



CITY OF MORRO BAY CITY COUNCIL Agenda

The City of Morro Bay provides essential public services and infrastructure to maintain a safe, clean and healthy place for residents and visitors to live, work and play.

Notice of Special Meeting **Tuesday, August 24, 2021@ 3:30 PM** **Held Via Teleconference**

ESTABLISH QUORUM AND CALL TO ORDER

PUBLIC COMMENT

Pursuant to Executive Order N-08-21, issued by Governor Newsom on June 11, 2021, this Meeting will be conducted telephonically through Zoom and broadcast live on Cable Channel 20 and streamed on the City website (click [here](#) to view). Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Veterans' Hall will not be open for the meeting.

Public Participation:

In order to prevent and mitigate the effects of the COVID-19 pandemic, and limit potential spread within the City of Morro Bay, in accordance with Executive Order N-08-21, the City will not make available a physical location from which members of the public may observe the meeting and offer public comment. Remote public participation is allowed in the following ways:

- Community members are encouraged to submit agenda correspondence in advance of the meeting via email to the City Council at council@morrobayca.gov prior to the meeting and will be published on the City website with a final update one hour prior to the meeting start time. Agenda correspondence received less than an hour before the meeting start time may not be posted until after the meeting.
- Members of the public may watch the meeting either on cable Channel 20 or as streamed on the City [website](#).
- Alternatively, members of the public may watch the meeting and speak during general Public Comment or on a specific agenda item by logging in to the Zoom webinar using the information provided below. Please use the "raise hand" feature to indicate your desire to provide public comment. Each speaker will be allowed three minutes to provide input.

Please click the link below to join the webinar:

- <https://us02web.zoom.us/j/82722747698?pwd=aWZpTzcwTHIRk9xaTlMwVWVNWRFUQT09>
Password: 135692

- Or Telephone Attendee: 1 (408) 638-0968 or 1 (669) 900 6833 or 1 (346) 248 7799; Webinar ID: 827 2274 7698; Password: 135692; Press * 9 to “Raise Hand” for Public Comment

SPECIAL MEETING AGENDA:

I. CITY COUNCIL GOALS AND OBJECTIVES UPDATE

RECOMMENDATION: Staff recommends the City Council

- 1) Receive an update on the current City Council Goals and Action Items.
- 2) Receive an update on the City Council Goals and Action Items review process for 2021 – 2022.
- 3) Consider public comment received through the online survey and input from the City’s advisory boards and commissions.
- 4) Provide direction to staff as appropriate.

ADJOURNMENT

DATED: August 20, 2021



John Headding, Mayor

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN A CITY MEETING, PLEASE CONTACT THE CITY CLERK'S OFFICE AT LEAST 24 HOURS PRIOR TO THE MEETING TO INSURE THAT REASONABLE ARRANGEMENTS CAN BE MADE TO PROVIDE ACCESSIBILITY TO THE MEETING.



AGENDA NO: I

MEETING DATE: August 24, 2021

Staff Report

TO: Honorable Mayor and City Council

DATE: August 20, 2021

FROM: Scott Collins, City Manager

SUBJECT: City Council Goals and Objectives Update

RECOMMENDATION

Staff recommends the City Council

- 1) Receive an update on the current City Council Goals and Action Items.
- 2) Receive an update on the City Council Goals and Action Items review process for 2021 – 2022.
- 3) Consider public comment received through the online survey and input from the City's advisory boards and commissions.
- 4) Provide direction to staff as appropriate.

ALTERNATIVES

None.

FISCAL IMPACT

There will be no immediate fiscal impact related to the recommendation.

BACKGROUND

City of Morro Bay Strategic Framework Policy and Community Outreach

City Council adopted the Strategic Framework Policy (Attachment 1), which sets out the process for how the City adopts its strategic goals and objectives. According to the Policy, every two years, following a general election, City Council is to review (and amend if appropriate) its high-level City goals. The goals are intended to set the direction and focus for the City for the next several years.

In order to ensure City goals relate back to the community's needs and desires, the policy dictates the City conduct outreach to the public to seek input in a variety of methods. Those methods include online survey(s), emails to City Council, community forums, City advisory boards and other means of collecting input from the community. To that end, in January 2019 the City launched a new online engagement tool, Polco, whereby members of the community can complete simple surveys about how they feel the City is doing and what it should focus on the next two years. Recent community input received via Polco is discussed further in this report. In addition, the City will host a Goals Workshop on Wednesday, September 29th at 4:00 p.m. to collect and consider public input.

Prepared By: SC

Dept Review: _____

City Manager Review: SC

City Attorney Review: _____

Following consideration of public input, City Council typically works with staff to create a focused set of goals for the next two years and select action items for the City to pursue during that period and inform budget decisions.

Current City Council Goals and Objectives

Current City Council Goals

The City goals and related action items for calendar years 2019 and 2020 were formally adopted by City Council in May 2019. The City adopted four major goals that reflect the concerns and desires of the community. In early 2021, Council also added a temporary goal related to the COVID-19 pandemic. The goals are as follows:

- 1) Achieve Economic and Fiscal Sustainability
- 2) Improve Infrastructure and Public Spaces
- 3) Complete Updates to the City's Significant Land Use Plans and Address Affordable Housing Issues
- 4) Improve Communication and Engagement with the Community
- 5) Temporary goal for the COVID-19 pandemic public health response and response to the economic impact of the pandemic.

Each goal has several corresponding action items which, if implemented, should help bring the Council goals into reality. In establishing the 2019 and 2020 Goals, City Council was particularly interested in establishing an achievable work plan and stated the Council Members' desire to receive regular updates as to the status of the 26 approved action items. The spreadsheet provided as Attachment 2 serves as a template to review progress toward each of the action items. For each action item, there are columns for proposed return dates to Council for further consideration/action and status updates. City Council Members also expressed support for a commitment to not add new goals/action items after the goals have been adopted, without first removing or delaying an already approved goal/action item (policy adopted through recent revisions to the City Council policy handbook).

Progress on Current Goals and Action Items

City progress on completing action items has slowed as a result of the organization shifting focus to address the public health and economic impacts related to the COVID-19 pandemic. The City continues to monitor and respond to the pandemic and has taken comprehensive actions to assist community members and local businesses, while also stabilizing the City's financial recovery. Despite that, staff has made progress on some key action items and remains committed to doing so. The attached spreadsheet demonstrates completed action items (highlighted in green), items with significant progress completed (highlighted in yellow), and other items that require more work and will be addressed in 2021 or beyond (no highlight).

The following 2019 - 2020 action items have been completed:

- *"Bring forward a comprehensive set of revenue enhancement options for City Council consideration."* Council reviewed multiple revenue options in 2019, conducted community engagement throughout 2020, and placed a sales tax measure on the November 2020 ballot (Measure E). Measure E was approved by the voters and goes into effect in April 2021. Council also reviewed Harbor specific revenue enhancement options this year.
- *"In support of achieving economic development goals and limiting City costs in that pursuit, contract with an outside agency to fulfill economic development Ombudsmen duties on behalf*

of the City.” City Council approved a contract with the Chamber of Commerce to provide these services to the City in FY 2021/22 through the annual budget process.

- *“Review opportunity to include vacation rentals and recreational vehicle parks into Tourism Business Improvement District (TBID).”* City Council reviewed options in August 2019 and directed staff to move forward with bringing vacation rentals into the TBID by early 2020.
- *“Revise the partnership policy, and related policies, in conjunction with the fee study update.”* City Council approved a revised partnership policy in late 2019.
- *“Review option to revise cannabis ordinance to allow for adult-use (recreational) cannabis retailing in Morro Bay.”* City Council approved allowing adult-use cannabis on June 9, 2020, and requested staff review of other cannabis opportunities.
- *“Complete a detailed review of the CalPERS pension liability, other post-employment benefits and health liability and determine specific actions to minimize financial impact to the City.”* City Council provided direction to staff for a refined analysis on PERS liability paydown for certain tiers. Council then approved actions to pay down liabilities for tier-two employees in early 2020.
- *“Include local labor on major City capital improvement projects (CIP), with the WRF being the initial project.”* City Council directed staff to include local hire provisions into the conveyance and injection wells systems construction contracts. In May 2020, Council approved language for bid documents related to local labor for those project components.
- *“Revise the short-term vacation rental policy.”* City Council approved the Vacation Rental Ordinance in October 2020. Staff submitted Coastal Development Permit application to Coastal Commission in December 2020 and anticipate Coastal review in fall 2021.
- *“Complete the General Plan/Local Coastal Plan rewrite.”* City Council approved the environmental review and adopted “Plan Morro Bay” the City’s update to its GP/LCP in May 2021. The California Coastal Commission approved the GP/LCP unanimously at their August 2021 meeting. for review. The City’s Housing Element has also been adopted and staff is working on implementation.

Significant progress has been made on the following 2019 - 2020 action items:

- *“Complete and implement the fee study and cost allocation plan.”* City Council approved the new fee structure and the cost allocation plan in late 2019, with a few remaining fees that require their review (development impact fees). Those remaining fees will be brought forward to Council in fall 2021.
- *“Establish Waterfront Lease Site policies and implementation plan.”* City Council approved the final policy and provided direction to staff on June 23, 2020. Staff is working on a plan to evaluate contracting options for lease management services.
- *“WRF Implementation, which includes completing design of the facility, pipeline conveyance and injection system, permitting the project, securing financing for entire project and beginning construction.”* WIFIA line of credit for \$61 million was approved by the City, construction is underway on WRF facility site and the pipeline components of project. In late June 2021, the City received approval from the State for a \$61 million loan and \$5 million grant from the State Revolving Fund (SRF) funding. Studies also continue on injection wells.
- *“Implement approved Capital Improvement Projects, including OneWater Projects.”* City Council approved contracts for design work on three OneWater projects in early 2020. Design work has been initiated.

