

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



Action Team initiatives
with updated list of interested persons

February 7, 2015

compiled by Don Maruska & Company, Inc.

Strengthening the community



Process for Morro Bay Local Economic Action Plan (LEAP)



Strategic Framework Objectives

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

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

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

Focus Areas for LEAP

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

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

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

City Participation

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

Process for Morro Bay Local Economic Action Plan (LEAP)



November 19 Kickoff Workshop



KSBY-TV coverage



KSBY STUDIO

SAN LUIS OBISPO NEWSROOM

ECONOMIC PLAN FOR MORRO BAY

KSBY 6
KTVB-TV & News.com

6:09 59° @ksby

Getting the word out that Morro Bay is open for business



Encouraging community engagement

See www.Morro-Bay.ca.us/LEAP for additional information.



For email notices: LEAP@DonMaruska.com.

Note

In the slides that follow, I've provided current drafts of the initiatives that participants in the November 19 workshop identified and that Action Teams have developed in meetings since that time and reported at the January 21 LEAP Community Workshop. If you wish to get involved a particular initiative, please contact the Team Leader for the initiative.

LEAP Program Action Initiatives [2015-01-20 draft update]

Topic: Expedite processing for targeted businesses

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

LEAP Program Initiatives [2015-01-20 draft update]

Topic: Revitalize and link business districts to boost activity

Targeted Benefits	Key Steps	Key People * = lead	Schedule
<p>Revitalized and enhanced business districts that boost appeal to locals and visitors (metric: plans for high-value improvements, target: date tbd; improvements completed and enhanced business activity, target: tbd)</p>	<ol style="list-style-type: none"> 1. Develop a vision for Downtown Morro Bay and each business district with identity and zoning that supports them (include hotel survey for visitors) [Assess timing and coordination with General Plan and Local Coastal Plan updates] 2. Explore ways to link Embarcadero and Morro Bay Boulevard 3. Identify near-term improvements that can make a difference in attracting business activity while longer-term planning occurs. [See detailed list of suggestions from Merchants' Association and others] <ol style="list-style-type: none"> a. clean up, lighting, maintenance b. refresh striping for parking c. add public parking (Main/Market on MB Blvd. d. improved signage e. banner program f. basic maintenance, trash etc. g. public art; refreshing 4. Longer-term planning and action <ol style="list-style-type: none"> a. downtown retail and restaurant business dist. b. consider Property Business Improvement Dist c. possible weekly event to stay open later 	<p>Susan Stewart* Cyndee Edwards Red Davis Kay Crocker Walter Heath Jeff Eckles Brent Haugen Christine Johnson Jamie Irons Dave Buckingham Joan Solu Barbara Jo Osborne Jeannie Palermo Kelly & Paul Boisclair</p>	<p>Spring 2015</p> <p>Budget cycle for FY 2015-2016</p> <p>Post completion of GP/LCP</p>

LEAP Program Initiatives [2015-01-20 draft update]

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

Targeted Benefits	Key Steps	Key People * = lead	Schedule
<p>Events that benefit more businesses and residents as well as attract visitors (metric: number of businesses and organizations participating, target: #; number of residents and visitors participating, target: tbd; increased business activity (sales tax, TOT, etc.)</p>	<p>1. Use Harbor Festival redesign as a pilot for events that open up the City and its attractions to residents and visitors alike for all to benefit.</p>	<p>John Solu,* Paul Nagy*</p>	<p>December 2014</p>
	<p>2. Prepare a master calendar of events for better coordination with a semi-annual review with Chamber, Merchants Assn., MBTB, and City to avoid conflicts, align efforts (e.g. publicity), and boost success. [Current core events are Bird Festival, Car Show, 4th of July, Avocado & Margarita, Harbor Festival, Kite Festival with priority renewals]</p>	<p>Dave Buckingham* (with core events leaders, including Shaun Farmer, Cyndee Edwards, Joan Solu, Red Davis, Brent Haugen), Janice Peters, Glenn Silloway, Marlys McPherson</p>	<p>February-March 2015</p>
	<p>3. Create an events process guide and develop planning page on City website and single point of coordination across City departments (see examples from Santa Barbara, etc.)</p>	<p>Dave Buckingham (City Staff/contractor)* Brent Haugen</p>	<p>February-March 2015</p>
	<p>4. Explore interest of collaboration among core events to share costs and benefits of professional staff (a) events coordinator to facilitate planning, promote sponsorship packages (similar to Chamber's Circle of Excellence), etc. (b) volunteer coordinator to mobilize a cadre of volunteers (see Savor example and local PTA)</p>	<p>Dave Buckingham* to convene with events leaders and core events leaders</p>	<p>February-March 2015 (and during budget cycle for 2015-2016)</p>

