



# CITY OF MORRO BAY HARBOR ADVISORY BOARD A G E N D A

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*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.*

## **Regular Meeting Thursday, September 2, 2021 – 5:30 P.M. Held Via Teleconference**

Cherise Hansson	Waterfront Leaseholders
Gene Doughty	South Bay/Los Osos
Lynn Meissen	Member at Large
Cal Myers	Recreational Boating
Jeremiah O'Brien	Morro Bay Commercial Fishermen's Organization
Christopher Vaile	Member at Large
Mary Witkowski	Marine Oriented Business
Lori French	Alternate to Jeremiah O'Brien (MBCFO)
Pete Griffin	Alternate to Jeremiah O'Brien (MBCFO)

ESTABLISH QUORUM AND CALL TO ORDER  
MOMENT OF SILENCE  
PLEDGE OF ALLEGIANCE  
CHAIR, ADVISORY BOARD MEMBER & LIAISON ANNOUNCEMENTS

### PRESENTATIONS

Newly billeted United States Coast Guard Station Morro Bay Senior Chief Ben Snider will be introduced to the Harbor Advisory Board, updating the Board on Coast Guard operations in Morro Bay and available for a brief question and answer session.

### 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 Harbor office at [lstilts@morrobayca.gov](mailto:lstilts@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 on a specific agenda item by logging in to the Zoom webinar at the **beginning** of the meeting 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=aWZpTzcwTHlRTk9xaTlmWVNWRWFUQT09>  
**Password: 135692**

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

#### A. CONSENT CALENDAR

Unless an item is pulled for separate action by the Board, the following actions are approved without discussion. The public will also be provided an opportunity to comment on consent agenda items.

- A-1 Approval of Minutes from the Harbor Advisory Board meeting held on June 3, 2021.  
**RECOMMENDATION: Approve as submitted.**
- A-1 Approval of Minutes from the Harbor Advisory Board meeting held on August 5, 2021.  
**RECOMMENDATION: Approve as submitted.**
- A-2 Harbor Department Status Report.  
**RECOMMENDATION: Receive and file report.**

#### B. BUSINESS ITEMS

- B-1 Update from the Marine Services Facility Ad-Hoc Committee on Committee’s Recent Activities.  
**RECOMMENDATION: Receive and file committee update, if any.**
- B-2 Update from the Finance & Budget Ad-Hoc Committee on Committee’s Recent Activities.  
**RECOMMENDATION: Receive and file committee update, if any.**
- B-3 Harbor Advisory Board Review, General Input and Recommended Next Steps on the April 26, 2021 Morro Bay Public Parking Management Study by Walker Consultants.  
**RECOMMENDATION: Staff recommend the Harbor Advisory Board (HAB) review the Walker parking study, provide general comment and input, recommend next steps, if any, and consider empowering a parking ad-hoc committee to conduct further work for the HAB on this issue, as outlined in this report.**
- B-4 Harbor Advisory Board Review and Input on Converting Some of All of the Coast Guard’s Floating Aids to Navigation in Morro Bay Harbor to Fixed Aids.  
**RECOMMENDATION: Staff recommend the Harbor Advisory Board (HAB) review and provide input on what floating aids to navigation in Morro Bay may be candidates for conversion to fixed aids as is being proposed by the United States Coast Guard (USCG), as outlined in this report.**
- B-5 Harbor Advisory Board Member Public Engagement Outreach Assignment Reporting, and Consideration of Specific Outreach on the Topics of Parking Management/Paid Parking on the Waterfront and Whether or Not the Power Plant Stacks Should be Removed.

**RECOMMENDATION: Staff recommend the Harbor Advisory Board (HAB) receive member outreach effort reports to date, and consider two new outreach opportunities regarding parking management/paid parking on the waterfront and the question as to whether or not the power plant stacks should be removed, as detailed in this staff report.**

**C. DECLARATION OF FUTURE AGENDA ITEMS**

Pending items previously declared:

- Goals and Objectives – Working Waterfront Designation
- Measure D
- Explore Benefits of Becoming a Harbor or Port District
- Wind Energy Generation off the Coast of Morro Bay
- Creation of an Embarcadero Business District to Fund Harbor Infrastructure
- Review of TBID Assessment funding
- Eelgrass Committee to propose an action plan to be included in the GPLCP update
- Discussion of the Castle Wind Community Benefit funds
- Review the RV Camping Program
- Consideration of a RV Camping Program AD-Hoc Committee

**D. ADJOURNMENT**

This agenda is subject to amendment up to 72 hours prior to the date and time set for the meeting. Please refer to the agenda posted at the Morro Bay Harbor Department, 1275 Embarcadero, for any revisions or call the department at 772-6254 for further information.

Materials related to an item on this Agenda are available for public inspection during normal business hours at the Harbor Department, 1275 Embarcadero Road, or online at [www.morrobayca.gov](http://www.morrobayca.gov). Materials related to an item on this Agenda submitted to the Board after publication of the Agenda packet are available for inspection at the Harbor Department during normal business hours or at the scheduled meeting.

MINUTES-MORRO BAY HARBOR ADVISORY  
BOARD MEETING – June 3, 2021  
TELECONFERENCE – 5:30 P.M.

AGENDA NO: A-1

MEETING DATE: September 2, 2021

*Harbor Advisory Board conducted this meeting in accordance with Section 3 of California Governor Newsom's Executive Order N-29-20 issued on March 17, 2020 in response to the present State of Emergency in existence due to the threat of COVID-19. This meeting was held via teleconference for all participants.*

PRESENT: Cherise Hansson Chair  
Lynn Meissen Vice-Chair  
Gene Doughty Member  
Jeremiah O'Brien Member  
Christopher Vaile Member  
Mary Witkowski Member

STAFF: Scott Collins City Manager  
Eric Endersby Harbor Director  
Lori Stilts Harbor Business Coordinator

ESTABLISH QUORUM AND CALL TO ORDER

<https://youtu.be/iKN79YxrKgc?t=49>

The meeting was called to order at 5:32 p.m., with a roll call quorum present.

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE

CHAIR AND ADVISORY BOARD MEMBER, LIAISON ANNOUNCEMENTS

PRESENTATIONS

<https://youtu.be/iKN79YxrKgc?t=154>

New Board member Mary Witkowski introduced herself.

Member Meissen joined the meeting at 5:36 p.m.

PUBLIC COMMENT

<https://youtu.be/iKN79YxrKgc?t=834>

The public comment period was opened.

Cal Myers introduced himself and announced to the Board that he has applied for the open HAB (Harbor Advisory Board) member seat representing the recreational boating community.

The public comment period was closed.

A. CONSENT AGENDA

<https://youtu.be/iKN79YxrKgc?t=992>

Member O'Brien joined the meeting at 5:47 p.m.

Unless an item is pulled for separate action by the Board, the following actions are approved without discussion. The public was provided an opportunity to comment on consent agenda items.

**RECOMMENDATION: Receive and file report.**

**RECOMMENDATION: Approve as submitted.**

MOTION: Board Member O'Brien moved approval of item A-1 on the consent agenda. The Motion was seconded by Board Member Vaile and carried 6-0 by roll call vote.

**B. BUSINESS ITEMS**

<https://youtu.be/iKN79YxrKgc?t=1137>

**B-1 UPDATE FROM THE BOATYARD/MARINE SERVICES FACILITY AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES**

Member Vaile gave a brief committee update and questioned the feasibility to obtain funds to build a boatyard and then maintaining the expenses to operate it.

There was Board discussion.

Director Endersby stated he would share the City of Morro Bay Fishing Community Sustainability Plan with Member Vaile for reference.

The public comment period was opened and closed with no comments.

**B-2 UPDATE FROM THE FINANCE & BUDGET AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES**

<https://youtu.be/iKN79YxrKgc?t=1962>

Director Endersby gave a brief update on the financial budget worksheet status.

There was Board discussion.

The public comment was opened and closed with no comments.

**B-3 DISCUSSION OF REVENUE OPPORTUNITIES AND NEEDS FOR THE HARBOR FUND**

<https://youtu.be/iKN79YxrKgc?t=2204>

Director Endersby present the staff report for item B-3 and reviewed the past revenue-generating opportunities that have been considered by the HAB since 2017.

Director Enderby responded to Board Member questions.

Member Vaile volunteered to reach out to a grant writing friend for help with grant opportunities.

The public comment was opened and closed with no comments.

The was Board discussion.

The public comment was opened.

Cal Myers, suggested a public RV dump station for a revenue generation idea.

The public comment was closed.

MOTION: Board Member Hansson moved to remove the following revenue-generating opportunities from the HAB 2017 list.

- 5 - For-profit businesses operating on the waterfront/bay (such as boat bottom cleaners) but not in a brick-and-mortar lease site being charged a license fee and/or a percentage of their revenues (*HAB consensus that these types of operations just be required to have the necessary City business licenses*)
- 6 - Increase slip and pier fees to fully recover the City's utility costs for same (*cost recovery study completed in 2019, and fee recovery measures have been implemented per Council policy*)
- 7 - Boat and/or RV storage in the Triangle Lot until a permanent use is allocated to that location (*implemented for boat storage only*)
- 9 - Leaseholder incentives for leaseholders to diversify their products (*considered by HAB, but consensus to let the market/demand rule*)
- 13 - Cannabis-related sales (*current Municipal Code and zoning preclude cannabis-related businesses in the waterfront district*)

The Motion was seconded by Board Member Vaile.

Member Doughty requested to add item 1 to the removal list motion.

AMENDED MOTION:

Board Member Hansson moved to remove the following revenue-generating opportunities from the HAB 2017 list.

- 1 - New modern aquarium at the old aquarium lease site (*pursued by Central Coast Aquarium, but their initiative failed*)
- 5 - For-profit businesses operating on the waterfront/bay (such as boat bottom cleaners) but not in a brick-and-mortar lease site being charged a license fee and/or a percentage of their revenues (*HAB consensus that these types of operations just be required to have the necessary City business licenses*)
- 6 - Increase slip and pier fees to fully recover the City's utility costs for same (*cost recovery study completed in 2019, and fee recovery measures have been implemented per Council policy*)
- 7 - Boat and/or RV storage in the Triangle Lot until a permanent use is allocated to that location (*implemented for boats storage only*)
- 9 - Leaseholder incentives for leaseholders to diversify their products (*considered by HAB, but consensus to let the market/demand rule*)
- 13 - Cannabis-related sales (*current Municipal Code and zoning preclude cannabis-related businesses in the waterfront district*)

The Motion was seconded by Board Member Vaile and carried 6-0 by roll call vote.

MOTION: Board Member Vaile moved to remove the following revenue-generating opportunities from the HAB 2017 list.

- 12 - Expand the current mooring field (*with assistance from a Cal Poly intern, the current mooring field was mapped into the City's GIS database. No further progress made*)

The Motion was seconded by Board Member Doughty.

Member Meissen requested to add item 15 and 8 to the removal list motion.

AMENDED MOTION:

Board Member Vaile moved to remove the following revenue-generating opportunities from the HAB 2017 list.

- 8 - Concert venue in the Triangle Lot (*not pursued*)

12 - Expand the current mooring field (*with assistance from a Cal Poly intern, the current mooring field was mapped into the City's GIS database. No further progress made*)

15 - Periodic events at the Rock (*no significant progress made*)

The Motion was seconded by Board Member Doughty and carried 6-0 by roll call vote.

MOTION: Board Member Meissen moved to keep the remaining revenue-generating opportunities from the HAB 2017 list as is, minus the removed items. The Motion was seconded by Board Member Vaile and carried 6-0 by roll call vote.

There was Board discussion on new revenue-generating and enhancing opportunities.

MOTION: Board Member Hansson moved to add the following new revenue-generating opportunities to the HAB's work plan.

- Look at cost drivers that are causing Harbor Department resources and evaluate if there is a possible cost recovery
- Marketing open lease sites or master leaseholders with vacant subleases
- Look into marketing the tidelands area using a small percentage of Harbor Department funds
- Look into creating a walking museum of the Morro Bay heritage
- Look into a social media mural or other ways to access social media

The Motion was seconded by Board Member Meissen and carried 4-2 by roll call vote.

The public comment was opened and closed with no comments.

#### B-4 CITY COUNCIL GOALS AND OBJECTIVES UPDATE, AND RECEIPT OF HARBOR ADVISORY BOARD INPUT INTO THE UPCOMING 2021/2022 GOALS - AND OBJECTIVES-SETTING PROCESS

<https://youtu.be/iKN79YxrKgc?t=6435>

City Manager, Scott Collins presented the staff report and responded to Board Member inquiries.

There was Board discussion on the Harbor specific goal action items with Board consensus to change the word "pursuit" of offshore wind development at the August HAB meeting to a more appropriate word.

MOTION: Board Member Meissen moved to remove *Consideration of options for lease management* from the HAB/Harbor Specific "Action Plan list provided in the staff report. The Motion was seconded by Board Member Doughty.

The public comment was opened and closed with no comments.

The motion carried 4-2 with a roll call vote.

There was Board discussion and consensus to keep the six HAB goal action items referenced below and bring them back in August for more in-depth discussion along with adding Rock Master planning to the list.

1. Review of revenue-enhancement options
2. Review of parking management options
3. General Plan/Local Coastal Program and Zoning Code update
4. Boatyard/Marine services
5. Pursuit of offshore wind power generation development
6. Market Street Plaza redevelopment

B-5 HARBOR ADVISORY BOARD MEMBER OUTREACH ASSIGNMENTS FOR PUBLIC ENGAGEMENT OUTREACH ASSIGNMENTS

<https://youtu.be/iKN79YxrKgc?t=8988>

Director Endersby presented the staff report for item B-5.

Member Witkowski volunteered to take CA State Parks and Coast Guard Auxiliary agencies for her outreach assignment.

Member Vaile volunteered to add Cal Poly Sailing, MB Youth Sailing Foundation and Central Coast Regional Water Quality Control Board to his outreach assignments.

The public comment was opened and closed with no comments.

C. DECLARATION OF FUTURE AGENDA ITEMS

No future agenda items were declared.

Pending items previously declared:

- Goals and Objectives – Working Waterfront Designation
- Measure D
- Explore Benefits of Becoming a Harbor or Port District
- Wind Energy Generation off the Coast of Morro Bay
- Creation of an Embarcadero Business District to Fund Harbor Infrastructure
- Review of TBID Assessment funding
- Eelgrass Committee to propose an action plan to be included in the GP/LCP update
- Discussion of the Castle Wind Community Benefit funds
- Review the RV Camping Program
- 2021 City Council / Harbor Advisory Board Goals

D. ADJOURNMENT

This meeting was adjourned at 8:20 p.m. The next Regular Meeting will be held on August 5, 2021 at 5:30 p.m.

Lori Stilts  
Harbor Business Coordinator

MINUTES-MORRO BAY HARBOR ADVISORY  
BOARD MEETING – August 5, 2021  
TELECONFERENCE – 5:30 P.M.

AGENDA NO: A-2

MEETING DATE: September 2, 2021

*Harbor Advisory Board conducted this meeting in accordance with Section 3 of California Governor Newsom's Executive Order N-08-21 issued on June 11, 2021 in response to the present State of Emergency in existence due to the threat of COVID-19. This meeting was held via teleconference for all participants.*

PRESENT:	Cherise Hansson	Chair
	Lori French	Member
	Christopher Vaile	Member
	Mary Witkowski	Member
	Cal Myers	Member
ASBENT:	Lyn Meissen	Vice
	Gene Doughty	Member
STAFF:	Eric Endersby	Harbor Director
	Lori Stilts	Harbor Business Coordinator

#### ESTABLISH QUORUM AND CALL TO ORDER

[https://youtu.be/\\_GnOosEc9ZA?t=10](https://youtu.be/_GnOosEc9ZA?t=10)

The meeting was called to order at 5:40 p.m., with a roll call quorum present.

Chair Hansson spoke of the passing of our beloved Councilmember Robert (Red) Davis.

#### MOMENT OF SILENCE

#### PLEDGE OF ALLEGIANCE

#### CHAIR AND ADVISORY BOARD MEMBER, LIAISON ANNOUNCEMENTS

New Member Cal Myers, introduced himself to the Board.

#### PRESENTATIONS

[https://youtu.be/\\_GnOosEc9ZA?t=425](https://youtu.be/_GnOosEc9ZA?t=425)

Bill Luffee, President of Friends of the Morro Bay Harbor Department, provided an update on their current fundraising campaign in collaboration with Castle Winds, LLC and the upcoming Wine Auction on September 15<sup>th</sup>.

[https://youtu.be/\\_GnOosEc9ZA?t=702](https://youtu.be/_GnOosEc9ZA?t=702)

Alla Weinstein, principle of Castle Winds, LLC, provided a presentation on the status of the current California coastal offshore wind power generation initiatives and Bureau of Ocean Energy Management offshore leasing process as they pertain to the proposed offshore wind generation projects proposed off the Central Coast.

Member Vaile joined the meeting at 6:05 p.m.

Chair Hansson announced that Councilmember Red Davis's Memorial Service will be held on August 9 at 10 a.m. and the Cloisters Park.

#### PUBLIC COMMENT

[https://youtu.be/\\_GnOosEc9ZA?t=2463](https://youtu.be/_GnOosEc9ZA?t=2463)

The public comment period was opened and closed with no comments.

A. CONSENT AGENDA

[https://youtu.be/\\_GnOosEc9ZA?t=2482](https://youtu.be/_GnOosEc9ZA?t=2482)

Unless an item is pulled for separate action by the Board, the following actions are approved without discussion. The public was provided an opportunity to comment on consent agenda items.

A-1 Approval of Minutes from the Harbor Advisory Board meeting held on May 6, 2021.  
**RECOMMENDATION: Approve as submitted.**

A-2 Harbor Department Status Report.  
**RECOMMENDATION: Receive and file report.**

MOTION: Board Member Myers moved approval of the consent agenda. The Motion was seconded by Board Member Vaile and carried 5-0 by roll call vote.

B. BUSINESS ITEMS

[https://youtu.be/\\_GnOosEc9ZA?t=2629](https://youtu.be/_GnOosEc9ZA?t=2629)

B-1 UPDATE FROM THE BOATYARD/MARINE SERVICES FACILITY AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES, AND REESTABLISHMENT OF COMMITTEE'S PURVIEW AND MEMBERSHIP.

Committee Chair Vaile stated he has recruited members, Ron Reisner, Dana McClish, and Bruce Marshall to join the boatyard/marine services facility ad-hoc committee.

MOTION: Committee Chair Vaile moved to add Member Myers to join the boatyard/marine services facility ad-hoc committee. The motion was seconded by Member Hansson and carried 5-0 by roll call vote.

There was Board discussion.

The public comment period was opened and closed with no comments.

B-2 UPDATE FROM THE FINANCE & BUDGET AD-HOC COMMITTEE ON COMMITTEE'S RECENT ACTIVITIES, CONSIDERATION OF COMMITTEE MAKEUP AND REPORT ON THE APPROVED FY 21/22 HARBOR FUND BUDGET.

[https://youtu.be/\\_GnOosEc9ZA?t=3346](https://youtu.be/_GnOosEc9ZA?t=3346)

Director Endersby presented the staff report for item B-2 and responded to Member inquiries.

The public comment period was opened and closed with no comments.

The was Board Discussion.

MOTION: Member Vaile moved to add Member Witkowski to join the finance & budget ad-hoc committee. The motion was seconded by Member Hansson and carried 5-0 by roll call vote.

MOTION: Member Hansson moved to add Member Myers to join the finance & budget ad-hoc committee. The motion was seconded by Member Witkowski and carried 5-0 by roll call vote.

B-3 HARBOR ADVISORY BOARD RECOMMENDATIONS FOR THE UPCOMING 2021/2022 CITY COUNCIL GOALS AND OBJECTIVES-SETTING PROCESS.

[https://youtu.be/\\_GnOosEc9ZA?t=4956](https://youtu.be/_GnOosEc9ZA?t=4956)

Director Endersby presented the staff report for item B-3 and responded to Member inquiries.

There was Board discussion and consensus to change the word “pursuit” to “facilitate and advise on harbor impacts” for goal action item #5.

There was Board consensus to add Rock Master Planning to the list of HAB goals.

The public comment was opened and closed with no comments.

MOTION: Member Hansson moved to recommend to the City Council the following HAB Goals:

1. Review of revenue-enhancement options
2. Review of parking management options
3. General Plan/Local Coastal Program and Zoning Code update
4. Boatyard/Marine services
5. Facilitate and advise on harbor impacts of offshore wind power generation development
6. Market Street Plaza redevelopment
7. Work on waterfront Master plan concentrating on recreational portion known as the Rock zone and pursue Cal poly for assistance

The motion was seconded by Member Vaile and carried 5-0 by roll call vote.

B-4 HARBOR ADVISORY BOARD MEMBER PUBLIC ENGAGEMENT OUTREACH ASSIGNMENT REPORTING.

[https://youtu.be/\\_GnOosEc9ZA?t=6951](https://youtu.be/_GnOosEc9ZA?t=6951)

The Members presented updates from their outreach efforts.

C. DECLARATION OF FUTURE AGENDA ITEMS

[https://youtu.be/\\_GnOosEc9ZA?t=7840](https://youtu.be/_GnOosEc9ZA?t=7840)

Member Witkowski requested to add Outreach assignments as an ongoing agenda item, the Member Hansson supported the request.

Pending items previously declared:

- Goals and Objectives – Working Waterfront Designation
- Measure D
- Explore Benefits of Becoming a Harbor or Port District
- Wind Energy Generation off the Coast of Morro Bay
- Creation of an Embarcadero Business District to Fund Harbor Infrastructure
- Review of TBID Assessment funding
- Eelgrass Committee to propose an action plan to be included in the GP/LCP update
- Discussion of the Castle Wind Community Benefit funds
- Review the RV Camping Program

- Consideration of a RV Camping Program AD-Hoc Committee

D. ADJOURNMENT

This meeting was adjourned at 7:54 p.m. The next Regular Meeting will be held on September 2, 2021, at 5:30 p.m.

