JANE, and CARMEN	August 2004	C1, C2, C12, C13, D (service clubs and culture/arts)
	Conduct outreach to high school to develop student interest.	BOBBY, CHRISTOPHER, and LORI	October 2004	D(youth), E
	Match students with at least five willing groups, clubs, or organizations.	VISION ADVISORY COMMITTEE	December 2004	Same as above
	Submit a story to local media to highlight student participation.	MICHAEL	January 2005	I1, I3, I4, I5
	Prepare and administer a “post-service” survey or interview for the students after at least 5 months of service.	BOBBY and CARMEN	June 2005	E
	Etc.			

Appendix

Visioning Brochure

 **City of Santa Paula**
"Citrus Capital of the World"

It's Your City!

Your participation in the Santa Paula Citywide Visioning Project is needed! Get involved, spread the word, and bring your questions and comments. Most of all—please bring your enthusiasm and pride about Santa Paula!

Steering Committee Members

- Janelle Bohl
- Robert Borrego
- Cynthia Beckley Dunbar
- Chris Espinosa
- Laura Flores Espinosa
- Rodney Fernandez (Chair)
- Oscar Gonzalez, Esq.
- Dee Johnston
- Jim Luffjohann
- Chris McKeever
- Anita Pulido
- Alfonso Ramirez
- Zahid Shah (Vice-Chair)
- Luis Villegas, Jr., Ed.D
- Carmita Wood
- Aisha McCain

For More Information

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Email: aarroyo@ci.santa-paula.ca.us
Website: www.visionsantapaula.org

**City of Santa Paula
Citywide Visioning**



"There's Something About Santa Paula!"
www.visionsantapaula.org

Appendix



City of Santa Paula
"Citrus Capital of the World"

Es su ciudad!

Su participación en el proceso municipal "Visioning" de Santa Paula es necesaria! Participe, cora la voz y comuniqué sus preguntas y comentarios. Pero mas que nada – por favor traiga su entusiasmo y orgullo de Santa Paula!



Miembros del Comité Directivo

Janelle Bohi
Robert Borrego
Cynthia Beckley Dunbar
Chris Espinosa
Laura Flores Espinosa
Rodney Fernandez (Chair)
Oscar Gonzalez, Esq.
Dee Johnston
Jim Luttjohann
Chris McKeever
Anita Pulido
Alfonso Ramirez
Zahid Shah (Vice-Chair)
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Carmita Wood
Aisha McCain

Para Mas Información

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Sitio Web:
www.visionsantapaula.org

Ciudad de Santa Paula "Visioning" Municipal



"Hay algo de Santa Paula!"
www.visionsantapaula.org

Appendix

Comment Cards

**City of Santa Paula Citywide Visioning
COMMENT CARD**

The City of Santa Paula is presently undertaking an important Citywide Visioning process! We hope that you will give us a few minutes of your valuable time to help your City better understand how you envision the future of Santa Paula. Return completed forms to the City of Santa Paula City Manager, P.O. Box 569, 970 Ventura Street, Santa Paula, CA 93060.

Are you a (Please check all that apply):

<input type="checkbox"/>	Resident in Santa Paula	If so, how long? _____
<input type="checkbox"/>	Resident outside Santa Paula	If so, where? _____
<input type="checkbox"/>	Property Owner in Santa Paula	If so, how long? _____
<input type="checkbox"/>	Business Owner in Santa Paula	If so, how long? _____
<input type="checkbox"/>	Other: _____	



What are your favorite things about Santa Paula today (physical, natural, social, economic, etc.)? _____

What do you believe are the major obstacles/challenges facing Santa Paula today or in the near future? _____

How would you complete the following statement? My vision for the City of Santa Paula is:

ADDITIONAL THOUGHTS OR COMMENTS

If you have any questions, please contact Anna Arroyo at 805-933-4281.

OPTIONAL: If you would like to be included in future mailings and workshops pertaining to the Santa Paula Citywide Visioning process, please provide your information below.

Name: _____
Address: _____
City/State/Zip: _____
Phone: _____ Fax: _____
Email address: _____

Appendix

Santa Paula "Visioning" Municipal HOJA DE COMENTARIO

La Ciudad de Santa Paula esta actualmente activa en el proceso municipal e importante "Visioning."! Le agradecemos unos minutos de su tiempo para asistir a su ciudad a entender mejor su visión personal sobre el futuro de Santa Paula. Favor de regresar su formulario completo a City of Santa Paula City Manager, P.O. Box 569, 970 Ventura Street, Santa Paula, CA 93060.

Es usted un (Favor de marcar todo lo que aplique):

- Residente dentro de Santa Paula ¿Por cuanto tiempo? _____
- Residente fuera de Santa Paula ¿Dónde reside? _____
- Dueño de propiedad dentro de Santa Paula ¿Por cuanto tiempo? _____
- Dueño de negocio dentro de Santa Paula ¿Por cuanto tiempo? _____
- Other: _____



¿Actualmente, cuales son los aspectos de Santa Paula que usted considera sus favoritos (físicos, naturales, sociales, económicos, etc.)?

¿Que cree usted son las dificultades mayores con las cuales se enfrenta Santa Paula en el presente o se enfrentará en el futuro cercano?

¿Como usted terminaría la frase siguiente: Mi visión para la Ciudad de Santa Paula es?:

PENSAMIENTOS O COMENTARIOS ADICIONALES

Si tiene usted alguna pregunta, favor de comunicarse con Anna Arroyo al 805-933-4281.

OPCIONAL: Si usted desea ser notificado de eventos futuros a cerca del proceso municipal de Santa Paula "Visioning", favor de proveer su información donde sigue.

Nombre: _____

Direccion: _____

Ciudad/Estado/Código Postal: _____

Teléfono: _____ Facsímile: _____

Dirección de Correo Electrónico: _____

Appendix

Outreach Poster

Get Involved!

SANTA PAULA CITYWIDE VISIONING

"There's Something About Santa Paula"

What is the Santa Paula Citywide Visioning?

The City of Santa Paula is undertaking a Visioning Process! Led by a Steering committee made up of 17 dedicated Santa Paula residents, the Citywide Vision will define how the community moves forward in the coming years and how it will preserve Santa Paula for her future residents. It is essential that each and every Santa Paula community member participate in this important effort. We need to know your hopes and dreams for Santa Paula's future, and your concerns as well. **As a resident of Santa Paula, this is your City, and your voice is very important!**

Visioning Process
September to December 2003 - Where Are We Now?
January to February 2004 - Where Do We Want To Go?
March to May 2004 - How Do We Get There?

