

***LEAP Forward* in Morro Bay** **Local Economic Action Plan**



Kickoff November 19, 2014, Workshop Notes
and Rough Drafts of Initiatives
Don Maruska & Company, Inc.

Strengthening the community



Process for Morro Bay Local Economic Action Plan (LEAP)



Strategic Framework Objectives

Sustain and enhance quality of life for residents focused on the following benefits:

- Provide desired goods and services
- Offer engaging activities and events
- Attract visitors who wish to enjoy these benefits
- Strengthen tax revenues to support public services
- Diversify economy with sustainable head of household jobs

Develop a Local Economic Action Plan (LEAP) through facilitated workshops in which **business leaders and community members take the lead** in identifying and committing to desired initiatives with City support.

Focus Areas for LEAP

Businesses – ways to increase sales of goods and services for residents and visitors

Tourism – ways to boost and differentiate Morro Bay's offerings and activities of interest to residents and visitors alike

Selective Diversification – ways to leverage Morro Bay's distinctive assets for sustainable businesses with an emphasis on opportunities for head-of-household jobs

City Participation

- 2 current and/or incoming Council members as regular attendees at workshops (all welcome)
- City Manager (plus other City staff as needed) and a City LEAP Team to assist businesses that fit the LEAP Strategic Framework
- Information resources (e.g. inventory of available space for commercial and clean, light industry)
- Website support (information updates about Morro Bay LEAP program and opportunity for community to offer online input)

Process for Morro Bay Local Economic Action Plan (LEAP)



Agenda for Workshop 1: Hopes, Issues, Options

8:30-10 a.m., Wednesday, Nov. 19, Fire Station, 715 Harbor Street

1. Who has a stake in the Morro Bay economy?
2. What your hopes for the Morro Bay economy?
Why are they important to you?
3. What issues need attention to fulfill these hopes?
4. What options are useful to address the issues?
5. What information is needed to evaluate the options?

Next steps:

- Focused information gathering for each initiative through a volunteer work group to develop it.
- Follow up workshops: Action Planning

* Based upon process in book "How Great Decisions Get Made."

Who has a stake in the Morro Bay economy?

Residents – people who live here, maybe businesses elsewhere

Business owners (residents)

City Government

Educators (vitality of community and leaders)

Future residents (what's here, for whom?)

Young people

Absentee property owners

Non-profit representatives

County

Visitors

Business owners (non-residents)

Non-tourism related businesses (construction, real estate)

Employees of businesses

Fishermen

What are your hopes for the Morro Bay economy?

Hopes for the Morro Bay economy	Why important to you
This time it will work	We need action
Retaining authenticity of community	We came for a reason and want to honor that (e.g. small community, fishing, cleanliness)
More engagement and collaboration	Broader involvement, more perspectives, ideas, etc.
Get key resources to help – advocate, catalyst, support	Leverage ideas and senior experts to help community succeed
Strategy or vision for each segment of City (Embarcadero, MB Blvd., North MB)	Guide future direction with shared direction

Your hopes

Hopes for the Morro Bay economy	Why important to you
More diverse tax base; green jobs	Broader base to sustain City infrastructure and services in all economic times
Head of household jobs	Support families and get better retail and local economy
Achieve a healthy balance	Be vital and in balance
Affordable housing for workforce	People who work here can live here
Fiscally thriving city for next 50 years	Celebrate and enjoy on into the future
Commercial beautification of properties	Pride and attractiveness of community

Your hopes

Hopes for the Morro Bay economy	Why important to you
Attraction for businesses to come to Morro Bay by creating an environment that encourages businesses	Jobs, diverse economy
More attractions for residents	Engage the youth
Clear assessment of challenges and strengths	Understand what's needed and if/how MB can satisfy them (e.g. zoning, sphere of influence)
Organized and sustained resource that identifies commercial and retail parcels	Understand what's available for business (esp. infrastructure)
Boost business attitude – everyone pulling together	Work together for positive attraction

Your hopes

Hopes for the Morro Bay economy	Why important to you
Develop lasting infrastructure (streets, gutters, curbs, sewers, sidewalks)	Sustainable framework that's well-connected and attractive
Brand City of Morro Bay – optimistic message	Positive, attractive image to more diverse, upscale visitors

What issues need attention to fulfill these hopes?