Lori Stilts  
Harbor Business Coordinator



AGENDA NO: A-3

MEETING DATE: September 2, 2021

## Staff Report

TO: Harbor Advisory Board

DATE: August 26, 2021

FROM: Eric Endersby, Harbor Director

SUBJECT: Harbor Department Status Report

### RECOMMENDATION

Receive and file report.

### DISCUSSION

#### **Recent Department Activity:**

Harbor Patrol statistics for August 2021 were 12 emergency responses, 90 calls for service, 46 assists of other agencies, 38 enforcement contacts, 1 weather warning, and no hazardous bar warning.

8/3/21, HPO's participated in National Night Out at the Cloister's Park. Event was well attended by families to meet Emergency Services and learn about their equipment.

8/8/21, HPO's responded to a subject unresponsive, but breathing at Morro Rock. On scene, subject is 70 year old male that ate an anti-acid, choked on it, began coughing and passed out. Extensive medication list, history of heart complications and has had radiation for prostate cancer. With care, subject denied transport in ambulance.

High tides in the evening left subjects stranded on the sandspit on multiple occasions when their craft floated away. One instance, subjects used the emergency phone near the South Jetty to call for help as they reported they stranded. HPO's were able to PA and get them to walk to the north tip and pick them up to return them safely to shore.

8/13/21, HPO's responded to report of an overturned double kayak near the Yacht Club. HPO's assisted them back to the rental dock.

8/19/21, HPO's received report of a man screaming for help in the water off of the old fuel dock and were advised someone in their skiff was on their way to help. HPO's on scene to find the man out of the water, the skiff was recovered, dewatered and reunited it with owner who declined any medical treatment.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_

### **Cal Guard Maritime Training**

The California National Guard, or Cal Guard, was in Morro Bay August 12-14 with their new Maritime Division for their first annual training, hosted by Coast Guard Station Morro Bay. This new division brought one 47-foot motor lifeboat down from the Bay area (the same type of boats the Coast Guard has in Morro Bay), in addition to trailering in three additional smaller vessels. They all were staged at the Harbor Patrol and Coast Guard docks, and set-up their operations center off the north T-Pier next to the Coast Guard shed. They began operations and training on Friday the 13<sup>th</sup> with scenarios developed with the assistance of new Coast Guard Station Morro Bay Chief Ben Snider, and wrapped-up training on Saturday the 15<sup>th</sup>, including hosting some National Guard here to observe their training and demonstrations. ~40 personnel from the National Guard Maritime Divisions in the Bay Area, Los Angeles and San Diego were involved, and training included participation from the Coast Guard and Harbor Patrol.



### **Air Force Testing/Training**

Starting August 21, the 88th Test and Evaluation Squadron at Nellis AFB in Nevada were hosted by the Harbor Department while they were in town testing new equipment and procedures for the Air Force's Rescue H-60 helicopters, C-130 aircraft and Pararescuers. They operated out of Morro Bay on August 23-27 with several vessels, one pictured here, and their aircraft operating out of Vandenberg SFB, testing new radio/signaling equipment and over water search procedures.



**Recent City Council Activity**

August 10, Council was presented with a One-Year review of the Waterfront RV Camping Pilot Program, and gave input and recommendations on the future of the program.

August 24, Council considered plans for a “Community Forum on Morro Bay Power Plant Stacks Facts and Figures” and authorized the City Manager to execute an agreement for Professional Services to coordinate with Vistra Corp and regulatory agencies in responding to public questions and concerns regarding the Stacks.

**Status of Pending HAB Recommendations:**

	<b>HAB Recommendation</b>	<b>Date</b>	<b>Status</b>
1	Staff draft letter to Council encouraging the City to pursue negotiating with State Parks the City assume both marina and café concessions.	5/7/15	<p>Staff’s last contact with Parks indicated no Parks interest in giving up the café concession. Since that time, all of Parks’ key personnel on the SPM have either retired or positions turned over. Staff’s current thinking is we’re at a “start-over” point with Parks to begin talks anew and are acting accordingly before taking anything back to the Council.</p> <p>11/1/17. Staff have reached out to Parks to renew discussions.</p> <p>12/20/17. Spoke with office of Director for State Parks; tentative meeting set for week of January 8-12.</p> <p>2/13/18. Spoke with office of Director of Concessions office left message with assistant for our concession specialist to set up conference call. No response. 2/22/18 Called again left message.</p> <p>2/23/18. new Parks concession specialist contacted department.</p> <p>4/23/18. Harbor Director email sent to Parks.</p> <p>4/27/18. Contacted Parks staff, discussions underway.</p> <p>5/17/18. Harbor Director met with Dan Falat, District Superintendent, regarding reviving discussions, putting concessions out to bid and prospects for City taking over operation and management of the marina.</p> <p>Staff was recently informed by the district superintendent that State Parks in Sacramento is potentially bringing this item off the back burner.</p> <p>4/26/19 Meeting still pending.</p> <p>9/2/21 State Parks has budgeted for and is undertaking an update to the cost-benefit analysis study of the marina renovation, which will guide renewed attention and next steps. Study completion estimated late 2021.</p>

2	Marine Services Facility/Boatyard	2/2/17	<p>2/14/17. Council approved the release of a Request for Qualifications (RFQ) document as-proposed. RFQ is out, and responses due July 14, 2017.</p> <p>7/27/17. No responses to RFQ.</p> <p>8/3/17. HAB meeting to consider next steps.</p> <p>11/3/17. Put together a RFP for a financial feasibility study to go to Council for approval.</p> <p>12/1/17. Draft proposal in process for HAB review 2/2018.</p> <p>12/18/17. Tentatively on Council agenda for 1/23/18. to lay out scope of work and get authorization for a financial feasibility study.</p> <p>1/18/18. Discussing at HAB meeting 2/1/18 during item C1.</p> <p>4/27/18. Working on draft RFP to go to Council. Tentatively on 6/26/18 City Council agenda for consideration of issuance.</p> <p>Tentatively on 8/28/18 City Council agenda for consideration of issuance.</p> <p>8/28/18. Council approved issuance of a financial feasibility RFP. RFP to be issues asap.</p> <p>Request for Proposals issued for financial feasibility study services for the proposed boatyard. RFP due February 1, 2020.</p> <p>No proposal submissions received. HAB to consider next steps 3/13/19.</p> <p>4/26/19 Staff not recommending any further expenses be undertaken on boatyard financial feasibility study at this time.</p> <p>5/31/19 Boatyard/Marine Services Facility remains on the City Council's goals.</p> <p><b>No new activity or updates.</b></p>
3	City to share tax revenues that are collected in the Harbor fund (and not currently going to the Harbor Fund) and used for Harbor Capitol maintenance and improvements.	6/1/17	<p>Pending until a new Finance Director and City Manager are in place.</p> <p>10/30/17. Per the SLC it is normal for these taxes to go into the City's General municipal funds.</p> <p>4/5/18. Chair Reisner requesting City Manager to provide a memorandum on this item.</p> <p>Chair Reisner met with the City Manager.</p> <p><b>9/2/21 \$150,000 ongoing and \$50,000 one-time allocations made from the City's Measure Q &amp; E sales tax initiatives to the Harbor Fund.</b></p>
4	City Council to include proposed eelgrass language into General Plan/Local Coastal Plan updates, and to review the proposed outline for the eelgrass policy to decide if the elements are appropriate.	6/7/17	<p>7/28/17. Consultant Anchor QEA is developing a proposal to review existing information and documentation, research typical projects that have eelgrass issues, interview NEP personnel, and meet with Eelgrass Ad-Hoc committee members to discuss Newport Beach management plan.</p> <p>11/1/17. Staff engaged with Anchor on eelgrass proposal.</p> <p>12/1/17. Update to HAB on 12/7/17 on revised consultant contract scope of work.</p>

			<p>12/18/17. Draft eelgrass consultant agreement submitted to legal for review and approval.  1/18/18. executed contract with Anchor QEA.  4/27/18. Anchor QEA beginning project.  4/25/18. Eelgrass Ad-Hoc committee met with Anchor QEA reps in Morro Bay  Draft Anchor QEA eelgrass mitigation report on HAB agenda for consideration 8/2/18.  8/18 final Morro Bay Conceptual Eelgrass Plan report issued by Anchor QEA for ad-hoc and HAB consideration.  Next step of hiring Anchor QEA to approach pertinent regulators with Morro Bay eelgrass mitigation plan concept pending Council consideration on January 8, 2020.  2/19/19. staff, eelgrass committee and MBNEP exploring new possible in-lieu mitigation path, as Morro Bay Eelgrass Plan as currently outlined by Anchor QEA is likely not viable.  <b>No new updates.</b></p>
5	<p>Incorporate Working Waterfront land area and uses into General Plan/Local Coastal Plan updates.</p> <p>In General Plan/Local Coastal Plan updates, consideration be given to a list of uses provided, and that the Measure D area and its uses be incorporated into Morro Bay's Working Waterfront.</p>	6/1/17	<p>Tentatively on the July 11, 2017 City Council agenda for consideration with Measure D recommendation above.  7/27/17. City Council on 7/11/17 authorized PC subcommittee to jointly work with HAB ad-hoc committee on Measure D ambiguities and Working Waterfront policy language for consideration of incorporation into GP/LCP update process.  9/1/17. First joint HAB/PC subcommittee meeting to consider Measure D and Working Waterfronts scheduled for September 8, 2017, at the Community Center Studio room from 3:00-5:00 pm.  9/8/17. First joint subcommittee meeting held. General discussion and public input. Second meeting TBD, likely late October or early November.  12/18/17.  1/11/18. PC/HAB joint meeting, recommendations made to GPAC.  4/27/18. Pending GPAC action.  Currently at Coastal for comments.  Document link on City's Website:  <a href="https://www.morrobayca.gov/943/PlanMB">https://www.morrobayca.gov/943/PlanMB</a>  See HAB 5/2/29 agenda item B-6  12/3/21 estimated going to Council late Winter early Spring then to Coastal end of Summer.  <b>9/2/21 GP/LCP updates were certified by the Coastal Commission on August 12, 2021.</b></p>



AGENDA NO: B-1

MEETING DATE: September 2, 2021

## Staff Report

**TO:** Harbor Advisory Board

**DATE:** August 25, 2021

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Update from the Marine Services Facility Ad-Hoc Committee on Committee's Recent Activities

### **RECOMMENDATION**

Receive and file committee update, if any.

### **BACKGROUND, DISCUSSION & CONCLUSION**

The committee will be presenting an oral update on their activities, if any. This is a standing committee report agenda item.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_



AGENDA NO: B-2

MEETING DATE: September 2, 2021

# Staff Report

**TO:** Harbor Advisory Board

**DATE:** August 24, 2021

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Update from the Finance & Budget Ad-Hoc Committee on Committee's Recent Activities

## **RECOMMENDATION**

Receive and file committee report, if any.

## **BACKGROUND, DISCUSSION & CONCLUSION**

The committee will be presenting an oral update on their activities, if any. This is a standing committee report agenda item.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_



AGENDA NO: B-3

MEETING DATE: September 2, 2021

## Staff Report

**TO:** Harbor Advisory Board

**DATE:** August 25, 2021

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Harbor Advisory Board Review, General Input and Recommended Next Steps on the April 26, 2021 Morro Bay Public Parking Management Study by Walker Consultants

### **RECOMMENDATION**

Staff recommend the Harbor Advisory Board (HAB) review the Walker parking study, provide general comment and input, recommend next steps, if any, and consider empowering a parking ad-hoc committee to conduct further work for the HAB on this issue, as outlined in this report.

### **BACKGROUND**

In June, 2017, the City Council approved the HAB's 2017/2018 Work Program for the 2017/2018 Council Goals and Objectives. A HAB Work Plan item from that goal-setting was to evaluate opportunities for new and/or expanded revenue sources, including paid parking.

At their June 6, 2017 meeting, HAB agenda item C-6 was "*Consideration of Issues Regarding Paid Parking on the Embarcadero and Adjacent Vicinities.*" Out of that meeting, the HAB:

- A. Supported the consideration of paid parking on and around the Embarcadero as a revenue-generating concept.
- B. Identified a list of issues that it recommended the City address in any future consideration of such paid parking.

The HAB's July 18, 2017 memo to the Planning Commission regarding its position and list of issues related to paid parking is included with this staff report as Attachment 1.

More recently, the City partnered with Walker Consultants to conduct a comprehensive parking study of the Embarcadero, Morro Rock parking area and Downtown. The purpose of this study was to understand existing parking needs, how parking is currently being used and how to best plan for parking needs in the future. The study presents an analysis of existing parking conditions and recommendations for parking management strategies, and evaluated both summer and off-season periods. In general, the study found that there are parking challenges, particularly in the waterfront area, that could be addressed with a number of approaches, including paid parking.

The Walker study is included with this staff report as Attachment 2, and a summary of the Key Findings and Recommendations of the Walker study are included in a fact sheet as Attachment 3.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_

## **DISCUSSION**

It is anticipated the Council will review the Walker study and staff input and recommendations in October 2021, including input from the City's advisory boards and bodies and community members and groups, including the Chamber of Commerce, Embarcadero Master Leaseholders group and others. Because the Council has yet to review the study and provide staff direction, staff recommend the HAB:

- A. Review the Walker parking study and provide general input on the study itself, key findings and recommendations as they pertain to the waterfront.
- B. Make a recommendation to the Council for next steps, which could be (but not limited to):
  - i. Conduct further study or research before proceeding
  - ii. Begin the process to implement all or certain recommendations in the study
  - iii. Shelve the study (although the HAB is currently on-record as being in support of pursuing paid parking on the waterfront)
- C. Consider empowering an ad-hoc committee to review the study in further detail, including viewing it through the lens of the HAB's 2017 recommendations to the Planning Commission, and bringing back any findings, recommendations or work product to the October, 2021 HAB meeting.

## **CONCLUSION**

Input and recommendations from the HAB, and an ad-hoc committee if one is empowered, will be used to inform the City Council review of parking management strategies as they pertain to the Embarcadero and waterfront. If the Council elects to move all or portions of the Walker study's recommendations forward, it is expected that the HAB and other advisory boards and bodies will be tasked with periodic review and input through the process.

## **ATTACHMENTS**

1. HAB July 18, 2017 memo to the Planning Commission regarding paid parking
2. April 26, 2021 Morro Bay Public Parking Management Study by Walker Consultants
3. Walker Study's Key Findings and Recommendations fact sheet



## CITY OF MORRO BAY

HARBOR DEPARTMENT  
1275 Embarcadero Road  
Morro Bay, CA 93442

### MEMO

**Date:** July 18, 2017  
**To:** City of Morro Bay Planning Commission  
**From:** City of Morro Bay Harbor Advisory Board  
**Subject:** Paid Parking in the Area of the Morro Bay Waterfront

In June 2017, the Morro Bay City Council approved the Harbor Advisory Board's 2017/2018 Work Program, based upon the Council's 2017/2018 Goals and Objectives. Item 1.d. from that Work Program states in part, " Evaluate opportunities for new or expanded revenue sources, including but not limited to: paid parking . . .".

During its regular meeting on July 6, 2017 the City of Morro Bay Harbor Advisory Board (HAB) addressed agenda item C-6, "*Consideration of Issues Regarding Paid Parking on the Embarcadero and Adjacent Vicinities*". The purpose was to identify issues for consideration regarding paid parking on and around Embarcadero, including a reason or reasons they are important, and what might be considered when evaluating them - as a starting point in the process of evaluating paid parking.

In its preparations for addressing the agenda item, the HAB reviewed a number of historic documents, the earliest dating back to the 1990's, relative to the concept of paid parking in the area of the Morro Bay waterfront. The most recent of these documents, and the apparently most comprehensive, is the *City of Morro Bay Parking Management Plan – Final: October 2007*, prepared by TPG Consulting, Inc. Other than suggesting or recommending paid parking in areas of Morro Bay's waterfront, no definitive City action to establish paid parking was found during the HAB's review of historic documents.

The fundamental question the HAB addressed was should there be paid parking on and around Embarcadero, and why or why not. **The HAB concluded that as a revenue generating concept, it is reasonable to consider establishing a paid parking plan on and around Embarcadero Road.** In coming to that conclusion, the HAB noted that numerous waterfront communities on the coast of California, communities that attract and benefit from tourism, have paid parking plans. These include but are not limited to:

Santa Cruz, Monterey, Pismo Beach, Avila Beach, Santa Barbara, Huntington Beach, etc.

Having concluded that the concept of paid parking on and around Embarcadero is reasonable, further HAB discussion identified the following related issues for further consideration:

- A paid parking plan on and around Embarcadero Road involves the City's downtown waterfront strategic plan, the City's economic strategic plan, the City's waterfront master plan, and the City's Harbor Lease Management Policy.
- Does the current parking configuration on and around Embarcadero optimize the amount of available parking, whether paid or not?
- Consideration of a paid parking plan on and around Embarcadero best includes the waterfront area between Coleman Beach, and the north portion of Tidelands Park.
- It would be necessary to balance the opportunity for revenue from paid parking with the needs of business, and with tourism activities.
- It is probable there will be continuing impacts on available parking in the downtown waterfront area from business property development between Beach Street and the south end of the business area – especially in the case of hotel development that inherits parking-in-lieu, or is granted parking-in-lieu.
- Input from the waterfront business community regarding the concept of paid parking on and around Embarcadero is necessary.
- Irrespective of paid parking on and around Embarcadero Road, how should the issue of impacts on waterfront parking by waterfront business employees be addressed? It is probable that waterfront business employees occupy significant portions of Embarcadero area parking.
- In a waterfront paid parking plan, should the Triangle Lot be specifically designated as “free parking”, and should public transportation be provided between the Triangle Lot and the downtown waterfront area? [As a side note, no cars were parked in the Triangle Lot at 11:30 AM on July 4, 2017, or at 12:30 PM on July 5, 2017]
- If paid parking is instituted, where specifically would it be located?
- If paid parking is instituted, would it be hourly or daily, and during what hours of the day would paid parking apply? The HAB discussed the possibility paid parking, if instituted, not applying after early hours in the evenings.
- If paid parking is instituted, how much are reasonable parking fees?
- If paid parking is instituted, what sort of equipment (kiosk, etc.) would be used, and what would be the means to collect the parking fees? It was noted that solar powered kiosks are commonplace in other waterfront communities, and in fact there is one such unit in Morro Bay's Tidelands Park, which according to the

Harbor Director paid for itself in short order, and is a regular contributor to revenue.

- If paid parking is instituted, would there be enforcement, and if so by whom?
- If paid parking is instituted, would there be free parking in the same area, and if so where, why, how much, and for how long?
- If paid parking is instituted, would paid permit parking be incorporated into the plan? For instance, would waterfront businesses be able to purchase a limited number of permits for their use?
- If paid parking is instituted, would free permit parking be incorporated into paid parking areas (i.e. fishermen with City slips adjacent to Embarcadero Road)?
- If paid parking is instituted, would some sort of permit be made available to Morro Bay residents, and if so, for what paid parking areas, for what period of time, and at what fee, if any?
- If paid parking is instituted, would parking-in-lieu be incorporated into the program, and if so, how?
- If an Embarcadero parking plan is instituted, clear and effective signage and directional information relative to paid and free parking would be critical to the plan's success.
- Any Embarcadero parking plan needs to incorporate ADA accessibility, and loading zone considerations.
- A Morro Bay waterfront paid parking plan could be implemented by phases. For instance, the HAB recommends immediately establishing kiosk paid parking in the City lot on the east side of Embarcadero, below DiStasio's.
- The lands west of Embarcadero Road are public trust land owned by the State of California. Those lands were granted to San Luis Obispo County, and in 1964/1965 upon its incorporation, the City of Morro Bay assumed trusteeship of those lands. Per the terms of the Tidelands Grant, these lands must be used for commerce, fisheries, navigation, recreational purposes, parklands, public access, public parking, and environmental protection or enhancement. Further, funds for the maintenance and improvement of these lands falls to leaseholders, and in the absence of leaseholders, to the City. Ongoing waterfront infrastructure maintenance and improvement is necessary for public access, and is costly. Revenues from paid parking in the area of the Embarcadero could be a significant contributor to the City's capital needs in this area.
- If a paid parking plan is instituted on and around Embarcadero Road, some significant portion of the net proceeds should be earmarked specifically for maintenance and improvement of City shoreline infrastructure along the waterfront - infrastructure that is necessary to the working waterfront, and necessary for tourist access and enjoyment.

The HAB looks forward to continued involvement in the issue of paid parking on and around Embarcadero, and to working with the Morro Bay Planning Commission and the Morro Bay Public Works Advisory Board to further develop the feasibility and desirability of this potential revenue producing concept.

cc: Mr. Eric Endersby; City of Morro Bay Harbor Department Director  
Mr. Scot Graham; City of Morro Bay Community Development Director  
Morro Bay Public Works Advisory Board  
Morro Bay City Council



April 26, 2021

Scott Collins  
City Manager  
City of Morro Bay, California

Re: Morro Bay Public Parking Management Study  
33-009157.00

Dear Mr. Collins,

Walker is pleased to submit the accompanying public parking management study for the City of Morro Bay. Thank you very much for the opportunity to be of service to the City of Morro Bay.

If you have any questions or comments, we would be happy to speak with you.

Sincerely,

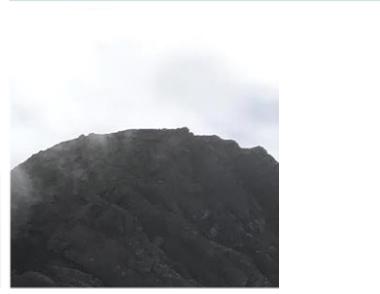
WALKER CONSULTANTS

A handwritten signature in black ink, appearing to read "Steffen Turoff".