Throughout the Citywide Visioning Process, we'll be asking three basic questions:

- What do you love about Santa Paula?
- What do you feel are some of its challenges?
- What do you hope it will be like in the future?

How Do I Get Involved?

The Santa Paula Visioning process will include numerous fun neighborhood meetings, community-wide workshops, youth workshops, and other events. We sincerely hope that you set aside some time to participate in these events.

- ☐ Youth Logo Contest & Youth Events - a variety of events will ensure the perspectives of Santa Paula's young people are a part of the Vision.
- ☐ Neighborhood Visioning Block Parties - throughout the City, festive "block parties" will allow residents to participate in the Visioning process in their neighborhoods.
- ☐ Community Visioning Workshops - at numerous points throughout the process, the community can join with their fellow residents in fun workshops to explore the unique attributes of Santa Paula, to identify visions for the future, and to brainstorm ways to achieve that vision.

In addition, there will be many other ways that you can provide your input and learn more about the process.

- ☐ Santa Paula Citywide Visioning Information Center located at 926 E. Main Street.
- ☐ Visioning Information Tables & Displays at various local events and locations throughout the City.
- ☐ Visioning Presentations at existing meetings of local organizations, groups, and clubs.
- ☐ City's website provides information and opportunities for your ideas and thoughts.
- ☐ "Video Visioning" clips that capture the words of Santa Paula residents.

**For more information, contact Anna Arroyo,
City of Santa Paula, Visioning Project Coordinator at 805.933.4281
website: www.visionsantapaula.org**

Appendix

¡Participe!

"Visioning" Municipal de Santa Paula "Hay algo especial de Santa Paula"



¿Que es el "Visioning" Municipal de Santa Paula?

La ciudad de Santa Paula esta actualmente activa en el proceso "Visioning." Guiada por el Comité Directivo compuesto por 17 residentes dedicados, la "Visión" municipal definirá el modo por cual la comunidad avanzara en los años venideros y preservara a Santa Paula para sus futuros residentes. Es esencial que cada miembro de la comunidad participe en este importante esfuerzo. Necesitamos saber sus sueños y esperanzas para el futuro de Santa Paula, al igual que sus preocupaciones. Como residente de Santa Paula, **esta es su ciudad, y su voz es muy importante.**

Proceso "Visioning"

Septiembre a Diciembre 2003 - ¿Dónde estamos actualmente?
Enero a Febrero 2004 - ¿Dónde deseamos ir?
Marzo a Mayo 2004 - ¿Como llegaremos ahí?

Durante el proceso municipal "Visioning," estaremos haciendo tres preguntas básicas:

- ¿Que le encanta de Santa Paula?
- ¿Que cree usted son algunas de sus dificultades?
- ¿Como desea usted que sea el futuro de Santa Paula?

¿Como puedo yo participar?

El proceso "Visioning" de Santa Paula incluirá numerosas y divertidas juntas para el vecindario, talleres municipales, talleres juveniles, y otros eventos. Son nuestros sinceros deseos que usted disponga algo de su tiempo para participar en estos eventos.

- ❑ Concurso de Logotipo Juvenil y Eventos Juveniles - una variedad de eventos asegurara que las perspectivas de los jóvenes de Santa Paula serán parte de la "Visión."
- ❑ Fiesta "Visioning" de Vecindario - por toda la ciudad, fiestas de bloques permitirán que los residentes participen desde su vecindario en el proceso "Visioning."
- ❑ Talleres "Visioning" Comunitarios - en numerosas ocasiones, la comunidad podrá juntarse con otros residentes en talleres divertidos para explorar los atributos únicos de Santa Paula, para identificar visiones futuras, y para idear modos por cuales se pueda alcanzar esa visión.

Adicionalmente, habrá muchos otros modos por cuales usted podrá comunicar su opinión y aprender sobre el proceso.

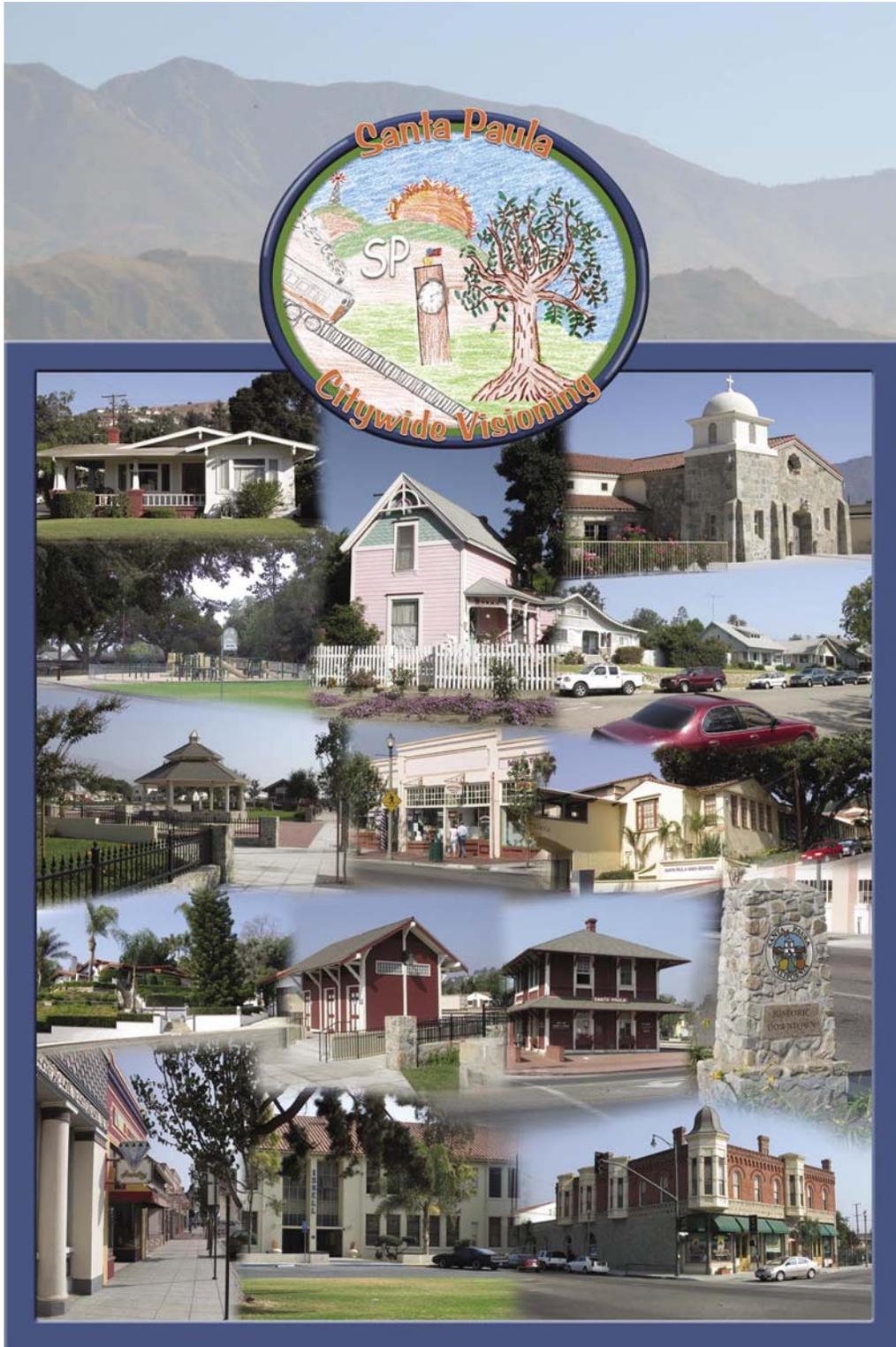
- ❑ Centro de Información Municipal "Visioning" de Santa Paula (Santa Paula Citywide Visioning Information Center), localizado en el 926 East Main Street.
- ❑ Mesas y Exhibiciones de Información "Visioning" en varios eventos y locales por toda la ciudad.
- ❑ Presentaciones de "Visioning" en juntas de organizaciones, grupos, y clubes locales.
- ❑ Sitio Web de la ciudad que provee información y oportunidades para sus ideas y pensamientos.
- ❑ Recortes de "Video Visioning" que presentaran comentarios de residentes de Santa Paula.