- *“Complete the zoning code update.”* Staff will bring this back to the Planning Commission in fall 2021. Following Planning Commission review, City Council will review.
- *“Work with San Luis Obispo County and cities therein on a regional partnership and solutions to housing issues.”* The City joined the Regional Compact with the County and other cities in the County. City staff will present updates on housing related issues to City Council throughout the year. The City completed the Housing Element prior to the end of calendar year 2020 and is coordinating implementation activities regionally.
- *“Review and make improvements, where feasible, to the planning permit process.”* Chamber completed a survey of key stakeholders in fall of 2020. Staff presented the survey results and related recommendations to Council on a process to review the planning and building function in November 2020. Planning Commission has formed a sub-committee to assist with this endeavor and staff is in the process of implementing improvements to the City Project tracking software (Cityworks) to facilitate online submittals and electronic plan checks to reduce turnaround times. Council approved the recommendations to continue this effort and will receive a progress report in September 2021.
- *“Complete and bring to Council a Parking Management Plan to address parking issues in the downtown and waterfront areas.”* City Council/advisory boards to review parking data analysis and parking management options (as developed by the City’s parking consultant) and provide initial direction in fall 2021.
- *Continued work with federal agencies and elected representatives on offshore wind development.* The Federal government is currently taking public input for a Morro Bay specific offshore wind development opportunity, following the agreement being struck between the current Presidential Administration and State of California for offshore wind development off the Central Coast and Northern Coast of California.
- *Outreach on opportunity sites in Morro Bay.* The City is hosting a community forum on the current condition and future of the Morro Bay Power Plant stacks, on September 8, 2021.

The remaining action items have had some work completed and staff continues to work diligently on completion of them. The following is a quick snapshot of those items:

- Market Street Plaza redevelopment.
- Assist in development of a business incubator/co-working space in Morro Bay.
- Pursue grants for Boatyard feasibility study.
- Bring hi-speed internet to Morro Bay.
- Pursue grant funding for an emergency warming shelter in Morro Bay.
- Coordination with non-profits and community groups to provide services to the community.

DISCUSSION

The original plan was to initiate the community outreach process for reviewing the City Goals in early 2021 in accordance with the City policy. Staff typically initiates outreach to the community and advisory boards in January and February, and then hosts a community forum(s) in March. From there, City Council would meet to determine the City goals and action items for 2021 and 2022, at the outset of the FY 2021/2022 Budget process to help inform budget decisions. In a typical year, that approach would be advisable and certainly achievable for the organization. With the City’s existing resources diverted to the pandemic effort, budget constraints, and advisory boards not properly

positioned to provide comprehensive input related to goals, Council approved delaying the goal setting process be delayed until closer to mid-year 2021.

Outreach to Date on City Goals and Next Steps in the Process

Staff has sought input from the community from July through August 2021. Staff used the same methods of outreach as in the past to garner community input, including online surveying and gathering input from City advisory boards and commissions. A summary of the input is outlined in the next section.

The August 28, 2021, Special Council Meeting is another opportunity for the public to engage in the process and provide input to City Council. The community will be provided an opportunity to share their thoughts about existing and potential new City Goals. Following public comment, staff will provide an overview of community input collected through the online survey and advisory boards and commissions. City Council will then deliberate on public input and provide direction to staff as appropriate.

Following that meeting, City Council will host a Goals Workshop on Wednesday, September 29, where they will use the public input to deliberate on the Goals and action items and develop a plan for the remainder of 2021 and all of 2022. Council will formally review the plan for adoption in October 2021. This timing will allow the goals to inform the FY 2021/22 mid-year budget review and next year's budget development. The Council goals and action items will also help inform the work plans for the City's advisory boards and commissions for the remainder of 2021 and 2022.

As in years past, staff recommends the workshop be facilitated by a professional third party to allow full Council and staff participation in the process and has contracted with the Center for Organizational Effectiveness for that purpose. This organization has worked with the cities of Paso Robles and San Luis Obispo for goal development and come highly recommended.

Public Input from Community, Submitted through Online Survey

The City collected input from community members using the online survey tool, Polco. To date, nearly 120 residents have responded to the survey (for detailed survey results, see Attachment 3). The City asked several questions regarding the community perception of how things are going, what is important to them, and what the City should focus on for the next couple years. Here is a summary of the responses received to the related goals question.

Survey Question #1

This first question asked how residents learn about important City-related news. The response shows that residents learn from a variety of methods, including City website and newsletters, social media and from friends and neighbors. Ultimately, this means the City needs to share information in a variety of methods to ensure the community is up to speed on important initiatives, programs and policies.

Survey Question #2

The second question asked how residents would rate satisfaction with the City's services. By and large, the community responded with favorable marks for most of the City's services, particularly, public safety, recreation and utilities. The responses outlined some areas that could use improvement.

Survey Question #3

The third question asked residents how important certain identified issues were to them. Of key importance, based on the responses, are financial sustainability, economic vitality, public safety, cleanliness of public spaces, and maintenance of City infrastructure.

Survey Question #4

The fourth question asked residents to identify the one thing they liked most about living in Morro Bay. The most common responses were the small-town atmosphere, proximity to nature, weather, and recreational opportunities.

Survey Question #5

The fifth and final question asked residents to identify the most important issue for the City to focus on now. Responses have been grouped into three categories, from most common to least common response:

Most common

- Local business vitality/economic development
- Financial sustainability of the City
- Infrastructure improvements

Mid-tier

- Managing impacts from tourism
- Planning for climate change, protecting the environment
- Preserving small town atmosphere
- Implement the Water Reclamation Facility project

Less common

- Homelessness
- Housing
- Community input/engagement

Public Input from City Advisory Boards/Commissions and Business Boards

City staff recently collected input from all City advisory boards and commissions, including the Harbor Advisory Board, Public Works Advisory Board, Recreation and Parks Commission, Citizens Finance Advisory Committee and Planning Commission. The City also received input from the newly formed Tourism Business Improvement District and the Chamber of Commerce. Here is a quick summary of their recommendations regarding City goals and action items:

Harbor Advisory Board (HAB)

The HAB provide input at their June and August 2021 meetings. They believe the Council should focus on the following items for the next couple years, as it relates to the Harbor/waterfront:

- Review revenue-enhancement options
- Review parking management options
- Complete General Plan/Local Coastal Program (GP/LCP) and Zoning Code Updates
- Pursue Boatyard/Marine Services, with Marine Services to include other necessary infrastructure and services critical to an active working waterfront
- Facilitate and advise on harbor impacts of offshore wind power generation development
- Market Street Plaza/Centennial Plaza redevelopment

- Master Planning of the Morro Rock/Northern Waterfront area as a priority subset action of the Waterfront Master Plan update envisioned in the GP/LCP update, and consider use of Cal Poly interns and/or other resources to help execute the process

Public Works Advisory Board (PWAB)

PWAB provided input at their June and August 2021 meetings. They stated the following should be the City Council focus for the next couple years, as it relates to Public Works matters:

- Resiliency should be included in the City's existing goal regarding updates to the GP/LCP and Zoning code. This includes developing a resiliency plan to address internal coordination within the City, design criteria for infrastructure projects, and mapping for tsunamis and flooding.
- Regarding the City's existing goal on infrastructure and public spaces, the following action items should be considered:
 - Identify funding and fully fund pavement improvements
 - Improve the City's stormwater system
 - Beautify the waterfront and address waterfront and park restroom needs

Recreation and Parks Commission (RPC)

The RPC reviewed the current City goals and action items at their June 2021 meeting. They support the current focus and did not recommend adding any new items to the list.

Citizens Finance Advisory Committee (CFAC)

The CFAC reviewed the current City goals and action items at their August 2021 meeting. They generally support the existing goals and recommend making associated action items specific, measurable, achievable, realistic, and time-sensitive (SMART) where possible.

The CFAC agrees that the following action items for the Administrative Services Department (Finance and IT) should be included in the upcoming goals process.

- Update development impact fees (working with Community Development)
- Complete an updated cost allocation plan
- Develop a multi-year Capital Improvement Budget and financing strategy (with Public Works and other departments and advisory bodies)
- Evaluate additional opportunities to address the City's CalPERS and OPEB unfunded liabilities

Planning Commission (PC)

The PC provided input in July and August 2021. They recommend that City Council pursue the following action items, as it relates to Community Development:

- Historic Preservation Ordinance, utilizing the draft ordinance forwarded by the Morro Bay Historical Society as the starting point.
- Creation of a Tree Bank program. Involves identification of areas in town where we could plant trees.
- Update the City's Climate Action Plan. We are working with the Green House Gas stakeholder group to hopefully update the CAP's for multiple jurisdictions in the County.
- Consideration of establishing Enhanced Infrastructure Financing Districts (EIFD's) in the City.

- Continuation of the City efforts on Housing Element Implementation. Current effort include development of by right housing policies and associated objective design guidelines. Revision/update to the City's Inclusionary Housing, Density Bonus and Accessory Dwelling unit policies. PC also was interested in the City addressing some of the homelessness issues that we are experiencing (e.g., warming station, safe place to park program).
- Support Chamber's effort to engage with the City's commercial districts regarding their interest and the feasibility in forming Business Improvement Districts.

Tourism Business Improvement District (TBID) Board

The newly formed TBID Board generally supports the existing City goals and action items and would like to see a focus on cleanliness within the business districts and tourist serving areas. The new TBID Board is focusing efforts in the next year on hiring a new marketing agency and developing a long-term strategic plan. Like most tourist destinations, they will focus on creating a sustainable destination for current and future visitors and partnering with the community to ensure the City and its residents benefit from tourism. Addressing the impacts of visitors is a key component of that effort.

Chamber of Commerce

The Chamber submitted a letter with recommendations for the City Council regarding goals (Attachment 4). The letter outlines the following four recommended focus areas, with specific action items detailed in the letter:

- Sanitation, maintenance, and beautification
- Housing
- Traffic circulation
- Infrastructure

CONCLUSION

Updating the City Council goals is an important process to ensure that City goals link back to the current needs and desires of the community. The City has encouraged participation from community members in a variety of ways. The Special Council meeting on August 24, 2021, will help bring all the various points of public input together as Council begins its process of identifying priority goals and works with City staff to develop a two-year work plan to systematically achieve them through allocation of budget and staff resources.