Steffen Turoff  
Director of Planning Studies

A handwritten signature in black ink, appearing to read "S. Edwin".

Shannon Edwin  
Analyst



# Morro Bay Public Parking Management Study

Morro Bay, California

April 26, 2021 DRAFT

Prepared for:

City of Morro Bay



**WALKER**  
CONSULTANTS

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# Executive Summary

The City of Morro Bay engaged Walker Consultants to conduct a comprehensive parking study for the Embarcadero and Downtown Morro Bay. This includes an overview of the existing parking conditions and recommendations for improvements and parking management, including the possible need or opportunity for implementing paid parking.

Data collection for this study occurred in August 2020 and November 2020 during the Covid-19 pandemic. Parking occupancy counts were collected at a time when there were fewer public health restrictions for restaurants, retail, and hotels than during periods of peak restrictions. Therefore, with fewer restrictions on commercial businesses, patronage of businesses and the area appeared generally high, reflecting relatively normal busy weekday and weekend conditions.

ES-Figure 1: Study Area

## Existing Conditions

### Study Area and Data Collection

- All public on- and off-street parking within the Embarcadero and downtown, as well as private parking lots that hosted 20 or more spaces. The study also included the parking areas adjacent to Morro Rock.
- ES-Figure 1 illustrates the study area.
- Summer data collection occurred on Thursday, August 6, 2020, and Saturday, August 8, 2020. Off-season data collection occurred in November on Thursday, November 19, 2020 and Saturday, November 21, 2020.
  - On-street parking counts occurred between 10 a.m. and 8 p.m., every two hours.
  - Off-street parking counts were collected at noon, 2 p.m., and 6 p.m.



Source: Aerial Image – Google Earth Professional, 2020;  
 Graphic – Walker Consultants, 2020

## Existing Parking Supply

ES-Table 1 summarizes the existing parking supply by study area. Where spaces were not clearly delineated reasonable projections of the number of spaces existing were calculated.

ES-Table 1: Existing Parking Supplies

Study Area	Embarcadero	Downtown	Morro Rock
On-Street	383	369	-
Off-Street	753	88	384
<b>Total</b>	<b>1,136</b>	<b>457</b>	<b>384</b>

Source: Walker Consultants, 2020

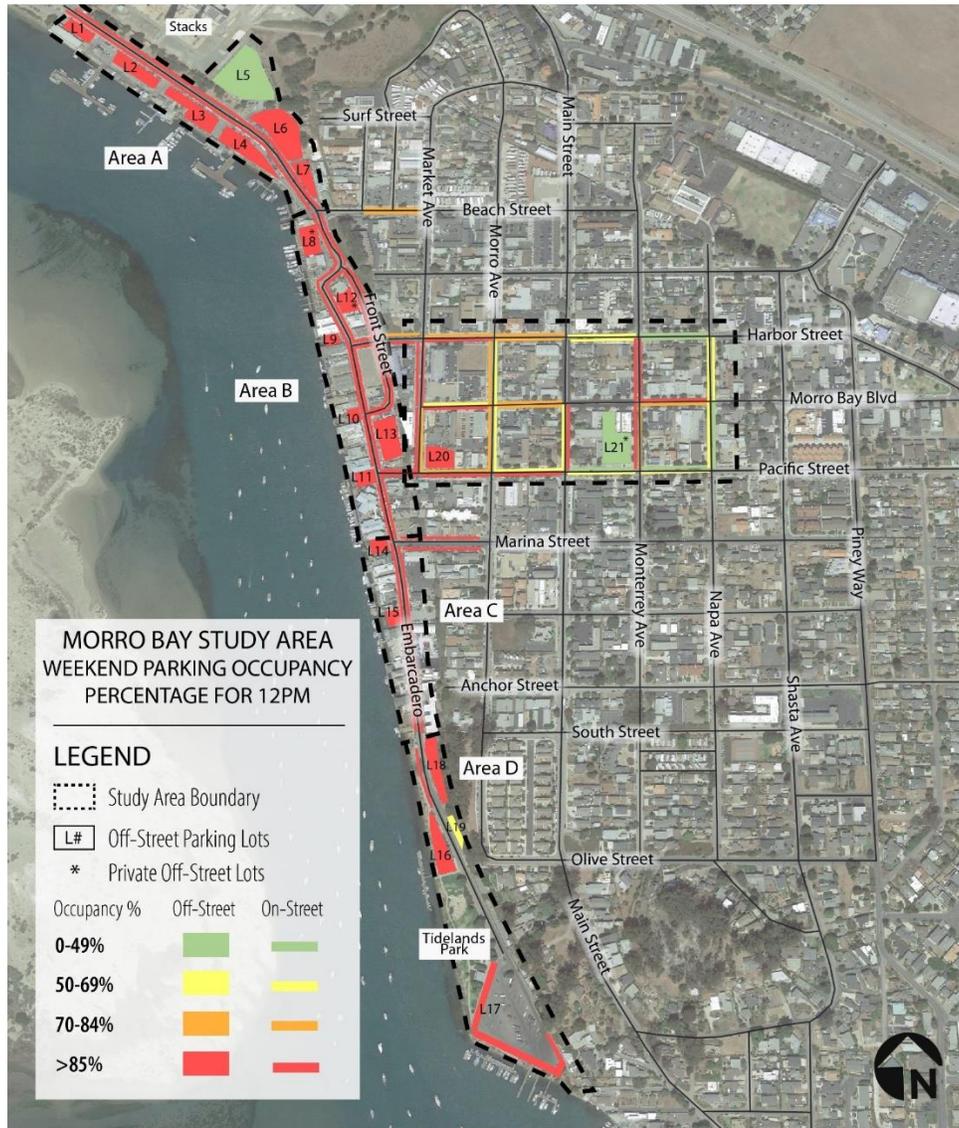
## Existing Conditions – Summer

### Peak Parking Demand

- Embarcadero
  - Peak parking demand occurred at noon on Saturday. At this time there were 981± spaces occupied, 155± spaces available, and a utilization rate of 86%.
  - The Embarcadero between Pacific and Beach experienced a higher parking demand, including 100% occupancy for the noon and 2:00 pm counts on Saturday.
- Downtown
  - Peak parking demand also occurred at noon on Saturday with 327± spaces occupied, 130± spaces available, and a utilization rate of 72%.
- Morro Rock
  - Peak parking demand occurred on the weekend at 2 p.m. with 341± spaces occupied and a utilization rate of 89%.



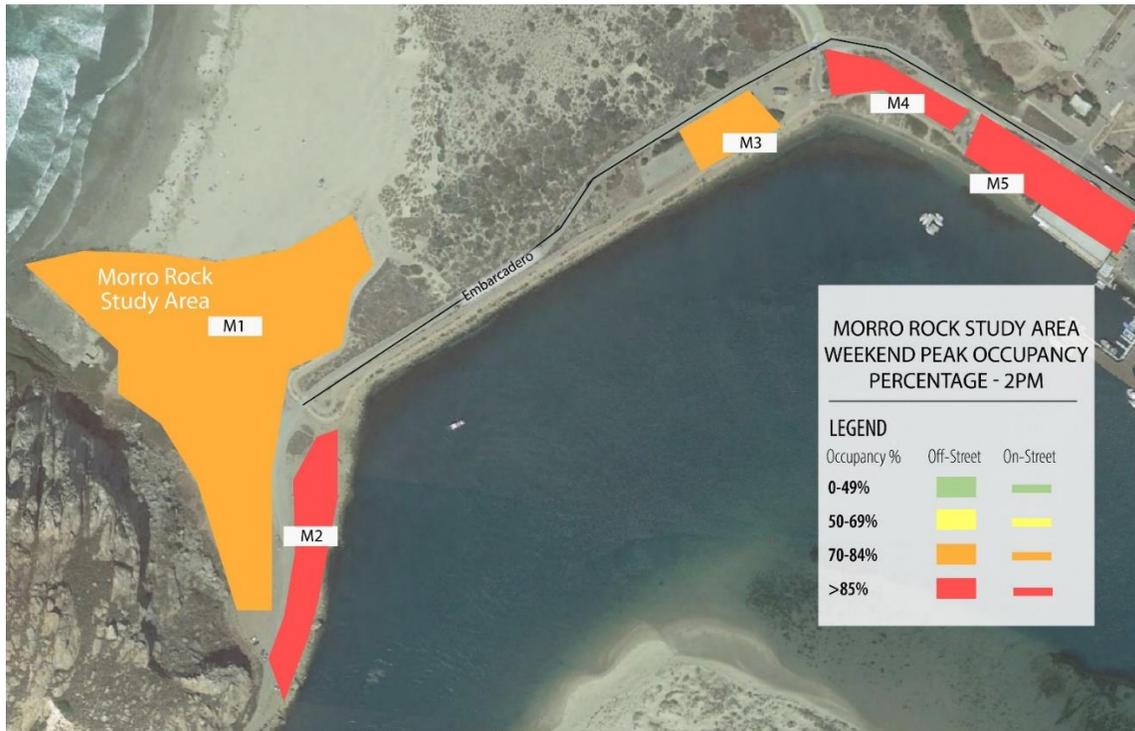
ES-Figure 2: Summer Weekend Peak Parking Demand - Noon



Source: Aerial Image – Google Earth Professional, 2020, Graphic – Walker Consultants, 2020



ES-Figure 3: Summer Morro Rock Study Area Weekend Peak Parking Occupancy - 2 PM



Source: Aerial Image – Google Earth Professional, 2020, Graphic – Walker Consultants, 2020

## Parking Turnover

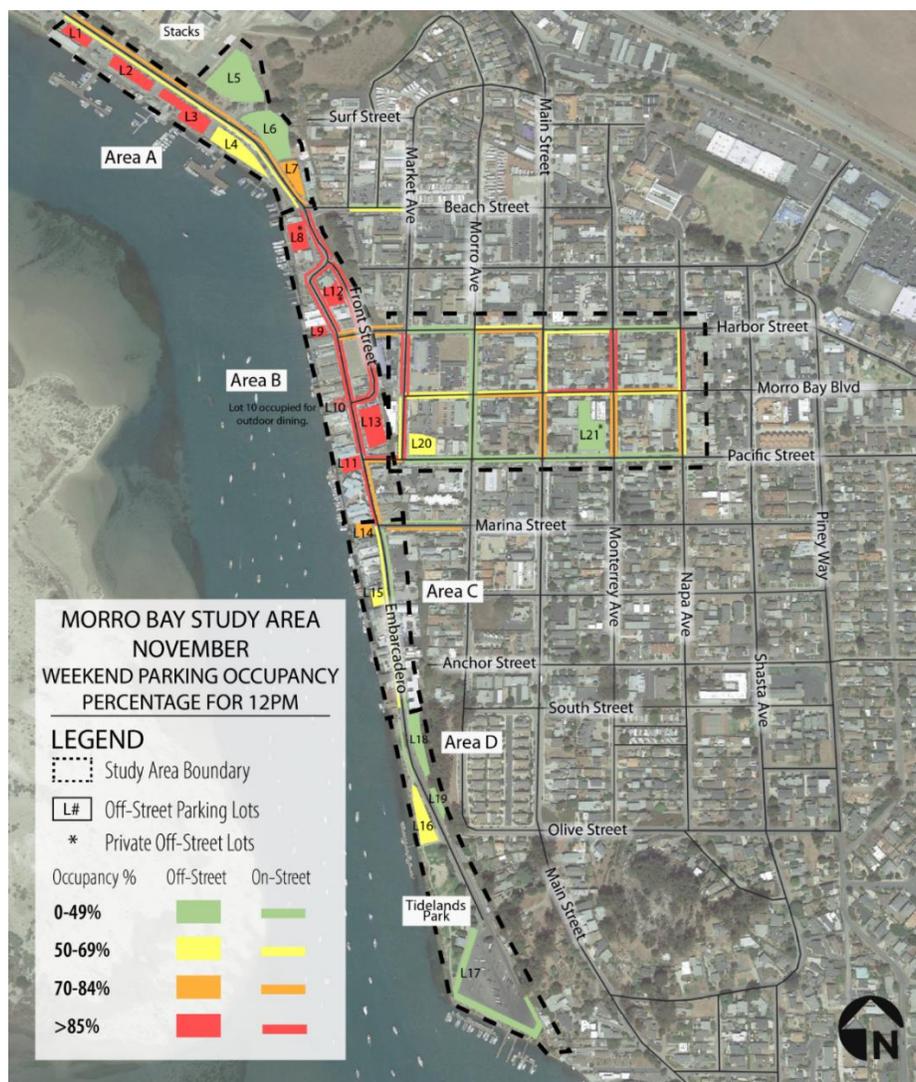
- Embarcadero
  - Overall, most vehicles parked on the Embarcadero were there for one or two hours.
  - Of the vehicle data collected, there were 50 cars parked in the Embarcadero for three or more hours.
    - If 50% of these cars represent owners or employees of businesses that could park elsewhere, 25 spaces could have parked customers. With a turnover of approximately every two hours, this could mean a capacity of 75 to 100 or more customer cars on busy days.
- Downtown
  - Most parkers abided by the posted two-hour time limit. However, there were nine vehicles parked for three or more hours in the downtown study area, violating the posted limit.

## Existing Conditions – Off-Season

### Peak Parking Demand

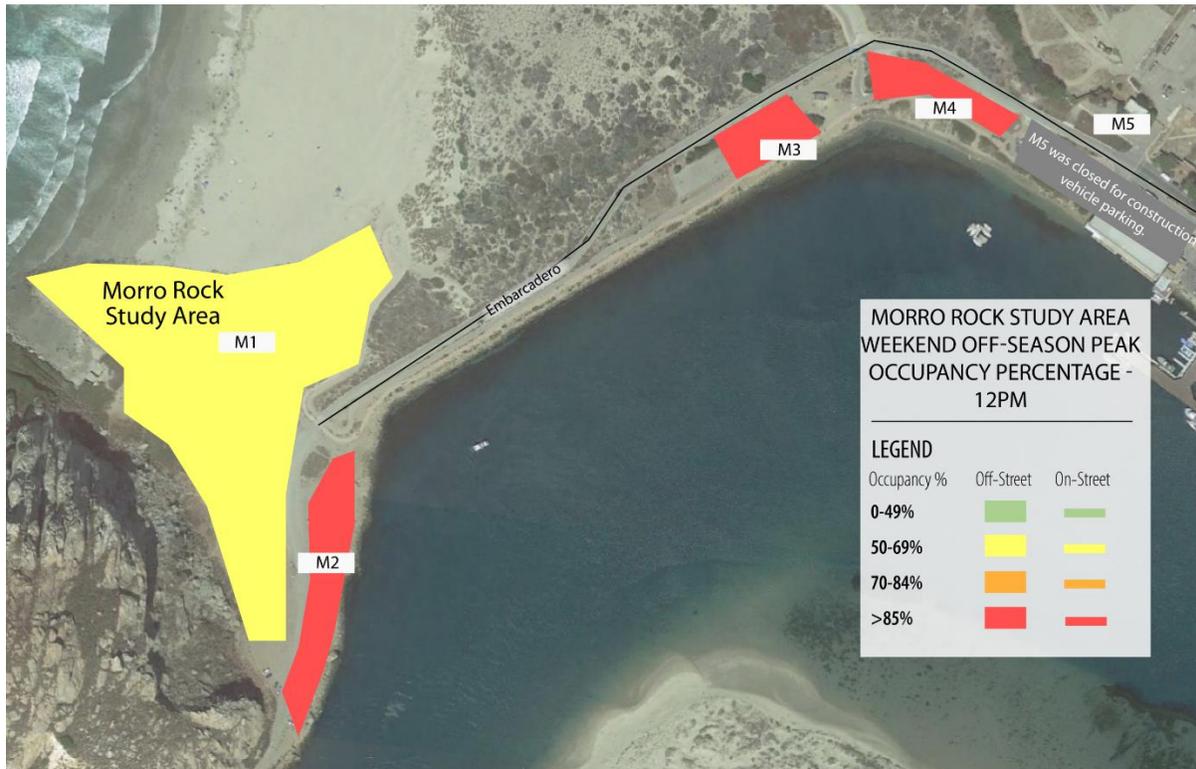
- Embarcadero
  - Peak parking demand occurred at noon on Saturday with 756± spaces occupied, 380± spaces available, and a utilization rate of 67%.
  - Along the stretch of the Embarcadero from Beach to Pacific, observed parking occupancy peaked at 95%, but only during the noon occupancy count.
- Downtown
  - Peak parking demand occurred at noon on Saturday with 237± spaces occupied, 220± spaces available, and a utilization rate of 52%.
- Morro Rock
  - Peak parking occurred at noon with 247± spaces occupied and a utilization rate of 67%.

ES-Figure 4: Off-Season Weekend Peak Parking Demand - Noon



Source: Aerial Image – Google Earth Professional, Graphic – Walker Consultants, 2020

ES-Figure 5: Off-Season Morro Rock Study Area Weekend Off-Season Peak Parking Occupancy - Noon



Source: Aerial Image – Google Earth Professional, 2020, Graphic – Walker Consultants, 2020

## Parking Turnover

- Similar to summer conditions, the majority of vehicles were parked for one or two hours in both the Embarcadero and downtown. However, there were some vehicles parked for three or more hours, especially in the Embarcadero.
- While those parked for one to three hours are likely visitors, those parked for four or more hours are most likely employees of the businesses.
- In the core of the Embarcadero, there were 26 vehicles parked for four or more hours. With a turnover of approximately every two hours, this could mean a capacity of more than 75 to 100 or more customer cars on busy days.

## Conclusions and Findings

- Existing summer parking conditions were significantly busier than during the off-season for both the Embarcadero and downtown.
- Lunchtime, at noon, was found to be the peak period of parking demand during every condition analyzed for both the Embarcadero and downtown. This indicates that restaurants and coastal access are key drivers of parking demand.
- The Embarcadero was found to experience significantly higher parking occupancies than downtown.

- The most highly utilized segment of the Embarcadero was Area B, between Beach Street and Pacific Street. This area was found to experience high occupancies during peak parking demand on both weekdays and weekends in summer and during the off-season. This is likely due to the high concentration of popular restaurants and shops in this area, as well as scenic views of the bay. Peak parking demand in the core Embarcadero location was still high, although for a shorter period and, overall, across a significantly smaller area.
- Overall, most visitors park in the Embarcadero and downtown for one or two hours, though there are likely a significant number of employees parking for four or more hours in prime customer parking locations, which impacts overall parking availability and access the Embarcadero.
- Morro Rock was also notably busier during the summer than the off-season, especially during midday hours (noon to 2 p.m.). Off-season weekends experienced higher parking occupancies than during the weekday, which was much lower than any other time analyzed. For the purpose of our analysis, parking approaching and around the rock was segmented into four locations. Three of the four locations experienced parking occupancy rates greater than 85%.

## Recommendations

### Embarcadero

#### Time Limits

Parking time limits are intended to provide a level of management of the on-street parking asset to ensure access and functionality through a turnover of spaces. Time limits are in some ways similar to paid parking, except with a “free period” (the time limit) and a significant cost for those who park beyond the posted time limit. Enforcement of time limits is more labor intensive than enforcement of paid parking, requiring two “passes” by a car to confirm compliance rather than one, in the case of paid parking, to confirm payment for the time the space is occupied.

To ensure efficient utilization of parking along the popular Embarcadero, Walker recommends the following:

1. Implement three-hour time-limits along the Embarcadero between 9 a.m. and 6 p.m. for the on-street parking spaces.
2. Consider time limits by facility type and goals for parking user groups. Off-Street parking should remain unrestricted to start with the implementation of time-limited on-street parking, however, these facilities should be monitored over time to determine if/when time limits should be implemented in off-street facilities.
3. Preliminarily we recommend implementing and enforcing time limits along the Embarcadero from the beginning of the 400 block, north to the entrance to the parking lot at the Stacks.
4. Walker recommends that the goal of increased parking enforcement activity be compliance with implemented time limits, greater turnover of visitor-serving parking spaces and accompanying economic benefits to businesses. Parking citation revenue, however, could be a byproduct of such activity both for a time-limit only enforcement effort or combined with paid parking.

## Paid Parking

5. Implement paid parking for the prime on-street parking spaces along the Embarcadero.
  - a. It is recommended that paid parking be implemented with a multi-space meter system with the ability to pay-by-cell.
  - b. Parking should be priced at a rate that aligns with City goals, this may include: cost of operation, enforcement, future infrastructure costs and needs, desired behavior from parking patrons, and a target utilization rate (such as 85%).
  - c. Revenues generated from paid parking should be used to create a self-sustaining parking system with the goal of generating a revenue stream that is sufficient to cover ongoing operating and maintenance expenses and improve broader transportation access.
6. Conduct a paid parking pilot for all on-street spaces on the Embarcadero between Harbor Street and Pacific Street, a total of thirty-nine public parking spaces.
  - a. Based on the assumptions used for the paid parking scenario, Walker projects annual net revenue of approximately \$45,000 to \$52,000 annually, with a recoup of total costs projected to occur in less than two years. We believe this is a reasonable but potentially conservative projection of net parking revenue based on a blended hourly parking rate of \$1.00 per hour. A higher average hourly parking rate, which could be justified based on the demand observed during the busy summer months, would result in higher annual net revenue.<sup>1</sup>
7. After observing and analyzing the progress and benefits of a pilot program, Walker recommends implementation of a broader, paid-parking program across a larger area of the Embarcadero, from Marina Street up to the Smokestacks and including off-street parking between Beach and Marina Streets and the three lots in the northern Embarcadero labeled Lots 2, 3, and 4 for identification purposes on our heat maps 22, 23, equating to approximately 300 parking spaces.
  - a. Based on the assumptions Walker used for this scenario, Walker projects annual net parking revenue of approximately \$220,000 to \$250,000. Once again, we believe this is a reasonable but conservative projection of net parking revenue based on a blended hourly parking rate of \$1.00 per hour. Once again, a higher average hourly parking rate, which could be justified based on the demand observed during the busy summer months, would result in higher revenue.

