



AGENDA NO: I

MEETING DATE: September 29, 2021

**AGENDA CORRESPONDENCE
AND STAFF PRESENTATION
RECEIVED BY THE CITY COUNCIL FOR
PUBLIC REVIEW PRIOR TO THE MEETING**

From: [Heidi Harmon](#)
To: [Council](#)
Subject: Major City Goal
Date: Wednesday, September 29, 2021 10:01:26 AM

Good Morning City of Morro Bay City Council,

I recently stepped down from my role as mayor of the city of San Luis Obispo to step up into a state-wide climate advocacy position at Let's Green CA! I am proud to have led the city to adopt the first climate action major city goal in the county. The Central Coast is perfectly positioned to be the leader in the clean energy economy at this crucial moment. I am reaching out to you today to encourage you to adopt a similar goal in your major city goal process. I have been grateful to partner with Morro Bay on the Central Coast Community Energy board, and I'm excited about the future of Morro Bay with wave energy, wind energy, and battery storage opportunities in abundance.

While the city of Morro Bay has many opportunities, it also faces significant challenges with increasing climate crises. Morro Bay is expected to experience rising water temperatures, increased storms, increasing droughts which the entire state is faced with, and of course sea level rise. Sea level rise, as you are likely aware, is not a fear of the future but is something happening now. According to the City's own documents, "to meet state and federal requirements the city must construct a new water wastewater treatment facility in an inland location away from the coastal zone and hazards, such as sea level rise, tsunamis and flood inundation. Relocating the facility further inland is necessary to continue providing reliable wastewater and water service to Morro Bay residents and businesses."

Tourism is likewise under threat as are significant threats to local fisheries. Increased storms across the bay's watershed will likely lead to higher levels of pollution influx and sedimentation in the estuary. As sea levels rise, a habitat that is usually safe from flooding will be at risk and salt water will infiltrate your local groundwater.

And at a time when many are struggling to find workers, we know that millennials are looking for jobs and communities that are in alignment with their largely strongly held support of climate action. You have an opportunity to continue to be a leader. Your future wave energy and battery storage facility will put Morro Bay on the map for more than just having a rock but instead for being a rock at a time when the Central Coast needs steadfast leadership on the defining issue of our time.

Thank you for your consideration in adopting climate action as a major city goal, Heidi Harmon

Heidi Harmon
Senior Director of Public Affairs
Let's Green CA!
805-550-8444

P.S. As an elected leader, your voice carries a lot of weight. I encourage you to endorse our call to Governor Newsom to declare a state of climate emergency by clicking [here](#).

Heidi Harmon
Senior Public Affairs Director
Let's Green CA!

805-550-8444

greencal.org

Follow our work @LetsGreenCA across [social media platforms](#)

[@HeidiisMighty](#)

From: [Christine Johnson](#)
To: [Council](#)
Cc: [Erica Crawford](#); [Eric Endersby](#); [Greg Kwolek](#); [REDACTED]; [REDACTED]; [REDACTED]; [Lexie Bell](#)
Subject: CITY GOALS INPUT
Date: Wednesday, September 29, 2021 10:21:38 AM

Dear Mayor Headding and Councilmembers Addis, Barton, Ford, & Heller,

I'm writing today to share news of an **exciting public/private collaboration** underway in the City!

The information below is for your consideration as you discuss City Goals at today's City Council Meeting, September 29, at 4pm.

I'm available to speak to you prior to the meeting about this input so feel free to reach out to me directly on my cell if that is helpful: [REDACTED]. I regret that I cannot attend the meeting to speak at public comment this afternoon.

In response to concerns from the community about the overall cleanliness of our public spaces, **a working group was convened by the Morro Bay Chamber of Commerce to discuss opportunities for collaboration among stakeholders.** See details below.

SANITATION, MAINTENANCE, & WILDLIFE WORKING GROUP

ACTION PLAN:

- Morro Bay Chamber of Commerce will convene members of the public and private sector to discuss sanitation, maintenance, and wildlife in Morro Bay's public spaces.
- Initial focus of the working group is to educate one another on current level of service to public spaces, Tourism industry growth in Morro Bay, and consideration of wildlife safety as well as the impact of human behavior on wildlife.