ATTACHMENTS

1. Resolution No. 83-18 Establishing Strategic Framework Policy
2. 2019/2020 Goals and Objectives – Progress on Action Items
3. Survey report
4. Chamber Letter

RESOLUTION NO. 83-18

**RESOLUTION OF THE CITY COUNCIL OF
THE CITY OF MORRO BAY, CALIFORNIA,
RESCINDING RESOLUTION NO. 72-15 AND
ESTABLISHING THE STRATEGIC PLANNING FRAMEWORK POLICY**

**THE CITY COUNCIL
City of Morro Bay, California**

WHEREAS, at the August 11, 2015, City of Morro Bay regular City Council meeting, the Council unanimously approved the Strategic Planning and Budgeting Framework concept presented and directed staff to develop a Strategic Planning Framework policy to be adopted at a future meeting; and

WHEREAS, in accordance with City Council direction, staff prepared a Strategic Planning Framework procedure, which was adopted by City Council via Resolution No. 72-15; and

WHEREAS, it is recommended that City Council revise the Strategic Planning Framework, to include a component for community outreach, to ensure broad public engagement in the development of the City's goals and objectives.

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Morro Bay, hereby rescinds Resolution No. 72-15 and establishes the Strategic Planning Framework Policy as defined in the attached Exhibit A.

PASSED AND ADOPTED by the City Council of the City of Morro Bay, at a regular meeting thereof held on the 9th day of October 2018, by the following vote:

AYES: Irons, Davis, Headding, Makowetski, McPherson
NOES: None
ABSENT: None



JAMIE L. IRONS, Mayor

ATTEST:



DANA SWANSON, City Clerk



WHITE PAPER

Strategic Planning Framework

Revised October 9, 2018

I. PURPOSE

The purpose of this paper is to describe the City of Morro Bay Strategic Planning framework. This framework, to be adopted by the City Council, provides direction on annual, biennial and quadrennial planning and budgeting tasks and processes the City will follow.

II. OVERVIEW

The City has many plans, including a General Plan (GP), Local Coastal Plan (LCP), Economic Development Strategic Plan (EDSP - under development in 2015/16), Parking Management Plan and other particular plans. Those plans are essential to provide long-term guidance for the City. And, in particular, the GP/LCP provides strategic direction not only in land-use but in many other areas.

However, the City also needs a regular process to set more general goals, and to identify specific, measurable objectives to reach those goals. This process must also ensure those objectives are considered in the annual budgeting process.

This Strategic Planning Framework does that. In general, the City Council will set / refine broad goals every four years. Every two years the Council will identify specific objectives associated with each goal for staff to complete. Every year during the budget process, those objectives will be budgeted against.

In addition to this Strategic Planning Framework, the City is developing fresh Vision, Values and Mission statements that should inform all of our planning efforts, and goal / objective setting in particular.

III. DEFINITIONS

The following definitions are important to understand the City's Strategic Planning Process:

- **City Mission Statement** – The Mission Statement is a Council-approved statement that describes the basic / essential tasks the City must provide, and a statement toward the purpose of executing these tasks. The mission statement is focused on the purpose of the City Government, not the broader community. The City mission statement might begin something like: "The City of Morro Bay provides Public Safety, Recreation, and other key municipal services in order to"
- **Community Vision and Values Statements.** Community vision and values are also Council-approved, semi-permanent statements, developed with significant community

input, that describe what we want our community to be (Vision) and what ideals our community considers of essential importance (values).

- **City Core Tasks.** Core tasks are functions that we should always be doing well and they should be addressed in our City mission statement. A core task might be: "Maintain City Infrastructure", or "Provide Public Safety".
- **City Goals.** Goals are broad projects we want to accomplish over a long-term (4-6 year) period, usually because they are big enough and broad enough they can't be accomplished in a year or two. An example of a goal is: "Improve Streets".
- **City Objectives.** Biennial objectives are specific, discreet, medium-term (1-2 year) projects that support a more general goal, are feasible and achievable if appropriately resourced, and can be directly budgeted against. An example of an Objective related to the Goal "Improve Streets" could be: "Repave 10% of streets in FY16/17 and FY 17/18".

IV. PROCESS

Following is a written description of the City's Strategic Planning Framework depicted below in figure 1.

- The process begins in December of each election year with the seating of a new Council.
- The new Council begins a planning process to set biennial budget objectives for the upcoming two budget years.
- Following elections, the City will advertise in December upcoming community outreach and engagement opportunities.
- This objective-setting planning process normally occurs in January and February with two-year objectives set by the last Council meeting in February.
- In years following an election, in January through mid-February, staff will provide numerous opportunities for the community to engage in the process and to provide input in a number of ways, including community forum(s).
- In years following an election, City Council will host a public retreat in late-February/early March to review community input gathered through the outreach opportunities and develop goals (following Presidential elections as described below) and objectives (following a non-Presidential election). Council will formally adopt the goals/objectives typically by late March/early April.
- Council-approved objectives are then used by staff and Council to develop the annual budget in March – May of each year.
- Every four years (Presidential election years) the new Council also reviews and updates the City's Goals. The City should work to ensure goals are items in which real improvement is needed and achievable. Generally, goals should not be "maintain," but should be "improve." Any new Council could, of course, resolve to deviate from this Strategic Planning Framework and modify City goals outside of the specified four-year window. However, for organizational efficiency and community stability, the City should strive to keep goals for at least four years, using biennial objective setting and annual budgeting to affect change and adjust priorities.



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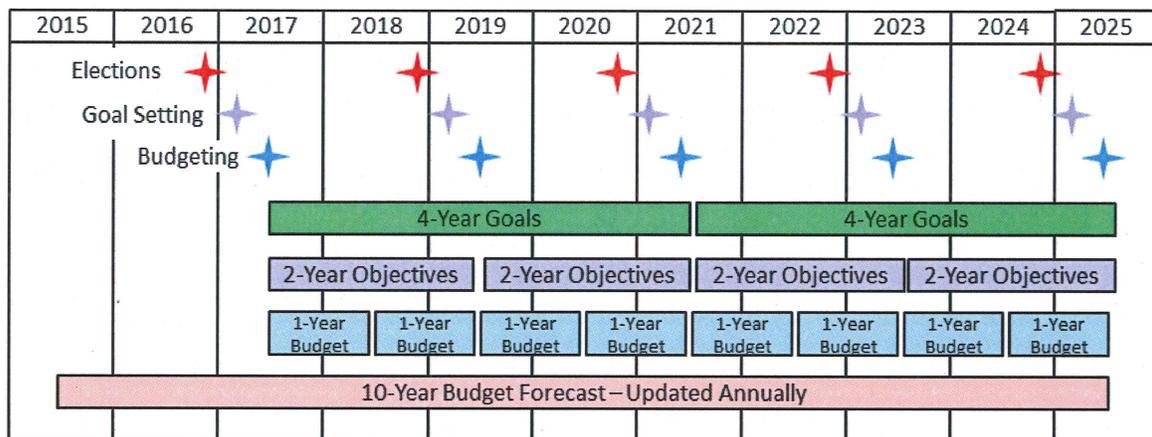
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- Every four years (Presidential election years) the new Council also reviews and updates the City's Goals. The City should work to ensure goals are items in which real improvement is needed and achievable. Generally, goals should not be “maintain,” but should be “improve.” Any new Council could, of course, resolve to deviate from this Strategic Planning Framework and modify City goals outside of the specified four-year window. However, for organizational efficiency and community stability, the City should strive to keep goals for at least four years, using biennial objective setting and annual budgeting to affect change and adjust priorities.

- On a semi-annual basis, normally in the fall of each year, staff updates the Council on the status of the two-year budget objectives in an Annual Goals Update report and special Council Meeting.
- In March – May each year, the staff and Council develop a 1-year budget for the upcoming fiscal year: July 1 to June 30 of the following year. The two 1-year budgets every 2-year goal/objective period provide the Council ample opportunity to reallocate resources to achieve, or “weight” specific City Goals and Objectives.
- This entire process is underpinned and informed by a continuing 10-year budget forecast process that is updated annually in Jan – Feb. Every other year the 10-year forecast is updated by an external professional consultant. In the off years it is updated internally by staff.

**Transition Plan for the Morro Bay
Strategic Planning and Budgeting Framework**



- ★ Elections – Nov of even years, new Council seated in early January
- ★ Biennial Planning – Every other year in Jan and Feb Council updates 2-year objectives. every 4th year Council also updates 4-year goals.
- ★ Annual Budgeting – Every year in May and Jun Council updates approves a 1-year budget.

Overview. Beginning in December 2016 the City of Morro Bay executes a 4-2-1 Strategic Planning and Budgeting process.

- Following each election, the new council meets in Jan / Feb to establish 2-year objectives supporting each existing City Goal.
- Every four years this process begins in December and includes renewal of the City’s goals.
- The staff then uses the new objectives to inform creation of the City’s annual budget.
- The entire process is underpinned by a 10-year budget forecast that is professionally (externally) updated every other year and internally updated every year.

Figure 1 – Strategic Planning and Budgeting Framework

V. SUMMARY

This Strategic Planning and Budgeting Framework is intended to complement the City’s broader and more specific plans, including the General Plan, Local Coastal Plan, Economic Development Strategic Plan and other land-use and issue-specific plans.

The above mentioned plans coupled with this Goals and Objectives process should serve, taken as a whole, as the City's strategic plan. Following full implementation of the ongoing GP/LCP rewrites in 2017, and 10-year Economic Development Strategic Plan in 2016, the City could consider if an additional, formal, 10-year strategic plan is required.

