



AGENDA NO: B-5

MEETING DATE: March 2, 2023

**AGENDA CORRESPONDENCE RECEIVED BY THE
HARBOR ADVISORY BOARD FOLLOWING
POSTING OF THE AGENDA IS ATTACHED FOR
PUBLIC REVIEW PRIOR TO THE MEETING**

From: [Erica Crawford](#)
To: [HAB](#)
Cc: [Ted Schiafone](#); [Riordan, Ray](#); [Stephen Peck](#); [Cherise Hansson](#)
Subject: Morro Bay Chamber Comments on City Goals
Date: Tuesday, February 28, 2023 11:29:38 AM
Attachments: [Chamber Analysis and Recommendations City Council Goals Feb 2023.pdf](#)

CAUTION: This is an external email. Please take care when clicking links or opening attachments.

Dear Harbor Advisory Board Members -

I have attached the Chamber's analysis and recommendations on City Council Goals and Objectives to this email. The Morro Bay Chamber has worked through our deliberative process to produce the attached document. Some general takeaways on this item of interest:

- The recommendations contained in this analysis represent input from over 100 local business and community leaders.
- The Chamber acknowledges that many of our recommendations are intimidating, multi-year efforts that have been deferred for various reasons. Nevertheless, we assert that the time for incrementalism in these efforts has passed.
- Our recommendations refer to tangible and measurable milestones that refer to outcomes, not processes.
- The top four areas of focus in our recommendations are, in order:
 - Sanitation, Maintenance, and Beautification
 - Housing
 - Infrastructure
 - Circulation

As ever, please don't hesitate to be in touch with me for follow-up and further discussion on this or other items of interest. I have cc'd the chair of the chamber's board of directors and co-chairs of the chamber's governmental affairs committee in this email.

Thank you for all you do!

Sincerely,
Erica

--

Erica D. Crawford
President/CEO
Morro Bay Chamber
w: 805.772.4467
m: 917.378.2454



Chamber Recommendations for City Council Goals and Objectives February 2023

In 2021 the Morro Bay City Council [adopted major City goals and objectives](#) to address urgent community needs. This goal-setting followed a strategic planning framework in 2016 that created a methodology to prioritize its efforts while connecting the City's work plans and budget decision-making to overall community goals. The goals adopted by the City in 2019 reflected critical City issues at the time, including divisions in the community over the WRF and other matters, the need to recover from the elimination of revenues from the Power Plant, to make difficult business decisions about utility costs, to remedy the City's antiquated land use regulations, to improve infrastructure, and to increase credibility and accountability in the community through better communication. The City's stated goals for 2019-2020 were to achieve economic and fiscal sustainability, improve public infrastructure, complete the GPL/LCP and Zoning Ordinance, affordable housing, and improve communication and engagement with the community.

For 2021-2022 the major City goals were: 1) improve public infrastructure; 2) achieve fiscal sustainability and economic vitality; 3) address housing needs; 4) climate action; and 5) community health. The attachments provide additional details on the 2021-2022 City goals and what was accomplished. These goals for 2021-2022 resulted in the development of 31 action or process items to drive the work toward achieving the goals, with the intent of achieving all of them by the end of 2022. The Chamber's evaluation of each of these actions is shown in the attached, with the following symbology:



Item is complete or substantially complete.



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



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

In order to look forward, the Chamber employed a number of strategies to determine Chamber recommendations for City Goals, including an online survey open to the business community receiving 45 responses, a public-facing "Squeaky Wheel" workshop attended by 45 community and business participants providing feedback with "dot" voting and comment cards, a review of proposed City Goals by the 14-member Governmental Affairs Committee, and review and approval by the 12-member Chamber Board of Directors. In total, the recommendations contained in this report represent the input from over 100 local business and community leaders. The results of the online survey and Squeaky Wheel exercise are shown in Attachment 1 and Attachment 2, respectively. Based on the results of the survey, there is a belief that fiscal issues have been substantially addressed and it is time to get on with actual improvements. There is also a belief that the City needs to look beyond the all-consuming WRF project

and move forward on other community issues. The survey results rated Infrastructure, Sanitation and Economic Development as top priorities. Attachment 1 shows the results of the survey, sorted by the priorities from the survey. Attachment 2 shows the results of the priority exercise sorted by Squeaky Wheel Event priorities. Housing, Sanitation, and Economic Development were the highest-rated items in the Squeaky Wheel Event priorities.