DESIRED OUTCOME:

- All participants leave the working group meeting with an enhanced understanding of the complexities of sanitation and maintenance in Morro Bay as well as how human behavior impacts behavior of wildlife in our public spaces.
- Participants consider providing input on this issue in the upcoming City Council Goals and Objectives meeting.

UPDATE on ACTIVITIES:

Two Working Group meetings were held on **September 13 and September 23, 2021.**

Current Working Group participants who were able to attend one or both of the meetings include:

- Facilitator: Erica Crawford, CEO, Morro Bay Chamber of Commerce
- Tim Cowan, Board Chair, Morro Bay Chamber of Commerce
- Jeff Heller, Morro Bay City Councilmember
- Greg Kwolek, Public Works Director, City of Morro Bay
- Eric Endersby, Harbor Director, City of Morro Bay
- Michael Wambolt, Executive Director, Morro Bay Tourism

- Cherise Hansson, Member, Morro Bay Harbor Advisory Board & Master Embarcadero Lease Holder
- Christine Johnson, Executive Director, Pacific Wildlife Care
- Sam Peck, Rescue & Transport Volunteer, Pacific Wildlife Care
- Cara O'Brien, District Interpretive Program Manager, California State Parks - San Luis Obispo Coast District

Additional Participants committed to join in the future from the wildlife community include:

- Lexie Bell, Executive Director, Morro Bay National Estuary Program (MBNEP)
- Gena Bentall, Director, Senior Scientist, Sea Otter Savvy

After the two meetings, the Working Group discussed the opportunity for a year-long, coordinated, collaborative, and, *we believe*, **innovative public/private program** to address each area of need in a comprehensive way which will produce measurable results in the cleanliness of public spaces while ensuring the safety of our local wildlife.

Stakeholders in the Working Group would create a multifaceted program to:

1. **build** on existing robust and creative public wildlife education and outreach programs facilitated by CA State Parks, Sea Otter Savvy, Pacific Wildlife Care, MBNEP and others in the wildlife life community,
2. **amplify** these wildlife education and outreach messages to visitors through marketing and communication efforts of the Tourism Department working with its lodging partners, and
3. **coordinate** with operations/activities of both the Public Works and Harbor Departments to encourage a change in human behavior to place trash where it belongs (including fish waste) in order to decrease the conflict between humans and wildlife to improve overall cleanliness of Morro Bay's public spaces for both residents and visitors.

Next steps suggested by the Working Group to move this program forward:

-- Funding would be needed for City Departments based on their needs outlined by Department Directors regarding sanitation, maintenance, and public outreach.

-- Marketing and outreach efforts, possibly funding, would be needed by the Tourism Department to reach visitors and encourage wildlife safe behaviors before and during their stay in Morro Bay. Example: [The Mammoth Lakes Promise](#)

-- Nonprofits would collaborate to provide outreach materials, promote outreach efforts on websites/social media channels, and supply volunteers to support public outreach activities as needed. Example: [CA State Parks Crumb Clean Commitment](#).

-- The Chamber would work with the wildlife community to explore the creation of "Wildlife Consultant Teams" who would work directly with local businesses on wildlife safe and humane exclusion strategies in the City's business districts. Example: [Humane Exclusion of Wildlife](#)

After reading through, **are you as excited as we are about the opportunities for cross-functional collaboration** to help address the City's cleanliness challenges while honoring and respecting our local wildlife?

If so, please champion these initial efforts at your meeting tonight and join us by providing the necessary City resources and support to launch this program.

Thank you for your consideration.

Sincerely,
Christine

Christine Johnson, Executive Director, *Pacific Wildlife Care*

Direct phone: [REDACTED]

HOTLINE to report an animal in need: 805-543-9453 (WILD)

www.pacificwildlifecare.org

Office & Clinic Location: 1387 Main St., Morro Bay, CA 93442

Directions to find us click [HERE](#).