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City Council Goals and Action Items for 2019 and 2020

These are the City Council Goals and priority action items for 2019 and 2020, constituting the main work plan for the City.

Goal #1: Achieve Financial Sustainability and Economic Sustainability					
Item #	Action Items	Departments Involved	Lead Department	Anticipated Council Date/Completion	Current Status
1)	Complete and implement the fee study and cost allocation plan.	All	Finance	City Council approved the new fee schedule in late 2019, with the Development Impact Fees left for Council review in Fall/Winter 2021.	Rate increases for majority of fees have gone into effect, as of January 1, 2020. Other fees being phased in over several years. Staff completing development impact fees review, and will seek input from Chamber/Government Affairs Committee.
2)	Review option to revise cannabis ordinance to allow for adult-use (recreational) cannabis retailing in Morro Bay.	City Manager, Police, Fire and Finance	Planning, City Attorney	City Council approved allowing adult-use cannabis on June 9, 2020, and requested staff review of other cannabis opportunities.	Both approved retailers have opened their businesses.
3)	Redevelop the Market Street Plaza lot for visitor serving accommodations, with significant community benefit to include public improvements to the Centennial Plaza.	City Attorney, Finance	Planning, City Manager	City Council will review proposals if they are submitted.	Some interest in developing the property, but no progress to report at this time.
4)	Review and make improvements, where feasible, to the planning permit process.	City Manager, Public Works, Fire, Harbor	Chamber, Planning	City Council to receive update in September 2021.	Chamber completed a survey of key stakeholders in fall of 2020. Staff presented recommendations on a process to review the planning and building function in November 2020. Staff formed ad hoc committee to review process.
5)	Bring forward a comprehensive set of revenue enhancement options for City Council consideration.	All	City Manager, Finance	No pending City Council review at this time.	City Council placed Measure E (1 cent sales tax measure) on the November 2020 Ballot. Community approved Measure E. Council requested information regarding other revenue sources in response to the pandemic's impact on City finances. Council requested staff review of Harbor specific revenues, which staff presented in April 2021.
6)	Conduct outreach on the current opportunity sites within Morro Bay, including, but not limited to the decommissioned power plant.	Planning, City Manager, Harbor, Tourism	Chamber	Staff will provide updates to City Council.	City hosting community forum on September 8, 2021, to discuss the current condition and future of the Morro Bay Power Plant stacks.
7)	In support of achieving economic development goals and limiting City costs in that pursuit, contract with an outside agency to fulfill economic development Ombudsmen duties on behalf of the City.	Planning, Tourism, Harbor	City Manager	City Council to receive quarterly updates from the Chamber.	City Council approved contract with Chamber to provide this service to the City.
8)	Continue to pursue locating a new aquarium in the water front area, in partnership with Cal Poly and Central Coast Aquarium.	City Manager, Planning, Tourism	Harbor	No updates planned at this time.	Project is on hold indefinitely as Central Coast Aquarium restructures following closure of their Avila Beach Aquarium due to the COVID-19 pandemic.
9)	Establish Waterfront Lease site policies and implementation plan.	Harbor, Planning, City Manager, Finance	Harbor	City Council approved final policy and provided direction to staff on June 23, 2020. Staff will report out on contracting options in late 2021/early 2022.	Staff in process of reviewing contracting out options for lease management services.
10)	Continue to pursue offshore windfarm development, with a short-term focus on ensuring the Federal Government approves a windfarm lease site near Morro Bay.	City Manager, Planning, City Attorney	Harbor	Staff will provide updates to City Council.	City Council approved Community Benefits Agreement with Castle Wind in 2018. Staff and Council sub-committee working with State and Federal representatives. Biden Administration announced agreement to move forward Offshore Wind in May 2021. Federal government taking public comment on Morro Bay specific wind energy site.
11)	Review opportunity to include vacation rentals and recreational vehicle parks into Tourism Business Improvement District (TBID).	City Manager	Tourism	No further Council action required.	Council approved bringing VRs into the TBID. Goes into effect in mid-January 2020.

City Council Goals and Action Items for 2019 and 2020

12)	Facilitate coordination and development of a business incubator/co-working space in Morro Bay.	City Manager, Planning	Ombudsmen	Staff will provide updates to City Council.	Chamber and staff will review opportunities in 2020 for business incubation/co-worker space.
13)	Complete a detailed review of the CalPERS pension liability, other post employment benefits and health liability and determine specific actions to minimize financial impact to the City.	Finance	City Manager	City Council approved actions in early 2020. Staff will present information to Council regarding potential increases in Summer/Fall 2021.	Council reviewed detailed report in August 2019 and directed staff to bring back refined analysis for liability paydown options. Council reviewed and approved actions in early 2020.

Goal #2: Improve Public Infrastructure

Item #	Action Items	Departments Involved	Lead Department	Anticipated Council date/Completion	Current Status
1)	WRF Implementation, which includes completing design of the facility, pipeline conveyance and injection system, permitting the project, securing financing for entire project and beginning construction.	Public Works, Planning, City Attorney	WRF Program Manager, City Manager	Review project progress.	WIFIA line of credit approved, construction underway on WRF facility site and conveyance/pipeline components of project, and SRF Loan/Grant approved by the State. Studies continue on injection wells.
2)	Include local labor on major City capital improvement projects (CIP), with the WRF being the initial project.	City Attorney, Public Works, Finance	WRF Program Manager, City Manager	City Council approved language to add to bidding documents at their May 26, 2020 meeting.	City Council directed staff to include local hire provisions in contracts for conveyance and injection well system components of the WRF project.
3)	Complete and bring to Council a Parking Management Plan to address parking issues in the downtown and water front areas.	City Manager, Finance, Harbor, Planning, Public Works	City Manager	City Council to review parking data analysis and parking management options and provide initial direction in Fall 2021.	City contracted with firm to conduct initial parking study. Parking counts completed, and contractor completed analysis. Outreach to community and advisory bodies will begin in Summer 2021.
4)	Harbor Advisory Board to pursue grants for an RFP for marine services facility (boatyard) feasibility study and bring forward information to City Council for next steps.	City Manager	Harbor	City Council to review options sometime in 2021/2022.	Staff reviewing options for feasibility study (no responses to RFP in 2018), and looking at funding opportunities.
5)	Pursue a public-private partnership to increase business and residential access to hi-speed internet in Morro Bay.	All	City Manager	City Council to review options in 2021.	Staff reviewing options.
6)	Implement approved Capital Improvement Projects, including OneWater Projects.	Public Works, City Manager	Harbor	City Council to review construction bids in 2021/2022, following completion of design work.	City Council approved contracts for design work on 3 OneWater projects in early 2020. Design work initiated.

Goal #3: Improve Communication and Community Engagement

Item #	Action Items	Departments Involved	Lead Department	Anticipated Council date/Completion	Current Status
1)	Work to develop stronger coordination, and processes, with community groups in support of advancing mutually beneficial initiatives and goals.	All	City Manager	Staff to provide updates to City Council. Will bring new partnership agreements for Council review in 2021.	Will be an on-going effort. Next step includes outreach to volunteer groups in Morro Bay.
2)	Revise the partnership policy, and related policies, in conjunction with the fee study update.	Finance	City Manager, Recreation, Tourism	Staff will bring new partnership agreements to Council for review in Summer 2021.	Council approved a revised Partnership Policy in late 2019.

Goal #4: Complete Updates to the City Major Land Use Plans and Address Affordable Housing Issues

Item #	Action Items	Departments Involved	Lead Department	Anticipated Council date/Completion	Current Status
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City Council Goals and Action Items for 2019 and 2020

1)	Complete the General Plan/Local Coastal Plan rewrite.	City Manager	Planning	City Council approved this in May 2021.	Coastal Commission approved the GP/LCP at their August 2021 meeting.
2)	Complete the Zoning Code update.	City Manager, Public Works	Planning	Staff likely to bring draft plans to City Council in Fall/Winter 2021, following Planning Commission review.	Planning Commission will begin review of Zoning Code in Fall 2021.
3)	Revise the vacation rental policy.	City Manager, Finance, Public Works, City Attorney	Planning	Staff will provide regular updates to City Council on the progress of the Coastal Development Permit and implementation of the new ordinance.	City Council approved the Vacation Rental Ordinance in October 2021. Staff submitted Coastal Development Permit application to Coastal Commission in December 2020, and anticipate Coastal review in Fall 2021.
4)	Work with San Luis Obispo County and cities therein on a regional partnership and solutions to housing issues.	Planning, Public Works, Finance	City Manager	Council approved Regional Housing Compact. Staff will provide updates to City Council in 2021.	Staff coordinating with County of SLO staff on housing and infrastructure planning. The City completed the Housing Element, and is coordinating implementation regionally.
5)	Pursue grant funding to develop an emergency warming shelter in Morro Bay.	Public Works, Recreation, Finance	City Manager	Staff will provide an update to City Council on the new funding opportunity once information is made available by the County.	City did not receive State funding (HEAP Grant). Coordinating with County on a new funding opportunity.