LEAP Program Initiatives [2015-01-20 draft update]

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

Targeted Benefits	Key Steps	Key People * = lead	Schedule
<p>Leverage partnerships with Cal Poly, National Estuary Program, aquarium, etc. to attract residents and visitors for in-depth experiences (metric: programs created or enhanced, target: tbd; number of residents and visitors participating and economic activity generated)</p>	<ol style="list-style-type: none"> Catalogue key assets Identify 3 to 4 initiatives to begin working on 	<p>John Heading*Ginny Garelick, Lynda Merrill, Rigmor Samuelson, Noah Smukler, Walter Heath</p>	<p>January 12, 2015</p>
	<p>Initiative #1: Develop identity and awareness of Morro Bay as a beach community to increase tourism attraction</p>	<p>Action Team, TBID, Chamber,</p>	<p>February</p>
	<ol style="list-style-type: none"> determine existing marketing efforts in community targeting beach identity identify potential partners in community to assist in promoting beach identity develop inventory of beach related activities coordinate single effort to align initiatives for expanding beach identity develop aligned marketing plan 	<p>Embarcadero business representative, Tourism Director</p>	<p>February</p>
	<p>4) coordinate single effort to align initiatives for expanding beach identity</p>	<p>Tourism Director</p>	<p>March 15, 2015</p>
	<p>5) develop aligned marketing plan [Note: collaborate with GP/LCP and visioning.]</p>	<p>Tourism Director</p>	<p>March 30, 2015</p>
	<p>Initiative #2: Expand community inventory of recreational activities to promote tourism</p>	<p>Action Team</p>	<p>May 1, 2015</p>
<ol style="list-style-type: none"> Identify pickle ball development as a community resource to improve community health and attract tourists Determine resources necessary for pickle ball court development quantify tourist attraction opportunity if development occurs determine feasibility of developing initiative/determine action plan for implementation if feasibility is positive 	<p>John Heading, Kathy Thomas, Joe Woods (same as above)</p>	<p>February</p>	
<p>4) determine feasibility of developing initiative/determine action plan for implementation if feasibility is positive</p>	<p>Joe Woods, Kathy Thomas</p>	<p>March 15, 2015</p>	
		<p>March 15, 2015</p>	
		<p>April 15, 2015</p>	

LEAP Program Initiatives [2015-01-19 draft update] *continued*

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

Targeted Benefits	Key Steps	Key People * = lead	Schedule
<p>Leverage partnerships with Cal Poly, National Estuary Program, aquarium, etc. to attract residents and visitors for in-depth experiences (metric: programs created or enhanced, target: tbd; number of residents and visitors participating and economic activity generated)</p>	<p>Initiative #3: <i>Create an attractive and appealing gateway entrance to a key area of the city exploiting the environmental/recreational aspects of the city creating visitor curiosity to further explore the city</i></p> <ol style="list-style-type: none"> 1) identify team members for initiative 2) determine rough design/scope and resources necessary for project 3) evaluate planning/zoning/sign ordinance issues 4) determine feasibility project based on cost/benefit analysis 5) if the project is feasible, develop detailed action plan for implementation and completion of project [consider possible partner agencies for grants, etc] 	<p>John Headding*Ginny Garelick, Lynda Merrill, Rigmor Samuelson, Noah Smukler, Walter Heath, Paul Boisclair, Maggie June, BJ Osborne</p> <p>Noah Smukler Noah Smukler/team Community Development Manager LEAP Team, Rob Livick, Susan Slayton LEAP Team</p>	<p>February 28, 2015 March 15, 2015</p> <p>March 22, 2015 April 15, 2015</p> <p>June 1, 2015</p>