Mailing address: PO Box 1134, Morro Bay, CA 93443





Morro Bay City Council Goals and Objectives 2021/2022

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

Goal #1: Achieve Economic and Fiscal Sustainability;

Goal#2: Improve Public Infrastructure;

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

Goal #4: Improve Communication and Engagement with Community

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



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



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



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

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

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

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

Recommended City Goals and Objectives

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

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

- 3. Circulation. Let's Get Moving.** Resolution of many of the circulation issues that were identified in the General Plan/LCP were deferred to some future date. These include a circulation plan for the Power Plant/Treatment Plant/Embarcadero Road/Atascadero Road to provide essential emergency access and to relieve the weekend gridlock on the Embarcadero, prioritizing pedestrian and bike modes on the waterfront, evaluating the true need circulation facility improvements (given the likely) amount of development that will occur per the General Plan over the next 20 years, and identifying feasible financing methods for improvements. The following efforts should be prioritized (recommendations in *italics* are recommended carryovers):
- a. Completion of the master plans for the wastewater treatment plant site, the Vistra site and the surrounding area. This should be a city-initiated and directed study as it is unreasonable to expect any one property owner to conduct this study. See Chamber's previous comments on the GP/LCP.
 - b. Completion of an updated traffic study to determine the traffic needs of the community over the next 20 years. (The GP traffic study does not provide that, nor any previous traffic study).
 - c. *Completion of the Paid Parking and Access Management and Enhancement Plan.*
 - d. Implementation of an Enhanced Infrastructure Financing District (EIFD) to fund circulation improvements.
 - e. Develop and adopt a pedestrian circulation plan for the waterfront that addresses new sidewalks, widened sidewalks, completion and financing of the Harborwalk between the Rock Beach and Tideland Park.
 - f. Identify the location for, and install 5 new vehicle charging stations per year over the next 5 years.
- 4. Infrastructure. It's Time to Get Serious About the Future.** The city has developed a number of plans and programs including the One Water Plan, General Plan/LCP, Downtown-Waterfront Strategic Plan, and others that have created expectations for future improvements. As noted in the City's CIP, very few are funded, except those associated with enterprise funds. The city has stated that it will develop an infrastructure financing plan, and that is a necessary first step, along with developing new revenue sources. Development of a feasible infrastructure plan is important to the business community and they "want to see their tax dollars invested in tangible improvements". Investment in infrastructure that supports their businesses was the third highest rated item in the Chamber's surveys. The following efforts should be prioritized (recommendations in *italics* are recommended carryovers):
- a. Complete the parking study and start the Access Enhancement Plan.
 - b. Form an EIFD that will cover major development properties and commercial districts in the community. Complete this concurrent with or prior to full entitlement of the Vistra Battery project. If possible, make it a condition of approval.
 - c. *The Chamber recommends that the City Council establish completion schedules for CIP projects with regular monitoring.*
 - d. The Chamber also supports the City's proposed Infrastructure Needs and Financing Plan proposed for 2021. The sooner, the better.

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

Attached: Evaluation of 2019-2020 City Goals and Objectives

Chamber Evaluation of 2019-2020 City Goals and Objectives

1. Achieve Financial and Economic Sustainability



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



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



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

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



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

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



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



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

Recommendation: Continue. This should be an ongoing effort.



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



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



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



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



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



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

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



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

2. Improve Public Infrastructure



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



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



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

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



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

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



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

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



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

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

3. Improve Communication and Community Engagement



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

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



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

4. Land Use Plans and Zoning Policies Updates



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



Action 4.2: Complete the zoning code update.

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



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



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

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



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

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

City Goals Workshop

Scott Collins, City Manager
Sommer Kehrli, The Centre for Organization Effectiveness

September 29, 2021

AGENDA

- ▶ Update on City Goals and Action Items
- ▶ Goals process for 2021-2022
- ▶ Community input received to date
 - ▶ Online survey
 - ▶ Advisory Boards and Business Boards
- ▶ Public Comment
- ▶ Facilitated Discussion
- ▶ Next Steps

Council Goals

- ▶ Achieve Economic and Fiscal Sustainability
- ▶ Improve Infrastructure and Public Spaces
- ▶ Complete Update of Significant City Land Use Plans and Address Affordable Housing Issues
- ▶ Improve Communication and Community Engagement
- ▶ Temporary goal for COVID-19 Pandemic response