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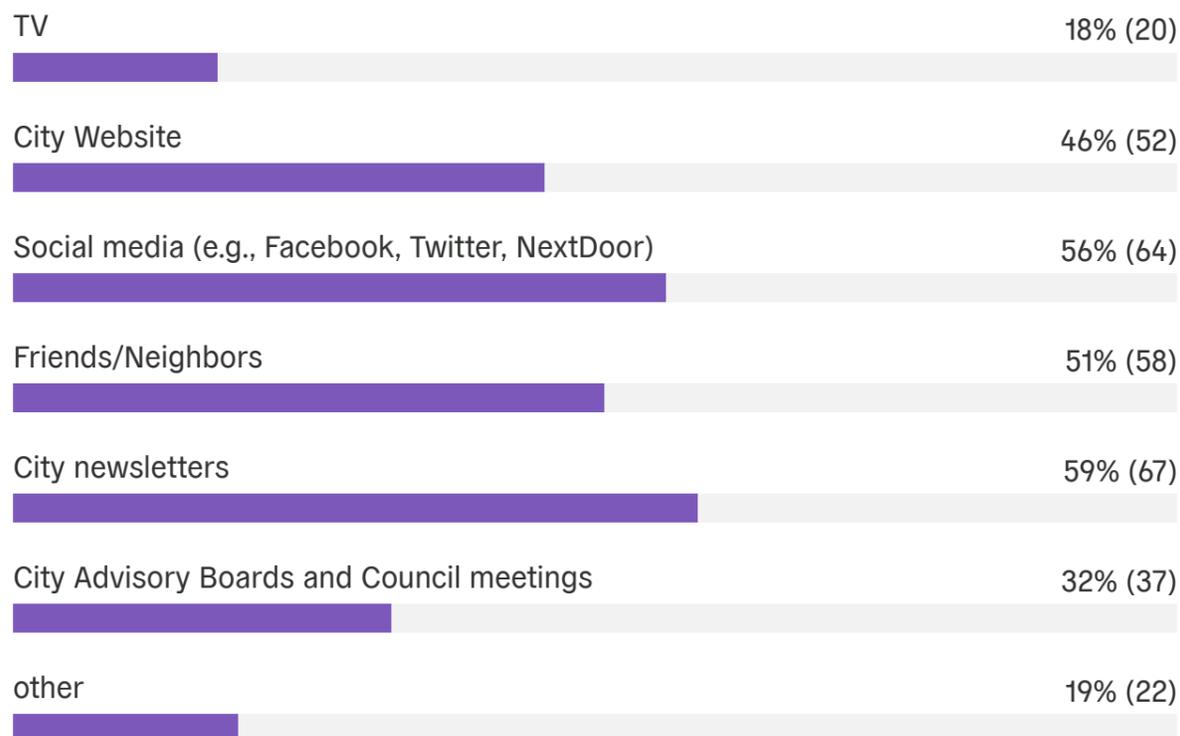


Morro Bay City Council Goals

Survey Results
INTERIM

08/19/2021

How do you receive information about the City?



Please rank your satisfaction with each of the following items, from "very satisfied" to "very unsatisfied."

Question	Very Satisfied	Satisfied	Unsatisfied	Very Unsatisfied
Quality of life in Morro Bay	46%	46%	7%	2%
Public safety in Morro Bay	45%	44%	9%	2%
Ease of mobility in the City (roads, sidewalks, bike paths)	14%	54%	27%	5%
Economic health of the community	7%	47%	42%	4%
Public spaces (parks, community centers, the waterfront)	19%	52%	24%	5%
Sense of community connection	18%	56%	22%	4%
Quality of recreation services (youth, senior, sports)	17%	65%	17%	2%
Quality of development services (permitting, inspections)	9%	45%	32%	14%
Quality of utility services (water, sewer, trash)	25%	51%	16%	7%

Expand all / Collapse all

Very Satisfied	Satisfied	Unsatisfied	Very Unsatisfied
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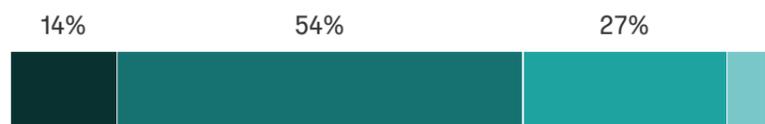
Quality of life in Morro Bay



Public safety in Morro Bay



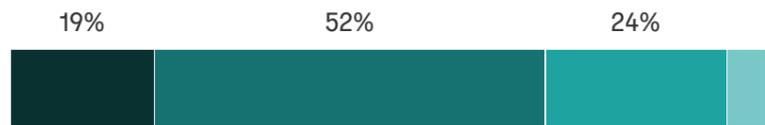
Ease of mobility in the City (roads, sidewalks, bike paths)



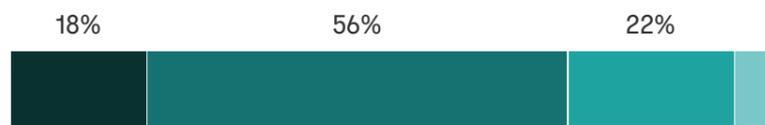
Economic health of the community



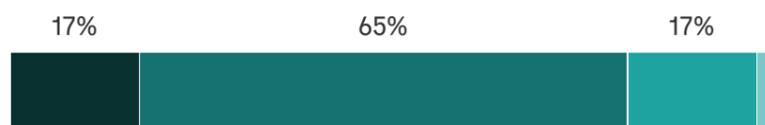
Public spaces (parks, community centers, the waterfront)



Sense of community connection



Quality of recreation services (youth, senior, sports)



Quality of development services (permitting, inspections)



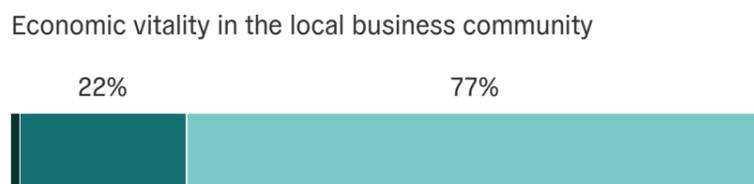
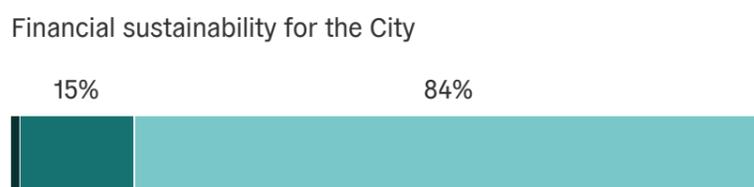
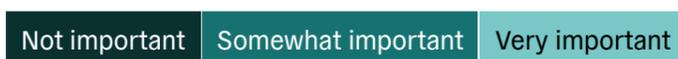
Quality of utility services (water, sewer, trash)



Please rate the importance of the following issues, (select along a continuum of “not important” to “very important”)

Question	Not important	Somewhat important	Very important
Financial sustainability for the City	1%	15%	84%
Economic vitality in the local business community	1%	22%	77%
Homelessness	3%	28%	69%
Public Safety	1%	21%	78%
Affordable housing	9%	49%	42%
Cleanliness/attractiveness of public spaces	0%	24%	76%
Quality of life amenities and programs (e.g., parks, recreation, pool, etc.)	2%	42%	56%
Maintenance of City infrastructure (ex: roads, parks, docks, parking lots, restrooms, City buildings)	1%	10%	89%
COVID-19 recovery	11%	23%	66%
Community engagement	3%	40%	58%

[Expand all / Collapse all](#)



Public Safety



Affordable housing



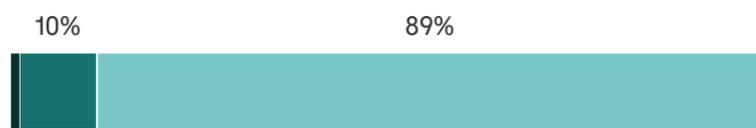
Cleanliness/attractiveness of public spaces



Quality of life amenities and programs (e.g., parks, recreation, pool, etc.)



Maintenance of City infrastructure (ex: roads, parks, docks, parking lots, restrooms, City buildings)



COVID-19 recovery



Community engagement



What is one thing you like most about living in Morro Bay?

- Walkability, accessibility to most needs and services--it's a complete town!
- The Bay and wildlife. I like the small town community and slower pace.
- Peaceful
- Outdoors
- Friendliness of the community at large
- Small town feel and ocean influence
- Small town community, the weather.

SMALL TOWN CONVENIENCE

Access to the ocean

Tranquility and being close to nature

small town and coastal.

I do not like living here. Nothing to do.

Scenic ambience

Morro Bay is a soild community and has been pretty chill until recently. Too many tourists who spend little and disrespect our environment.

our beautiful Estuary

Living in a safe small town.

weather and beach access

The ocean

The presence of a commercial fishing industry, nature (otters, bird sanctuary) trails, small family restaurants, history -5th generation coastal farms and ranches- make Morro Bay a unique oasis in which to live and destination for our revenue producing tourists.

Small town authenticity.

Fresh air and the ctity's walkability

Sanity and reasonableness compared to CA major metropolitan areas

The people. And it is so beautiful.

the moderate weather..

Small town environment.

Emphasis on controlling growth and preservation of natural resources and wildlife

Excellent Police and Fire (medical) services

It is my home.

small town atmosphere of knowing the locals

Surrounded by natural beauty and abundant wildlife

Peaceful

4th generation born and raised here

The sense of community and our open spaces

Small town atmosphere, people get to know each other.

It's clean and we get to spend a lot of time outdoors enjoying the great weather.

My hometown where I am connected and part of the fabric and vitality

Our small town feel, the fact that we have no paid parking anywhere, the iconic smokestacks.

Beautiful largely pristine coast, safe and peaceful, generally uncrowded.

The natural environment

Natural beauty

recreational opportunities on the bay (kayaking) and walking in state parks

Beach access

Climate

Small town atmosphere

The Rock. The proximity to the beach. The small town feel. Yes, I know I said more than one thing, but I think you get my point.

Location (near water)

Our people and community.

Close to the sea.

Natural beauty

Weather

Our weather.

Beautiful natural setting of ocean and estuary

Small town life style

The outdoors: natural spaces, walking/biking paths, estuary, bay, beach, etc

Reasonable population

The scale feels just right - not too big, not too small.

being near the ocean and the bay

The sense of "community"; peacefulness.

The city's tremendous potential

Small town feel - have always lived in Beach Communities from the Central Coast South to the South Bay.

Weather and small town feel.

Small town

The community members and the natural beauty

Our eclectic small-town America look - a mix of throw-back historic roots with mixed modernization - walkability - harbor access - view of iconic Morro Rock - sunsets - fresh flower boxes - good neighbors - a chance to repurpose life's choices - dog friendly...more than one but let's maintain our uniqueness as we enhance our economic vitality and discover creative ways to develop our kid's, our workforce a chance to live here so they will stay and work and get involved in the future.