Issues that need attention	Options to consider
Clear civic center	
Re-education in the City so that residents, seniors, and others see benefits of a thriving economy (however, some perceive that this is already clear)	Leverage radio station The Rock
No-shelving – actually do something	Accountability and outcomes for measurable success; City budgeting and staffing; Cal Poly resources, business budgets
More inviting entrances into Morro Bay	Attractive, inviting entrances; e.g. Cal Poly study of gateway at 41 and Main with a mural on overpass
Sustain the effort	Between Chamber, City, and others to execute

LEAP Program Initiatives (template)

Topic: _____

[use this to draft suggested approach to potential initiatives]

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule

Your name: _____ email: _____ phone #: _____

submit to don@donmaruska.com

Very preliminary ideas: Businesses

(from informal input already received – not evaluated, for illustration purposes only)

- Expand awareness of and purchases from existing businesses
- Create more inviting environments for shoppers to enjoy and boost sales
- Link Embarcadero and Morro Bay Boulevard areas
- Improve existing properties and civic amenities (coordinate General Plan and LCP review with infrastructure and business improvement financing vehicles such as IFD and PBID)
- Develop boatyard to service fishing and recreational vessels

Very preliminary ideas: Tourism

(from informal input already received – not evaluated, for illustration purposes only)

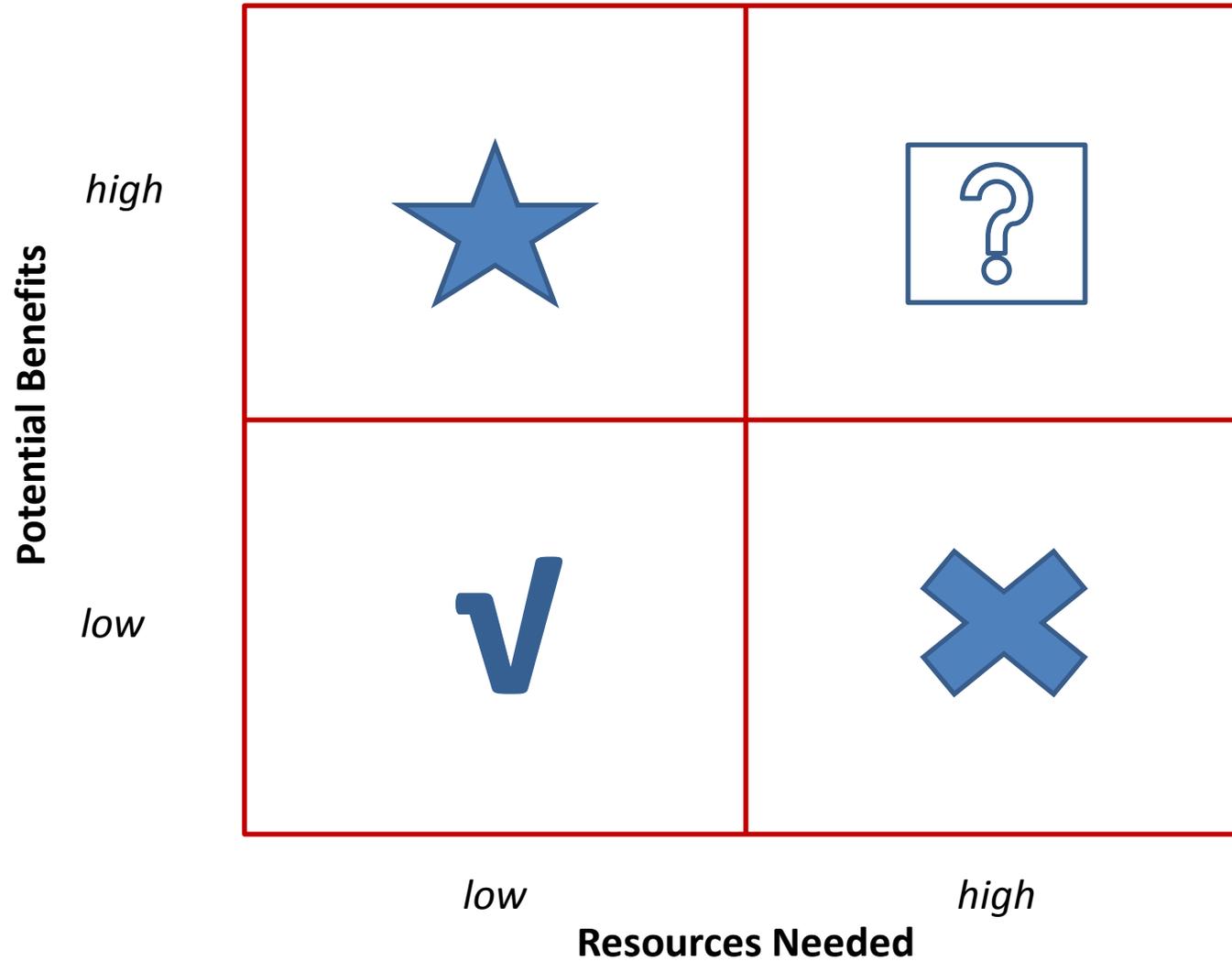
- Reinvent tourism offerings; refresh attractions
- Update events -- leverage participation of broader business community and package (e.g. Harbor Festival, Street Fairs, Art in Park)
- Engage City services to boost appeal and value to visitors (e.g. Recreation and Parks, Public Services)
- Focus on how to market what's here (e.g. Recycled Holidays with antiques, thrift, and vintage stores)
- Leverage “working waterfront” brand (with Harbor)
- Promote environmental assets (e.g. offer stewardship eco-tourism, link with Cal Poly and Cuesta for marine sciences, support a marine sanctuary branded as “Morro Bay”)
- Collaborate across City, schools, sports groups, non-profits, and others who create events to increase visitor stays (e.g. sports tournaments)
- Promote beach opportunities, especially for North Morro Bay
- Consider cruise ship visits to feature Morro Bay as a gateway to area
- Provide city-wide WiFi for residents and visitors – “Be connected at the Coast”
- Enlist professional festival and events coordination support
- Use City's Cloisters property (e.g. B&B)