The Recommended City Goals and Objectives on the following pages show the items and their relative priorities. The Chamber acknowledges that many of its recommendations are intimidating, multi-year efforts that have been deferred for various reasons. Nevertheless, the time for incrementalism in these efforts has passed. The problems are not going away by not dealing with them. Significant advisory board and ad hoc committee efforts have been put into many of them. Dealing with them later will be more expensive than dealing with them now in an intentional, thoughtful and strategic manner.

It is also recognized that many of the existing adopted goals and objectives refer to processes and meetings, and not to measurable outcomes and completions. Many of the “measurable” objectives are stated in terms of process, or passive verbs like “support”, “explore”, “investigate”, “promote”, “pursue”, “review” and “continue”. **It is important for the City to focus on objectively measurable and quantifiable outcomes. Accordingly, the City’s goals and objectives should describe quantifiable outcomes and specific deadlines for each. The Chamber’s recommendations refer to tangible and measurable milestones that refer to outcomes, not processes.**

Recommended City Goals and Objectives

1. **Sanitation, Maintenance and Beautification. Appearances and Cleanliness Matter.** In 2021, for the first time, the Chamber’s surveys indicated a strong concern over cleanliness, sanitation, maintenance and aesthetics. Survey results for 2023 indicate that there is still concern about this issue, and over 90 percent of the survey respondents indicated that better sanitation and maintenance were “Important” or “Absolutely Critical” to their business operations. Over 93 percent indicated that better safety and aesthetics (decorative lighting, banners, landscaping) were either “Absolutely Critical” or “Important” to the success of their business operations. Morro Bay’s natural landscape and charm present incomparable beauty; and, promotional efforts lure them to town to enjoy these assets. Adequate resources and training should be provided so that our public spaces complement, not contrast with, that beauty. Hundreds of thousands of dollars are spent to lure visitors to our community and we should take care to welcome them with clean sidewalks, adequate public facilities and amenities, well-maintained landscaping and excellent coastal access. **The following efforts should be prioritized to improve sanitation, maintenance and attractiveness of the community (recommendations in italics are carryovers):**

- a. *Greater, systematic emphasis on street cleaning, removal of debris, fixing potholes, and cleaning sidewalks in our commercial areas.* There should not be sole reliance on the CitySourced service request app and website function.
- b. *Implementation of the Paid Parking and Access Management and Enhancement Plan. GP/LCP Policy Circ-4.2 states that the City “...may seek a Coastal Development Permit to establish paid public parking spaces with reasonable rates in appropriate places. Some of the revenue would serve as a dedicated funding source to improve and enhance coastal access.” The City’s parking study has determined that paid parking will be fiscally positive and that it will generate \$50,000 per year in net revenue for the small pilot program and \$250,000 per year in net revenue after full implementation. Locally, both Avila Beach and Pismo Beach have paid parking as part of their beach and waterfront access programs, with each having revenues of \$500,000 to \$550,000 per year.*
- c. *Prioritize use of Measure Q and E funds for sanitation and maintenance of existing physical assets in the business districts.*
- d. *Enforce requirements to maintain landscaping, where such is required as part of development approvals.*
- e. *Develop a plan to use WRF recycled water (to be injected into the Vistra property) for waterfront, downtown and Coleman Park landscaping.* Expand irrigation systems to the Harbor Walk between Rock Beach and Coleman Beach.

f. Implement Coleman Beach Park improvement plan and grants. The final plan should complement and support, and not compete with, plans for the redevelopment of the Vistra Site, completion of the Atascadero Road/Embarcadero circulation connection, or potential development of onshore support facilities for Offshore Wind (OSW)

g. *Resolve the long-standing issue to provide public restrooms in the downtown.*