The weather

I've lived here since 1975 and still love Morro Bay but frankly am sad to see some of the changes, lack of decent shopping options, walkability and connectivity of different areas of town, lack of trash cans around the rock, downtown parking is becoming a big issue. Too many thrift that allow their "trash and treasures" to be strewn about on the sidewalk all day every day...Most of the businesses in the downtown put 0 energy or thought into dressing their windows and instead have paper signs all over their windows, handmade signs or just boring and unattractive window displays. We have so many examples of businesses that look trashy and cheap...the corner of MB Blvd and Piney Way is an example of a new "company" that moved into down and now has 24/7 garage sales on Piney Way with commercial vehicles and trailers parked all over the place....We also have a fair amount of homeless sleeping in the park and along the embarcadero.

No traffic, lots of open space and access to nature.

Weather

Quiet & unobstructed roads

Weather

Proximity to beach and outdoor activities

Natural Beauty and close community. No big corporate stores

Proximity to the ocean

Access to nature and healthy life styles.

I love that Morro Bay is immersed in nature. The one question you didn't ask above is "How important is it to protect the bay, beaches, etc., from pollution and other harms?" My answer: Very important!

Location

weather

Community participation

Weather, wildlife (except the seagulls), the otters .

Living in a small and safe community

Weather and slower pace of life

Connection with nature

Small town atmosphere

Being in a small community after a recent move from Los Angeles.

Living close to nature

Its a small, aesthetically beautiful and friendly town and I'd like to keep it that way.

The beauty that surrounds us.

The ocean and Small town atmosphere and emphasis on local opinion.

natural beauty

Used to be walking the Embarcadero waterfront but that's getting trashy; now it's enjoying the small cluster of successful downtown businesses on Main St and up MB Blvd

The small-town, close-to-nature, fishing-village character of MB.

Access to businesses and government

Clean Air, ocean, bay slower pace of living

Small town atmosphere though these days all the tourists here make life, especially traffic, almost unbearable.

Weather

The weather.

The most important thing we like about living in Morro Bay is the vibe of a welcoming coastal vacation spot. It's a town where we get to meet visitors and tourists from around the country and share its beauty.

Peaceful community with great weather for year-round outdoor activities.

Coastal Weather

weather, neighbors who watch out for everybody

Walkable proximity to everything

Sense of community

The cool climate

the beauty

Weather

Weather

the quirky feeling of the town and the differences that are celebrated

I used to like it for its small town feel and the natural beauty surrounding us. We used to be able to have conversations with our city leaders and that's just not the case anymore. With the development of the sewer and the probability of a lithium battery storage, everything I've liked about this place is gone. We're trying to develop too fast and for too many people in the worst drought we have ever experienced. We have no one in leadership that is willing to come out and talk to us, instead we have these stupid polls. This administration has changed the quality of life here dramatically and not in a good way. It's sad to see this little town go down like this.

wide, spacious beach

size of population

What is the most important thing/issue for the City to focus on now?

Filling empty storefronts (will provide tax revenue and jobs, and enhance existing business community) and diversifying economy away from tourism focus--again, will lead to better fiscal sustainability.

Infrastructure and long term finances

Embracing tourism as a critical industry.

Trash and cleanliness

Planning for environmental sustainability

Economic vitality

Supporting the local community with homeless services, low income housing and hire more folks to pick up trash!

CONTROLLING BUDGET CREEP

honoring Red Davis

Revenue without spoiling the ambiance of MORRO Bay

Streets are terrible and poor visibility of law enforcement particularly on the 4th of July.

Reducing the costs go managing the city.

Develop a sustainable business community.

Charge for parking so we can afford to focus on road maintenance, nicer restrooms, etc. Spendy tourists like attractive places.

managing tourism to encourage protection of our natural environment

Continue our efforts on financial sustainability so the City's important issues can be addressed and desired services provided.

build wind energy and battery storage; get rid of stacks

Working to get the County to do their job on homelessness and social services.

Keep the police local, support the fishing industry, revive our small businesses and restaurants and don't let MB turn into another CA skid row tent city.

Mitigating the negative impact (traffic, trash, parking), of weekend visitors that make it nearly impossible for locals to get about.

Covid from tourists

Maintenance of city infrastructure, streets and roads in particular

Helping residents and businesses owners in recovering from the pandemic.

completion of the WRF ahead of schedule and under budget

The enforcement of ordinances and laws. Residential parking is a major problem. I would like to see the City take back and clean up the City easement strips. Residents have been allowed to plant trees/bushes/lawns where there should be public parking.

Redevelopment of the power plant to battery storage, including removal of the stakes, and completion of the deal with Chevron on the property to preserve it as open space.

Improving the business climate so investors will be encouraged to invest in Morro Bay with the goal of expanding the available goods and services.

Health, safety and welfare.

restrict short term rentals

NOW IS THE TIME FOR VISION and CREATIVITY to kickstart FUTURE PLANNING for one unified redevelopment plan of the following 3 areas: #1--power plant site (less control over the future b/c of private landowner but can find ways to leverage city/community priorities with Vistra's plans) PLUS #2--soon-to-be former waste water treatment plant site PLUS #3--entire city-controlled property between Atascadero

Road/Highway 41 (currently leased RV park/RV storage concession) to the Vistra property. Resist allowing Cayucos Sanitary District members undue influence in making plans to redevelop the former WWTP which is City of Morro Bay majority-owned property and has the potential to become the future of low-cost, visitor serving, environmentally friendly, revenue generating, Coastal Commission approved, recreational space with amenities locals and visitors will enjoy. Thanks for asking!

Growth and change

economic stability, assist , attract the right kind of businesses downtown, sewer project overbudget and time

Maintain staffing in police and fire and repairing/maintaining our infrastructure.

Financial stability and getting the sewer plant built.

homelessness and local business

Lowering barriers to economic health of small businesses

The roads in neighborhoods are horrible, especially Preston Ln.

Homelessness: the increase in the homeless population is negatively impacting quality of life in MB - more litter, public parks largely populated by the homeless so families aren't comfortable there, etc. MB can't solve the affordable housing crisis alone, so needs to work with county and state toward providing sustainable low income housing. This can take the form of tiny housing communities, group homes, multiplexes, and other options. A homeless person doesn't need a 1200 sq foot house. A 200 sq ft studio can provide the necessary basics of a safe place to sleep, cook, bathe, and store possessions while they get back on their feet.

Economic viability - both for the city and for businesses

Getting the WRF completed ahead of time and under the current estimated budget. (Maybe the City's contractors could accomplish this if they were offered a financial incentive.)

completion of the waste water treatment plant and then encouraging offshore wind farm development

North Morro Bay development

Maintaining parks and infrastructure.

City government issues

Finishing the sewer project.

Financial stability

I believe the City needs to be working on Capital planning and a long view circulation plan with short term results. Financial sustainability and recovery should not be at the top of the list moving forward.

HONEST ELECTION

Improving infrastructure such as water (in process), roads, and attracting business opportunities

Sidewalks, bike lanes, road maintenance and traffic controls

Please ensure that when the end users of a City project are asked for input, their input is heard. The bulletproof window/wall & combo door at the Sr. Ctr. is a perfect example of a costly City expenditure and failed project.

Off shore wind farm deal only if it provides meaningful revenue to MB

small business vitality

Addressing the climate crisis through energy production (wind) and storage (batteries) and open space protection (chevron property), improving the harbor infrastructure, attending to the vitality if North Morro Bay,

Get the WRF built.

affordable housing and fewer vacation rentals.

working with a consultant who is focused on the city/community needs..... dealing with vista energy battery project and use of land on the property. this is a game changer for our town in the future.

Infrastructure; especially improving roads and upgrading the Embarcadero.

Sustainable revenue

Financial stability, infrastructure, community engagement, meeting the needs of the residents.

Electric car charging stations.

Economic stability

The homeless and public safety. It is unsafe to take our children to the the Morro Bay parks which are designed for children that are currently being occupied by the homeless. Alcohol, drugs, urine, and litter found in the children's playground, on several occasions at three different city playgrounds, as well as homeless sleeping in the slides. It's heartbreaking in a city as beautiful as Morro Bay that children must forgo playing in outdoor spaces for their safety. We have contacted the police on several occasions about a man who currently lives in one of the city parks with his wheel-barrel who screams vulgar words and makes threatening comments to anyone who tries to use the play equipment and yet "he's mentally ill, nothing we can do" has been the answer we receive from law enforcement who then tells us "it's unfortunate but nothing they can do". That is only one example of many that my family and other families we know have frequently experienced. We now take our children to different city parks in Cayucos and Cambria for their and our own safety. The mother group I belong to constantly discusses why is Cambria and Cayucos so much safer for us and our children than Morro Bay and that's a question I think our city should look at.

Housing for those who work here; another pass-through traffic access to the Embarcadero (a disaster waiting to happen when police/fire can't get to potential victim except by drone or helicopter!); filling empty storefronts with diverse options not all coffee bars or antique or bayside souvenir shops; attractive options for visitors and residents to do so funds are spent here and visits stay in town and eat and play here...recognize and market our unique fishing village and attractiveness for veterans who served since our roots are a military training facility. On the mundane - bathroom options in downtown and both ends of Embarcadero.

Limiting and monitoring short term vacation rentals

Financial fitness. Frankly our City should do something about the pension plan...that should be abolished and replaced with a 401K matching otherwise we, the people, will be paying for the retired employees until the end of time and that money should be used to improved the City and not to fund retirements.

Bringing vitality to the entire town, not just the waterfront. North Morro continues to need more attention.