- ▶ 26 corresponding "Action Items" - next several slides

Completed Action Items

Action Item	Council Action
Revenue Enhancement Option Review	Measure E approved in 2020; Council reviewed Harbor revenue options
Ombudsmen service contract with Chamber	Approved in June 2019, extended in 2021
Consideration of VR in TBID	VRs added into TBID in early 2020
Partnership Policy review	Approved in 2019
Consider Adult Use Cannabis Retailing	Council approved in 2020
Review of CalPERS and other liabilities	Council review analysis in early 2020
Local Labor consideration for WRF	Council added local labor provision to WRF pipeline contract
Short-term vacation rental policy revision	Approved by Council in 2020, under Coastal Comm review
Complete General Plan Update	Approved by Council in 2021, approved by Coastal in 2021

Action Items with Significant Progress

Action Item	Council/City Action
Fee Study	Council reviewing final pieces in late 2021
Waterfront Lease Mgmt Policy Review	Policy approved, implementation continues
Outreach on opportunity sites in Morro Bay	Staff will provide updates to Council.
Zoning Code Update	Council to review Zoning Code in late 2021/early 2022
WRF Implementation	Construction underway, nearly fully financed
Permit process review and improvements	City Council to receive updates on progress
SLO County Regional effort on affordable housing	Housing Element approved
Parking Mgmt Plan	Council to review Parking study in October 2021
Implement "OneWater" CIP Projects	Design work underway on several projects
Offshore Windfarm Development	Staff will provide updates to Council

Action Items Requiring More Time

Action Item	Council Action	Status
Market St. Plaza Redevelopment	No Council review planned	Reviewing interested firms.
Morro Bay Aquarium	No Council review planned	Project stopped as CCA no longer interested
Hi-speed internet	No Council review planned	Staff reviewing options with Chamber
Grant opportunities for Winter Shelter	No Council review planned	City did not receive State funding. Coordinating with County on future funding.
Co-working space in Morro Bay	No Council review planned	No work conducted
Grant for Boatyard feasibility study	No Council review planned	No response to RFP in 2018
Coordination with non-profits and comm groups	Staff will provide updates to Council	On-going effort. Next steps include outreach to volunteer groups.

Goals Process

- ▶ Community input received
- ▶ 8/24 Special Council meeting
- ▶ 9/29 Community Workshop (facilitated)
- ▶ October 2021 - Council adopt Goals and Action items for remainder of 2021 and 2022
- ▶ Quarterly updates on progress to Council

Community Survey Results

- ▶ Residents generally satisfied with quality of life in Morro Bay and services provided by City
- ▶ Residents love small town environment offered here, and feel this is very important to preserve
- ▶ Residents identified most important issues as follows:
 - ▶ Financial/economic sustainability
 - ▶ Public safety
 - ▶ Maintaining cleanliness
 - ▶ City infrastructure
- ▶ Residents feel City should focus on those issues above, as well as manage tourism impacts, protect the environment and get the WRF done

City Advisory Boards

Below are areas of focus identified by the City's boards and commissions:

- ▶ Planning Comm - historic preservation ordinance, tree bank program, Climate Action Plan, explore finance districts, Housing Element implementation, and explore business improvement districts
- ▶ Harbor - revenues, Zoning code, parking, infrastructure, Market St. Plaza and Offshore wind
- ▶ Public Works - resiliency, cleanliness, infrastructure (paving, stormwater)
- ▶ Finance - Impact fees, cost allocation plan update, infrastructure funding, evaluate pension and other liabilities
- ▶ Recreation and Parks - keep on current course

Business Boards

- ▶ TBID - cleanliness and beautification
- ▶ Chamber of Commerce - sanitation/beautification, affordable housing (workforce housing), traffic circulation, and infrastructure improvements

Sommer Kehrli, Ph.D.

Chief Executive Officer

*The Centre for
Organization Effectiveness*



Goals Workshop Facilitator Introduction



Goal: Providing
clear direction...

Our Purpose

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.