Para mas informacion, comuníquese con Anna Arroyo,
City of Santa Paula, Coordinadora de Proyecto "Visioning" - 805.933.4281
Sitio Web: www.visionsantapaula.org

Appendix

Information Center Posters



Appendix

Santa Paula Citywide Visioning

"There's something about Santa Paula ..."



Get Involved!

Get Involved!

What is the Santa Paula Citywide Visioning?

The City of Santa Paula is undertaking a Visioning Process! Led by a Steering committee made up of 16 dedicated Santa Paula community members, the Citywide Vision will define how the community moves forward in the coming years and how it will preserve Santa Paula for future residents. It is essential that *each and every* Santa Paula community member participate in this important effort. We need to know your hopes and dreams for Santa Paula's future, and your concerns as well. **As a community member of Santa Paula, this is your City, and your voice is very important!**

Visioning Process

September to December 2003

Where Are We Now?

January to February 2004

Where Do We Want To Go?

March to May 2004

How Do We Get There?

How Do I Get Involved?

The Santa Paula Visioning process will include numerous fun neighborhood meetings, community-wide workshops, youth workshops, and other events. We sincerely hope that you set aside some time to participate in these events.

- ❖ Youth Logo Contest & Youth Events - a variety of events will ensure the perspectives of Santa Paula's young people are a part of the Vision.
- ❖ Neighborhood Visioning Block Parties - throughout the City, festive "block parties" will allow residents to participate in the Visioning process in their neighborhoods.
- ❖ Community Visioning Workshops - at numerous points throughout the process, the community can join with their fellow residents in fun workshops to explore the unique attributes of Santa Paula, to identify visions for the future, and to brainstorm ways to achieve that vision.

In addition, there will be many other ways that you can provide your input and learn more about the process.

- ❖ Santa Paula Citywide Visioning Information Center located at 926 E. Main St.
- ❖ Visioning Information Tables & Displays at various local events and locations throughout the City.
- ❖ Visioning Presentations at existing meetings of local organizations, groups, and clubs.
- ❖ City's website provides information and opportunities for your ideas and thoughts.
- ❖ "Video Visioning" clips that capture the words of Santa Paula residents.



What things do you love about Santa Paula?

What do you believe are some of its challenges?

What are your visions for the future of Santa Paula?

For more information, contact Anna Arroyo, City of Santa Paula, Visioning Project Coordinator
805.933.4281 • www.visionsantapaula.org

Appendix

"Visioning" Municipal de Santa Paula

"Hay algo especial de Santa Paula!"



Participe!

Participe!

Que es el "Visioning" Municipal de Santa Paula?

La ciudad de Santa Paula esta actualmente activa en el proceso "Visioning." Guiada por el Comité Directivo compuesto por 16 dedicados miembros de la comunidad, la "Visión" municipal definirá la manera por cual la comunidad avanzara en los años venideros y preservara a Santa Paula para sus futuros residentes. Es esencial que cada miembro de la comunidad participe en este importante esfuerzo. Necesitamos saber sus sueños y esperanzas para el futuro de Santa Paula, al igual que sus preocupaciones. Como miembro de las comunidad de Santa Paula, esta es su ciudad, y su voz es muy importante.

Proceso "Visioning"

Septiembre a Diciembre 2003

Donde estamos actualmente?

Enero a Febrero 2004

Donde deseamos ir?

Marzo a Mayo 2004

Como llegaremos ahi?

Como puedo yo participar?

El proceso "Visioning" de Santa Paula incluirá numerosas y divertidas juntas para el vecindario, talleres municipales, talleres juveniles, y otros eventos. Son nuestros sinceros deseos que usted disponga algo de su tiempo para participar en estos eventos.

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Habrá muchos otros modos por cuales usted podrá comunicar su opinión y aprender sobre el proceso.

- ❖ Centro de Información Municipal "Visioning" de Santa Paula (Santa Paula Citywide-Visioning Information Center), localizado en el 926 East Main Street.
- ❖ Mesas y Exhibiciones de Información "Visioning" en varios eventos y locales por toda la ciudad.
- ❖ Presentaciones de "Visioning" en juntas de organizaciones, grupos, y clubes locales.
- ❖ Sitio Web de la ciudad que provee información y oportunidades para sus ideas y pensamientos.
- ❖ Recortes de "Video Visioning" que presentaran comentarios de residentes de Santa Paula.



Que le encanta de Santa Paula?

Que cree usted son algunas de sus dificultades?

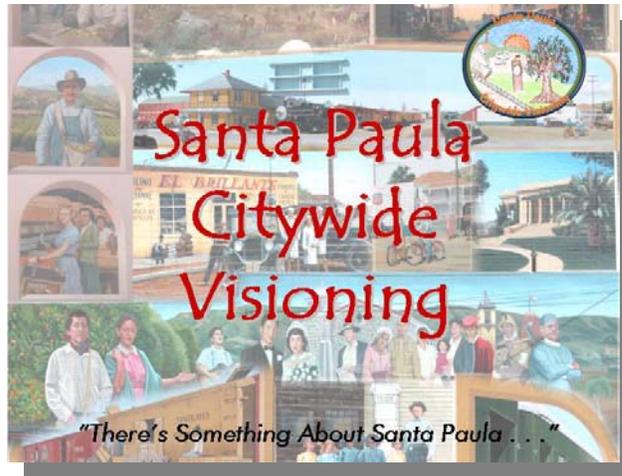
Cómo desea usted que sea el futuro de Santa Paula?