2. **Housing. The Housing Crisis is Getting Worse, Not Better. Fix It.** Housing was the second-highest-ranking issue in the Chamber’s surveys. Business owners want more housing for themselves and their employees, and as a way to get more year-round customers. According to the 2023 surveys, 45 percent of the survey respondents indicated that more local housing was “Absolutely Critical” to the success of their businesses. Three-fourths (73 percent) stated that more housing was “Absolutely Critical” or “Important” to their businesses. Put another way, half of all the businesses cannot expand or maintain operations without more housing. A greater number, 52 percent, said that having more year-round customers was “Absolutely Critical” to the success of their businesses. The lack of housing and a local labor force continues to threaten the sustainability of Morro Bay’s business, the local economy, and City fiscal resources. Employees, business owners and managers (including many of the City’s employees, including department heads) cannot find adequate housing in Morro Bay and cash their paychecks in other County communities. And, despite a robust housing market, very little new market rate housing is being constructed. The city should focus on identifying and removing apparent or actual constraints to the development of the City’s vacant or underutilized lands, including the many vacant lots that are in the community. The survey respondents indicated that permit processing is still an issue, with 90 percent indicating that faster/clearer permit processes, better application checklists, and equitable enforcement of codes are necessary to make this happen. **The following efforts should be prioritized to improve and supply of local housing for the workforce (recommendations in *italics* are recommended carryovers):**

a. *Complete the permit processing improvements that were recommended by the Chamber in 2020.* Progress on the Chamber’s immediate, six-month and eighteen-month recommendations in that report, which was included in the City Council-approved 2020 scope of work of the Chamber’s ED contract, have not been reported on in some time. A Planning Commission committee designated for this purpose was assigned, but there has been no publicly reported progress on this committee’s work plan or continued existence.

b. Develop prototypical plans for mixed use development in the Main Street and Morro Bay Boulevard Commercial Corridors. Show property owners how to best integrate housing above or adjacent to their businesses. Develop a “fast track” approval process.

c. Set an annual objective for the development of housing in the community and report to Council quarterly on the status; suggest ways to remove constraints.

- d. Adopt the “Prohousing Designation Program” through the State Department of Housing and Community Development. This designation will demonstrate to skeptical developers and builders that things have changed in Morro Bay and housing is actually encouraged and needed here.
- e. *Development of Objective Design Standards for all housing types.*
- f. *Development of pre-approved “stock” plans for ADUs.*
- g. *City master planning of major development sites, including the Morro Elementary Site, the Shepard/Martz and Seashell Estates properties, and Chevron multifamily property. It is also time for the City to take a candid look at the sites that were assumed to meet its Regional Housing Needs Allocation requirements, especially in light of access and drainage development constraints apparent during recent flooding.*
- h. *Identifying infill housing opportunities on under-utilized commercial parcels (e.g., Spencer’s Market). Also, solicit input from owners of vacant parcels about how to motivate them to develop their properties.*

3. **Infrastructure. It’s Time to Get Serious About the Future.** The city has developed a number of plans and programs including the One Water Plan, General Plan/LCP, Downtown-Waterfront Strategic Plan, and others that have created expectations for future improvements. The city has stated that it would develop an infrastructure financing plan starting in 2021, and that is a necessary first step, along with developing new revenue sources. Development of a feasible infrastructure plan is important to the business community and they “want to see their tax dollars invested in tangible improvements”. Two-thirds of the respondents said that it was “Absolutely Critical” to “...see their tax dollars invested in tangible improvements” that are relevant to them. In total 97 percent of the respondents said that this was either “Important” or “Absolutely Critical”. This year investment in infrastructure that supports their businesses was the highest-rated item in the Chamber’s surveys.

The City has been “nibbling” on this and “admiring” this problem for years. The tenuous financial condition of the Harbor Department and waterfront infrastructure have been known for almost twenty years now; the HAB and its members have spent time and treasure trying to solve it, but there is no plan or adopted action. The City recently received a Pavement Management Plan report that identified capital needs, but no funding or action plan is in place. And, the OneWater Plan identifies storm drainage deficiencies that became all too apparent in the past two months. There are also deficiencies in the water system and sewer system that affect the viability of businesses, and the adequacy of fire flow. The WRF will soon be behind us, and we need to start working on what’s next.

