



# CITY OF MORRO BAY CITY COUNCIL AMENDED AGENDA

*The City of Morro Bay is dedicated to the preservation and enhancement of the quality of life. The City shall be committed to this purpose and will provide a level of municipal service and safety consistent with and responsive to the needs of the public.*

## **Notice of Special Meeting** **Tuesday, April 4, 2017** **Community Center Multi-Purpose Room – 3:00 P.M.** **1001 Kennedy Way, Morro Bay, CA**

ESTABLISH QUORUM AND CALL TO ORDER

PUBLIC COMMENT RE: ITEMS ON THE AGENDA

SPECIAL MEETING AGENDA ITEM:

- I. DISCUSSION AND ADOPTION OF 2017-18 CITY GOALS AND PROGRAM OBJECTIVES

**RECOMMENDATION: City Council discuss and adopt the 2017-18 City Goals and Objectives**

THE MAYOR WILL READ THE AGENDA TITLE FOR THE CLOSED SESSION ITEM THEN THE COUNCIL WILL RECESS TO RECONVENE IN CLOSED SESSION AT 595 HARBOR STREET

CS-1 CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION  
Initiation of litigation pursuant to paragraph (4) of subdivision (d) of Section 54956.9:  
One Matter

RECONVENE IN OPEN SESSION – Announcement of reportable action from closed session, if any.

ADJOURN

DATED: April 3, 2017

  
\_\_\_\_\_  
Jamie Irons, Mayor

MATERIALS RELATED TO AN ITEM ON THIS AGENDA SUBMITTED TO THE CITY COUNCIL AFTER DISTRIBUTION OF THE AGENDA PACKET ARE AVAILABLE FOR PUBLIC INSPECTION AT CITY HALL LOCATED AT 595 HARBOR STREET; MORRO BAY LIBRARY LOCATED AT 625 HARBOR STREET; AND MILL'S COPY CENTER LOCATED AT 495 MORRO BAY BOULEVARD DURING NORMAL BUSINESS HOURS.

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

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AGENDA NO: I

MEETING DATE: April 4, 2017

# Staff Report

**TO:** Honorable Mayor & City Council

**DATE:** March 31, 2017

**FROM:** David W. Buckingham, City Manager

**SUBJECT:** Discussion and Adoption of 2017-18 City Goals and Program Objectives

## **RECOMMENDATION**

Staff recommends the City Council discuss and adopt the 2017-18 City Goals and Objectives.

## **FISCAL IMPACT**

The fiscal impact of approval of the City Goals and Program Objectives will be discussed in the 2017-18 budget process.

## **BACKGROUND/ DISCUSSION**

The attached FY 2017-18 goals and objectives were presented at the February 28, 2017, City Council meeting for adoption. At that meeting, the Council voted to continue the item for additional discussion.

## **ATTACHMENT**

1. Staff Report from February 28, 2017 City Council Meeting, including the Memorandum dated February 28, 2017 re: 2017-2018 City Goals and Objectives

Prepared By: DWB

Dept Review: \_\_\_\_\_

City Manager Review: DWB

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

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AGENDA NO: A-4  
MEETING DATE: February 28, 2017

## Staff Report

**TO:** Honorable Mayor & City Council **DATE:** February 22, 2017  
**FROM:** David W. Buckingham, City Manager  
**SUBJECT:** Adoption of 2017-18 City Goals and Program Objectives

### **RECOMMENDATION**

Staff recommends the City Council adopt the 2017-18 City Goals and Objectives, as presented.

### **FISCAL IMPACT**

The fiscal impact of approval of the City Goals and Program Objectives will be discussed in the 2017-18 budget process.

### **BACKGROUND/ DISCUSSION**

On December 8, 2015, the City Council adopted Resolution No. 72-15 outlining the Strategic Planning Framework, which directs the timing for development of City Goals and Objectives.

In accordance with that policy, study sessions were held on January 10 and 24, 2017, for initial discussion and reprioritization of the City's goals and program objectives.

On January 31, 2017, the City conducted a well-attended Community Goals Forum during which members of the community interacted with Council and staff to provide input to the goal setting process.

Based on discussion at those study sessions, staff presented updated City Goals and Program Objectives for FY 2017-18 for discussion at the February 14, 2017, City Council meeting. At that meeting, Council discussed the updated goals and objectives in detail and directed a few changes to the final draft. Those changes are reflected in the attached final FY 2017-18 goals and objectives which are presented now for formal adoption.

When adopted, the attached goal and objectives memo will be signed by the Mayor and City Manager.

