

City of Morro Bay
FY18 Third Draft Goals and Objectives
as of: January 26, 2017

This document is a draft of the City of Morro Bay’s FY18 Goals and Objectives. It reflects input from the community and the City Council received through the January 24th Goal-Setting study session.

This draft forms the initial direction set by the Council to be reviewed, commented on, prioritized and modified at the City’s Community Goals Forum, which will be held from 6pm to 8pm on January 31 at the Veterans’ Memorial Hall.

At this point in the goal-setting process, the Council, with community input, has identified four priority goals for the next 2-8 years, and considered a number of specific objectives related to each of those goals, which are to be accomplished in the next fiscal year.

As the goal setting process continues and the Council receives additional community input, the Council may modify these draft goals and objectives, and may add additional objectives depending on resource availability.

In addition to the four goals below, the Council is considering a City mission statement. The initial draft mission statement is included at the end of this document.

Section I – Goals, Goal Descriptors, and Objectives

Goal #1 (Essential Goal) – Achieve Economic and Fiscal Sustainability

Description: This essential goal recognizes the City is not currently able to fund all basic services and requirements at the level our community expects, along with the importance of strengthening and maintaining strong financial management practices. As of January 2017, our General Fund revenues are around 25% below requirements to deliver services the community deserves. This goal centers around economic development and fiscal actions (revenue enhancement, public funding measures, cost control, and sound fiscal practices) that target a 25% increase in revenues, while ensuring sound fiscal management practices are in place.

Duration: This is an 8-year goal - the City intends to achieve fiscal sustainability by 2025.

Focus: This goal includes objectives related to revenue enhancement, general economic development, cost control, and assurance of sound financial management practices are in place.

1. Working with local and regional businesses and groups, promote a balanced economic development approach consistent with our Economic Development Strategic Plan that retains, expands, and attracts businesses for a strong, stable, complementary, and diverse business environment, including tourism, coastal resources, development, redevelopment, and conservation.

City of Morro Bay
FY18 Third Draft Goals and Objectives
as of: January 26, 2017

2. Pursue opportunities and relationships that may result in building demolition/reuse, remediation and complete redevelopment of the Morro Bay Power Plant in a way that will increase TOT, property tax, and sales tax revenue, while converting a portion of the existing property for public use such as recreation areas, cultural and educational amenities, parks, and paths. Advocate for appropriate specialty uses such as a medical center.
3. Take appropriate action, including implementation of specific programs, to increase shoulder-season and off-season TOT-producing visitor nights by 10 % over FY17 levels.
4. Research and bring to Council for decision incentive programs, including a TOT rebate program, that would reasonably result in the renovation of some existing hotel stock and deliver higher average daily rates and thus higher TOT revenues.
5. Facilitate private revitalization / redevelopment activities that will result in planning approval for a 3% increase in number of hotel rooms in the City.
6. Take proactive action to facilitate the revitalization of underused and vacant parcels in commercial districts, including encouraging sales-tax producing digital or other non-impactful industries and businesses providing multiple head of household jobs.
7. Research and bring to Council consideration of various approaches for paid parking in downtown and/or Embarcadero areas; include consideration of one or more parking districts.

Goal #2 (Essential Goal) – Complete WRF Project and “OneWater” Program

Description: This essential City goal centers around completion of the City’s Water Reclamation Facility (WRF) and includes implementation of a comprehensive water resource policy, program and infrastructure to ensure a sustainable water future. Key items include building the WRF and associated reclamation system, developing a “OneWater” policy, and diversifying our water supply toward achieving water independence.

Duration: This is a 6-year goal that we intend to complete by July 2023.

Focus: This goal includes objectives related to the Water Reclamation Facility, and “OneWater” planning and implementation.

1. Complete water/sewer rate study and bring to Council for Prop 218 process consideration any rate increase requirements to fund the proposed WRF.
2. Following CEQA guidelines, bring the WRF Environmental Impact Report (EIR) to Council for approval and certification.
3. Complete and submit the State Revolving Fund loan application with the State Water Control Board for the WRF project, to secure funding for the project.