Para mas información, comuníquese con Anna Arroyo, City of Santa Paula, Coordinadora de Proyecto "Visioning" 805.933.4281 • Sitio Web: www.visionsantapaula.org

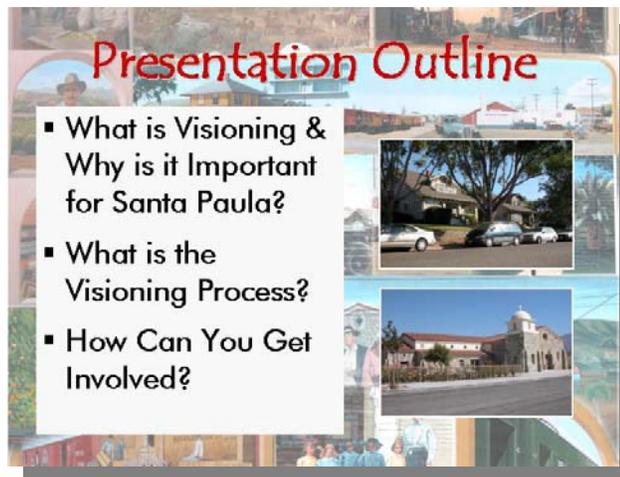
Appendix

Speakers Bureau Presentation

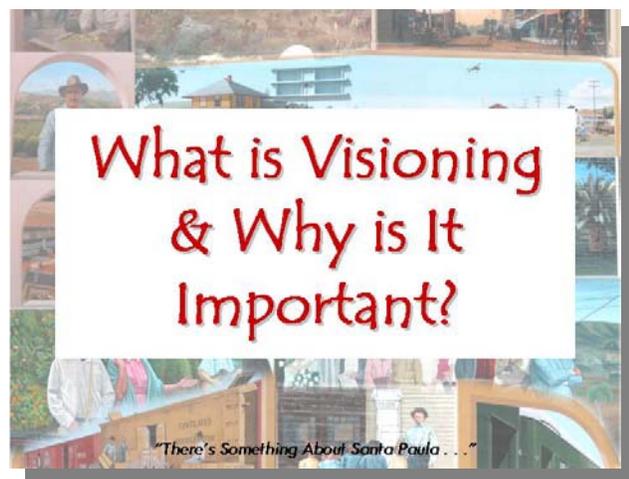
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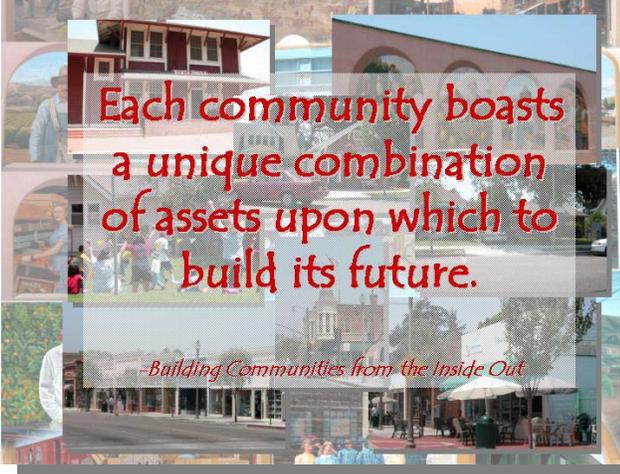


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Appendix

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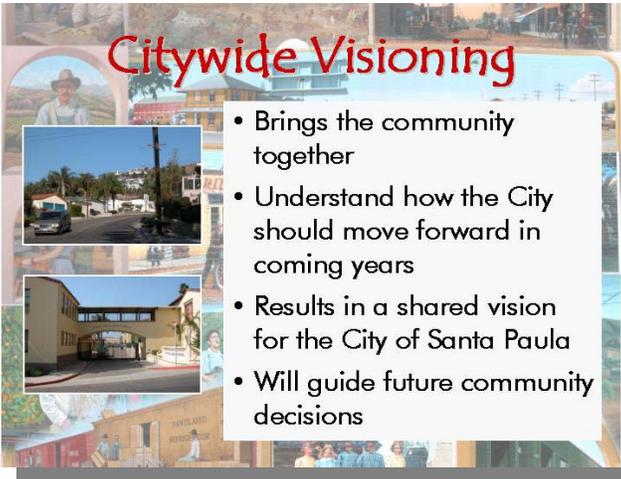


Each community boasts a unique combination of assets upon which to build its future.

-Building Communities from the Inside Out

5

Citywide Visioning

- 
- Brings the community together
 - Understand how the City should move forward in coming years
 - Results in a shared vision for the City of Santa Paula
 - Will guide future community decisions

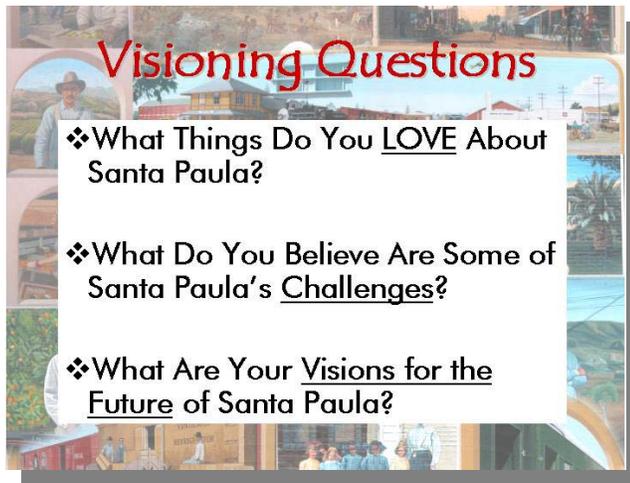
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Citywide Visioning

- 
- Supported by the City Council
 - Based on strong community participation & involvement
 - Led by a committed 17-member Steering Committee
 - Nine-month timeline (approximate)
 - Incorporates existing/ongoing planning and organizational efforts

Appendix

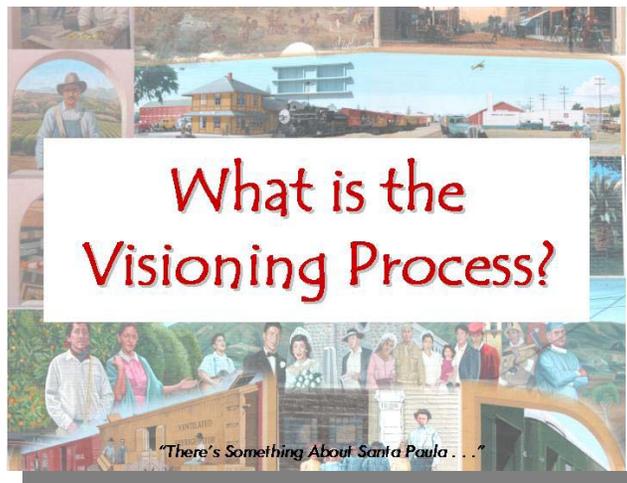
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Visioning Questions

- ❖ What Things Do You LOVE About Santa Paula?
- ❖ What Do You Believe Are Some of Santa Paula's Challenges?
- ❖ What Are Your Visions for the Future of Santa Paula?