## Enforcement

8. Adopt a Parking Ambassador model of enforcement that is hospitality and customer-service oriented.

## Morro Rock

9. Consider implementing paid parking in the Morro Rock parking areas that provide parked drivers the best views of the Bay and Ocean. While the entire Morro Rock parking area did not fill, Walker noted that specific locations did fill, suggesting a justification for an improved allocation of parking demand between locations that experience greater or lesser parking demand.

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<sup>1</sup> We note that hourly parking rates in the City of Pismo Beach, are significantly higher, ranging from \$2.00 to \$5.00 an hour. We also noted the number of annual visitors to Pismo Beach was significantly higher than the number of visitors to Morro Bay.

### **Additional Access Considerations**

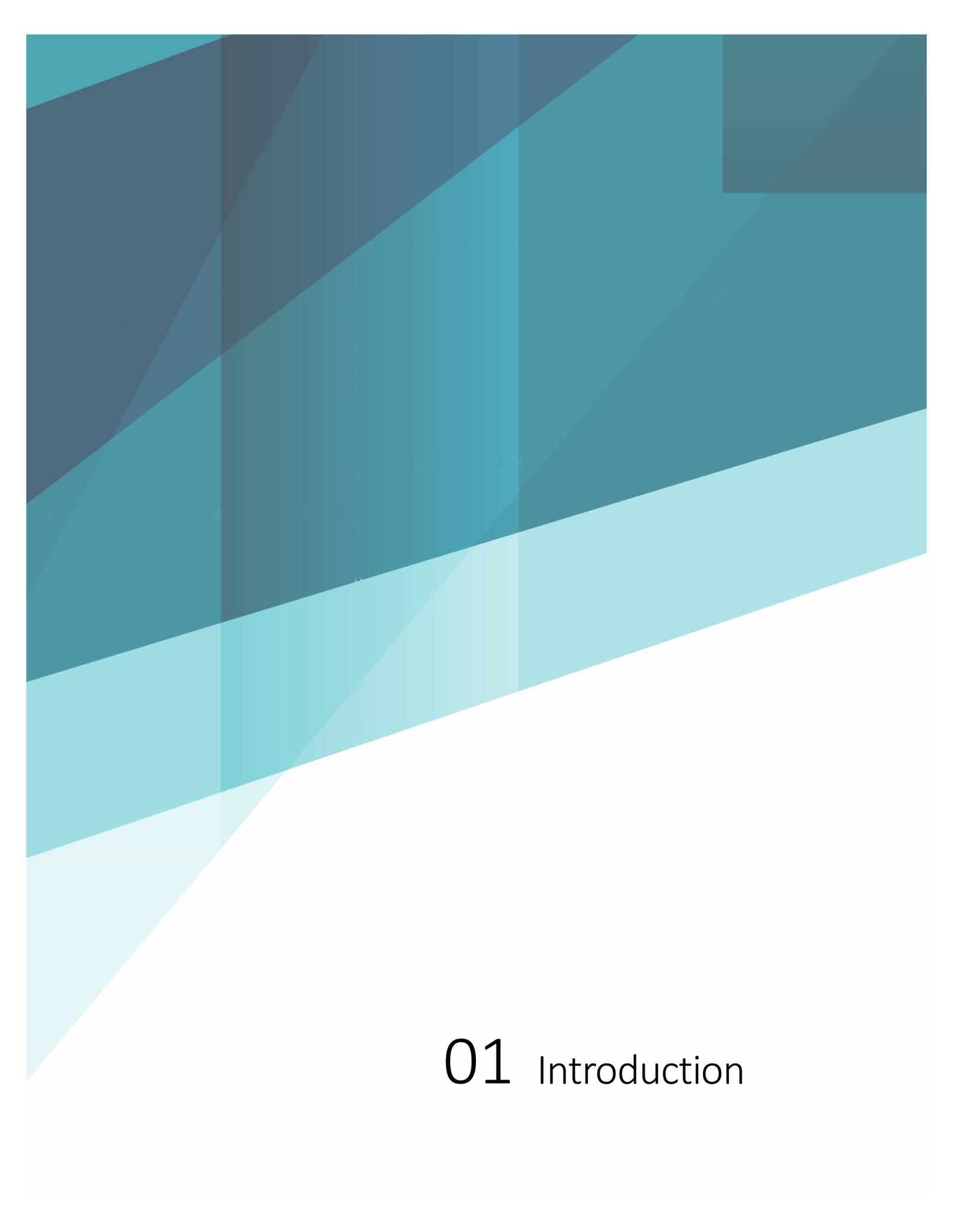
10. Remove some on-street parking and widen sidewalks along the Embarcadero for greater pedestrian access and comfort.

### **Free Parking**

11. Upon a larger, Embarcadero-wide implementation of paid parking (beyond the pilot area), identify and maintain a free parking area and increase utilization of the underutilized public lot (the unpaved lot south of the Stacks).

## **Downtown**

12. Maintain existing two-hour parking time-limits in downtown.
13. Should parking occupancies increase over time due to time limited or paid parking implemented on the Embarcadero, begin actively enforcing the two-hour limit.



# 01 Introduction

# 1. Introduction

The City of Morro Bay engaged Walker Consultants (“Walker”) to conduct a comprehensive parking study of the City’s Embarcadero and downtown. This includes an overview of the existing parking conditions and exploration of parking management options, including paid parking.

This report is organized into three sections: Introduction, Existing Conditions, and Recommendations

## Setting

Morro Bay is located in San Luis Obispo County on California’s Central Coast. The City is known for Morro Rock, a large rock formation located at Morro Rock Beach. The City is also host to the Embarcadero along the waterfront and a quaint downtown. The City is popular tourist destination in the summer and offers a wide variety of outdoor recreational activities.

### Report Outline

1. Introduction

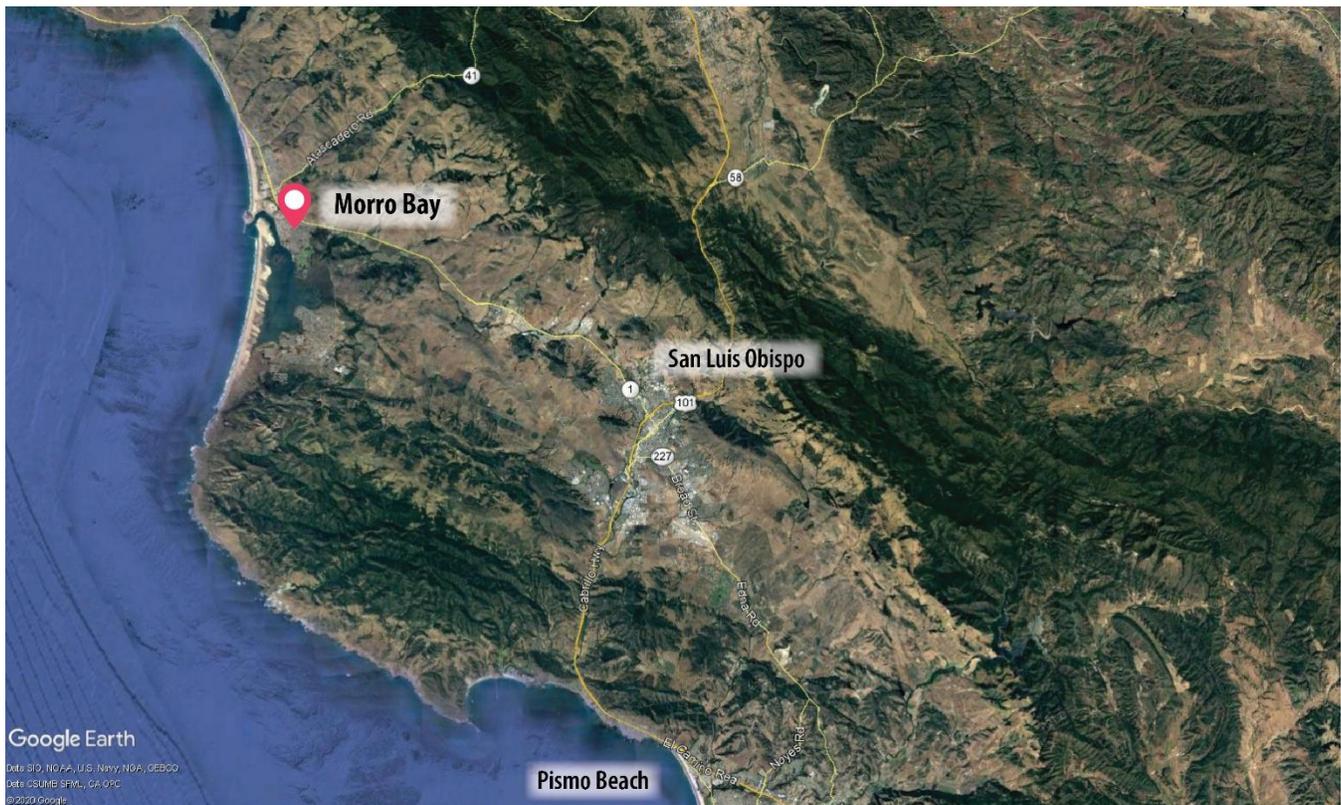


2. Existing Conditions



3. Recommendations

Figure 1: City of Morro Bay Context Map



Source: Aerial Image – Google Earth Professional, 2020; Graphic – Walker Consultants, 2020

As shown in Figure 1, Morro Bay is located along California State Route 1, approximately 13 miles northwest of the City of San Luis Obispo. Morro Bay is accessible from the US 101 from the South and State Route 1 and 41 from the north and east.

Morro Bay has a population of approximately 10,543 people according to the U.S. Census 2019 population estimates. Although the population of Morro Bay residents is relatively low, the City experiences significant tourism activity, likely making its population much higher during the summer and warm fall months.

## Purpose of the Study

The City of Morro Bay's streets, businesses, and piers along its Embarcadero, enhanced by the surrounding natural beauty, attracts large numbers of visitors and their cars to the on- and off-street parking spaces, particularly during the summer and warm fall months. The high demand for parking the City experiences in this area may justify policies, procedures, tools, and technology to manage the demand for parking during busy periods. The City controls on- and off-street parking along its Embarcadero although enforcement of time restricted parking is not actively performed. Signage for restrictions has largely been removed.

While paid parking in some form can be an effective parking management tool, the City would explore the practice only in this context, recognizing that not only is revenue generation not the focus of its parking needs but also that without a high level of parking demand, parking revenue beyond the cost of the paid parking apparatus is unlikely to be generated. As a visitor destination, the City recognizes that the peaks, valleys, and relatively small area experiencing a parking impact may mean that active efforts to manage parking throughout the year may not warrant the investment in time and resources for limited periods and locations.

The City now seeks to understand parking patterns and conditions in the area in order to make a determination as to how practical and beneficial parking planning practices would be to implement. To what extent is there a problem that needs addressing or would the complexity and cost of solutions ultimately be greater than any real issues that require a solution, including considerations of the cost of enforcement, technology, and efforts for compliance with the requirements of the California Coastal Commission (CCC)?

Based on this understanding of the City's goals, Walker seeks to provide these answers in the following body of this report.

## Study Areas

### Embarcadero

The study area includes Morro Bay's Embarcadero from the Stacks to the north and Tidelands Park Boat Ramp Area to the south, including all public on- and off-street parking. Private off-street parking lots with 20 or more parking spaces were also included.

### Downtown

The downtown study area encompasses the area bounded by Harbor Street to the north, Pacific Street to the south, Market Avenue to the west, and Napa Avenue to the East. This includes all public on- and off-street parking within these boundaries as well as private off-street facilities with 20 or more spaces (excluding parking dedicated specifically to hotel uses, which were not included).

The Embarcadero and Downtown study areas are shown in Figure 2.

Figure 2: Embarcadero & Downtown Study Area



Source: Aerial Image – Google Earth Professional, 2020; Graphic – Walker Consultants, 2020

## Morro Rock

Walker also conducted parking occupancy counts within the Morro Rock area, which included five parking areas, labeled as M1-5, in Figure 3.

Figure 3: Morro Rock Study Area



Source: Aerial Image – Google Earth Professional, 2020, Graphic – Walker Consultants, 2020

## Methodology

To complete this study, Walker worked with the City of Morro Bay to gather the required information and develop recommendations. Walker received background information from the City and in partnership developed project parameters, objectives, and worked together to coordinate fieldwork and data collection.

To gain an understanding of the existing parking system, parking occupancy counts were collected during the summer on Thursday, August 6, 2020 every two hours from 10 a.m. to 6 p.m. and on Saturday, August 8, 2020 every two hours from 10 a.m. to 6 p.m. Data collection days were selected in coordination with the City to reflect typically busy summer parking conditions. For off-street parking, occupancy data was collected at noon, 2 p.m., and 6 p.m. A parking length-of-stay analysis was conducted on Friday, August 9, 2020 every hour from 9 a.m. to 5 p.m.

Parking data collection also occurred during the off-season, on Thursday, November 19, 2020 and Saturday, November 21, 2020. Like summer, parking occupancy counts were collected from 10 a.m. to 6 p.m., every two-hours. Off-street parking was counted at noon, 2 p.m., and 6 p.m. Parking length-of-stay data was collected on

Friday, November 20, 2020, every hour from 9 a.m. to 5 p.m. The intent of the data collection effort was to gain an understanding of peak parking conditions on a busy summer weekend and during a typical off-season.

It is noted that data collection occurred during the Covid-19 pandemic, which, in most cases, would impact parking demand. However, given Morro Bay's scenic setting and opportunities for outdoor recreation, and observations from the City, it was determined that despite public health restrictions because of the pandemic, the Embarcadero and downtown were experiencing typical summer conditions.

In addition to parking occupancy counts, Walker also collected length-of-stay data for select on-street and off-street parking within the Embarcadero and downtown study areas. This provided an understanding of how long vehicles were parked on the street.

Recommendations for parking improvements in the Embarcadero and downtown were developed based on the compilation and analysis of existing conditions data and conversations and input from the City.

The following sections of this report provide the existing conditions analyses (Section 2) and proposed recommendations (Section 3). These sections include detailed analysis and findings resulting from the study.



# 02 Existing Conditions

## 2. Existing Conditions

This section provides an overview of the existing parking conditions experienced in the Embarcadero and downtown study areas. This includes the number of parking spaces available within the study area, how occupied these spaces are during peak parking demand, and how long people typically park in each area.

It should be noted that parking occupancy counts were collected during the COVID-19 pandemic. Despite restrictions for the operation of some businesses (e.g., no indoor dining at restaurants), the area appeared to be experiencing typically busy summer conditions. With much of Morro Bay’s draw being its scenic waterfront and outdoor recreational activities, summer activity appeared to be similar with what we would expect to be pre-COVID levels. However, because some restrictions were still in place at the time of data collection, parking demand during normal summer conditions may vary.

### Parking Supply

Walker identified 1,136± parking spaces in the Embarcadero study area and 457± spaces in the downtown study area. The combined study areas have a supply of 1,593± spaces.

The Embarcadero area includes 383± on-street parking spaces and 753± off-street spaces. The off-street parking supply consists of public parking facilities as well as the private lot which serves Giovanni’s Fish Market & Galley (24 spaces) and an additional lot that serves multiple businesses including Surf Shop and Wavelengths Boardshop (27 spaces).

The downtown area includes 369± on-street spaces and 88± off-street spaces. The off-street parking supply included one private parking lot serving Bank of America (49 spaces) and one public lot (39 spaces).

Figure 5 summarizes the Embarcadero and downtown parking supplies.

### Parking Restrictions and Enforcement

Parking is currently unrestricted within the Embarcadero study area, except for private lots which are restricted to customer-parking only.

Within downtown, there are two-hour posted time limits in some areas, including the main downtown core and Morro Bay Boulevard. Some side streets also have two-hour limits including Napa Avenue, Monterey Avenue, and Main Street. The two-hour limit is effective from 8 a.m. to 6 p.m., daily, except Sundays and holidays.

Figure 4: Embarcadero & Downtown Parking Supply

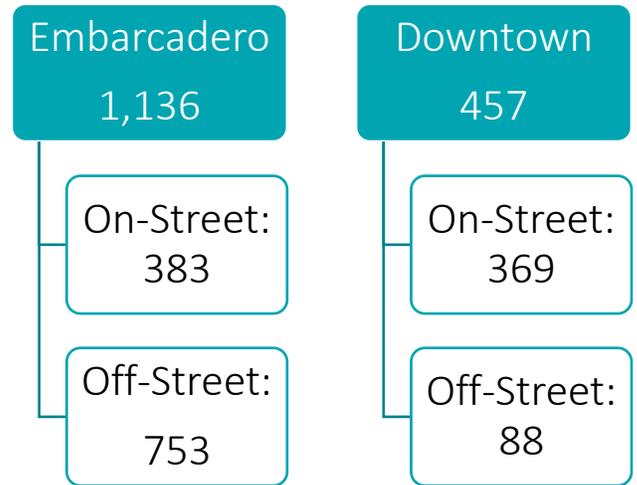


Figure 5: Existing Time-Limit in Downtown



Source: Walker Consultants, 2020

Based on conversations with the City, time limits are not currently enforced.

## Existing Summer Parking Conditions

Walker evaluated parking demand in the Embarcadero and downtown study area by conducting occupancy counts of parked cars on one weekday and one weekend. Weekday occupancy counts were conducted every two hours on Thursday, August 6, 2020 from 10 a.m. to 6 p.m. Weekend counts were conducted on Saturday, August 8, 2020 every two hours from 10 a.m. to 6 p.m. Data collection days were selected in coordination with the City to reflect typically busy summer parking conditions. For off-street parking, occupancy data was collected at noon, 2 p.m., and 6 p.m.

It should be noted that parking occupancy counts were collected during the COVID-19 pandemic. Despite restrictions for the operation of some businesses (e.g., no indoor dining at restaurants), the area appeared to be experiencing typically busy summer conditions. With much of Morro Bay's draw being its scenic waterfront and outdoor recreational activities, summer activity appeared to be similar with what we would expect to be pre-COVID levels. However, because some restrictions were still in place at the time of data collection, parking demand during normal summer conditions may vary.

Overall, peak parking demand occurred at noon on the weekend for both the Embarcadero and downtown. Weekday peak parking demand also occurred at noon, but parking demand was found to be higher on the weekend than the weekday.

During the noon weekend peak, the Embarcadero experienced a parking utilization rate (the percent of parking spaces occupied) of 86%. Downtown parking had a utilization rate of 72% during the weekend noon peak. Combined, these study areas experienced an overall utilization rate of 82% during the weekend noon peak.

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*Peak parking demand occurred at **noon** on the weekend. At this time, **Embarcadero** parking was 86% occupied and **downtown** parking was 72% occupied. The areas combined were 82% occupied.*

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For the purposes of data collection, the Embarcadero was divided into four areas - Areas A, B, C, and D:

- Area A (northern end): Stacks to Beach Street
- Area B ("core" of the Embarcadero): Beach Street to Marina Street
- Area C: Marine Street to the end of the main Embarcadero area, ending at 456 Embarcadero
- Area D: South of the main area to Tidelands Park and the boat ramp launch area.

Further analysis of parking demand observed in each study area is included in the following sections.

## Embarcadero

### Weekday Parking Demand

Weekday peak parking demand occurred at noon with 759± spaces occupied, 377± spaces available, and a utilization rate of 67%. On-street parking was 76% occupied and off-street parking was 62% occupied.

The highest parking demand occurred in Area B, the core of the Embarcadero, where the majority of popular shops and restaurants are located, between Beach Street and Marina Street. In this area, the parking utilization rate was 96%. In comparison, parking demand was lower in the other subareas (43%, 52%, and 72% utilization rate).

Peak weekday parking demand for the Embarcadero is summarized in Table 1.

Table 1: Embarcadero Weekday Summer Peak Parking Demand Summary - Noon

Embarcadero Areas	Supply	Occupancy	Utilization
<b>Area A – Stacks to Beach Street</b>			
On-Street	92	40	43%
Off-Street	465	252	54%
<b>Total</b>	<b>557</b>	<b>292</b>	<b>52%</b>
<b>Area B – Beach Street to Pacific Street</b>			
On-Street	208	200	96%
Off-Street	149	145	97%
<b>Total</b>	<b>340</b>	<b>325</b>	<b>96%</b>
<b>Area C – Marina Street to 456 Embarcadero</b>			
On-Street	75	49	65%
Off-Street	20	19	95%
<b>Total</b>	<b>95</b>	<b>68</b>	<b>72%</b>
<b>Area D – 456 Embarcadero to Tide Lands Park</b>			
On-Street	8	3	38%
Off-Street	119	51	43%
<b>Total</b>	<b>127</b>	<b>54</b>	<b>43%</b>
<b>Total Embarcadero Area</b>			
On-Street	383	292	76%
Off-Street	753	467	62%
<b>Total</b>	<b>1,136</b>	<b>759</b>	<b>67%</b>

Source: Walker Consultants, 2020

### Weekend Peak Parking Demand

Weekend peak parking demand occurred at noon with 981± spaces occupied, 155± spaces available, and a utilization rate of 86%. Like weekday counts, Area B experienced the highest utilization rate at 98%. However, unlike the weekday, the remaining areas of the Embarcadero were also highly utilized, as Area C and Area D had a utilization rate over 90%. Most of the unoccupied parking spaces in Area A were observed within the large unpaved lot located just south of the Stacks and adjacent to the Morro Bay Maritime Museum. This lot was not utilized during the peak times during the weekday or weekend.

In general, weekend parking demand is significantly higher than on the weekday. Peak weekend parking demand for the Embarcadero is summarized in Table 2.