The following efforts should be prioritized to address the long-standing deficiencies in capital improvements and capital improvement financing (recommendations in *italics* are recommended

carryovers):

- a. The City should tune up its Economic Development Strategic Plan (EDSP) in light of post-Covid economic realities. The updated EDSP should determine the amount of commercial, retail, visitor serving commercial, and industrial development that the community needs over the next 20 years, and these projections should be used to update and correct the projections in the Land Use Element of the GP. It has been more than five years since the last plan was developed, and there are new economic diversification opportunities and new data to consider since the 2017 EDSP was adopted. This will also give the current City Council an opportunity to weigh in on the priorities and strategies established in the plan. These projections should be used to determine the community's capital improvement needs.
- b. Implement the parking study and start the Access Enhancement Plan. GP/LCP Policy Circ-4.2 states that the City "...may seek a Coastal Development Permit to establish paid public parking spaces with reasonable rates in appropriate places. Some of the revenue would serve as a dedicated funding source to improve and enhance coastal access." The City's parking study has determined that paid parking will be fiscally positive and that it will generate \$50,000 per year in net revenue for the small pilot program, and \$250,000 per year in net revenue after full implementation. Locally, both Avila Beach and Pismo Beach have paid parking as part of their beach and waterfront access programs, with each having revenues of \$500,000 to \$550,000 per year.
- c. Form an EIFD that will cover major development properties and commercial districts in the community. Complete this concurrent with or prior to the full entitlement of the major projects in the community, and identify the improvements that will be funded.
- d. Establish completion schedules for Capital Improvement Projects with regular monitoring.
- e. Start a comprehensive Infrastructure Needs and Financing Plan, originally proposed for 2021. The sooner, the better. The resulting plan may indicate a need for new city financing sources, which will only be accepted by the community if they see tangible results and direct benefits.
- f. In order to better focus the community on a common set of improvement objectives, create better communication between the City's advisory boards and eliminate the current "silos". The advisory boards are populated by talented professionals and committed laypeople that can contribute to and amplify the efforts of the City's professional staff. The City Council should also schedule regular work sessions with the Planning Commission, Citizens Finance Advisory Committee, Parks and Recreation Commission, Harbor Advisory Board, and Public Works Advisory Board.
- g. The City should suspend its work on the 2022 draft Impact Fee Study until the *Infrastructure Needs and Financing Plan* is completed, and the General Plan Table LU-2 is amended to indicate the projected development over the next 20 years.
- h. The City should re-evaluate OneWater and other major capital projects to determine whether

they are needed. If these are based on the General Plan buildout projections, then they may be over-scoped or unnecessary. These projects should also be re-evaluated based on current water use, sewer generation and traffic generation factors.

- i. The City should stay engaged as a major participant in the Offshore Wind (OSW) planning and infrastructure assessment efforts. Now that the auction has been completed the City should maximize local fiscal and economic benefits. Infrastructure and economic development projects linked to OSW may be more easily funded and provide a unique economic development opportunity. The city needs to track OSW, engage with developers and stakeholders, including the commercial and recreational fishing industry, and continue to participate (financially, if necessary) in OSW facility master planning.

4. **Circulation. Let's Get Moving.** Key circulation issues weren't dealt with in a substantive way in the GP/LCP. These issues include a circulation plan for the Wastewater Treatment Plant/Power Plant/Embarcadero Road/Atascadero Road area to provide essential emergency access and to relieve weekend gridlock on the Embarcadero, prioritizing pedestrian and bike modes on the waterfront, evaluating the true need for circulation facility improvements given the likely amount of development that will occur per the General Plan over the next 20 years and identification of feasible financing methods for improvements. According to the Chamber's surveys, improving Atascadero Road/Hwy 41/Embarcadero Road was rated "Important" or "Absolutely Critical" by 85 percent of the survey respondents. **The following efforts should be prioritized (recommendations in *italics* are recommended carryovers):**