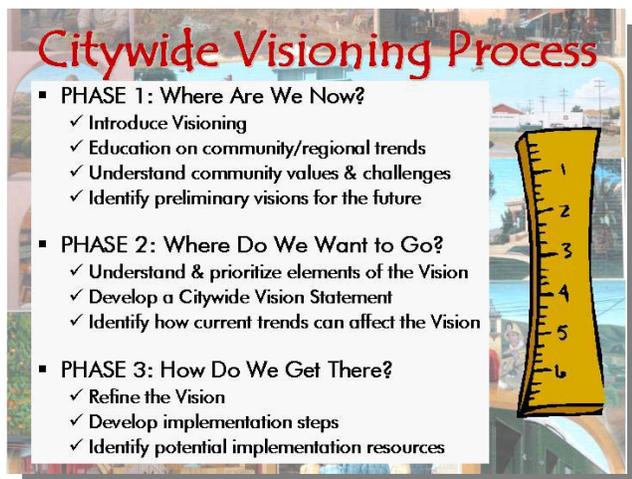
8



What is the Visioning Process?

"There's Something About Santa Paula . . ."

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Citywide Visioning Process

- PHASE 1: Where Are We Now?
 - ✓ Introduce Visioning
 - ✓ Education on community/regional trends
 - ✓ Understand community values & challenges
 - ✓ Identify preliminary visions for the future
- PHASE 2: Where Do We Want to Go?
 - ✓ Understand & prioritize elements of the Vision
 - ✓ Develop a Citywide Vision Statement
 - ✓ Identify how current trends can affect the Vision
- PHASE 3: How Do We Get There?
 - ✓ Refine the Vision
 - ✓ Develop implementation steps
 - ✓ Identify potential implementation resources



Appendix

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Citywide Visioning Process

- PHASE 1: Where Are We Now?
 - September – December 2003
- PHASE 2: Where Do We Want to Go?
 - January – March 2004
- PHASE 3: How Do We Get There?
 - April – June 2004



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How Can You Get Involved?

"There's Something About Santa Paula . . ."



12

Participation Opportunities

- Community-Wide Workshops
- Neighborhood Visioning Block Parties
- Visioning Table Displays
- Visioning Information Center
- Comment Cards
- Visioning Presentations
- Youth Outreach
- Video Visioning
- Project Website – www.visionsantapaula.org



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Talk to Us!

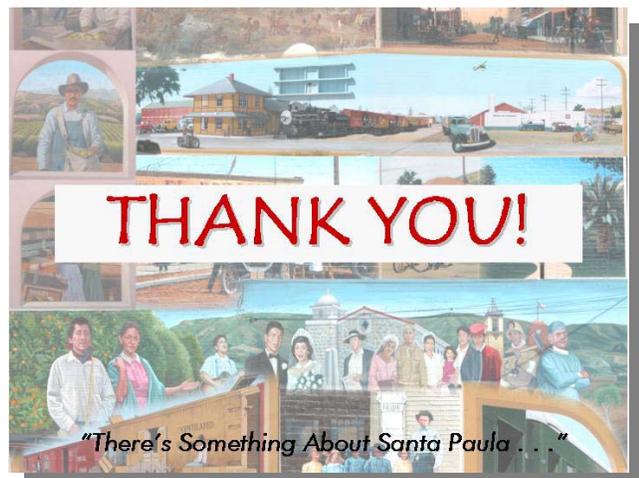
- ❖ What Things Do You **LOVE** About Santa Paula?
- ❖ What Do You Believe Are Some of Santa Paula's **Challenges**?
- ❖ What Are Your **Visions for the Future** of Santa Paula?

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Participate in Upcoming Events!!

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THANK YOU!

"There's Something About Santa Paula . . ."

Appendix

Workshop & Block Party Flyers

MUSIC
FOOD

PRIZE
DRAWINGS

Santa Paula
Citywide Visioning

Neighborhood Visioning
Block Parties

Please join your neighbors and bring your families to learn more about Citywide Visioning and talk about the future Santa Paula.

Sunday, November 2, 2003
10:00 am - 1:00 pm
Beckwith Street

Sunday, November 9, 2003
2:00 pm - 4:00 pm
Las Piedras Park

Watch for more Visioning block parties in coming months!

EVERYONE IS WELCOME! • GET INVOLVED!

For more information, contact Anna Arroyo, City of Santa Paula, Visioning Project Coordinator
805.933.4281 • www.visionsantapaula.org

Appendix

**MUSICA
COMIDA**

**PREMIOS
DE RIFA**

Santa Paula
SP
Citywide Visioning

Fiestas de Vecindario sobre Visionamiento

Acompa e a sus vecinos y traiga a su familia para aprender mas sobre el visionamiento de la ciudad entera y platique sobre el futuro de Santa Paula.

Domingo 2 de Noviembre del 2003
10:00 a.m. a 1:00 p.m.
Calle Beckwith

Domingo 9 de Noviembre del 2003
2:00 p.m. a 4:00 p.m.
Parque Las Piedras

Este al pendiente sobre mas fiestas de vecindario en los meses por venir!

Todos son Bien Venidos! Involucrese!

Para mas informaci n, llame a Anna Arroyo, Ciudad de Santa Paula, Coordinadora del Proyecto de Visionamiento
805.933.4281 • www.visionsantapaula.org

Appendix

A colorful poster for the Citywide Visioning Festival. At the top, there are illustrations of popcorn buckets and soda cans. The central logo features a tree, a clock tower, and the text 'Santa Paula Citywide Visioning'. The background shows a collage of community scenes. The text is arranged in a clear, hierarchical layout, starting with the event name and dates, followed by an invitation, event details for both days, and three visioning questions in colored ovals. The bottom includes contact information for Anna Arroyo.