Table 2: Embarcadero Weekend Summer Peak Parking Demand Summary - Noon

Embarcadero Subareas	Supply	Occupancy	Utilization
<b>Area A – Stacks to Beach Street</b>			
On-Street	92	92	100%
Off-Street	465	334	72%
<b>Total</b>	<b>557</b>	<b>426</b>	<b>76%</b>
<b>Area B – Beach Street to Pacific Street</b>			
On-Street	208	201	97%
Off-Street	149	148	99%
<b>Total</b>	<b>340</b>	<b>332</b>	<b>98%</b>
<b>Area C – Marina Street to 456 Embarcadero</b>			
On-Street	75	69	92%
Off-Street	20	19	95%
<b>Total</b>	<b>95</b>	<b>88</b>	<b>93%</b>
<b>Area D – 456 Embarcadero to Tide Lands Park</b>			
On-Street	8	3	100%
Off-Street	119	51	92%
<b>Total</b>	<b>127</b>	<b>54</b>	<b>93%</b>
<b>Total Embarcadero Area</b>			
On-Street	383	370	97%
Off-Street	753	611	81%
<b>Total</b>	<b>1,136</b>	<b>964</b>	<b>86%</b>

Source: Walker Consultants, 2020

## Downtown Parking Demand

Weekday peak parking demand occurred in downtown at noon, with 216± spaces occupied, 241± spaces available, and a utilization rate of 47%.

On the weekend, peak parking demand occurred at noon with 327± spaces occupied, 130± spaces available, and a utilization rate of 72%. Like the Embarcadero, utilization of downtown parking was notably higher on weekends than during the weekday. Additionally, the Morro Bay Farmer’s Market occurs on Saturdays along Morro Bay Boulevard and Main Street. Some parking along these two downtown streets was blocked off for the market, which contributed to the higher utilization.

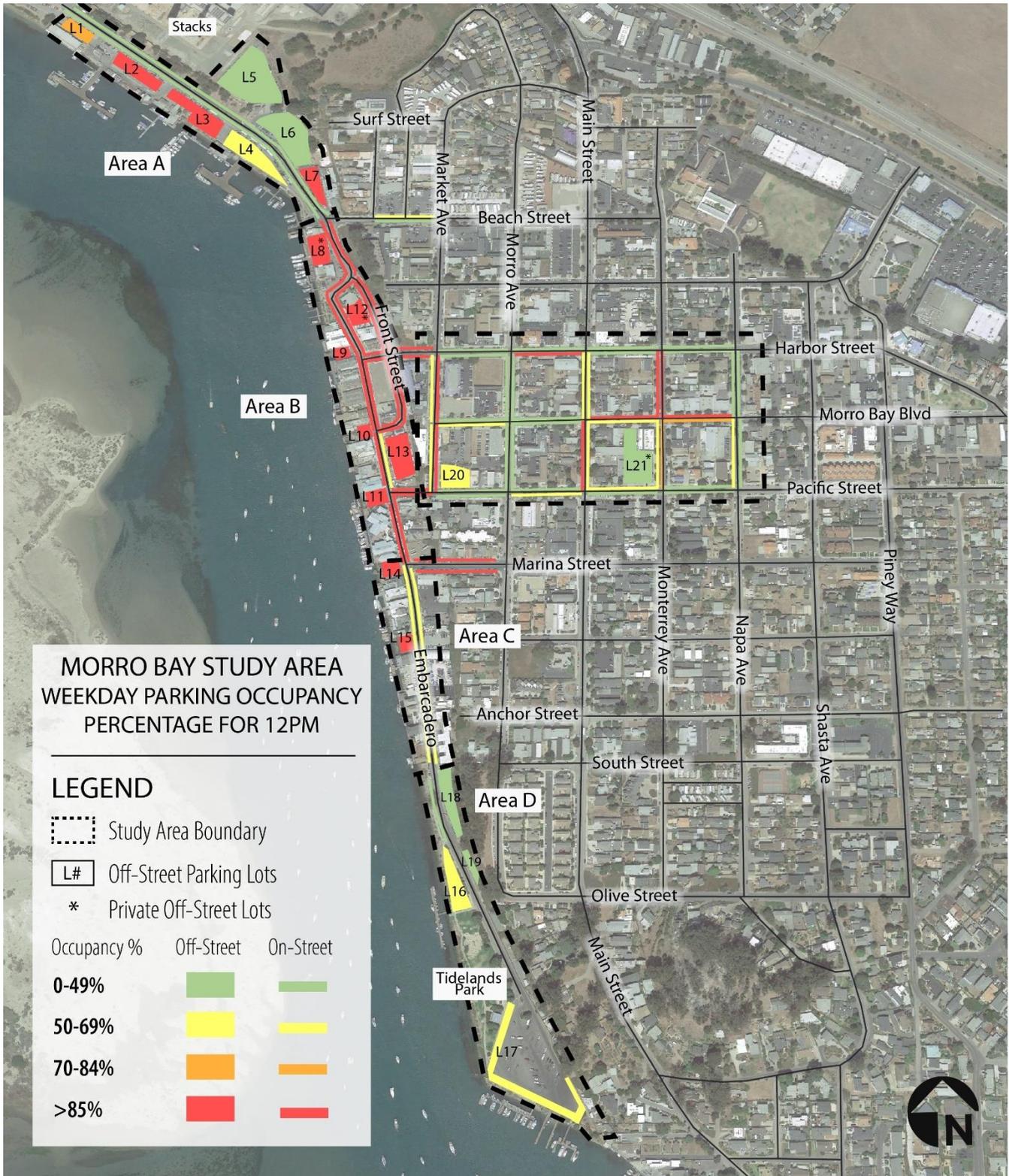
Table 3: Downtown Parking Demand Summary - Noon

Supply: 457	Occupancy	Utilization
<b>Weekday</b>	216	47%
<b>Weekend</b>	327	72%

Source: Walker Consultants, 2020

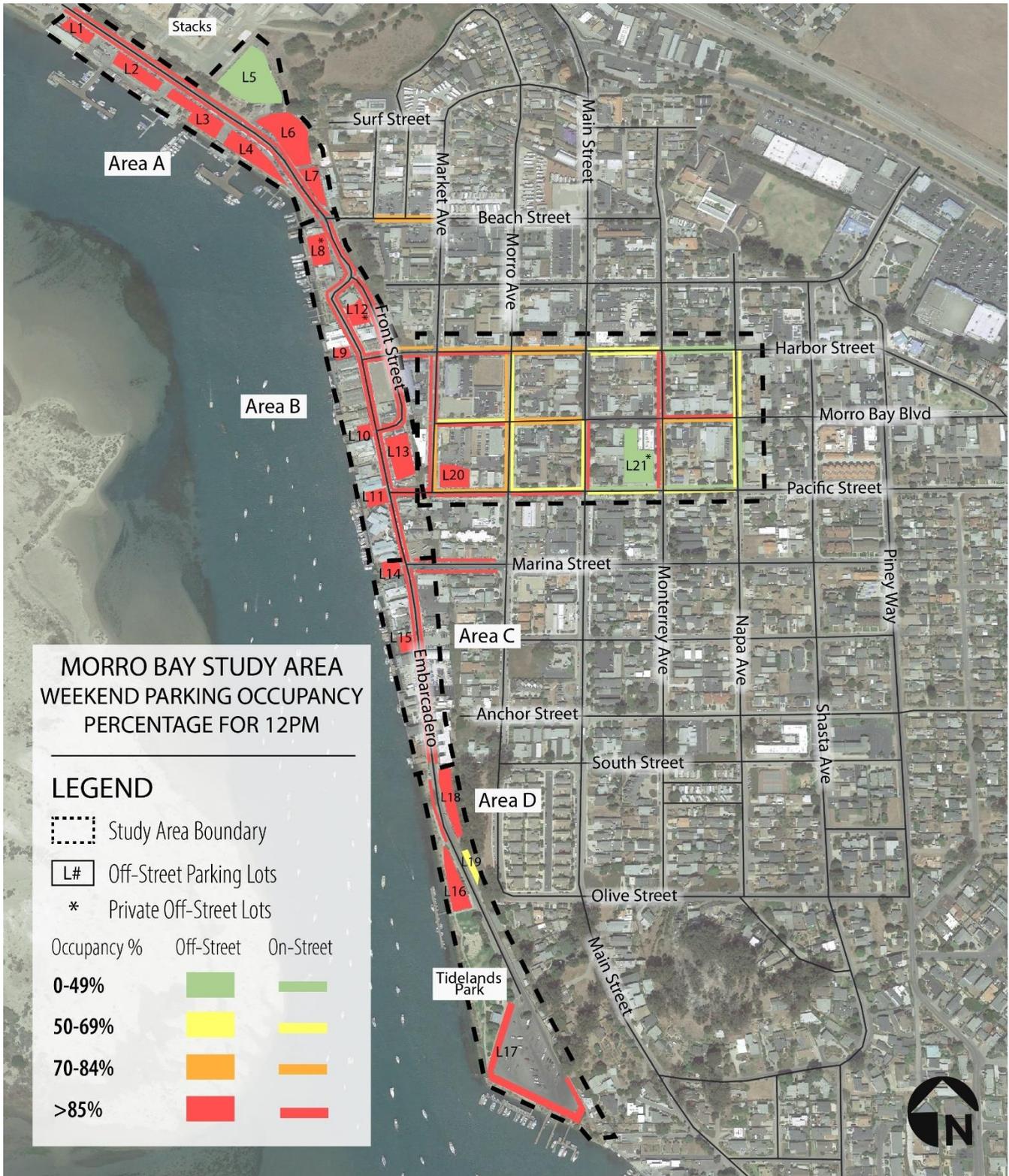
Figure 6 shows existing peak parking demand within the Embarcadero and downtown study areas and Figure 7 shows the weekend.

Figure 6: Summer Weekday Peak Parking Demand - Noon



Source: Aerial Image – Google Earth Professional, Graphic – Walker Consultants, 2020

Figure 7: Summer Weekend Peak Parking Demand - Noon



Source: Aerial Image – Google Earth Professional, 2020, Graphic – Walker Consultants, 2020

## Parking Demand Over Time

On both weekdays and weekends, parking occupancy was found to be low in the morning, peak around lunchtime, and gradually decline throughout the day. Parking demand experienced throughout the day for both on- and off-street parking are shown in Table 4 and Table 5 for the weekday and weekend.

Table 4: Weekday Parking Demand Over Time

	Supply	10 AM		12PM		2PM		4PM		6PM	
		#	%	#	%	#	%	#	%	#	%
<b>Embarcadero</b>											
On-Street	366	112	31%	272	74%	260	71%	230	63%	168	46%
Off-Street	753			467	67%	441	59%			286	38%
<b>Total</b>	<b>119</b>			<b>739</b>	<b>66%</b>	<b>701</b>	<b>63%</b>			<b>454</b>	<b>41%</b>
<b>Downtown</b>											
On-Street	369	135	37%	186	50%	163	44%	130	35%	99	27%
Off-Street	88			30	34%	14	16%			10	11%
<b>Total</b>	<b>457</b>			<b>216</b>	<b>47%</b>	<b>177</b>	<b>39%</b>			<b>109</b>	<b>24%</b>

Source: Walker Consultants, 2020

Table 5: Weekend Parking Demand Over Time

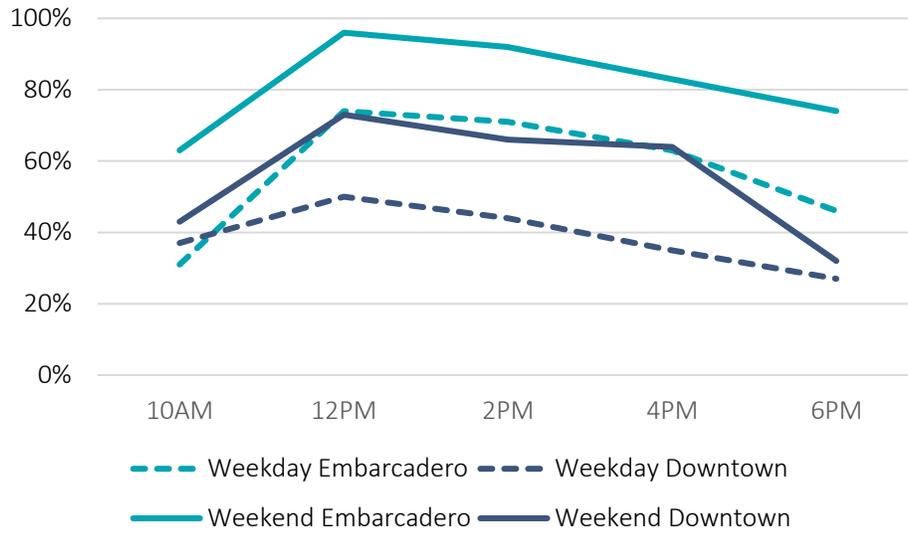
	Supply	10 AM		12PM		2PM		4PM		6PM	
		#	%	#	%	#	%	#	%	#	%
<b>Embarcadero</b>											
On-Street	366	229	63%	353	96%	336	92%	303	83%	272	74%
Off-Street	753			611	81%	600	80%			433	58%
<b>Total</b>	<b>119</b>			<b>964</b>	<b>86%</b>	<b>936</b>	<b>84%</b>			<b>705</b>	<b>63%</b>
<b>Downtown</b>											
On-Street	369	158	43%	268	73%	244	66%	237	64%	119	32%
Off-Street	88			59	67%	58	66%			43	88%
<b>Total</b>	<b>457</b>			<b>327</b>	<b>72%</b>	<b>262</b>	<b>66%</b>			<b>162</b>	<b>35%</b>

Source: Walker Consultants, 2020

On-street parking demand observed throughout the day is shown graphically in Figure 8 and total utilization for both the Embarcadero and downtown are shown in Figure 9.

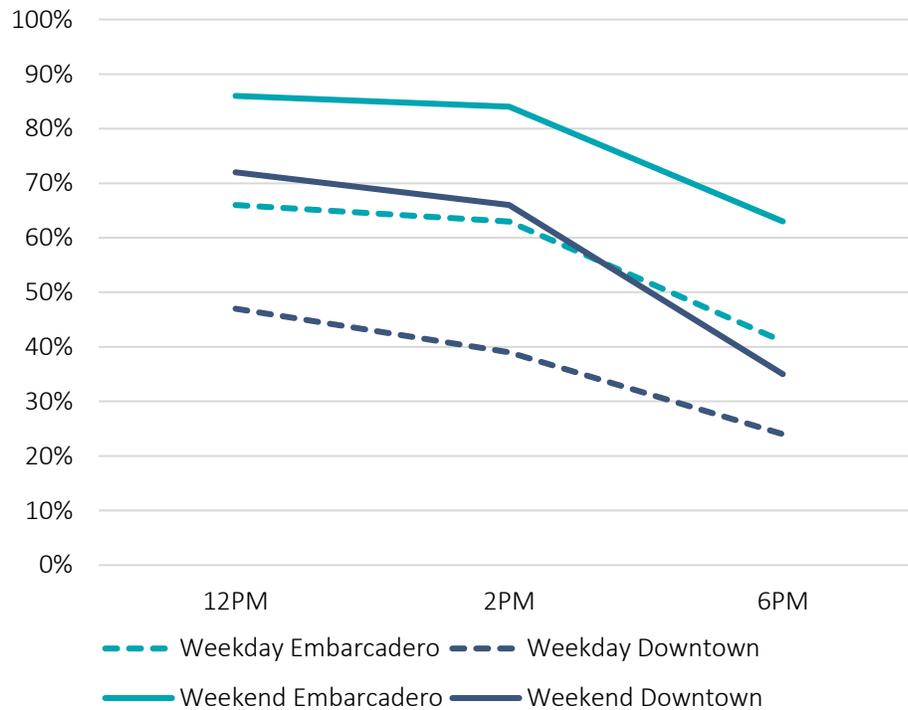


Figure 8: On-Street Utilization Over Time



Source: Walker Consultants, 2020

Figure 9: Parking Utilization Over Time (On- & Off-Street Combined)



Source: Walker Consultants, 2020

## Morro Rock

Walker also conducted a high-level review of parking occupancies experienced in the Morro Rock area at 12 p.m., 2 p.m., and 6 p.m. during the weekday and weekend parking occupancy counts. Parking supply was estimated based on how many cars were parked and aerial imagery, as most were dirt lots with no striping. Some spaces were striped in the main Morro Rock lot, which was included in the count.

Peak weekday parking demand in the Morro Rock Area occurred at noon with 198± spaces occupied and a utilization rate of 52%.

Weekend parking demand was significantly higher, peaking at 2 p.m. with 341± spaces occupied and a utilization rate of 89%.

Morro Rock parking demand is summarized in Table 6 and Table 8 and shown graphically in Figure 10 and Figure 11.

Table 6: Morro Rock Area Weekday Summer Parking Demand

	Supply	12PM		2PM		6PM	
		#	%	#	%	#	%
M1	272	109	40%	101	37%	82	30%
M2	65	53	82%	62	95%	59	91%
M3	16	12	75%	14	88%	12	75%
M4	13	9	69%	12	92%	3	23%
M5	18	15	83%	6	33%	5	28%
<b>Total</b>	<b>384</b>	<b>198</b>	<b>52%</b>	<b>195</b>	<b>51%</b>	<b>161</b>	<b>42%</b>

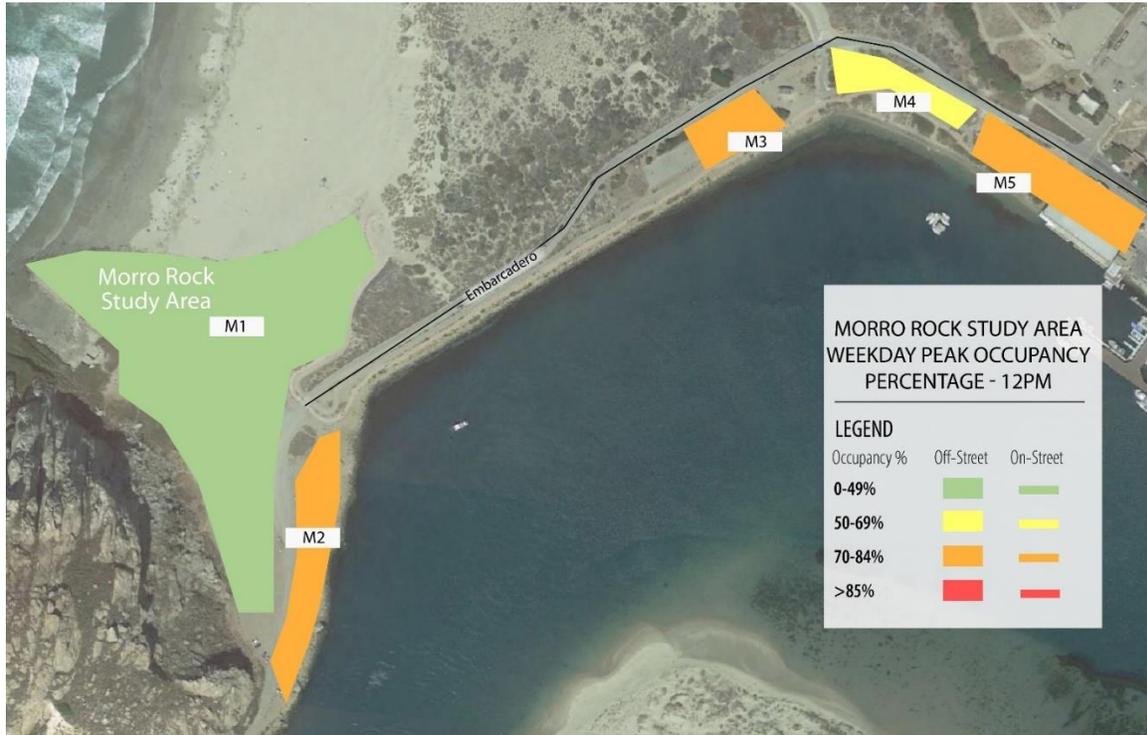
Source: Walker Consultants, 2020

Table 7: Morro Rock Study Area Weekend Summer Parking Demand

	Supply	12PM		2PM		6PM	
		#	%	#	%	#	%
M1	272	218	80%	230	85%	218	80%
M2	65	65	100%	65	100%	63	97%
M3	16	13	81%	15	94%	13	81%
M4	13	13	100%	13	100%	12	92%
M5	18	18	100%	18	100%	14	78%
<b>Total</b>	<b>384</b>	<b>327</b>	<b>85%</b>	<b>341</b>	<b>89%</b>	<b>320</b>	<b>83%</b>

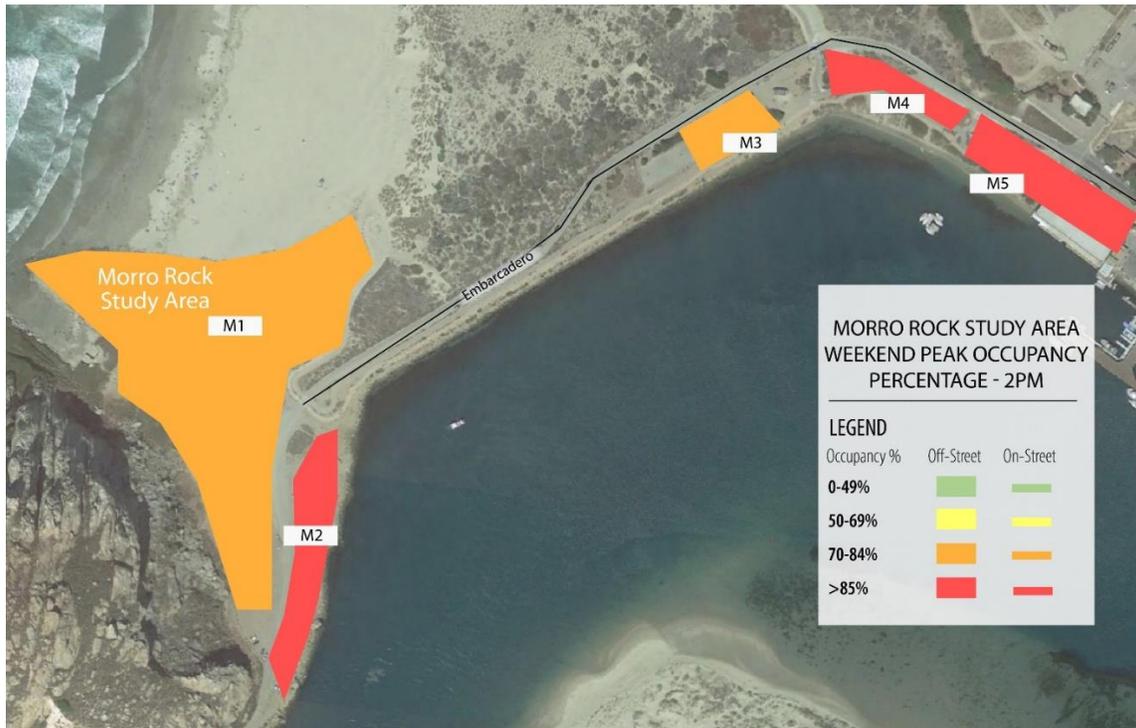
Source: Walker Consultants, 2020

Figure 10: Morro Rock Study Area Weekday Summer Peak Parking Occupancy - Noon



Source: Aerial Image – Google Earth Professional, 2020, Graphic – Walker Consultants, 2020

Figure 11: Morro Rock Study Area Weekend Peak Parking Occupancy - 2 PM



Source: Aerial Image – Google Earth Professional, 2020, Graphic – Walker Consultants, 2020

## How Long Do People Park?

During summer data collection, Walker conducted a parking length-of-stay analysis in the core area of the Embarcadero, from Pacific Street to the northern edge of Anchor Memorial Park. A length-of-stay analysis was also conducted in downtown on Morro Bay Boulevard between Napa Avenue and Main Street.