- a. *Completion of the master plans for the wastewater treatment plant site, the Vistra site and the surrounding area.* *This should be a city-initiated and directed study as it is unreasonable to expect any one property owner to conduct this study.* This should also include a vehicle connection between Atascadero Road and Coleman Road (the Embarcadero Road alignment).
- b. *Completion of an updated traffic study to determine the traffic needs of the community over the next 20 years,* and key improvements such as intersection controls and improvements. (The GP traffic study does not provide that, nor does any previous traffic study).
- c. *Completion of the Paid Parking and Access Management and Enhancement Plan.* This effort appears to be stalled in some way; it is a regular item on the Harbor Advisory Board Agenda.
- d. *Implementation of an Enhanced Infrastructure Financing District (EIFD) to fund circulation improvements.* This will allow the city to capture a greater share of future property tax dollars from large development projects that can be used for capital improvements.
- e. *Plan for a public parking lot in the Vistra Master Plan area,* triangle lot, or another adjacent property to intercept traffic going to Rock Beach.
- f. *Develop and adopt a pedestrian circulation plan for the waterfront that addresses new sidewalks, widened sidewalks, and completion and financing of the Harbor Walk between*

Morro Rock Beach and Tidelands Park.

- g. Identify the location for and install 5 new vehicle charging stations per year over the next 5 years.

Chamber Evaluation of 2021-2022 City Goals and Objectives

1. Public Infrastructure: Address (1) cleanliness (while maintaining sensitivity to wildlife) and safety issues in heavy tourism areas, (2) conduct a capital needs assessment, and (3) traffic circulation in Embarcadero.

- Action 1.1:** Conduct a traffic speed survey.
- Action 1.2:** Initiate a capital assessment effort (Harbor, facilities, stormwater, etc.)
- Action 1.3:** Review options and develop optimal staffing for City maintenance efforts.
- Action 1.4:** Continue work to implement paid parking program and continue work on long-term plan.
- Action 1.5** Pursue grant opportunities for the Coleman Beach area improvements.

Chamber Recommendation: The two needed centerpieces of public infrastructure are a comprehensive *Infrastructure Needs and Financing Plan*, and a more systematic public facility maintenance. Each action should also have a timeline and measurable metric for completion.

2. Fiscal Sustainability & Economic Vitality: (1) Create a plan to address the City's unfunded liabilities while striving to achieve competitive compensation, (2) determine potential paths to secure funding for capital needs (Harbor and other needs), and (3) support expedient catalyst site development.

- Action 2.1:** Seek state lobbyist contract to assist in obtaining state funding for City projects.
- Action 2.2:** Assess viability for business improvement districts for Downtown and Embarcadero.
- Action 2.3** Review development opportunities for the Market Plaza property.
- Action 2.4** Complete fee study (development impact fees).
- Action 2.5** Pursue grant opportunities for the Coleman Beach area improvements.
- Action 2.6** Continue review of Vistra proposed battery project.
- Action 2.7** Assess cyber security needs.
- Action 2.8** Prepare and review policy options on liabilities (pension and health care).

Chamber Recommendation: By all evidence, the City has recovered from the economic downturn during the pandemic, and has experienced robust sales and business activity. Fiscal revenues are significantly higher than projected. The City has (successfully) applied and secured funding for Coleman Beach park improvements and should proceed to implementation. The City has also committed additional pay-downs

of pension liabilities and other debt. The impact fee study is incomplete and requires an assessment of other infrastructure financing methods, and an accurate and well-documented assessment of public improvement needs over the next 20 years before re-commencing that effort.

3. Housing: (1) Educate the Council on new and existing State legislation related to housing, (2) identify the opportunities for additional housing options and/ or explore partnerships to support these efforts, and (3) continue the Community Development Department’s efforts to expedite the development review process.