LEAP Program Initiatives [2015-01-20 draft update] *continued*

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

Targeted Benefits	Key Steps	Key People * = lead	Schedule
Leverage partnerships with Cal Poly, National Estuary Program, aquarium, etc. to attract residents and visitors for in-depth experiences (metric: programs created or enhanced, target: tbd; number of residents and visitors participating and economic activity generated)	<p>Initiative #4: <i>Leverage partnerships with Cal Poly, National Estuary Program, or other identified major organizations to determine the feasibility of developing a state of the art marine education center or aquarium for Morro Bay. The end result will be to promote ecological educational experiences, preserve natural resources, and attract tourists and local residents all to promote environmental assets in Morro Bay and improve the economy.</i></p> <p>1) Re-evaluate existing information and studies on the feasibility of marine education center or aquarium development</p> <p>2) catalog potential partners to consider in the development of a public private partnership</p> <p>3) evaluate scope of potential project with identified private partners by reaching out to determine their interest</p> <p>4) if project is determined to be potentially feasible, bring forward to key constituencies for further evaluation</p> <p>[The potential scope of this project is large in both financial and personal resources. At this point, the goal is to determine the feasibility and desire to move forward with a full development plan.]</p>	John Heading* LEAP Team, other interested individuals, Jeannie Palermo, Ginny Garelick, Dick Reynolds John Heading, Noah Smukler LEAP Team	March 30, 2015
	<p>Initiative #5: <i>Explore the idea of a green belt preservation effort</i> (determine community's interests and concerns; learn from efforts elsewhere; consider public-private partnership; etc.)</p>		Noah Smukler, BJ Osborne

LEAP Program Initiatives [2015-01-20 draft update]

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

Targeted Benefits	Key Steps	Key People * = lead	Schedule
Enhance vitality of business areas and stimulate fresh interest from residents and visitors and increase business activity with inviting spaces (metric: # and experience of people using the parklet, target: tbd; business and sales tax results, target: tbd)	<ol style="list-style-type: none">1. Identify potential location(s)2. Confirm merchant interest3. Review with Merchants Association and Chamber4. Develop a plan5. Implement a pilot parklet6. Measure effectiveness of pilot and propose next steps to Council	Dave Buckingham* Rigmor Samuelson Jamie Irons, BJ Osborne, Travis Ford Scot Graham* (Community Development Director)	January 2015 April – June 2015

LEAP Program Initiatives [2015-01-20 draft update]

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

Targeted Benefits	Key Steps	Key People * = lead	Schedule
<p>Aid existing businesses to expand and attract targeted businesses (metric: commercial realtors and property owners submit spaces available, Chamber features on website, target: # of businesses tapping, # of businesses expanding/ locating in Morro Bay)</p>	<ol style="list-style-type: none"> 1. Connect with commercial realtors to identify demand and desired features for an inventory 2. Gather information from realtors, property owners, City and other sources to develop inventory of available spaces (including available lots) 3. Establish business district Ambassadors with Chamber to identify opportunities and help connect interested parties. 4. Develop a “Doing Business in Morro Bay” page on Chamber website with information on spaces available (by district), commercial realtors, and other resources. 5. Feature available commercial spaces in Chamber news blast (with link to City’s Public Services department for more detailed information about allowable uses) 6. Engage commercial realtors and others to use the inventory to attract targeted businesses 7. Examine opportunities for re-use of power plant and sewage treatment plant when those spaces become available. 	<p>Monica King* Kelly Wells Rigmor Samuelson Jamie Irons, Jeannie Palermo, Eric Endersby (waterfront leases) Additional commercial realtors (Janne Reddell, Jack Franklin) Chamber* Chamber* Chamber*</p>	<p>January-February 2015 Spring 2015 Before summer 2015 season Monthly news blasts starting in May 2015 June 2015 +</p>