To understand how often cars leave a space, or turnover, a license plate inventory (LPI) was collected hourly from 9 a.m. to 5 p.m. The LPI inventory was conducted by collecting the last four digits of all license plates within the turnover study area. An LPI assists in understanding how long a vehicle is parked in a space, if there are areas with low turnover, and/or if cars are parked longer than the hourly time limits posted.

In general, most vehicles were parked for one or two hours in both the Embarcadero and downtown. However, there were some vehicles parked for three or more hours, especially in the Embarcadero.

With no posted time limit on the Embarcadero, cars parked longer-term are not violating any restrictions. Of the vehicle data collected, there were 50 cars parked in the Embarcadero for three or more hours. If 50% of these cars represent owners or employees of businesses that could park elsewhere, 25 spaces could have parked customers. With a turnover of approximately every two hours, this could mean a capacity of 75 to 100 or more customer cars on busy days.

In downtown, the length-of-stay data indicates that most parkers abided by the posted two-hour time limit on Morro Bay Boulevard. However, there were nine vehicles parked for three or more hours, violating the posted limit.

Table 8: Summer Parking Length-of-Stay Data Summary

Hours	1	2	3	4	5	6	7	8
<b>Embarcadero</b>								
Plates Collected:	178	66	18	9	8	9	3	3
294								
Percent	61%	22%	6%	3%	3%	3%	1%	1%
<b>Downtown</b>								
Plates Collected:	118	12	3	2	1	2	0	1
139								
Percent	85%	9%	2%	1%	1%	1%	0%	1%

Source: Walker Consultants, 2020

## Existing Off-Season Parking Conditions

To understand parking conditions during non-summer peak season months, Walker collected parking occupancy data on one day during the weekday and weekend in November 2020, and turnover data on Friday November 20, 2020.

Weekday parking occupancy counts were collected on Thursday, November 19, 2020 and Saturday, November 21, 2020. Like summer, parking occupancy counts were collected from 10 a.m. to 6 p.m., every two-hours. Off-street parking was counted at noon, 2 p.m., and 6 p.m.

Like summer conditions, peak parking demand occurred at noon on the weekend in both downtown and the Embarcadero. The weekday peak also occurred at noon in both areas.

During the weekend peak, the Embarcadero was 67% occupied and downtown was 52% occupied.

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*During the off-season, peak parking demand occurred at **noon** on the weekend. At this time, **Embarcadero** parking along the entire study area was 67% occupied and **downtown** parking was 52% occupied. The areas combined were 62% occupied.*

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When compared to summer conditions, peak parking occupancy was significantly lower than during the off-season in November.

Table 9: Comparison of Summer and Off-Season Parking Utilization

	Embarcadero		Downtown	
	Summer	Off-Season	Summer	Off-Season
<b>Weekend</b>	82%	67%	72%	52%
<b>Weekday</b>	67%	42%	47%	38%

Source: Walker Consultants, 2021

## Embarcadero

### Weekday Parking Demand

Peak parking demand occurred on the weekday at noon. At this time, 476± spaces were occupied, 660± spaces were available, with a utilization rate of 42%. Similar to summer conditions, Area B was the most highly utilized area along the Embarcadero. Weekday peak parking is summarized in Table 10.

Table 10: Embarcadero Weekday Off-Season Peak Parking Demand Summary - Noon

Embarcadero Areas	Supply	Occupancy	Utilization
<b>Area A – Stacks to Beach Street</b>			
On-Street	92	28	30%
Off-Street	465	153	33%
<b>Total</b>	<b>557</b>	<b>181</b>	<b>32%</b>
<b>Area B – Beach Street to Pacific Street</b>			
On-Street	208	97	47%
Off-Street	149	84	56%
<b>Total</b>	<b>340</b>	<b>181</b>	<b>51%</b>
<b>Area C – Marina Street to 456 Embarcadero</b>			
On-Street	75	26	35%
Off-Street	20	18	90%
<b>Total</b>	<b>95</b>	<b>68</b>	<b>46%</b>
<b>Area D – 456 Embarcadero to Tide Lands Park</b>			
On-Street	8	2	25%
Off-Street	119	68	57%
<b>Total</b>	<b>127</b>	<b>54</b>	<b>43%</b>
<b>Total Embarcadero Area</b>			
On-Street	383	153	40%
Off-Street	753	323	43%
<b>Total</b>	<b>1,136</b>	<b>476</b>	<b>42%</b>

Source: Walker Consultants, 2020

### Weekend Parking Demand

Weekend peak parking demand also occurred at noon with 756± spaces occupied, 380± spaces available, and a utilization rate of 67%.

Area B continued to be the most highly utilized subarea. These results are shown in Table 11.

Table 11: Embarcadero Weekend Off-Season Peak Parking Demand Summary - Noon

Embarcadero Areas	Supply	Occupancy	Utilization
<b>Area A – Stacks to Beach Street</b>			
On-Street	92	57	62%
Off-Street	465	259	56%
<b>Total</b>	<b>557</b>	<b>316</b>	<b>57%</b>
<b>Area B – Beach Street to Pacific Street</b>			
On-Street	208	191	92%
Off-Street	149	143	96%
<b>Total</b>	<b>340</b>	<b>334</b>	<b>94%</b>
<b>Area C – Marina Street to 456 Embarcadero</b>			
On-Street	75	39	52%
Off-Street	20	16	80%
<b>Total</b>	<b>95</b>	<b>55</b>	<b>58%</b>
<b>Area D – 456 Embarcadero to Tide Lands Park</b>			
On-Street	8	1	13%
Off-Street	119	50	42%
<b>Total</b>	<b>127</b>	<b>54</b>	<b>43%</b>
<b>Total Embarcadero Area</b>			
On-Street	383	288	75%
Off-Street	753	468	62%
<b>Total</b>	<b>1,136</b>	<b>756</b>	<b>67%</b>

Source: Walker Consultants, 2020

## Downtown Parking Demand

Weekday peak parking demand occurred in downtown at noon, with 175± spaces occupied, 282± spaces available, and a utilization rate of 38%.

On the weekend, peak parking demand occurred at noon with 237± spaces occupied, 220± spaces available, and a utilization rate of 52%.

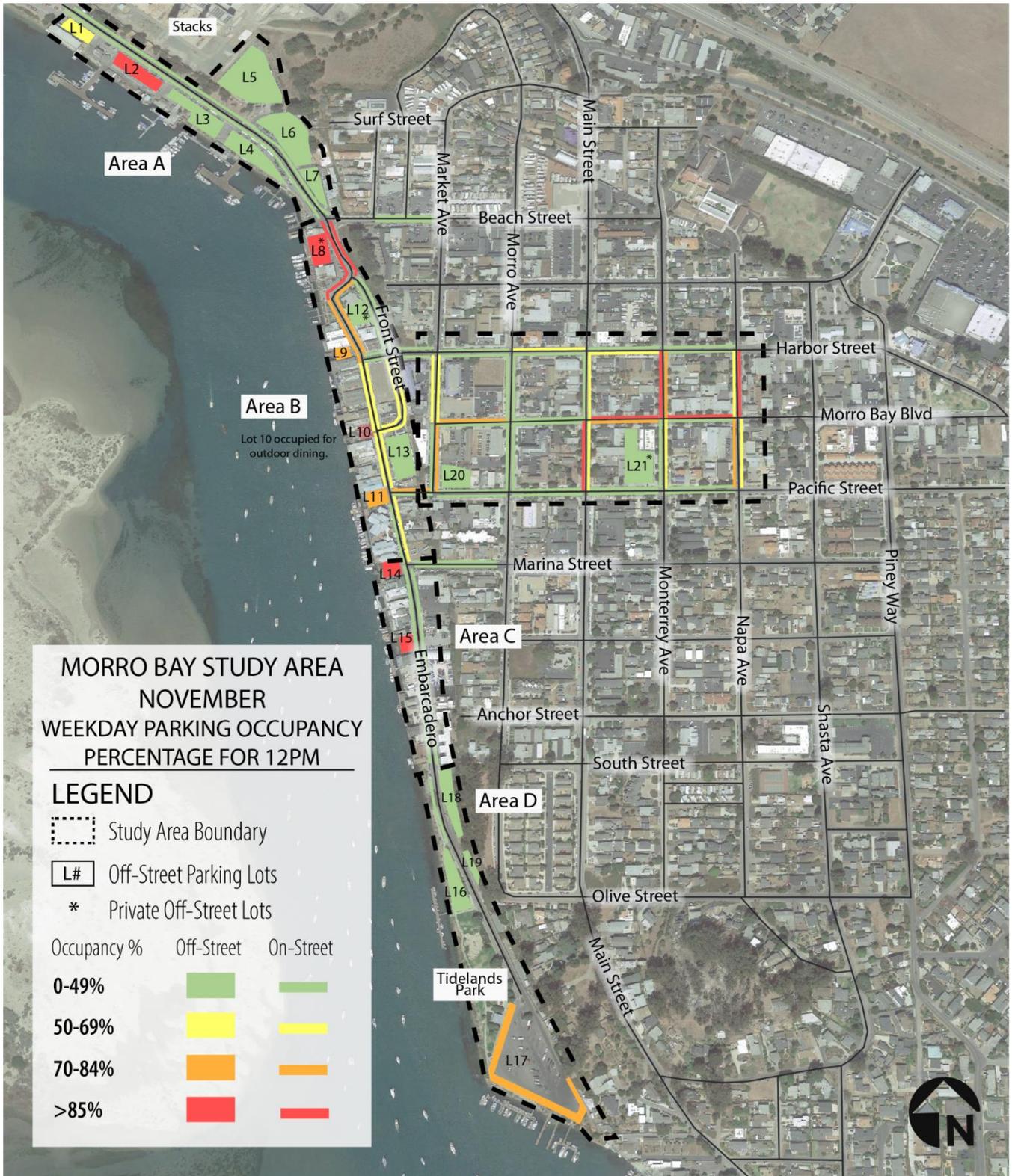
Table 12: Downtown Off-Season Parking Demand Summary - Noon

	Supply: 457	Occupancy	Utilization
<b>Weekday</b>		175	38%
<b>Weekend</b>		237	52%

Source: Walker Consultants, 2020

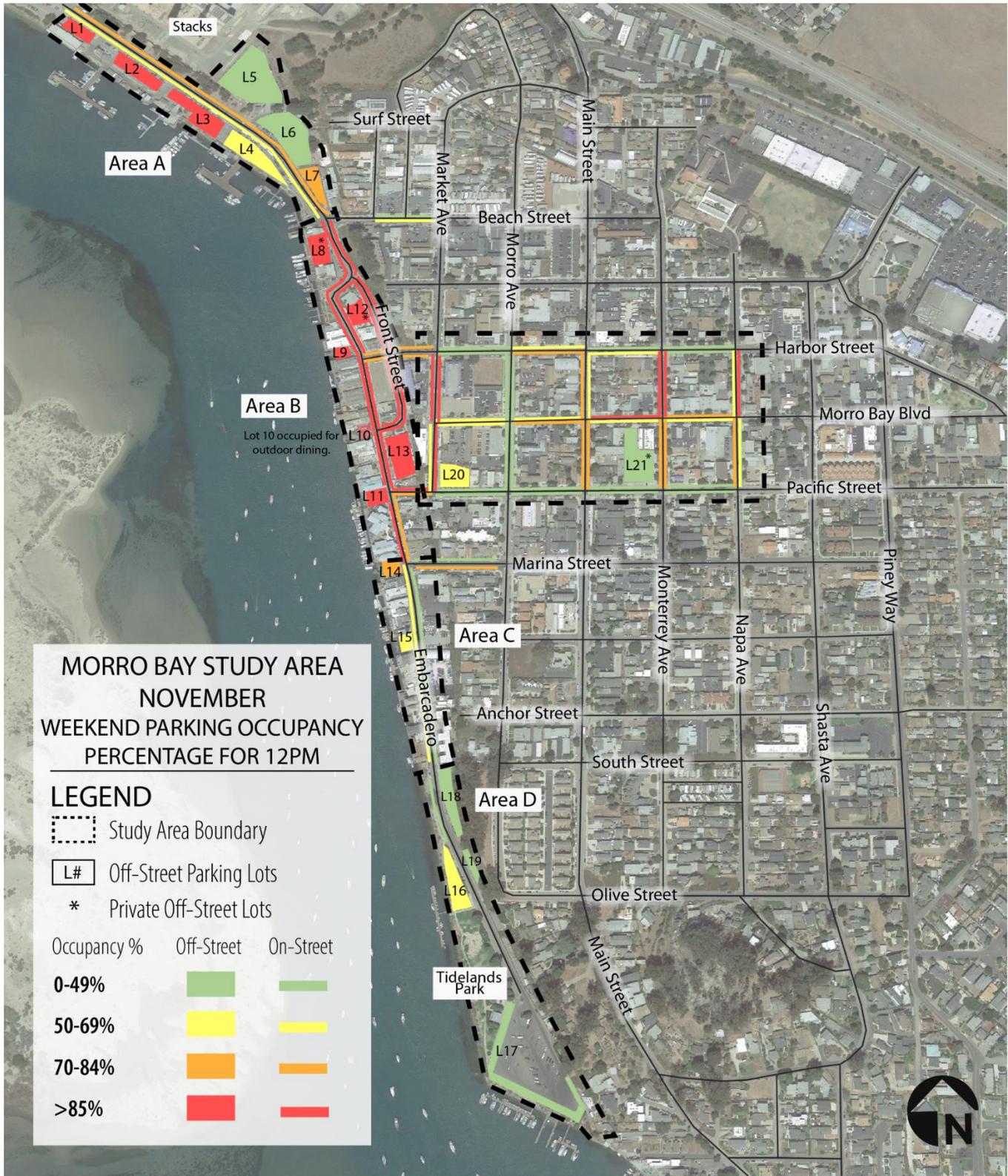
Figure 12 shows graphically existing off-season peak parking demand within the Embarcadero and downtown study areas and Figure 13 shows the weekend.

Figure 12: Off-Season Weekday Peak Parking Demand - Noon



Source: Aerial Image – Google Earth Professional, Graphic – Walker Consultants, 2020

Figure 13: Off-Season Weekend Peak Parking Demand - Noon



Source: Aerial Image – Google Earth Professional, Graphic – Walker Consultants, 2020

## Morro Rock

Like summer data collection, Walker conducted a high-level review of parking occupancies experienced in the Morro Rock area at 12 p.m., 2 p.m., and 6 p.m. during the weekday and weekend parking occupancy counts.

Peak weekday parking demand in the Morro Rock Area occurred at noon with 90± spaces occupied and a utilization rate of 25%.

Weekend parking demand was higher, peaking at noon with 247± spaces occupied and a utilization rate of 67%.

Morro Rock parking demand is summarized in Table 13 and Table 14 and shown graphically in Figure 12 and Figure 13.

Table 13: Morro Rock Area Weekday Off-Season Parking Demand

	Supply	12PM		2PM		6PM	
		#	%	#	%	#	%
M1	272	68	23%	50	18%	30	11%
M2	65	15	25%	18	28%	10	15%
M3	16	4	23%	5	31%	1	6%
M4	13	3	23%	3	23%	0	0%
M5	Lot was closed for construction vehicle parking						
<b>Total</b>	366	<b>90</b>	<b>25%</b>	76	21%	41	11%

Source: Walker Consultants, 2020

Table 14: Morro Rock Area Weekend Off-Season Parking Demand

	Supply	12PM		2PM		6PM	
		#	%	#	%	#	%
M1	272	163	60%	100	60%	20	7%
M2	65	58	89%	20	89%	8	12%
M3	16	14	88%	5	88%	2	13%
M4	13	12	92%	5	92%	0	0%
M5	Lot was closed for construction vehicle parking						
<b>Total</b>	366	<b>247</b>	<b>67%</b>	130	36%	30	8%

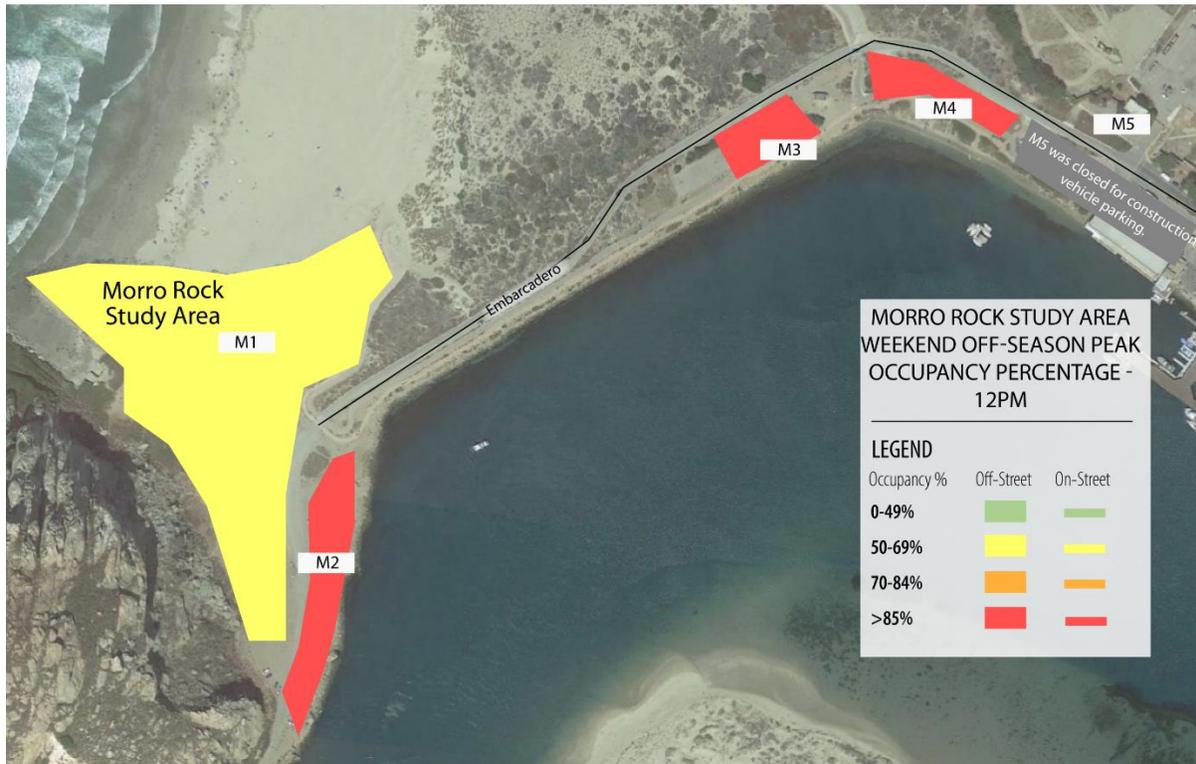
Source: Walker Consultants, 2020

Figure 14: Morro Rock Study Area Weekday Off-Season Peak Parking Occupancy - Noon



Source: Aerial Image – Google Earth Professional, 2020, Graphic – Walker Consultants, 2020

Figure 15: Morro Rock Study Area Weekend Off-Season Peak Parking Occupancy - Noon



Source: Aerial Image – Google Earth Professional, 2020, Graphic – Walker Consultants, 2020

## How Long Do People Park?

Like for summer data collection, Walker conducted a parking length-of-stay analysis in the core area of the Embarcadero, from Pacific Street to the northern edge of Anchor Memorial Park. A length-of-stay analysis was also conducted in downtown on Morro Bay Boulevard between Napa Avenue and Main Street.

In general, the majority of vehicles were parked for one or two hours in both the Embarcadero and downtown. However, there were some vehicles parked for three or more hours, especially in the Embarcadero.

Of the vehicle data collected, there were 43 cars parked in the Embarcadero for three or more hours. As stated under summer conditions, if 50% of these cars represent owners or employees of businesses that could park elsewhere, 26 spaces could have parked customers. With a turnover of approximately every two hours, this could mean a capacity of 75 to 100 or more customer cars on busy days.