- ☑ **Action 3.1:** Complete Zoning Code update.
- ☑ **Action 3.2:** Development of stock Accessory Dwelling Units (ADU) to provide to public for free.
- ☑ **Action 3.3** Provide update to Council on new state housing legislation (such as SB 9) and general education on housing.
- ☑ **Action 3.4** Implement Housing element, including reviewing housing by right, objective design guidelines, ADU ordinance update with incentives, update Density Bonus and inclusionary housing requirements.
- ☑ **Action 3.5** Bring land use amendment forward for the Seashell estates property to increase density to 7 – 15 units per acre for a future multifamily housing project.
- ☑ **Action 3.6** Complete City works online plan check application.
- **Action 3.7** Initiate work with the Planning Commission ad hoc committee for the review of the planning process.

Chamber Recommendation: As noted above, survey respondents indicated that more housing was “Absolutely Critical” to the success of their businesses. Three-fourths (73 percent) stated that more housing was “Absolutely Critical” or “Important” to their businesses. Put another way, half of all the businesses cannot expand or maintain operations without more housing. “Continuing” current efforts and approaches will not solve the problem. Something different and more aggressive is needed. Some significant progress has been made, including the completion of the Zoning Ordinance update, but the other objectives are unknown or stalled. We recommend that the objectives be stated in more measurable terms and reflect the urgency of this matter.

4. Climate Action: (1) Participate with other cities in SLO County to support climate action planning efforts, (2) educate Council on the technical terms around climate action to support policy advocacy and the identification of critical next steps for Morro Bay, and (3) consider opportunities to reduce reliance on carbon producing energy sources.

- ☑ **Action 4.1:** Pursue funding to complete Climate Action Plan update.
- ☑ **Action 4.2:** Pursue electric vehicle charging station funding.
- ☑ **Action 4.3** Initiate implementation of SB 1383 (organic waste for residents and businesses).

- ✔ **Action 4.4** Promote Central Coast Community Energy (3CE) New Construction Electrification Program and include in planning materials and on website.
- ✔ **Action 4.5** Create city webpage with links to energy efficient websites.
- ✔ **Action 4.6** Elevate “Climate Crisis” to “Climate Emergency” by way of resolution and seek funding to move forward in this area.
- ⊙ **Action 4.7** Implement 3CE Reach Code Incentive Program [for] electrification of new residential construction with the adoption of 2022 Building Code in January 2023.

Chamber Recommendation: Mobile source emissions (car exhaust) is the greatest contributor to Greenhouse Gas Emissions and climate change. Second to that is the production of methane from solid waste disposal sites. Although the reduction of Greenhouse Gas Emissions is stated as a fundamental precept of the GP/LCP update (the highest-level policy), the EIR and Circulation Technical Report indicate that the City GP/LCP update will make the jobs-housing balance substantially worse, going from 0.66 jobs/house to 2.77 jobs per house. The GP/LCP is planning to add thousands more planned jobs but only 881 housing units. We assert that the GP/LCP has exaggerated and unrealistic growth projections for non-residential development.

Many of the objectives in this area have been addressed in the 2022 Building Code, and will be further addressed in the 2025 Building Code update that is now being worked on by the California Energy Commission. Full electrification of new residential construction is expected to be a requirement (with limited exception) by 2025, whether the City does anything or not. We recommend that the City let the 2025 Building Code, and the CalGreen Code, run their respective update course and NOT spend staff time on a special “Reach Code”.

5. Community Health: (1) Create plan to address immediate need for increasing COVID vaccination rates with an emphasis towards target populations with inequitable access or education. (2) Educate Council and staff about Diversity, Equity, and Inclusion (DEI) and engage in a community conversation.

- ✔ **Action 5.1:** Provide education to City Council and staff about DEI issues.
- ✔ **Action 5.2:** Support SLO County Public Health communication efforts to vaccinate members of the Morro Bay community, particularly underrepresented communities.
- ✔ **Action 5.3** Inform the County process to update the 10-year plan on homelessness.
- ⊙ **Action 5.4** Explore opportunities to support County efforts to address homeless issues on the North Coast.
- ✔ **Action 5.5** Support Filipino-American group (FANHS) rededication event of their historic monument at Coleman Beach.
- ⊙ **Action 5.6** Review opportunity for Boys and Girls Club to offer enrichment activities for

teens in the Estero Bay region.