### **ATTACHMENT**

1. Memorandum dated February 28, 2017 re: 2017-2018 City Goals and Objectives

Prepared By: DWB Dept Review: \_\_\_\_\_  
City Manager Review: DWB City Attorney Review: \_\_\_\_\_



# CITY OF MORRO BAY

CITY HALL  
595 Harbor Street  
Morro Bay, CA 93442

AGENDA NO: A-4  
ATTACHMENT: 1  
MEETING DATE: February 28, 2017

## Memorandum For City Council, Staff and the Public

**Date:** February 28, 2017

**Subject:** FY2017-2018 Goals and Objectives

1. **Purpose.** The purpose of this document is to identify City of Morro Bay Goals and Objectives for the Budget Year July 2017 – June 2018.
  - a) The City of Morro Bay strategic planning framework, adopted by the City Council on December 8, 2015, directs the timing for development of City Goals and Objectives.
  - b) In accordance with that policy, the City conducted a goal setting process in January and February 2017 that included Council Study Sessions, a Community Goals Forums and a Council meeting discussion to develop a new set of long term goals and budget year objectives. The 2017-18 Goals and Objectives were approved by Council on February 28, 2017.
  - c) The objectives under each goal identify a number of specific objectives the City intends to accomplish in the July 2017 to June 2018 budget year. Accomplishing these objectives, however, is dependent on adequate resourcing – both staff time and money. Thus, some objectives may not be completed if adequate resources are not allocated during the fiscal year 2017/2018 budget process.
2. **Goals and Objectives.** Following are the City of Morro Bay's four long-term goals and subordinate program objectives for budget year 2017-18:

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

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

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

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

- a. Working with local and regional businesses and groups, promote a balanced economic development approach consistent with our Economic Development Strategic Plan that retains, expands, and attracts businesses for a strong, stable, complementary, and diverse business environment, including tourism, coastal resources, development, redevelopment, and conservation that honors the character of our community and is consistent with our Community Vision.
- b. Pursue opportunities and relationships that may result in building demolition/reuse, remediation and complete redevelopment of the Morro Bay Power Plant in a way that will increase TOT, property tax, and sales tax revenue, while converting a portion of the existing property for public use such as recreation areas, cultural and educational amenities, parks, and paths. Advocate for appropriate specialty uses such as an ambulatory medical plaza.
- c. Take appropriate action, including implementation of specific programs, to increase shoulder-season and off-season TOT-producing visitor nights by 10 % over FY17 levels.
- d. Research and bring to Council for decision incentive programs, including a TOT rebate program, that would reasonably result in the renovation of some existing hotel stock and deliver higher average daily rates and thus higher TOT revenues.
- e. Facilitate private revitalization / redevelopment activities that will result in planning approval for a 3% increase in number of hotel rooms in the City, with priority placed on 3 and 4-star properties to better balance our hotel stock.
- f. Take proactive action to facilitate the revitalization of underused and vacant parcels in commercial districts, including encouraging ~~sales-tax producing~~ digital or other “green” industries and businesses providing multiple head of household jobs.
- g. Research and bring to Council consideration of various approaches for parking management, including paid parking, in downtown and/or Embarcadero areas; include consideration of one or more parking districts.
- h. Evaluate opportunities for new revenue sources and present to Council for consideration; include possible marijuana tax measures, other tax measures, and cost control approaches that include a staffing review.

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

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

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

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

- a. Complete water/sewer rate study and bring to Council for Prop 218 process consideration any rate increase requirements to fund the proposed WRF.
- b. Following CEQA guidelines, bring the WRF Environmental Impact Report (EIR) to Council for approval and certification.
- c. Complete and submit the State Revolving Fund loan application with the State Water Control Board for the WRF project, to secure funding for the project.
- d. Complete the acquisition of the preferred site for the WRF project.
- e. Take appropriate selection action and bring to Council for approval, a contract for the design-build construction delivery of the new WRF.
- f. Take all appropriate actions, and bring to Council for information/approval, as required, information that will allow the City to make a decision to achieve water independence - including weaning off State Water and appropriately disposing of (likely leasing) our State water allocation.
- g. Budget for, select a consultant, complete, and bring to Council for initial consideration, a “OneWater” plan for the City that considers all water resources - from storm water to groundwater to waste water - as a single “water resource.”

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

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

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

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

- a. Bring to Council for decision an item to consider adding a street improvement tax measure to the November 2018 ballot.
- b. Budget for and complete planning for rebuilding of the City-owned access alley to the commercial fish dock between the USCG station and Morro Bay Landing (ex-Virg’s) lease site, work toward synchronizing City improvements with possible USCG station and Morro Bay Landing lease site development.
- c. Bring to Council for information, consideration and possible implementation a review of parking management plans and options in the downtown and waterfront districts; seek, and bring to Council for consideration, partnerships that will result in the construction of one or two moderately sized parking facilities in waterfront / downtown areas of the City.

- d. Bring to Council for decision proposals that result in a public/private partnership redevelopment of the City-owned “Market Plaza” property consisting of the DiStasios’s parcel, and, if appropriate to be included in redevelopment, the “Front Street” parking lot (below DiStasio’s), and the parking lot at Pacific and Market.
- e. Complete the approved RFQ process and, if required, a feasibility study, for a marine services facility (boatyard) and bring to Council for information and consideration of next steps.
- f. Inventory, evaluate and refresh existing programs for volunteer groups to provide routine maintenance in the City (such as adopt-a-park programs); while soliciting and facilitating additional volunteer group support for routine maintenance (such as park beautification) and small capital projects (such as park bathroom reconstruction).

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

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

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

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

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

Jamie Irons  
Mayor

David W. Buckingham  
City Manager