Very preliminary ideas: Diversification

(from informal input already received – not evaluated, for illustration purposes only)

- Leverage distinctive assets (e.g. fiber optic telecom link and appeal of surfing to software folk)
 - Software businesses
 - Server farm with Google or others
- Apply Morro Bay Power Plant assets (electric power and water access) for new purposes
 - Renewable energy
 - Aqua culture

Opportunity Sorter



Note

In the slides that follow, I've provided rough drafts of the initiatives that participants in the November 19 workshop identified. You'll note that I've tried to capture ideas about Key Steps and added some thoughts about metrics and targeted results as a starting point for the LEAP Action Teams to consider. Please revise these items in your work groups. It's important that the Action Plans reflect your best thinking and what business and community leaders want to accomplish and feel is reasonable to achieve. Thanks, *Don*

LEAP Program Action Initiatives -- *draft*

Topic: Expedite processing for targeted businesses

Targeted Benefits	Key Steps	Key People *=lead	Resources/ Comments	Schedule
<p>Retain, attract, and grow clean businesses offering multiple head-of-household jobs (metric: number of head-of-household jobs saved or added, target: # by date)</p>	<ol style="list-style-type: none"> 1. Confirm parameters for targeted businesses (clean businesses offering multiple head-of-household jobs) to receive expedited attention 2. Review objectives with Planning Commission for comments and suggestions 3. Form City LEAP Team with desired expertise and clout (e.g. Mayor, City Manager, and Planning Manager) 4. Publicize objectives and process for tapping LEAP Team support. 5. Engage City counter staff to identify and refer business opportunities 	<p>Council and input from workshops (City Manager*)</p> <p>Council designees and City Manager*</p> <p>City Manager*</p> <p>Chamber of Commerce</p> <p>Planning Manager*</p>		<p>November 19</p> <p>(December meeting)</p> <p>December 2014</p> <p>January 2015</p> <p>January 2015</p>



LEAP Forward in Morro Bay

"Get connected on the Coast"

Fiber optic connections for tech businesses

As a coastal gem, Morro Bay has the natural resources (surfing, kayaking, bicycling, hiking, etc.) to attract tech employees and the connectivity (fiber optic node) to keep them productive. The City of Morro Bay wants to expedite opportunities for fiber connections and businesses offering head-of-household jobs.

Businesses – Are you looking to expand or create a satellite location with 8 to 20 employees or more? Consider Morro Bay. People come from around the world to have their corporate retreats here. Why not have that creativity and productivity thrive every day? Enjoy nearby access to one of the top-rated computer engineering/science programs in the U.S. at Cal Poly. The City's LEAP Team will help you move forward.

Property owners and realtors – Do you have 2000 to 5000 or more square feet available for quality commercial office space? Let us know. The City's LEAP Team wants to work with you to diversify the economy and provide an inventory of tech-ready spaces for clean, attractive businesses offering head-of-household jobs.

Morro Bay is open for business.

Contact: Dave Buckingham, City Manager, 805-772-6205,
dbuckingham@morro-bay.ca.us

LEAP Program Initiatives -- *draft*

Topic: Revitalize and link business districts to boost activity

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule
Revitalized and enhanced business districts that boost appeal to locals and visitors (metric: plans for high-value improvements, target: date tbd; improvements completed and enhanced business activity, target: tbd)	<ol style="list-style-type: none">1. Develop a vision for Downtown Morro Bay and each business district with zoning that supports them2. Explore ways to link Embarcadero and Morro Bay Boulevard	Susan Stewart* Cyndee Edwards Red Davis Kay Crocker Walter Heath		