- ⊖ **Action 5.7** Provide community information and resources regarding access to mental health resources to address behavioral health or mental health crises: substance abuse issues, depressive illnesses and exacerbation of previously controlled mental health issues.

Chamber Recommendation:

Business Community Goals and Objectives

Importance Sorted by Survey Results

Which of the Following Items Are Important to me and my Business?	Dot Exercise (3 dots per Person)	Online "Important" or "Absolutely Critical" (2023)	Total	
Respondents	100	45		Subject Area Items
Seeing my tax dollars invested in tangible improvements	8	43	51	Infrastructure
Equitable enforcement of ordinances and policies	1	42	43	Economic Development
Improved sanitation on city sidewalks near my place of business	3	42	45	Sanitation and Maintenance
Improved Safety and decorative lighting	1	41	42	Infrastructure
Improved/Clearer Checklists for Permit Applications	0	38	38	Economic Development
More year-round customers	6	37	43	Economic Development
Improved Circulation from Atascadero Road to Embarcadero	4	36	40	Circulation
Faster/clearer permit processing	0	36	36	Economic Development
Clearer/improved business license application and renewal	10	34	44	Economic Development
More housing for me and my employees	13	33	46	Housing
Incentive programs to invest in economic development		32	32	Economic Development
Incentive programs that lower my water usage and cost during drought		31	31	Infrastructure
Outdoor signage and displays for my business		29	29	Economic Development
Safer, and more, bike lanes		26	26	Circulation
Electric vehicle charging stations	2	20	22	Circulation
Improved Pedestrian Walkways on Waterfront	3		3	Circulation

Waterfront pedestrian improvements	3		3	Circulation
Public Transportation (Trolley)	0		0	Circulation
Implement Market Place Project ("Branigans/Distasio's) Site	8		8	Economic Development
Better paying, head of household jobs beyond the hourly employee.	3		3	Economic Development
Homeless	18		18	Housing
Parking on Embarcadero	4		4	Circulation
Public restroom in Downtown	11		11	Sanitation and Maintenance
Proactive tree maintenance and replacement	2		2	Sanitation and Maintenance

Business Community Goals and Objectives				
Importance Sorted by Squeaky Wheel Event				
Which of the Following Items Are Important to me and my Business?	Dot Exercise (3 Dots/Person)	Online "Important" or "Absolutely Critical" (2023)	Total	
Respondents	100	45		Subject Area Items
Homeless	18		18	Housing
More housing for me and my employees	13	33	46	Housing
Public restroom in Downtown	11		11	Sanitation and Maintenance
Clearer/improved business license application and renewal	10	34	44	Economic Development
Seeing my tax dollars invested in tangible improvements	8	43	51	Infrastructure
Implement Market Place Project ("Branigans/Distasio's) Site	8		8	Economic Development
More year-round customers	6	37	43	Economic Development
Improved Circulation from Atascadero Road to Embarcadero	4	36	40	Circulation
Parking on Embarcadero	4		4	Circulation
Improved sanitation on city sidewalks near my place of business	3	42	45	Sanitation and Maintenance
Improved Pedestrian Walkways on Waterfront	3		3	Circulation
Waterfront pedestrian improvements	3		3	Circulation
Better paying, head of household jobs beyond the hourly employee.	3		3	Economic Development
Electric vehicle charging stations	2	20	22	Circulation
Proactive tree maintenance and replacement	2		2	Sanitation and Maintenance
Equitable enforcement of ordinances and policies	1	42	43	Economic Development
Improved Safety and decorative lighting	1	41	42	Infrastructure

Attachment 2
Priority Rating per Squeaky Wheel

Improved/Clearer Checklists for Permit Applications	0	38	38	Economic Development
Faster/clearer permit processing	0	36	36	Economic Development
Public Transportation (Trolley)	0		0	Circulation
Incentive programs to invest in economic development		32	32	Economic Development
Incentive programs that lower my water usage and cost during drought		31	31	Infrastructure
Outdoor signage and displays for my business		29	29	Economic Development
Safer, and more, bike lanes		26	26	Circulation