MUSIC PRIZES

FOOD FUN

Citywide Visioning Festival

**Saturday and Sunday
December 6 and 7, 2003**

Join your friends and family for a weekend of fun community visioning!
Your involvement and input into the Santa Paula Citywide Vision is important --
we need to hear from you!

Saturday, December 6 • 6:00 pm to 9:00 pm
at Isbell Middle School • 221 S. 4th Street (access from E. Harvard Blvd.)
Listen to a brief presentation on Santa Paula and the Citywide Visioning process, followed by a community movie event! A holiday feature film suited for the entire family will be shown.

Sunday, December 7 • 2:00 pm to 6:00 pm
at the Gazebo
Spend an hour or spend the entire afternoon participating in the Citywide Visioning Festival!
There will be lots of interactive visioning exercises and fun activities, as well as many informative tables and displays from community organizations, groups and city resources.

What things do you love about Santa Paula?

What do you believe are some of its challenges?

What are your visions for the future of Santa Paula?

BE PART OF THE FUTURE!

For more information, contact Anna Arroyo, City of Santa Paula, Visioning Project Coordinator
805.933.4281 • www.visionsantapaula.org

Appendix



The poster features a central circular logo for 'Santa Paula Citywide Visioning' with 'SP' and a tree. It is flanked by illustrations of popcorn and soda cans. The background shows a collage of community scenes. Three colored ovals at the bottom contain questions about local aspects, difficulties, and future visions.

Música Premios **Comida Diversión**

Fiesta "Visioning" Municipal

**Sábado y Domingo
6 y 7 de Diciembre, 2003**

¡Comparta con sus amistades y familiares un fin de semana de "Visioning" divertido para la comunidad!
¡Su participación y contribución en la Visión Municipal de Santa Paula son importantes—necesitamos saber de usted!

Sábado, 6 de Diciembre – 6:00 pm. a 9:00 pm.
en Isbell Middle School – 221 South 4th Street (acceso de E. Harvard Boulevard)
¡Escuche una breve presentación sobre Santa Paula y el proceso "Visioning" municipal, seguida por un evento de cine comunitario! Una película de fiestas apropiada para la familia entera será pasada.

Domingo, 7 de Diciembre – 2:00 pm. a 6:00 pm.
en el Gazebo
¡Estése una hora o toda la tarde participando en el Fiesta "Visioning" Municipal! Habrá muchos ejercicios interactivos de "Visioning" y actividades divertidas, al igual que mesas y exhibiciones de organizaciones y grupos comunitarios, y recursos de la ciudad.

¿Cuáles son los aspectos de Santa Paula que a usted le gustan?
¿Que cree usted son algunas de las dificultades con las cuales se enfrenta la ciudad?
¿Cuales son sus visiones para el futuro de Santa Paula?

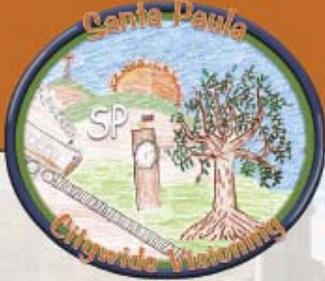
¡SEA PARTE DEL FUTURO!

Para mas información, comuníquese con Anna Arroyo, City of Santa Paula, Coordinadora de Proyecto "Visioning"
805.933.4281 • www.visionsantapaula.org

Appendix

THIS IS OUR COMMUNITY

LET'S SHAPE THE FUTURE!



Citywide Visioning Workshop

Saturday, March 6, 2004
9am – Noon
Santa Paula Community Center
530 W. Main Street

Celebrate Diversity

Maintain Small Town Character

Over the last few months, we have heard about the many things you love about Santa Paula, the various challenges it is facing, and some of your visions for the future. Now, it is time to identify priorities and to talk about how we can achieve the community's vision! At this workshop you will:

- ❖ Learn about the Santa Paula Citywide Visioning Process
- ❖ Hear what fellow community members have said about the future of Santa Paula
- ❖ Identify those ideas & visions that are most important to you
- ❖ Work side-by-side friends & neighbors to develop steps to implement the vision



Youth Recreation

Jobs

More Housing

For more information, contact Anna Arroyo, City of Santa Paula, Visioning Project Coordinator
805.933.4281 • www.visionsantapaula.org

Appendix

ESTA ES NUESTRA COMUNIDAD

¡FORMEMOS EL FUTURO!



Visión Completa de la Ciudad Taller

Celebremos la Diversidad

Recreación Juvenil

**Sábado 6 de Marzo
9am – Noon**

Santa Paula Community Center • 530 W. Main Street

Durante los últimos meses, hemos escuchado todas las cosas que a usted le encantan de Santa Paula, así como los problemas que enfrenta la ciudad y su visión para el futuro. Ahora es el momento de identificar las prioridades y de discutir cómo se puede llegar a la visión que tiene la comunidad.

En este taller, usted:

- ❖ Aprenderá sobre el Proceso para crear una Vision Completa de la Ciudad
- ❖ Escuchará sobre lo que otros miembros de la comunidad han expresado sobre el futuro de Santa Paula.
- ❖ Identificará aquella visión o ideas que son más importantes para usted
- ❖ Trabjará en compañía de sus vecinos y amigos para desarrollar los pasos para alcanzar esa visión.

Empleos

Mantener el Estilo de un Pueblo Chico

Mas Viviendas

Para obtener más información llame a Anna Arroyo, Coordinadora del Proyecto de Visión para la Ciudad de Santa Paula
805.933.4281 • www.visionsantapaula.org

Appendix

Visioning Website

Santa Paula Citywide Visioning Website



introduction



community
involvement



project
information



contact

Appendix

Volunteer Invitation Letter



April 2nd, 2004

Name/Organization
Address
Santa Paula, CA 93060

Dear Santa Paula Community Member,

You are invited to a *Santa Paula Visioning Committee-Community Volunteer Work Session* on Saturday, April 24th from 9:00 a.m. to 1:00 p.m. at the Santa Paula Community Center! The Santa Paula Citywide Visioning process is an effort to bring the community together to create a vision of where it wants to be in the future and a plan to make that vision a reality. If you are receiving this invitation, it is likely because you have participated in the Citywide Visioning process and indicated you would like to be a volunteer (thank you!). You might also be receiving this invitation because you and your organization are recognized leaders and resources in the community and we need your participation as we take the next step in the Visioning process.