Handling of outside visitors

Future over developement & density. Big concern over battery storage facillity

Repairing sewer lines around town. Anchor street houses all in the same main. Aging lines could be huge expense for city snd homeowners. Water snd sewer bills are way too expensive. Live city council meetings need to be reinstated

Complete the WRF

Affordable housing for service workers. This will bight us in the rear later down the road as home prices increase and air b n' b's continue.

economic stability for the small business community

Go back to business as usual. We have vaccines for those that want them. We have treatments for those that get sick. Like other flu's this one is going to be with us forever and we all need to get on with life. Open the doors and get back to work.

Building community resilience, because hard times are coming with climate chaos already happening and the inevitable breakdown of the necessities we rely on, like our

just-in-time food system. You have an opportunity to create a resilient local community. Seize it.

Financial stability

Homeless/transient issues.

financial stability

Homelessness, Safe-Parking program

Keep city small, safe ,clean,welcoming and charming.

I think that vacation rentals and Air BNB short term rentals are ruining our neighborhoods and pushing out a sustainable work force from living here. Basically, people cannot find anywhere to live because all the homes are being converted into short term rentals thus forcing people to move elsewhere. Is that good for our city? NO!

Encourage sustainable business development

Complete the water treatment plant; Ensuring new economic opportunities will serve MB's sustainable goals (long-term)

Long term financial stability

Stopping the battery facility at the current proposed location.

Maintaining freedom and equality for all citizens regardless of private medical decisions

Keeping the charm, personality and uniqueness of Morro Bay intact and not give in to overdevelopment that would undo that.

Financial stability - and community engagement.

Desalination plant for future water needs.

maintaining the livability of the city for the residents not the tourists

Public-facing infrastructure and beautification (not just streets/sidewalks)

Not destroying the small-town, close to nature, fishing village character of MB

Financial sustainability

Listening to the citizens who live in this community and NOT build a Pismo Beach or Newport Beach

Fixing sidewalks, paving roads, public safety, everything else is secondary.

Finishing the WRF project

Community input!

Welcoming the battery storage plant company to the old electric plant site in the downtown and getting rid of the old industrial smoke stacks. Finishing the water recycling plant and paying it off in the future. The plant was the absolute best decision the town has made especially considering the drought and the current increase in material costs. Decreasing restrictions on Short term vacation rental limits and distances and welcoming this aspect of a town that was originally founded and still is a vacation town.

Homelessness

Roads (not just driven areas) including Right-of-Ways. Also, when the city Council decided to suspend enforcement (2017?) of residential RV storage, I don't believe they intended to allow multiple RVs stored at a single family residence.

overnight camping near the rock. You cannot put lipstick on a pig and call it beautiful. Let the state park and private RV parks handle the RV's. They know how to do things, city needs to spend their dollars on more important issues.

Sustainable economic recovery

NOT expanding above Panorama St., NOT allowing Vistra to create a dangerous battery storage facility, Investigation of City Council members who accepted gifts/funds/bribes from Dayspring/NHC, additional options for Harbour Dept. to

increase funding including financial investigations as to why "rainy day funds" weren't set aside for the maintenance of Harbour infrastructure. Poor over site on/in this Dept.

Economic sustainability of the city

Financial stability and sustainability

economic health for people that actually live and work in the community.

Bring in more high-tech businesses that maintain higher paying positions instead of focus on lower paying serves type jobs.

Excess traffic

Getting our water treatment plant finished and online! Also, not letting the town get too caught up in gentrification...keeping quirky businesses and the coastal small town feel. I do not want Morro Bay to become like Monterey. Remembering we are a small coastal seaside california town.

Common sense Covid regulations for us. We're going right back into it and the tourists continue to pile in maskless and argue with locals and store owners about their "rights." What about our rights as citizens? I wish our local leaders would just do something, anything to protect us.

maintaining a clean city despite the tourist crush and homeless problem/ WRF

quality of neighborhoods



Morro Bay City Council Goals and Objectives 2021/2022

In 2019 the Morro Bay City Council adopted major City goals and objectives to address urgent community needs. This goal-setting followed a strategic planning framework in 2016 in order to create a methodology to prioritize its efforts, while connecting the City's work plans and budget decision-making to the overall community goals. The goals adopted by the City in 2019 reflected critical City issues at the time, including divisions in the community over the WRF and other matters, the need to recover (once and for all) from the elimination of PGE revenues from the Power Plant, to make difficult business decisions about utility costs, to remedy the City's antiquated land use regulations, to improve infrastructure, and to increase credibility and accountability in the community through better communication. The City's stated goals for 2019-2020 were as follows:

Goal #1: Achieve Economic and Fiscal Sustainability;

Goal#2: Improve Public Infrastructure;

Goal #3: Complete Updates to City Land Use Plans and Zoning Policies and Address Affordable Housing Issues; and,

Goal #4: Improve Communication and Engagement with Community

These four goals resulted in the development of 26 discreet and measurable action items to drive the work toward achieving the goals, with the intent of achieving all of them by the end of 2020. The Chamber's evaluation of each of these actions is shown on the attached, with following symbology:



Item is complete or substantially complete. an indication of whether the action is complete or substantially complete and significant comments.



Substantial progress has been made, but the matter is not complete. Significant additional work needs to be done to bring this matter to conclusion. These items include a recommendation of whether or not this action item should be continued.



These are items where substantial progress has not been made. These items include a recommendation of whether this action item should be continued.

In order to look forward, the Chamber conducted a number of strategies to determine Chamber recommendations for City Goals, including an online survey, a community "Squeaky Wheel" workshop with participants providing feedback with "dot" voting and comment cards, and by review of proposed City Goals by the Governmental Affairs Committee. The results of the online survey and Squeaky Wheel exercise are shown on the following table. Based on the results of the survey, there is a belief that the fiscal issues have been substantially addressed, and it is time to get on with actual improvements. There

is also a belief that the City needs to look beyond the all-consuming WRF project, and move forward on other community issues.

Business Community Goals and Objectives				
Which of the Following Items Are Important to me and my Business?	Dot Exercise	Online "Important or Absolutely Critical"	Total	
Respondents	29	31		Subject Area
Improved sanitation on city sidewalks near my place of business	10	34	44	Sanitation and Maintenance
More housing for me and my employees	15	26	41	Housing
Seeing my tax dollars invested in tangible improvements	10	31	41	Infrastructure
More year-round customers	11	28	39	Housing
Outdoor signage and displays for my business	5	28	33	Signage
Places for me and my employees to park	7	25	32	Circulation
Equitable enforcement of ordinances and policies	4	27	31	Administration
Safer, and more defined, crosswalks	11	19	30	Circulation
Electric vehicle charging stations	11	18	29	Circulation
Better internet connectivity	6	22	28	Infrastructure
Making COVID-era outdoor dining permanent	6	18	24	Infrastructure
More programs and events in city-owned public spaces	5	19	24	Events and Promotions
Better access to my business for my customers	1	21	22	Circulation
Safer, and more, bike lanes	6	15	21	Circulation
Commercial loading zones	4	17	21	Circulation
Incentive programs that lower my water usage and cost during drought	2	19	21	Infrastructure
Places for my customers to sit outside	2	16	18	Circulation
Comment Cards				
Civic Beautification	1			Civic Beautification
Circulation	1			Circulation
Parking on Embarcadero	1			Parking
Road through the power plant to exit the rock.	1			Circulation
Beach/Front St/Embarcadero Pedestrian Circulation	1			Circulation
Paid parking meters for tourists on Embarcadero and at the Rock	1			Parking
Public restroom in Downtown	1	3		Sanitation and Maintenance
Proactive tree maintenance and replacement	1			Sanitation and Maintenance
Online Survey Added Responses				
Police protection against shoplifters and homeless		2		Public Safety
Chamber advocacy		1		Economic Development
Waterfront pedestrian improvements		1		Circulation
Implement Market Place Project ("Branigans/Distasio's) Site		1		Economic Development
Events to showcase local food and beverages.		1		Events and Promotion
Signage and maps for tourists (wayfinding).		2		Signage
Better paying, head of household jobs beyond the hourly employee.		2		Economic Development
Maintenance of City owned trees.		1		Sanitation and Maintenance
Help finding employees.		1		Economic Development
Public Transportation (Trolley)		2		Circulation
City support for non-profit organizations through grants, reduced fees		1		Economic Development
Ranking of Subject Areas				
		Named	Cum Votes	
Circulation		12	147	
Housing		2	80	
Sanitation and Maintenance		4	50	
Signage		2	35	
Events and Promotions		1	24	
Economic Development		5	2	
Public Safety		1	2	
Parking		2	2	
Civic Beautification		1	1	

Recommended City Goals and Objectives

1. **Sanitation, Maintenance and Beautification. Appearances and cleanliness matter.** For the first time in the Chamber's surveys there is concern over cleanliness, sanitation, maintenance and aesthetics. Morro Bay's natural landscape presents incomparable beauty; adequate resources and training should be provided so that our public spaces complement, not contrast with, that beauty. We spend hundreds of thousands of dollars to lure visitors to our community and we should take care to welcome them with clean sidewalks, adequate public facilities and amenities, and excellent coastal access. The following efforts should be prioritized (recommendations in *italics* are recommended carryovers):
 - a. Formation of (separate) BIDs in the Downtown and Waterfront. This would serve as a management entity and funding source for promotions and maintenance.
 - b. *Completion of the Paid Parking and Access Management and Enhancement Plan.*
 - c. Prioritize use of Measure Q and E funds for sanitation and maintenance of existing physical assets in the business districts.
 - d. Enforce requirements to maintain landscaping, where such is required as part of development approvals.
 - e. Develop a plan to use WRF recycled water (to be injected into the Vistra property) for waterfront and downtown landscaping.
 - f. Develop a plan for the enhancement of landscaping for the Harbor Walk between Beach Street and the Rock.
 - g. Resolve the long-standing issue to provide public restrooms in the downtown.