LEAP Program Initiatives [2015-01-20 draft update]

Topic: Reassess business incubator and enhance local business building efforts

Targeted Benefits	Key Steps	Key People * = lead	Schedule
<p>Stimulate awareness and interest in Morro Bay as a place for business development (metric: # of business inquiries, target: tbd; businesses aided and head-of-household jobs added, target: tbd)</p>	<ol style="list-style-type: none"> 1. Connect with Cal Poly Hot House to benefit from shared learning and to explore potential collaborations. 2. Assess current business incubator experience. (Concluded hot house is not fit for Morro Bay.) 3. Evaluate needs and interests of community for business development – coordinate with Chamber for listening sessions, surveys, etc. 4. Identify and pursue some focus areas (e.g. high tech, healthy living and food [vBar, Wholesome Chow, Stephanie’s Soups, Elemental Goods], fishing [South Bay Wild], marine sciences [NEP, Cal Poly, Aquarium, TNC], etc.) 5. Enhance local business building efforts— developing new software, interactive website, social media marketing to enhance the Chamber’s technology. This new technology along with educational meetings will offer current business owners promotional opportunities, event sharing, and business planning ideas. Also, it will enhance local marketing through social media and networking with residents and businesses. Continued work on other programs to help build a stronger business community. 	<p>Jennifer Redman* Jeff Weir Mike Manchak Christine Johnson Judy Mahan (SLO Hot House) Jennifer Redman* and Kelly Wells, BJ Osborne, Jeannie Palermo</p> <p>[divide among team members]</p> <p>Chamber*</p>	<p>December 2014</p> <p>December 2014</p> <p>Winter/spring 2015</p> <p>Spring 2015</p> <p>Spring 2015 +</p>

LEAP Program Initiatives [2015-01-20 draft update]

Topic: Outreach to attract businesses

Targeted Benefits	Key Steps	Key People * = lead	Schedule
<p>Position Morro Bay favorably with targeted businesses offering head-of-household jobs (metric: completion of pitch sheet, target: tbd; number of connections with qualified prospects, target: tbd)</p>	<ol style="list-style-type: none"> 1. Identify key referral sources and business associations (e.g. EVC, local realtors, Cal Poly, etc.) to attract businesses into the area 2. Develop a pitch sheet to stimulate interest (distinctive benefits of Morro Bay, LEAP Team support for businesses, etc.) 3. Connect with referral sources and business prospects in a series of 30-minute meetings. Potential targets include: Nick Tompkins (NKT Commercial) [Mike], Chris Richardson (Richardson Properties) [Christine], Steve McCarty [Christine], Kimberly Walker [Ermina Karim], Bill Lee[Christine] 	<p>Christine Johnson* Dave Buckingham, Mike Manchak, EVC Christine Johnson* with Dave Buckingham and Don Maruska Christine Johnson* Mike Manchak Ed Kelly Jeannie Palermo</p>	<p>December 2014 February 2015 February – March 2015</p>

LEAP Program Initiatives – [new ideas offered 2015-01-21]

Topic: support for commercial and recreational marine interests

Targeted Benefits	Key Steps	Key People * = lead	Schedule
Boat yard, boat storage, fuel dock, chandlery	[Note: If community members wish this to become part of the LEAP plan, please step forward and translate your plans into this outline..]		

LEAP Program Initiatives – [new ideas offered 2015-01-21]

Topic: Morro Bay Tourism Trolley pilot program

Targeted Benefits	Key Steps	Key People * = lead	Schedule
Acquaint visitors and locals with the activities and opportunities in the area to encourage understanding and extended stays	[Note: If community members wish this to become part of the LEAP plan, please step forward and translate your plans into this outline..]	Judy Salamacha*	

Process for Morro Bay Local Economic Action Plan (LEAP)



Need revised Action Plan drafts by March 6 to compile LEAP plan for staff and Council review on March 24.

Stay connected

See www.Morro-Bay.ca.us/LEAP for additional information.



For email notices: LEAP@donmaruska.com.

LEAP *Forward*

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