In downtown, the length-of-stay data indicates that most parkers abided by the posted two-hour time limit on Morro Bay Boulevard. However, there were nine vehicles parked for three or more hours, violating the posted limit.

Table 15: Off-Season Parking Length-of-Stay Data Summary

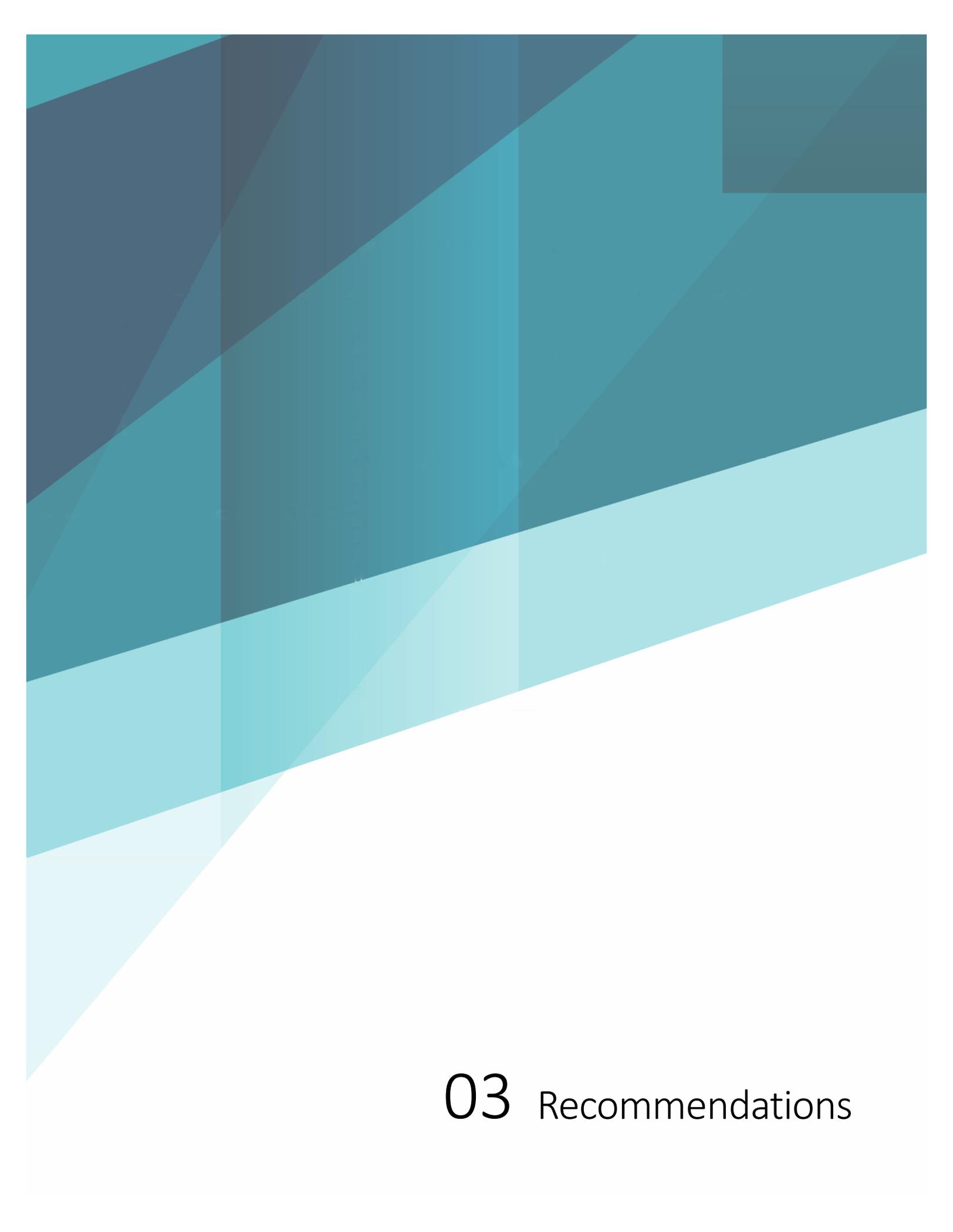
Hours	1	2	3	4	5	6	7	8
<b>Embarcadero</b>								
<b>Plates Collected:</b> 238	140	55	17	10	6	6	2	2
<b>Percent</b>	59%	23%	7%	4%	3%	3%	1%	1%
<b>Downtown</b>								
<b>Plates Collected:</b> 119	98	12	3	2	1	2	1	0
<b>Percent</b>	82%	10%	3%	2%	1%	2%	1%	0%

Source: Walker Consultants, 2020

## Conclusions and Major Findings

Based on the data collection conducted during the summer and the off-season in November, the following summarizes the major findings:

- Summer parking conditions were significantly busier than off-season parking conditions, for both the Embarcadero and downtown.
- Lunchtime, at noon, was found to be the peak period of parking demand during every condition analyzed for both the Embarcadero and downtown. This strongly suggests that the overlap of restaurant and coastal access are key drivers of parking demand.
- The Embarcadero was found to experience significantly higher parking occupancies than downtown.
- The most utilized segment of the Embarcadero was what we designated as Area B, between Beach Street and Pacific Street. This area was found to experience high occupancies during peak parking demand on both weekdays and weekends in summer and during the off-season. This is likely due to the high concentration of popular restaurants and shops in this area, as well as scenic views of the bay.
- Overall, most visitors park in the Embarcadero and downtown for one or two hours, though there are likely a significant number of employees parking for four or more hours in prime customer parking locations.
- Morro Rock was also notably busier during the summer than the off-season, especially during midday hours (noon to 2 p.m.). Off-season weekends experienced higher parking occupancies than during the weekday, which was much lower than any other time analyzed.



## 03 Recommendations

## 3. Recommendations

Based on the information gathered from the existing conditions analysis and conversations with the City, Walker developed a series of recommendations to improve and enhance the parking system along the Embarcadero and in downtown.

### Embarcadero

The Embarcadero experiences significantly high parking utilization during busy summer weekends with occupancies over 85% for the combined on- and off-street parking supply. Walker's parking turnover analysis also revealed that approximately 32 of the most prime and desired parking spaces on the Embarcadero are occupied by long-term parkers.

During the off-season, the Embarcadero still experiences high visitation on weekends and during the lunch hour on weekdays. The off-season also found a similar rate of long-term parkers occupying prime spaces.

Given these factors, the City should consider implementing time-restricted parking and/or paid parking within the core of the Embarcadero. This area includes the publicly available parking between Beach Street and Pacific Street, (Area B in the study's subarea breakdown).

The goal of a time-limited or paid parking system would ultimately be to increase access to the Embarcadero and the coast. While implementing parking restrictions may sound counterintuitive to increasing access, time limits or paid systems can accomplish the following:

- Increase the frequency that spaces turnover, thereby increasing the number of visitors who can access the coast throughout the day.
- Deter long-term parkers from occupying prime parking spaces all day, opening more prime spaces to visitors.

### Time Limits

#### 1. Implement three-hour time-limits along the Embarcadero between 9 a.m. and 7 p.m. for the on-street parking spaces.

Currently, parking in the Embarcadero is entirely unrestricted. This presents the opportunity for prime parking spaces to be occupied all day, limiting the availability of spaces for customers and visitors. The turnover analysis conducted for this study revealed that at least 32 vehicles are parked along the Embarcadero for four or more hours, likely most or all of which are employees or business owners. If time limits were implemented in the Embarcadero these 32 spaces would become available for more customer and visitor parking within the prime downtown parking spaces. With a time limit applied, these 32 spaces could provide access to well over 32 vehicles depending on the limit.

Data collection revealed that the most highly utilized spaces along the Embarcadero are between Beach Street and Pacific Street. It would be beneficial to implement some regulation and enforcement of the time cars may park in

this location at least this area of the Embarcadero, if the goal of the city and businesses is to facilitate access for business patrons and other visitors to the area.

Given the multiple, possible destinations in the area, restaurants, bakeries, unique shops, and coastal views along the Embarcadero, Walker recommends a three-hour parking time limit be implemented. Based on the turnover analysis, most vehicles were parked for one to three hours. Therefore, it is reasonable to assume that two to three hours is sufficient time for most customers and visitors to the Embarcadero.

Additionally, since data collection revealed that parking occupancies are lower in the evenings, these time limits do not need to be in effect all day although a later restriction is typically used to provide evening access to businesses.<sup>2</sup> It is recommended that there be a posted time limit from 9 a.m. to 6 p.m., as evening parking occupancies appear not to create an access issues. This would ensure that long-term parkers do not use prime spaces during the busiest times of days, such as lunch and dinner time, while providing some flexibility in the later evening when parking is more available.

2. Consider time limits by facility type. Off-Street parking should remain unrestricted to start with the implementation of time-limited on-street parking, however, these facilities should be monitored over time to determine if/when time limits should be implemented in off-street facilities.

Time limits can also be set depending on the facility type. For example, on-street limits may be two hours while off-street limits may be three or four hours depending on the level of turnover desired in each area.

## Paid Parking

3. Implement paid parking for prime parking spaces along the Embarcadero.

Paid parking is an effective measure for making parking available when the demand for parking spaces regularly exceeds the supply. Paid parking can help achieve a balance of parking demand, promote turnover, and make parking more convenient.

Paid parking can generate revenue but the activity of charging for parking generates costs. This may include capital expenses, maintenance expenses, and the cost of enforcement personnel and technology.

Paid parking can be implemented in conjunction with or as an alternative to time-limited parking. Users may only be able to pay up to a certain number of hours or be able to pay for as many hours as they would like. Given the high demand for the public parking supply, it is recommended that either a time limit be set in combination with paid parking, or that the cost per hour should increase incrementally with longer dwell times.

Like time-limits, there is flexibility in the hours that payment for parking can be required. A balance must be struck between a schedule for charging that is both easy to understand but also addresses the demand for parking. On a busy summer weekend, Walker recommends paid parking be required from at least 9 a.m. to 6 p.m.

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<sup>2</sup> For example, an employee who arrives for an evening shift at 5:00 pm can effectively park all evening.

With any paid parking system, active and regular enforcement is a key part of success. This includes regularly monitoring the surrounding areas including downtown and residential streets adjacent to the Embarcadero to ensure that these areas are not being negatively impacted due to visitors avoiding payment along the Embarcadero.

Additionally, prior to implanting a paid parking program (or time limits), the City should plan for a widespread advertising campaign to notify visitors, residents, businesses, and employees of the changes. This should include when the changes would be put into effect as well as details on how to use the payment systems and what to expect.

### Multi-Space Meters (MSM)

There are a variety of methods to implement paid parking. For a setting like the Embarcadero, Walker recommends multi-space meters with the ability to pay-by-cell.

Multi-space meters (MSM) are centrally located payment kiosks where customers can pay for their parking. Depending on the type of MSM installed, payment can usually be made via cash, coin, credit card, or mobile payment (payment via cell phone or mobile application). MSMs have rechargeable batteries, solar panels or AC power for charging, and wireless communications which allows for credit card acceptance and on-line report generation and alerts. There are many benefits to MSMs, but one includes a less infrastructure for paid parking occupying the street.

MSMs can be configured for use in one of three modes of operation: pay and display, pay-by-space, or pay by license plate. Most MSM manufacturers make one meter capable of being programmed for all payment modes. These various modes are described in Table 16.

Table 16: Multi-Space Meter Operation Modes

MSM Mode Type	Description	Enforcement	Other Considerations
<b>Pay and Display (PND)</b>	Patrons park and pay for the time they wish to park. They are then issued a receipt which they display on the dashboard of their vehicle. This receipt displays the transaction information and expiration date and time for the parking session.	Performed by visually inspecting each vehicle for receipt and checking expiration date and time.  This can be time consuming for the enforcement personnel as the receipt may not be easily visible, upside down, or difficult to read.	PND does not allow for adding additional time remotely from another MSM or pay-by-cell phone application. Installation of signage stating: “Pay here and display your ticket on dash” and “Have you paid and displayed your ticket?” are recommended with this system.
<b>Pay by Space (PBS)</b>	Each space is numbered, and patron enters the number of the space they parked in at the meter and pays for their desired amount of time. A receipt is not required on the dashboard.	Performed by viewing a report of paid and/or unpaid spaces and checking each unpaid space. Report can be issued at meter or accessed online or on a handheld enforcement device.	Requires signage and/or painted numbers on every space.
<b>Pay by Plate (PBP)</b>	Patron enters their vehicle’s license plate number at the meter and selects the amount of parking time. No receipt required.	Similar to PBS by reviewing a report and comparing the parking license plates, which is time intensive.	Requires signage indicating to patrons that they need their plate number at the meter.

Alternatively, plates are uploaded to an electronic handheld enforcement device.

Source: Walker Consultants, 2020

Since PND systems require a physical receipt and limits the ability of patrons to pay by cell or add time remotely, this mode is not recommended. Walker recommends a PBS or PBP system be considered.

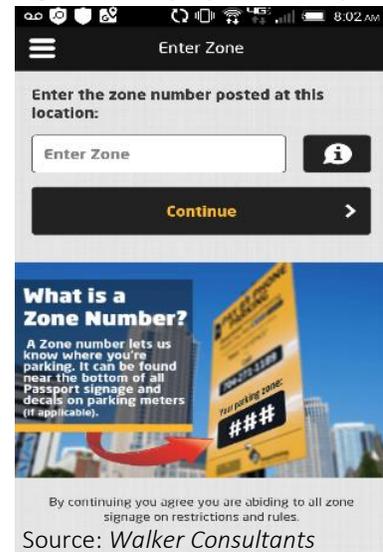
### Pay-by-Cell

Pay-by-Cell is a service that allows the parking patron to pay for parking using a cellular phone. This method is considered standard and can be provided by multiple vendors. Signage is installed indicating the pay-by-cell provider along with the location ID so that the patron can easily make payment using a downloaded App on their phone.

The payment information is uploaded to the pay meter as well as the enforcement software in real-time so no citations will be improperly written.

Once the license plate and payment credential information are saved in the app, the patron will not need to reenter the data the next time they use the app to park. The app also makes it very convenient for “adding time” to the parking session by informing the patron when their parking is expiring. Time can be extended if needed without returning to the vehicle or payment kiosk.

Figure 16: Pay-by-Cell Example



### Parking Pricing

Parking rates should be set with a goal to ensuring access to the area through its parking spaces. The goal is achieved through the allocation of shorter-term visitor parking to the most convenient spaces and moving long-term parkers away from high turnover locations. Rates for paid parking can be fixed or vary depending on time-of-day, day of week, time of year, facility, or area. For example, spaces farther from the Embarcadero core may be priced at a lower rate than the most prime and in-demand spaces. Off-street parking can be priced differently than on-street parking. Additionally, since lunchtime during a summer weekend was found to be the busiest time for downtown, rates may be higher during these hours than they are in the evening. If parking demand is found to be particularly low on some days or hours, such as a typical off-season weekday, parking rates can be set lower or be free during those times. MSMs provide flexibility in programming this type of pricing. While pricing structures targeting specific times are useful, ease of understanding for the public is also important.

In general, when selecting rates, the City should consider goals for the parking system, costs of operations and enforcement, future infrastructure costs and needs, and desired results of the system. Other considerations include the desired behavior from parking patrons (e.g., deterring long-term parking) and targeted parking occupancy rate (such as 85%).

Ideally, revenues generated from paid parking are used in part to create a self-sustaining parking and access system which, to the extent possible, generates a revenue stream that covers ongoing operating and maintenance expenses. Excess revenue should be used to fund parking and other transportation-related capital and operational improvements that enhance access to and within downtown. It is recommended that it be made explicit that a

portion of the funds may be used for multiple forms of access, such as pedestrian, bicycle, and transit-related improvements, as well as constructing new parking improvements and maintenance of existing ones.

Too many or too few occupied parking spaces at key times represent a failure of the parking system. Rates should be set at a level that does not deter patrons from using the lot or space and not so low that spaces are always occupied, diminishing the benefits to access. If rates are set too high, it could cause patrons to park in neighboring residential areas which could create conflicts between downtown and residential parking demand.

While additional analysis and stakeholder input would be required to provide a recommended pricing structure, based on our knowledge of parking patterns and the parking “market” in Morro Bay and the Central Coast, we offer what we suggest is a reasonable pricing strategy.

#### 4. Conduct a paid parking pilot for all on-street spaces on the Embarcadero between Harbor Street and Pacific Street.

In order to test and determine the viability and performance of a paid parking program, it is recommended that the City implement a paid parking pilot program.

The pilot program would focus on a particularly busy area of the Embarcadero with the highest utilization. Based on our findings, we recommend that a pilot program first be implemented between Harbor Street and Pacific Street. The City may also consider including some of the off-street parking also located between these two segments to monitor the viability of paid parking in the off-street lots.

## Rough Order of Magnitude

Walker developed a rough order of magnitude (ROM) revenue and cost scenario for the purpose of projecting the financial feasibility and desirability of paid parking for the proposed paid parking pilot.<sup>3</sup>

Table 17: Preliminary Cost & Revenue Scenario – Pilot Program

MSM Revenue Analysis	
Hourly Rate <sup>4</sup>	\$1.00
Projected Average Daily Revenue Per Parking Space	\$3.60
Projected Annual Revenue Per Parking Space <sup>5</sup>	\$1,300
<b>Total Annual Revenue Projection</b>	<b>\$49,600</b>
Estimated Machine Costs (Installed)	\$40,000
Spare Parts (Varies by meter quantities)	\$18,000
Estimated MSM Signage, installed (2@\$150 per MSM)	\$1,200
Estimated Marketing Costs for MSM Program	\$30,000
Annual Mgmt. Fees	\$2,900
<b>Total MSM Implementation Cost</b>	<b>\$92,100</b>
Payback Period (# of Months)	22
Annual CC Processing Fees (Assume 50% of Revenue x 5%)	\$1,200
<b>Annual Net after Mgmt. Fees and CC Processing Fees</b>	<b>\$45,400</b>
<b>Five Year Net</b>	<b>\$135,100</b>
<b>Ten Year Net</b>	<b>\$362,300</b>

Note: Figures (\$) are rounded to the nearest hundred

Additional costs would need to be considered should pay-by-cell also be implemented. Based on this analysis, Walker believes that based on the assumptions used, a net revenue annual projection of parking revenue range from \$45,000 to \$52,000 is a reasonable projection based on typical economic conditions and the assumptions used for this analysis. We also note an approximately two-year “pay back” period for the technology assumed.

<sup>3</sup> These projections are for informational and planning purposes only and should not be used in project financing or by third parties. To be valid, the assumptions must be used in whole and not in part.

<sup>4</sup> An hourly rate for the purpose of this scenario may be blended. For example, a mix of \$1.00 per hour during an “off” season and \$1.50 per hour during the summer and weekends.

<sup>5</sup> Assumes paid parking seven days a week except for 12 holidays per year.

## 5. After observing and analyzing the progress and impacts of the pilot program, implement a full paid-parking program.

Once the City can gain an understanding of how paid parking is likely to function based on the pilot program, the City may consider implementing paid parking more widely.

Based on conversations with the City and a review of parking occupancy data collected in August and November 2020, it is recommended that paid parking be implemented for all on-street parking between the Smokestacks and Marina Street. Off-street parking between Beach Street and Marina Street should also be included. Additional off-street paid parking should also be implemented in the northern Embarcadero lots, labeled as Lots 2, 3, and 4 on the heat maps on pages 22 and 23 of this study. Overall, this equates to roughly 300 parking spaces.

## Rough Order of Magnitude

Like the pilot program, Walker developed an ROM for a full paid parking program, shown in Table 18<sup>6</sup>.

Table 18: Preliminary Cost & Revenue Scenario – Paid Parking Program

MSM Revenue Analysis	
Hourly Rate <sup>7</sup>	\$1.00
Estimated Revenue Per Parking Space	\$2.25
Annual Revenue Per Parking Space <sup>8</sup>	\$800
<b>Total Annual Revenue Projection</b>	<b>\$251,000</b>
Estimated Machine Cost (Installed)	\$260,000
Spare Parts (Varies by meter quantities)	\$18,000
Estimated MSM Signage, installed (2@\$150 per MSM)	\$7,800
Estimated Marketing Costs for MSM Program	\$30,000
Annual Mgmt. Fees	\$18,700
<b>Total MSM Implementation Cost</b>	<b>\$334,500</b>
Payback Period (# of Months)	16
Annual CC Processing Fees (i.e. 50% of Revenue x 5%)	\$6,300
<b>Annual Net after Mgmt. Fees and CC Processing Fees</b>	<b>\$226,000</b>
<b>Five Year Net</b>	<b>\$795,400</b>
<b>Ten Year Net</b>	<b>\$1,925,400</b>

Note: Figures (\$) are rounded to the nearest hundred

Based on the assumptions and revenue projections presented in Table 18, we project annual net parking revenue of approximately \$220,000 to \$250,000 generated by the approximately 300 spaces used in this analysis. Once again, we believe this is a reasonable though potentially conservative projection of net parking revenue based on a blended hourly parking rate of \$1.00 per hour throughout the course of the year. Once again, a higher average hourly parking rate, which could be justified based on the demand observed during the busy summer period, would result in higher revenue.

<sup>6</sup> These projections are for informational and planning purposes only and should not be used in project financing or by third parties. To be valid, the assumptions must be used in whole and not in part.

<sup>7</sup> An hourly rate for the purpose of this scenario may be blended. For example, a mix of \$1.00 per hour during an “off” season and \$1.50 per hour during the summer and weekends.

<sup>8</sup> Assumes paid parking seven days a week except for 12 holidays per year.