2. **Housing. The Housing Crisis is Getting Worse. Fix It.** Housing was the second-highest ranking issue in the Chamber's surveys. Business owners want more housing for themselves and their employees, and an expanding resource of year-round customers. If we don't solve the housing problem, we won't have to worry about the others. The lack of housing and a local labor force continues to threaten the sustainability of Morro Bay's business, the local economy, and City fiscal resources. Employees, business owners and managers (including many of the City's employees, including department heads) cannot find adequate housing. And, despite a robust housing market, very little new market rate housing is being constructed. The City should focus on removing apparent or actual constraints to development of the vacant lands, including the many vacant lots that are in the community. The following efforts should be prioritized (recommendations in *italics* are recommended carryovers):
 - a. *Completion of the Zoning Ordinance and elimination of the City's self-admitted Byzantine development regulations.*
 - b. Development of Objective Design Standards for all housing types.
 - c. Development of pre-approved "stock" plans for ADUs.
 - d. City master planning of major development sites, including the Morro Elementary Site.
 - e. Identifying infill housing opportunities on under-utilized commercial parcels (e.g., Spencer's Market).
 - f. *Completion of the permit processing improvements started in 2020.*

3. Circulation. Let's Get Moving. Resolution of many of the circulation issues that were identified in the General Plan/LCP were deferred to some future date. These include a circulation plan for the Power Plant/Treatment Plant/Embarcadero Road/Atascadero Road to provide essential emergency access and to relieve the weekend gridlock on the Embarcadero, prioritizing pedestrian and bike modes on the waterfront, evaluating the true need circulation facility improvements (given the likely) amount of development that will occur per the General Plan over the next 20 years, and identifying feasible financing methods for improvements. The following efforts should be prioritized (recommendations in *italics* are recommended carryovers):

- a. Completion of the master plans for the wastewater treatment plant site, the Vistra site and the surrounding area. This should be a city-initiated and directed study as it is unreasonable to expect any one property owner to conduct this study. See Chamber's previous comments on the GP/LCP.
- b. Completion of an updated traffic study to determine the traffic needs of the community over the next 20 years. (The GP traffic study does not provide that, nor any previous traffic study).
- c. *Completion of the Paid Parking and Access Management and Enhancement Plan.*
- d. Implementation of an Enhanced Infrastructure Financing District (EIFD) to fund circulation improvements.
- e. Develop and adopt a pedestrian circulation plan for the waterfront that addresses new sidewalks, widened sidewalks, completion and financing of the Harborwalk between the Rock Beach and Tidelands Park.
- f. Identify the location for, and install 5 new vehicle charging stations per year over the next 5 years.

4. Infrastructure. It's Time to Get Serious About the Future. The city has developed a number of plans and programs including the One Water Plan, General Plan/LCP, Downtown-Waterfront Strategic Plan, and others that have created expectations for future improvements. As noted in the City's CIP, very few are funded, except those associated with enterprise funds. The city has stated that it will develop an infrastructure financing plan, and that is a necessary first step, along with developing new revenue sources. Development of a feasible infrastructure plan is important to the business community and they "want to see their tax dollars invested in tangible improvements". Investment in infrastructure that supports their businesses was the third highest rated item in the Chamber's surveys. The following efforts should be prioritized (recommendations in *italics* are recommended carryovers):

- a. Complete the parking study and start the Access Enhancement Plan.
- b. Form an EIFD that will cover major development properties and commercial districts in the community. Complete this concurrent with or prior to full entitlement of the Vistra Battery project. If possible, make it a condition of approval.
- c. *The Chamber recommends that the City Council establish completion schedules for CIP projects with regular monitoring.*
- d. The Chamber also supports the City's proposed Infrastructure Needs and Financing Plan proposed for 2021. The sooner, the better.

- e. In order to better focus the community on a common set of improvement objectives, create better communication between the City's advisory boards and eliminate the current "silos". The City Council should also schedule regular work sessions with the Planning Commission, CFAC, Parks and Recreation Commission, Harbor Advisory Board, and Public Works Advisory Board.

Attached: Evaluation of 2019-2020 City Goals and Objectives

Chamber Evaluation of 2019-2020 City Goals and Objectives

1. Achieve Financial and Economic Sustainability



Action 1.1: Complete and implement the fee study and cost allocation plan.



Action 1.2: Review option to revise the City's cannabis ordinance to allow for the sale of adult-use (recreational) cannabis in Morro Bay.



Action 1.3: Redevelop the City-owned Market Street Plaza parcels for visitor serving accommodations, with significant community benefit to include public improvements to the adjacent Centennial Plaza.

Recommendation: Continue as a high priority. This item should be carried forward. Significant progress has been made recently with a new, local developer. This property is a catalyst property. The City and ED staff should make this a priority to monitor.



Action 1.4: Review and make improvements, where feasible, to the permitting process.

Recommendation: Continue as high priority. The city commissioned a permit processing study that was completed late last year. An action plan was developed. Due to COVID limitations, many of the action items in the recommendations have not been completed or started. The Chamber considers completing this matter as an essential to fiscal and economic sustainability. The City and ED staff should make this a priority to monitor.



Action 1.5: Bring forward a comprehensive set of revenue enhancement options for City Council consideration.



Action 1.6: Conduct outreach on the current opportunity sites within Morro Bay, including, but not limited to the decommissioned power plant.

Recommendation: Continue. This should be an ongoing effort.



Action 1.7: In support of achieving economic development goals and limiting City costs in that pursuit, contract with an outside agency to fulfill economic development ombudsmen duties on behalf of the City.



Action 1.8: Continue to pursue locating a new aquarium in the waterfront area, in partnership with CalPoly and Central Coast Aquarium.



Action 1.9: Establish Waterfront Lease site policies and implementation plan.



Action 1.10: Continue to pursue offshore windfarm development, with a short-term focus on ensuring the Federal Government approves a least site near Morro Bay.



Action 1.11: Review opportunity to include vacation rentals and recreational vehicle parks into the Tourism Business Improvement District (TBID).



Action 1.12: Facilitate coordination and development of a business incubator/co-working space in Morro Bay.

Recommendation: Drop. Not aware on any progress on this item. What is the City's roll in this? Suggest dropping this action item unless a specific, achievable City role can be identified.



Action 1.13: Complete a detailed review of the CalPERS pension liability / other post-employment benefits (OPEB) and employee health care liability and determine specific action to minimize the financial impact to the City.

2. Improve Public Infrastructure



Action 2.1: WRF project implementation, which includes completing design of the treatment facility, pipeline conveyance and injection systems, permitting and securing low-interest loan financing and grants for the entire project and beginning construction.



Action 2.2: Include local labor provision on major City capital improvement projects (CIP), with the WRF being the initial project.



Action 2.3: Complete and bring to Council a parking management plan to address parking issues in the downtown and waterfront areas.

Recommendation: **Continue as a High Priority.** A consultant recently completed an update to the 2008 Parking Management Study, with recommendation for timed parking and paid parking. The Chamber recommends that the Council establish an action item to complete the necessary process to establish paid parking as a parking management strategy and as a funding strategy for waterfront access and maintenance. Next steps include an access management and improvement plan and Coastal Commission entitlements.



Action 2.4: Direct Harbor Advisory Board to pursue grants for a request for proposal (RFP) for marine services facility (boatyard) feasibility study and bring forward information to City Council for next steps.

Recommendation: **Drop and Evaluate Other HAB Work Efforts.** Limited progress has been made and the feasibility of this is doubted. This action item should be dropped. The City Council also should review the many ongoing work program items for the Harbor Advisory Board and remove items that appear to be dead ends, which do not warrant continued work, and/or assignment to a different operating department.



Action 2.5: Pursue a public-private partnership to increase business and residential access to highspeed internet in Morro Bay.

Recommendation: **Continue as a High Priority.** The Chamber has a task force working on this.



Action 2.6: Implement City Council approved capital improvement projects (CIPs).

Recommendation: **Continue as a High Priority.** The City Council and City staff have acknowledged difficulty in getting approved CIP projects completed. Recent staffing and funding adjustments provided in the 2021/2022 Financial Plan are intended to address this issue. The Chamber recommends that the City Council establish completion schedules with regular monitoring. The Chamber also supports the City's proposed Infrastructure Needs and Financing Plan proposed for 2021.

3. Improve Communication and Community Engagement



Action 1: Work to develop stronger coordination, and processes, with community groups in support of advancing mutually beneficial initiatives and goals.

Recommendation: Revise and Continue. The city has done an admirable job of providing regular information reports, and has perhaps over-done it in some areas. For example, the same information on major projects (e.g., WRF) going to multiple advisory bodies. The City Manager’s report and City Council member newsletters have been very helpful. The city staff has also been very generous with its time providing information to the Chamber’s Board and committees. The City Manager and Chamber CEO also meet on a regular basis which has eliminated miscommunications. However, the City’s advisory boards function as “silos” and could benefit from cross communication. The City Council should also schedule regular work sessions with the Planning Commission, CFAC, Parks and Recreation Commission, Harbor Advisory Board, and Public Works Advisory Board.



Action 2: Revise the partnership policy, and related polices, in conjunction with the fee study update (and include review by Tourism staff).

4. Land Use Plans and Zoning Policies Updates



Action 4.1: Complete the General Plan/Local Coastal Plan rewrite.



Action 4.2: Complete the zoning code update.

Recommendation: Much of the “meat” of implementing the General Plan/LCP has been left to the Zoning Ordinance. There are many items that need clarification. The city should also not take it for granted that there is perfect institutional memory and knowledge about what was put into the Zoning Ordinance years ago. There should be organized outreach to community groups well ahead of final Planning Commission and City Council public hearings.



Action 4.3: Revise the short-term vacation rental policy.



Action 4.4: Work with San Luis Obispo and cities therein on a regional partnership and solutions to housing issues.

Recommendation: The Chamber is unaware of any substantive work on this matter. Other communities have addressed many of the issues facing Morro Bay.



Action 4.5: Pursue grant funding to develop an emergency warming shelter in Morro Bay.

Recommendation: The Chamber is unaware of any substantive work on this matter. Other communities have addressed many of the issues facing Morro Bay.