LEAP Program Initiatives -- *draft*

Topic: Reinvent events to better serve residents, businesses, and visitors

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule
Events that benefit more businesses and residents as well as attract visitors (metric: number of businesses and organizations participating, target: #; number of residents and visitors participating, target: tbd; increased business activity (sales tax, TOT, etc.)	<ol style="list-style-type: none">1. Use Harbor Festival redesign as a pilot for events that open up the City and its attractions to residents and visitors alike for all to benefit.2. Prepare a master calendar of events for better coordination.	John Solu* Cyndee Edwards Red Davis Dave Buckingham		

LEAP Program Initiatives -- *draft*

Topic: **Promote environmental assets of the area for residents and visitors to enjoy and to expand business and tourism results**

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule
Leverage partnerships with Cal Poly, National Estuary Program, aquarium, etc. to attract residents and visitors for in-depth experiences (metric: programs created or enhanced, target: tbd; number of residents and visitors participating and economic activity generated)	<ol style="list-style-type: none">1. Catalogue key assets2. Identify ways to promote them and in-depth ways for residents and visitors to experience them	John Heading* Ginny Garelick Lynda Merrill Rigmor Samuelson Noah Smukler Walter Heath		

LEAP Program Initiatives -- *draft*

Topic: **Create inventory of commercial properties and their features to expand and attract targeted businesses**

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule
Aid existing businesses to expand and attract targeted businesses (metric: inventory complete and used by commercial realtors and businesses, target: # of businesses tapping, # of businesses locating in Morro Bay)	<ol style="list-style-type: none">1. Connect with commercial realtors to identify demand and desired features for an inventory2. Gather information from City and other sources to develop inventory3. Engage commercial realtors and others to use the inventory to attract targeted businesses	Kelly Wells* Rigmor Samuelson Jamie Irons		

LEAP Program Initiatives -- *draft*

Topic: **Install a pilot parklet in business district to offer community spaces for residents and visitors to enjoy and to stimulate business activity**

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule
Enhance vitality of business areas and stimulate fresh interest from residents and visitors and increase business activity with inviting spaces (metric: # and experience of people using the parklet, target: tbd; business and sales tax results, target: tbd)	<ol style="list-style-type: none">1. Identify potential location(s)2. Confirm merchant interest3. Review with Merchants Association and Chamber4. Develop a plan5. Implement a pilot parklet6. Evaluate experience to determine whether to continue and, if so, how to enhance the concept	Dave Buckingham* Rigmor Samuelson Jamie Irons		

LEAP Program Initiatives -- *draft*

Topic: Reassess business incubator and enhance local business building efforts

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule
Stimulate awareness and interest in Morro Bay as a place for business development (metric: # of business inquiries, target: tbd; businesses aided and head-of-household jobs added, target: tbd)	<ol style="list-style-type: none">1. Assess current business incubator experience.2. Connect with Cal Poly Hot House to benefit from shared learning and to explore potential collaborations.	Jennifer Redman* Jeff Weir Mike Manchak Christine Johnson		

LEAP Program Initiatives -- *draft*

Topic: Outreach to attract businesses

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule
Position Morro Bay favorably with targeted businesses offering head-of-household jobs (metric: completion of pitch sheet, target: tbd; number of connections with qualified prospects, target: tbd)	<ol style="list-style-type: none">1. Identify key referral sources and business associations (e.g. EVC, commercial realtors, Cal Poly, etc.)2. Develop a pitch sheet to stimulate interest (distinctive benefits of Morro Bay, LEAP Team support for businesses, etc.)3. Connect with referral sources and business prospects	Christine Johnson* Dave Buckingham, City Manager Mike Manchak, EVC		

LEAP Program Initiatives -- *draft*

Topic: _____

Targeted Benefits	Key Steps	Key People * = lead	Resources/ Comments	Schedule

Next Steps

Now - mid January -- Action Teams prepare plans

- * Business and community members develop action initiatives where ideas appear promising and there are people committed to pursue them. Prepare and submit preliminary plans in template form by January 12, 2015. Please target early wins as well as longer term results. If your Action Team would like some limited facilitation support, contact me at don@donmaruska.com.

December 9, 2015 -- Council Update

- * Update at City Council meeting on LEAP program and key initiatives underway and further details about community workshop (see below).

Late January -- Workshop to share plans and solicit additional input (evening workshop, date and location to be determined)

- * Business and community leaders of initiatives share initial plans at a business and community workshop (LEAP Workshop #2) in late January to solicit additional input and ideas for further initiatives.

January - February 2015

- * Action Teams refine plans to flesh out appropriate metrics and targets to guide efforts to successful results.
- * Evaluate the potential initiatives for benefit vs. resources needed and develop a balanced portfolio.

March 2015

- * Submit recommended LEAP plan initiatives for City review and endorsement.

April - September, 2015

- * Action Teams implement plans, celebrate results, and revise plans, as appropriate