To date, we have received over 1,500 Visioning Comment Cards from community adults and youth! We have also involved the community through service club presentations, Visioning Block Parties, a Citywide Visioning Festival in December, and a recent Community Workshop in March. All of the ideas, comments, and thoughts expressed will be the basis of our work during the April 24th Work Session. During this four-hour work session, we will work in small groups to review, create, and critique draft vision statements, goals, and action steps that support the values, challenges, and visions already expressed by the community.

Refreshments and lunch will be provided. Please confirm your attendance by calling Anna Arroyo, Visioning Project Coordinator at 805-933-4281 or email her at aarroyo@ci.santa-paula.ca.us.

Thank you for participating in the City of Santa Paula Citywide Visioning effort! We hope to see you there!

Sincerely,

Gabino Aguirre
Mayor of Santa Paula

Rodney Fernandez
Visioning Committee Chair

www.visionsantapaula.org

Appendix

Newsletters



The Santa Paula Citywide

Visioning Newsletter

Visioning Process Update

February 2004

Welcome!

Introduction

By now, we hope you know that our beautiful city has undertaken a citywide visioning process to help us decide, as a community, what we hope to be in the future. Have you been able to participate in an event or fill out a Visioning Comment Card? Don't worry if you haven't yet – there are still many opportunities to get involved. Your voice, your opinions, and your input are important!

Santa Paula Citywide Visioning Committee



Community

Comments

Through Comment Cards and participation in Visioning events, many members of the community have been responding to three questions: What do you love about Santa Paula? What are the major challenges facing Santa Paula? What are your visions for the future of Santa Paula? What you've said so far ...

Santa Paula community members love:

- Santa Paula's natural beauty and weather
- The people
- It's small town feel

Community members wish for:

- More economic opportunities
- A safer city
- More cooperation and community spirit

Visioning

Festival

Saturday and Sunday, December 6 - 7

It was a brisk winter weekend, but many Santa Paulans braved the cold weather to enjoy the festivities! To kick off the Festival, a Visioning presentation followed by a showing of the movie, *The Santa Clause*, took place Saturday evening at Isbell School. On Sunday at the Railroad Plaza, there was a Visioning Festival complete with activities, food, music, door prizes, and of course, lots of community pride! Community members expressed what they love about their City, they bragged about their neighbors who care about Santa Paula, and described how they envision Santa Paula's future.



Youth

Participation

The children and youth of Santa Paula care about their City too! In September, 4th and 5th graders from McKeveitt School submitted creative logo designs to reflect what they love about Santa Paula. Tony Pardo's design was selected to represent the Visioning Process, but the decision was not easy as all the student designs were great!

In November, Over 500 Santa Paula High School students participated in Visioning assembly and submitted their ideas on Comment Cards. A follow-up youth workshop is being planned for this spring. The youth ideas and concerns somewhat mirror those of adults with the additional desires for:

- More youth activities and entertainment
- More recreational opportunities
- Clean and beautiful

Community Visioning

Workshops

**Saturday,
March 6th
9 am - 12 pm**

*Santa Paula
Community Center*

Saturday, March 13th

*Las Piedras Block Party
Santa Paula Beautiful Event*

Get Involved

Community Outreach

- Participate in an upcoming event or workshop
- Visit the project website (www.visionsantapaula.org) or drop by the Visioning Information Center (926 E. Main Street) for up-to-date information on the process
- Complete a comment card
- Request a Committee member to present to your organization, club, or committee

For more information, contact Anna Arroyo, City of Santa Paula, Visioning Project Coordinator
805.933.4281 • www.visionsantapaula.org

Appendix



Información al día sobre el Proceso para crear la Visión

Boletín Informativo sobre la Visión

para la Ciudad de Santa Paula

Febrero 2004

¡Bienvenida!

Introducción

En este momento, esperamos que estés enterado(a) de que nuestra preciosa ciudad está llevando a cabo un proceso para crear una visión que nos ayude a decidir, como comunidad, lo que queremos ser en el futuro. ¿Has participado en algún evento o has llenado una tarjeta con tus comentarios? Si no lo has hecho no te preocupes, todavía tendrás muchas oportunidades para participar. Tus opiniones y tu participación son muy importantes!

Comité para una Visión Completa para Santa Paula



Comentarios

de la Comunidad

A través de las Tarjetas para Comentarios y de su participación en los eventos sobre la Visión, muchos miembros de la comunidad han respondido a tres preguntas: ¿Qué es lo que más te gusta de Santa Paula? ¿Cuáles son los tres principales problemas que enfrenta Santa Paula? y ¿Cuál es tu visión para Santa Paula? Las respuestas que obtuvimos hasta ahora.....

Los miembros de la comunidad de Santa Paula les gusta:

- La belleza natural de Santa Paula
- Su gente
- Su sabor de ciudad pequeña

Los miembros de la comunidad desearían:

- Más oportunidades económicas
- Una ciudad más segura
- Más cooperación y espíritu de comunidad

Visioning

Festival de la Visión

Sábado y Domingo, Diciembre 6 y 7

Se llevó a cabo en un fin de semana muy frío, pero muchas personas de Santa Paula, sin emportarles el frío, se presentaron para disfrutar de las festividades! Para dar inicio al Festival, el sábado por la tarde se llevó a cabo en la escuela Isbell, una presentación sobre la Visión seguida de la película The Santa Clause. El Domingo en la "Railroad Plaza", se llevó a cabo el Festival de la Visión con actividades, comida, música, rifas y por supuesto, con mucho orgullo por parte de la comunidad! Los miembros de la comunidad expresaron lo que les gustaba de la Ciudad, presumieron sobre las cosas buenas que hacen sus vecinos y describieron su visión sobre el futuro de Santa Paula.



Difusión a la

Comunidad/Participa

- Participa en alguno de los eventos
- Visita el portal de internet del proyecto (www.visionsantapaula.org) o pasa al Centro de Información para la Visión (926 E. Main Street) para obtener información al día sobre el proceso.
- Llena una tarjeta de comentarios
- Pide a algún miembro del Comité que haga una presentación a tu organización, club o grupo

Participación

de los Jóvenes

Los niños y los jóvenes de Santa Paula se preocupan también por su Ciudad! En Septiembre, los niños de 4o. y 5o. año de primaria de la Escuela McKeveit, presentaron sus creativos diseños para el logotipo, los cuales reflejan lo que más les gusta de Santa Paula. El diseño de Tony Pardo fue el seleccionado para representar el Proceso para crear la Visión, pero la decisión no fue nada fácil, pues todos los diseños de los estudiantes fueron fabulosos!