## Enforcement

### 6. Adopt a Parking Ambassador model of enforcement that is hospitality and customer-service oriented.

The success of time limits or paid parking is highly reliant on active and consistent enforcement. Currently, with no existing parking restrictions, there has not been a parking enforcement effort along the Embarcadero. If time limits or paid parking is implemented, an enforcement plan would also need to be made.

The goal of enforcement should be education and compliance and should not be used as a method to collect revenue. Overall, enforcement should be used to encourage parking patrons to use spaces correctly and deter long-term parkers from using time-limited spaces and payment evasion. Revenue collected from citations should be used to offset the cost of enforcement personnel, parking operations, and maintenance.

Enforcement can be conducted in a variety of ways. Some cities partner with local law enforcement, hire their own enforcement officers or contract a third-party parking enforcement service.

Given that the Embarcadero is a popular tourist destination, customer service should be a key consideration in developing enforcement procedures. Walker recommends considering a Parking Ambassador model of enforcement.

#### *Parking Ambassador Program*

A parking ambassador model of enforcement is hospitality oriented. Ambassadors are still required to enforce parking regulations, but also provide hospitality, tourism, and public safety services to the community.

Ambassadors typically are trained in hospitality and customer service as well as emergency response, first aid, and city services. They typically wear uniforms that make the ambassadors clearly identifiable. However, it is important that they are not imposing or appear police oriented. The goal is for them to be identifiable, but approachable in both how they look and act. This allows parking enforcement to be viewed as less punitive and more as an opportunity to educate visitors on parking regulations. They also then become a resource for visitors as they will be knowledgeable of Morro Bay and can assist visitors navigating the area.

The primary goals of an ambassador program are to promote the area, resolve concerns, and help make the Embarcadero a better, safer, and friendlier place to live, visit, shop and conduct business. Ambassadors should initiate personal contacts with the parking public (known as “touches”), issue more warnings and slightly fewer citations, and interact with visitors and citizens in a genuinely positive manner. The vision of the program is to help promote a progressive and dynamic experience on the Embarcadero. The ambassadors can accomplish this while providing parking management by monitoring public safety, extending a helping hand in emergency situations, and calling on area merchants on a regular basis.

#### *Enforcement Process and Technology*

Enforcement can be performed in a variety of ways. Traditional methods such as tire chalking and hand-written tickets may be used, though there are several technology-based systems that are more efficient and less labor-intensive. Physical tire chalking is typically not recommended as parkers can easily “game” the system by simply wiping off chalk on the tire, rolling their tires back and forth, or weather can remove the chalk mark.

Some of these options include:

- **Mobile license plate recognition (LPR)** – Camera-based technology mounted to an enforcement vehicle that reads license plate numbers across a defined area. Through software applications, parameters can be put in place to create enforcement rules and hours. The enforcement officer drives a route on an hourly basis with the camera recording occupied parking spaces.
- **Enforcement mobile applications** – Mobile apps for parking enforcement that can be used with most Android and Apple based cellular phones and tablets.

These systems can also help track occupancy as well as be integrated with MSM software, pay-by-cell software, and other databases such as law enforcement agencies. They can also provide electronic records of enforcement activity without requiring manual data entry.

### *Costs of Enforcements*

The cost to enforce parking will depend on who is responsible for enforcing and, if performed internally to the city, which staff are tasked with the effort. Regarding paid parking, we do not include the cost to enforce for a key reason; findings from our study demonstrate a need for parking enforcement to be conducted along the Embarcadero, whether paid parking is implemented or not.

Compared to the enforcement of time limits, the enforcement of paid parking should be less costly because time limited enforcement requires less labor, two passes by a parked car to establish how long a vehicle has been parked. Paid parking requires only one pass to determine whether payment has been made or not. For this reason, in general the enforcement of paid parking on the street should not represent a material increase in cost over the same level of diligent enforcement needed for time limits.

### *Insourcing vs. Outsourcing*

When deciding whether it is best to insource or outsource parking operations, it is important to look at not only cost considerations, but the overall advantages and disadvantages of each option. This section describes the key advantages and disadvantages of insourcing vs. outsourcing.

#### **Insourcing**

An insourced, or self-managed, parking operation obligates the City to provide complete internal parking management, including staffing, and operating expenses associated with the operation. To best assess this operating methodology, we provided the following list of advantages and disadvantages that are commonly associated with self-operated parking systems:

#### *Advantages*

- The City does not need to share revenue with a private operator and the net operating income (“NOI”) generated is retained by City.
- The City retains control over operating policies and procedures.
- The City retains control over customer service-related aspects of the operation.
- The City can avoid contracting with an operator whose standards and mission may not align with the City’s.
- The costs of an insourced operation are more transparent, as there are no hidden third-party expenses.

### *Disadvantages*

- City staff may not have the experience/expertise associated with running a parking operation.
- It may be more expensive to run the operation in-house with current labor rates. There are additional payroll and benefit expenses, likely at higher costs than outsourcing to a private operator.
- The City must hire, train, and terminate staff, as well as provide supervision structure and management from within the organization.
- The City must retain enough trained staff on standby to provide for staffing coverage (e.g., late, sick or vacation coverage), as well as part-time attendants for events.
- The City must retain staff to perform internal operational and financial audits.
- City must have accounts receivable and payable staff.
- Accounting, marketing, and insurance claims adjudication and processing would be the City's responsibility.
- Due to procedural and administrative requirements that many public agencies have, the City may be slower to change and keep current with market conditions than a private operator.
- Civil service rules and budgeting process can be cumbersome and time consuming.

### **Outsourcing**

An outsourced parking operation involves a private operator performing the parking operation and management functions, including staffing, and operating expenses associated with the operation. To best assess this operation methodology, below are a list of advantages and disadvantages associated with an outsourced parking operation:

#### *Advantages*

- Private parking operators have specialized expertise related to parking management and parking specific experience around revenue control, customer service, and quality control. The County benefits from the expertise of the operator, without needing to give up control of key policy decisions.
- A private operator may be able to operate more efficiently and cost effectively. Most of the burden of hiring, training, and staffing the operation, and associated work and costs, is placed on operator and it is typically easier for the operator to replace under-performers than it would be for the City.
- Private operators typically have more flexibility in hiring, purchasing, and other cost related items.
- Private operators can often respond to changes in technology by adapting staffing plans more efficiently.
- The cost of the management fee/revenue share may be at least partially offset by cost savings realized by reducing the workload of certain departments such as Human Resources and Accounting
- A private operator may be able to implement changes more rapidly than the City.
- A private operator may be likely to be more responsive to market conditions, such as rate increases, because of continuous market knowledge and operation of other area properties.

#### *Disadvantages*

- The City would have less control over parking operations.
- In a location such as the Central Coast, professional parking operations companies may be few, and their responsiveness delayed, reducing the benefits of engaging a third party operator.
- The City needs to release RFP for operator and expend staff time and resources to review responses and select an operator.
- City is responsible for managing the contract with the selected operator during the life of the term.
- There is potential for hidden third-party expenses.

## Morro Rock

### 7. Consider implementing paid parking in the Morro Rock parking areas.

The demand for parking around Morro Rock can be high, according to city staff significantly congesting the roadway to the destination. For this reason, the City has also sought to explore paid parking at this location to help manage demand.

Based on parking occupancy counts, despite high visitation to the Morro Rock area, especially on summer weekends, overall the large, unpaved parking lot provides ample parking availability. However, parking availability around the rock was found to be quite uneven; in some locations parking spaces would fill entirely while parking spaces remained available in locations where it was perhaps less desirable or less intuitive to park.

Pricing parking at Morro Rock could provide benefits. This includes an evening out of parking availability around the rock and creating a source of funding for improvements at the coast and maintenance of the unpaved lots. Additionally, traffic exiting the Morro Rock parking areas was found to be heavily congested during summer weekends. Pricing parking at the rock could help fund roadway, bicycle, pedestrian and coastal improvements to ease and mitigate some of this heavy congestion.

Overall parking availability at Morro Rock as the sole consideration arguably may not currently justify a need to price parking. However, there are infrastructure and maintenance factors that would benefit from a funding source generated by paid parking.

## Additional Access Considerations

### 8. Remove some on-street parking and replace with widened sidewalks along the Embarcadero for greater pedestrian access and comfort.

The Embarcadero experiences heavy pedestrian volumes as visitors enjoy walking along the waterfront and visiting the unique shops and restaurants. Arguably the sidewalk is something of its own destination, but it is also a transportation facility, within and to the Embarcadero, which facilitates a “park once” destination that encourages strolling and visiting multiple destinations. During data collection, Walker staff observed heavy pedestrian travel along the Embarcadero. Sidewalk capacity is often low along the Embarcadero compared with demand; they are narrow in comparison with the number of people walking throughout the day, often crowding the sidewalks and making it difficult to pass others on the sidewalk.

Given the destination and desire for visitors to walk, opportunities to widen the sidewalks and create a more pedestrian-oriented space should be considered. This would likely require removing some of the on-street spaces along the Embarcadero. While this could result in a loss of on-street parking spaces in the core of the Embarcadero, access to the Embarcadero would be increased and serve even more pedestrians. On a per square foot basis, more pedestrians can be accommodated than drivers and their passengers in an automobile.

## Maintaining Free Parking

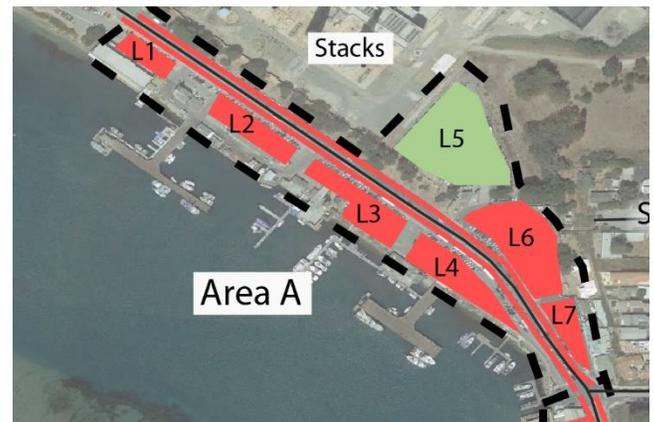
9. Upon a larger, Embarcadero-wide implementation of paid parking (beyond the pilot area), identify and maintain a free parking area and increase utilization of the underutilized public lot (the unpaved lot south of the Stacks).

With the potential of implementing time-limits and paid parking along the Embarcadero, considerations should also be given to areas that would remain free and unrestricted, to provide parking options for long-term and cost-conscious parkers. If paid parking is implemented in the prime spaces along the Embarcadero, there may be some visitors or patrons who would prefer to park for free but are willing to walk a farther distance to do so.

Parking lot, L5, south of the Stacks and adjacent to the maritime museum appears to us to be an appropriate location for free parking if paid is implemented elsewhere. Figure 18 shows the peak weekend summer utilization of this lot. During data collection, even during the busiest summer day, this lot was not utilized. While there is some signage identifying it as public parking, its location may be challenging to find for most visitors, as it requires entering another parking lot (L6) to access.

Additionally, if paid parking is implemented at Morro Rock, L5 could also be used as an alternative free parking area for those wishing to visit the rock and are willing to walk, given the available and pleasant pedestrian connections. The benefit of using L5 as a free parking area is its central location to both Morro Rock and the core of the Embarcadero.

Figure 17: Proposed Free Parking Area - L5



## Downtown

### Parking Restrictions

10. Maintain existing two-hour parking time-limits in downtown.

In general, the downtown area was found to be significantly less utilized than the Embarcadero. While some areas of downtown experienced high parking occupancies during the peak, overall, there were always available spaces within a block or two. Therefore, at this time, paid parking is not recommended for downtown.

Most streets in downtown currently have a posted time-limit of two-hours. Data collection showed that most parkers abide by this limit, however there are some who violate it, parking for four or more hours.

11. Should parking occupancies increase over time due to time limited or paid parking implemented on the Embarcadero, begin actively enforcing the two-hour limit.

If paid parking is implemented along the Embarcadero, those who wish to avoid payment may park in downtown, should downtown parking remain free. This could potentially increase parking utilization in downtown over time. While there is currently sufficient parking in downtown, should utilization begin to increase over time with other changes on the Embarcadero, enforcement should be increased to ensure visitors and employees are abiding by the two-hour limit.

As discussed in the previous Enforcement section for the Embarcadero, a Parking Ambassador program could be extended to provide enforcement and parking education in downtown as well the Embarcadero.



# Morro Bay Parking Study

The City partnered with Walker Consultants to conduct a comprehensive parking study of the City's Embarcadero and Downtown. The purpose of this study is to understand existing parking needs, how parking is currently being used, and how to best plan for parking needs in the future. The study presents an analysis of existing parking conditions and recommendations for parking management strategies. The study evaluated both summer and off-season periods.

## CURRENT PARKING CONDITIONS

**1.** There are 1,136 parking spaces on the Embarcadero, 457 in Downtown, and 384 at Morro Rock

**2.** During peak parking occupancy parking spaces are used as follows:

### Summer - Lunchtime

#### Weekday

Embarcadero - 67% of spaces utilized  
Downtown - 47% of spaces utilized  
Morro Rock - 54% of spaces utilized

#### Weekend

Embarcadero - 86% of spaces utilized  
Downtown - 72% of spaces utilized  
Morro Rock - 89% of spaces utilized

### November (Off-Season) - Lunchtime

#### Weekday

Embarcadero - 42% of spaces utilized  
Downtown - 38% of spaces utilized  
Morro Rock - 25% of spaces utilized

#### Weekend

Embarcadero - 67% of spaces utilized  
Downtown - 52% of spaces utilized  
Morro Rock - 67% of spaces utilized

### 3. How long do people park?

Majority parked for 1-2 hours. About 50 vehicles were parked for 3+ hours during the peak - if 50% of these cars represent owners or employees of businesses that could park elsewhere, 25 spaces could have parked customers. With a turnover of ~2 hours, this could mean a capacity of 75 to 100 or more customer cars which could = 150+ customers

## KEY FINDINGS

- ▶ Summer was significantly busier than the off-season
- ▶ Lunchtime was the busiest period - restaurants & coastal access key drivers
- ▶ Embarcadero parking demand was much higher than Downtown
- ▶ Busiest areas of Embarcadero - between Beach St & Marina St & lots north of Beach
- ▶ Most people parked for 1-2 hours, but a sizeable number of vehicles parked long-term, likely employees and recreational fishermen/women
- ▶ Morro Rock parking demand was significantly higher during the summer





# Morro Bay Parking Study

Based on the existing conditions analysis, Walker in partnership with the City, developed a series of recommendations to help plan and manage parking both now and into the future.

## RECOMMENDATIONS

### EMBARCADERO

1. Parking time limits (e.g. 3-hrs, 9 a.m. - 6 p.m.)
2. Paid parking
  - Begin with pilot program in core areas & then expand
  - Pricing may be dynamic - based on time of day, time of year, area, etc.
  - Option to have longer or no time limits & allow people to pay for more time instead

3. Enforcement
  - Adopt a Parking Ambassador model of enforcement that is hospitality & customer-service driven

4. Improved pedestrian access
  - Morro Bay is incredibly scenic & walkable
  - Consider removing some on-street spaces on the Embarcadero to create wider sidewalks & devote more space to pedestrian access

5. Maintain a free parking area
  - If paid parking is implemented, maintain a free parking area in the unpaved lot south of the Stacks
  - This would increase utilization of an underutilized lot & provide a free parking option to those who don't mind the longer walk to the core of the Embarcadero

### MORRO ROCK

6. Paid parking at Morro Rock
  - Fee to park at Morro Rock
    - ~ May be based on time of day, year, etc.
  - Fees may go toward lot improvements, maintenance, amenities (e.g., bathrooms, bike & walking trails)
  - Roadway maintenance in/out of the Morro Rock area
    - ~ Area experiences heavy traffic during peak times

### DOWNTOWN

- Maintain existing 2-hr time limits
- Actively enforce 2-hr limit should utilization of the Embarcadero increase & significant spillover occurs

### BENEFITS OF PARKING MANAGEMENT & REGULATIONS

- ▶ More frequent turnover of prime parking spaces
- ▶ Increased access to parking
- ▶ Parking is easier to find for visitors (less time circling & searching for space)
- ▶ Increased coastal access
- ▶ Bring more visitors to shop, dine, & recreate in Morro Bay



AGENDA NO: B-4

MEETING DATE: September 2, 2021

## Staff Report

**TO:** Harbor Advisory Board

**DATE:** August 25, 2021

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Harbor Advisory Board Review and Input on Converting Some of All of the Coast Guard's Floating Aids to Navigation in Morro Bay Harbor to Fixed Aids

### **RECOMMENDATION**

Staff recommend the Harbor Advisory Board (HAB) review and provide input on what floating aids to navigation in Morro Bay may be candidates for conversion to fixed aids as is being proposed by the United States Coast Guard (USCG), as outlined in this report.

### **BACKGROUND**

The dredged channel in Morro Bay is marked with several types of navigation aids owned, operated and maintained by the USCG. Starting from outside the harbor, the "sea buoy," a lit and sound-producing seagoing aid, is the first aid to mark the navigation channel approximately half a mile outside the harbor.

Progressing into the harbor, the #2 channel marker buoy, a lit and large red seagoing buoy, is located about half-way between the sea buoy and the actual harbor entrance between the jetties. The #3 buoy, green and also large, seagoing and lit, is located off the end of the North Jetty and slightly inside the harbor. These aids are anchored with large concrete mooring blocks and heavy chain because they are subject to heavy swell and weather conditions, and are periodically serviced by the USCG's 175-foot buoy tender *George Cobb* out of San Pedro.

Once inside the harbor, the channel is marked next with a series small, lit buoys on both sides of the channel; red buoys with even numbers on the starboard side of the channel as one proceeds into the harbor, and green ones with odd numbers on the port side. These buoys consist of #4, #4A, #5, #6, #7, #8 and #10, and are not charted because they are placed to best mark the navigable channel, which can change as shoaling conditions change. These aids are anchored with a small steel mooring block and chain, and are generally moveable/removeable with a trailerable USCG buoy tender boat out of San Pedro.

Once channel marker #12 is reached in the vicinity of the fuel dock at the base of Beach Street, "fixed" aids are used for the remainder of the channel markers proceeding into the harbor. #12 and subsequent aids consist of steel pilings driven into the bottom with a red or green numbered retro-reflective marker board fixed atop them, depending on which side of the channel they are on. These fixed aids consist of #12, #14, #16, #17, #18 and #20.

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_

A graphic illustrating the approximate locations of all the Morro Bay aids to navigation (not to be used for navigation) is included with this staff report.

Recently, personnel from the USCG Waterways Management Division contacted the HAB and City staff with a proposal to possibly replace some or all of the buoys in Morro Bay with fixed aids, and are seeking local input on the proposition.

### **DISCUSSION & CONCLUSION**

Many of the navigation aids in Morro Bay are floating and not fixed primarily for two reasons; to be moveable to mark changing shoaling conditions (this is especially true of #4A and #6), and to enable removal for periodic dredging by the Army Corps.

While staff appreciate there may be cost and logistical savings in converting some of the floating navigation aids in Morro Bay to fixed aids, in staff's estimation only two of the buoys are possible candidates for conversion to fixed aids:

- #7, because it's close to the rock revetment in the Target Rock area and the area is never subject to shoaling and dredging
- #10, because, like #12, it too marks water that is rarely if ever subject to the need for dredging

Staff are seeking the HAB's input on what floating aids may be good candidates for conversion to fixed ones, which information will be conveyed to the USCG Waterways personnel for their consideration.

### **ATTACHMENT**

Illustration indicating the approximate locations of the Morro Bay aids to navigation channel markers (not to be used for navigation).





AGENDA NO: B-5

MEETING DATE: September 2, 2021

# Staff Report

**TO:** Harbor Advisory Board

**DATE:** August 25, 2021

**FROM:** Eric Endersby, Harbor Director

**SUBJECT:** Harbor Advisory Board Member Public Engagement Outreach Assignment Reporting, and Consideration of Specific Outreach on the Topics of Parking Management/Paid Parking on the Waterfront and Whether or Not the Power Plant Stacks Should be Removed

## **RECOMMENDATION**

Staff recommend the Harbor Advisory Board (HAB) receive member outreach effort reports to date, and consider two new outreach opportunities regarding parking management/paid parking on the waterfront and the question as to whether or not the power plant stacks should be removed, as detailed in this staff report.

## **BACKGROUND**

HAB members have volunteered for specific “outreach” assignments to act as information conduits between various organizations, agencies or specific areas of interest in order to increase the HAB’s public engagement both to and from the HAB and these organizations. This outreach is intended to help inform the HAB’s current and future work, in addition to informing City staff in providing the public access, services and facilities of the Morro Bay harbor and waterfront.

## **DISCUSSION & CONCLUSION**

This agenda item is provided for HAB members to provide an update of any of their outreach efforts and results to date.

In addition, staff recommend the HAB use this opportunity to consider and discuss specific outreach efforts to their assigned groups to gather input on the parking management/paid parking issue. Information and input garnered in outreach assignments can be brought back to the October HAB meeting for inclusion in ongoing discussions. Some simple “starter” questions that could be brought to the assigned groups regarding parking management could be (but not limited to):

- Are there areas on the waterfront you believe need some method of parking management implemented?
- What are your thoughts on paid parking on the waterfront in Morro Bay as a parking management tool?
- If we were to implement paid parking on the waterfront, are there methods you prefer such as individual meters, coins/coinless, kiosks, app-based etc.?
- Are there any places you’ve visited that have paid parking that are doing it well?

Prepared By: EE

Dept Review: EE

City Manager Review: \_\_\_\_\_

City Attorney Review: \_\_\_\_\_

Similarly, an outreach opportunity exists with the question now facing the community on whether or not the power plant stacks should be removed? The City Council at their August 24, 2021 meeting authorized staff to hire a facilitator to lead the community forum process on that question, and is seeking a robust community engagement process on this question.