City of Morro Bay
FY18 Third Draft Goals and Objectives
as of: January 26, 2017

4. Complete the acquisition of the preferred site for the WRF project.
5. Take appropriate selection action and bring to Council for approval, a contract for the design-build construction delivery of the new WRF.
6. Take all appropriate actions, and bring to Council for information/approval, as required, information that will allow the City to make a decision to achieve water independence - including weaning off State Water and appropriately disposing of (likely leasing) our State water allocation.
7. Budget for, select a consultant, complete, and bring to Council for initial consideration, a "OneWater" plan for the City that considers all water resources - from storm water to groundwater to waste water - as a single "water resource."

Goal #3 (Important Goal) - Improve Infrastructure and Public Spaces

Description: This important goal centers around substantially improving the City's streets, multi-modal transportation infrastructure, facilities and public spaces. The City does not currently have sufficient revenues to fund the capital improvement program required to make substantial and necessary infrastructure improvements and, therefore, this goal is contingent on making significant progress on Goal #1 – Achieve Fiscal Sustainability.

Duration: This is, at minimum, an 8-year goal.

Focus: This goal includes objectives related to streets, bike / pedestrian / parking improvements, City facilities, and beautification of public spaces.

1. Bring to Council for decision an item to consider adding a street improvement tax measure to the November 2018 ballot.
2. Budget for and complete planning for rebuilding of the City-owned access alley to the commercial fish dock between the USCG station the "Virg's" lease site, work toward synchronizing city improvements with possible USCG station and Virg's lease site development.
3. Bring to Council for information, consideration and possible implementation a review of parking management plans and options in the downtown and waterfront districts; seek, and bring to Council for consideration, partnerships that will result in the construction of one or two moderately sized parking garages in waterfront / downtown areas of the City.
4. Bring to Council for decision proposals that result in a public/private partnership redevelopment of the City-owned "Market Plaza" property consisting of the DiStasios's parcel, and, if appropriate to be included in redevelopment, the "Front Street" parking lot (below DiStasio's), and the parking lot at Pacific and Market.

City of Morro Bay
FY18 Third Draft Goals and Objectives
as of: January 26, 2017

5. Complete the approved feasibility study for a marine services facility (boatyard) and bring to Council for information and consideration of next steps.

Goal #4 (Important Goal) - Review and Update Significant City Land Use Plans

Description: This important goal centers around completion of the City's General Plan (GP) / Local Coastal Program (LCP) rewrite, and update of other essential land use documents. While the General Plan is the important task, update of other essential land use plans and master plans is also priority.

Duration: This is a 2-year goal that should be complete by summer 2019.

Focus: This goal includes objectives related to completion of the GP/ LCP and other important planning documents.

1. Complete the GP/ LCP rewrite approved and started in FY16.
2. Complete the zoning code update approved and started in FY17.
3. Ensure affordable housing and vacation rental challenges are addressed in the GP/LCP process and all land use planning.
4. Bring to Council for consideration the results of Code Enforcement outreach on existing codes related to boat, RV and trailer parking / storage on City streets and neighborhoods to determine whether to keep, or modify, related existing ordinances.
5. Bring to Council for adoption a rewrite of the secondary unit ordinance (updated in FY16) based on changes in State law.
6. Begin community outreach and Council discussion on future use of the 26-acre Atascadero Road site (location of the existing WWTP) to be prepared to begin master planning that site in FY19.

Section I – Initial Proposed Draft Mission Statement

The City Mission statement describes essential tasks, the City staff are to accomplish, and provides a purpose or reason for performing those tasks. The mission statement is complemented with a Community Vision Statement, and Community Values Statement, that are being developed through the ongoing GP/ LCP rewrite process.

Draft Mission Statement: *The City of Morro Bay provides essential public safety services and basic infrastructure to sustain a positive and productive quality of life, providing a forward-looking, safe, clean and healthy place for residents and visitors to live, work and play.*