En Noviembre, más de 500 estudiantes de la Santa Paula High School participaron en una asamblea para crear la Visión y presentaron sus ideas en las Tarjetas de Comentarios. Se planeó llevar a cabo un taller para estos jóvenes durante la primavera. Las ideas de los jóvenes y sus preocupaciones, de alguna manera eran similares a las de los adultos, con ciertos deseos adicionales, por ejemplo:

- Más actividades y diversiones para los jóvenes
- Más oportunidades de recreación
- Bellas y limpias

Talleres para la Comunidad

sobre la Visión

**Sábado,
6 de Marzo
9 am - 12 pm**
Santa Paula
Community Center

Sábado 13 de Marzo

*Las Piedras, Fiesta en la Calle
Precioso Evento de Santa Paula*

Para obtener más información llame a Anna Arroyo, Coordinadora del Proyecto de Visión para la Ciudad de Santa Paula

805.933.4281 • www.visionsantapaula.org

Appendix



The Santa Paula Citywide

Visioning Newsletter

Visioning Process Update
March - May 2004

Welcome!

Introduction

The City of Santa Paula is in the middle of an exciting citywide visioning process to help us decide, as a community, what we want to be in the future. We hope that you will take the opportunity to get involved and be a part of designing the future of our City. Please participate in the May 22nd Community Visioning Workshop to voice your opinions and provide your input on the draft Vision Plan for Santa Paula!

Santa Paula Citywide Visioning Committee



Volunteer / Committee

Work Day

Saturday, April 24th

The Visioning Committee, along with numerous community volunteers, worked together for more than three hours on Saturday, April 24th. The group spent this time reviewing and revising a set of draft vision statements and action steps associated with the key Vision Themes.

Block Party

Youth Participation

Saturday, March 13th

Once again students from Santa Paula High School came through! On March 13th over 40 students participated in Santa Paula Beautiful by assisting with surveying residents of the Las Piedras Park Neighborhood (LPPN) and planting trees at the park. The students returned approximately 150 questionnaires specific to the LPPN and Visioning. At the City Council meeting on April 5th the students received recognition for their community service by Mayor Gabino Aguirre. Way to go Santa Paula High School!

Vision Themes

Citywide

Based on large amount of input received from the community several key Vision themes or categories have been identified. The top six priorities identified include: Education, Housing, Youth, Health, Economics, and Character.

- Education
- Housing
- Youth
- Health
- Economics
- Community Character
- Downtown
- Celebrating Art, History, and Culture
- Safety
- Parks and Recreation
- Beautification and Appearance
- Natural Environment
- Architecture
- Infrastructure
- Transportation
- People

Visioning

Workshop

Saturday, March 6th

Approximately sixty Santa Paula community members participated in a Citywide Visioning Workshop on March 6th (televised on Channel 10). About half of the participants were youth, which added a great deal to the discussion. After a brief introduction by the Mayor and the Visioning Committee Chair, the participants were involved in a variety of different exercises designed to identify future visions, priorities, and action steps.



Community Visioning

Workshops

**Saturday,
May 22nd
9 am - 12 pm**

*Santa Paula
Community Center
(will be televised on Channel 10)*

Monday, May 10th

*City Council / Planning
Commission Workshop
6 pm - 8 pm / City Council Chambers*

For more information, contact Anna Arroyo, City of Santa Paula, Visioning Project Coordinator
805.933.4281 • www.visionsantapaula.org

Appendix



Información al día sobre el Proceso para crear la Visión

Boletín Informativo sobre la Visión

para la Ciudad de Santa Paula

Marzo - Mayo 2004

¡Bienvenida!

Introducción

La Ciudad de Santa Paula está en el proceso emocionante de hacer planes visionarios para toda la ciudad y que como comunidad decidamos que es lo que queremos ser en el futuro. Esperamos que usted tome la oportunidad de verse involucrado y tome parte en diseñar el futuro de nuestra ciudad. Por favor participe el 22 de Mayo en el taller visionario de la comunidad para dar sus opiniones y pueda contribuir en el primer plan visionario para Santa Paula!

Comité visionario de la Ciudad de Santa Paula



Voluntarios y el Comité

Día de Trabajo

Sábado 24 de Abril

El Comité en colaboración con voluntarios de la ciudad, trabajaron por más de tres horas el sábado 24 de Abril. El grupo utilizó el tiempo repasando y revisando varias declaraciones de vision tentativas y acciones que se deben tomar y son imperativos y paralelos a los temas de visión.

Fiesta de la

Participación de Jóvenes

Sábado 13 de Marzo

Nuevamente los estudiantes de la Escuela Preparatoria de Santa Paula pudieron ayudar. El 13 de Marzo, más de 40 estudiantes participaron en Santa Paula Bella y ayudaron a hacer encuestas a residentes de la Vecindad de el parque Las Piedras (LPPN) y a plantar árboles. Los estudiantes regresaron con aproximadamente 150 encuestas específicas para el LPPN y la comisión visionaria. En la junta de el concilio de la ciudad el 5 de abril, los estudiantes obtuvieron un reconocimiento por su servicio comunitario presentado por el alcalde Gabino Aguirre. Felicidades a la Preparatoria de Santa Paula!

Temas de Visión

para la Ciudad entera

Basados en una gran cantidad de sugerencias y opiniones recibidas de la comunidad, ciertos temas importantes han sido identificados. Las seis prioridades identificadas incluyen: Educación, Vivienda, los Jóvenes, Salud, Economía y Personalidad de la Ciudad.

- Educación
- Vivienda
- Juventud
- Salud
- Economía
- Personalidad de la Ciudad
- El Centro
- Celebración de el Arte, la Historia y Cultura
- Seguridad
- Parques y Recreación
- Apariencia y embellecimiento
- Ambientes Naturales
- Arquitectura
- Infraestructura
- Transportación
- La Gente

Visionario

Taller

Sábado 6 de Marzo

Aproximadamente sesenta miembros de la comunidad participaron en un taller visionario para la ciudad el seis de Marzo (televisado por el canal 10). La mitad de los participantes fueron jóvenes que agregaron una cantidad sustantiva a nuestras pláticas. Después de una corta introducción dada por el alcalde y el presidente de el comité visionario, los participantes fueron involucrados en diferentes ejercicios designados para reconocer visiones futuras, prioridades y pasos para tomar acción.



Talleres para la Comunidad

sobre la Visión

**Sábado,
22 de Mayo
9 am - 12 pm**

*En el Centro Comunitario
de Santa Paula*

(será televisado en el canal 10)

10 de Mayo

*Taller de el Concilio de la ciudad
y la comisión planeadora.*

6 pm - 8 pm

En los salones de el Concilio de la ciudad

Para obtener más información llame a Anna Arroyo, Coordinadora del Proyecto de Visión para la Ciudad de Santa Paula

805.933.4281 • www.visionsantapaula.org

Appendix

“Places of the Heart” Survey