Potential Goal Areas...

1

Public
Infrastructure

2

Fiscal
Sustainability
& Economic
Vitality

3

Housing

4

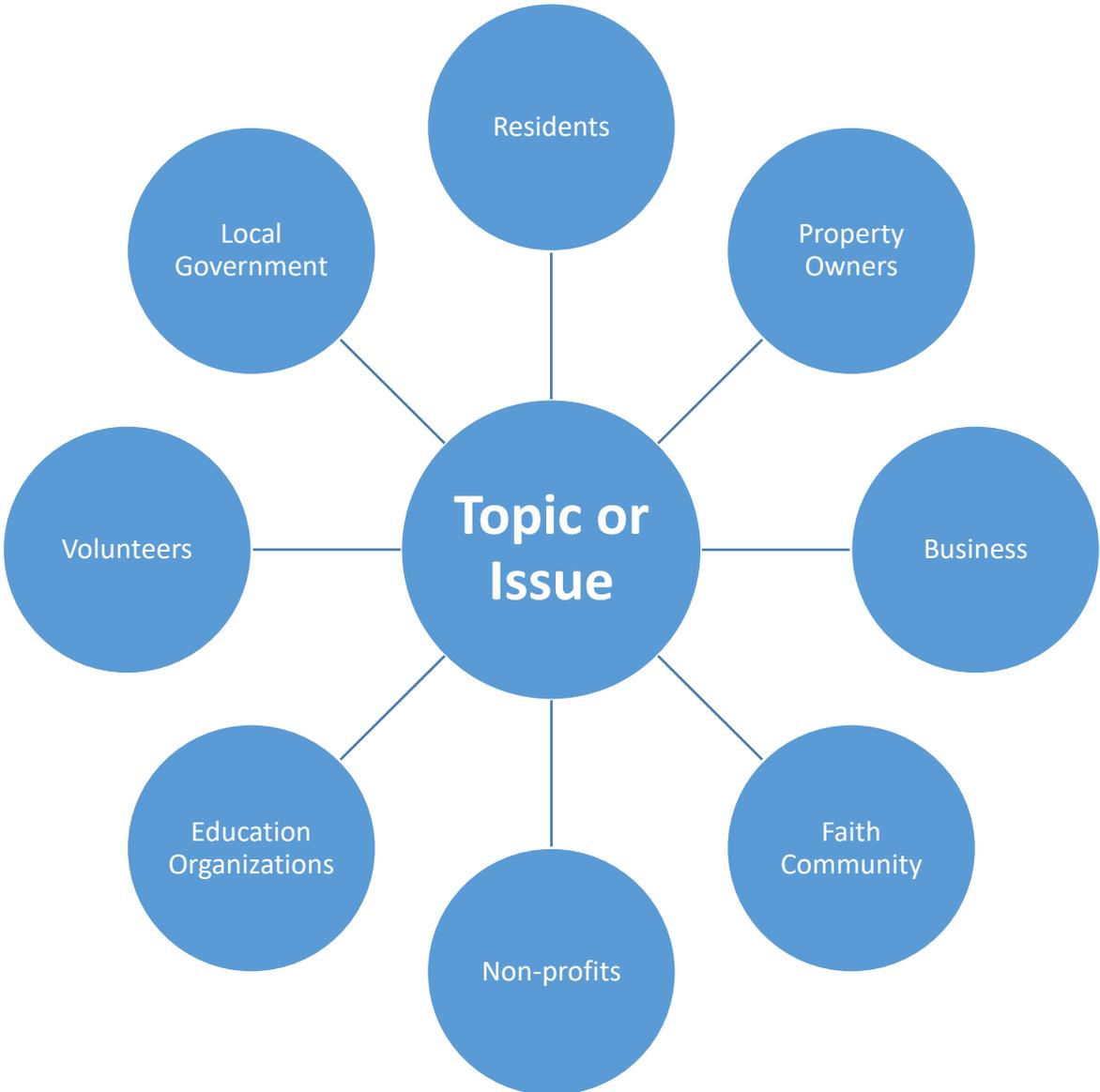
Climate
Action

Old Partnership Wheel



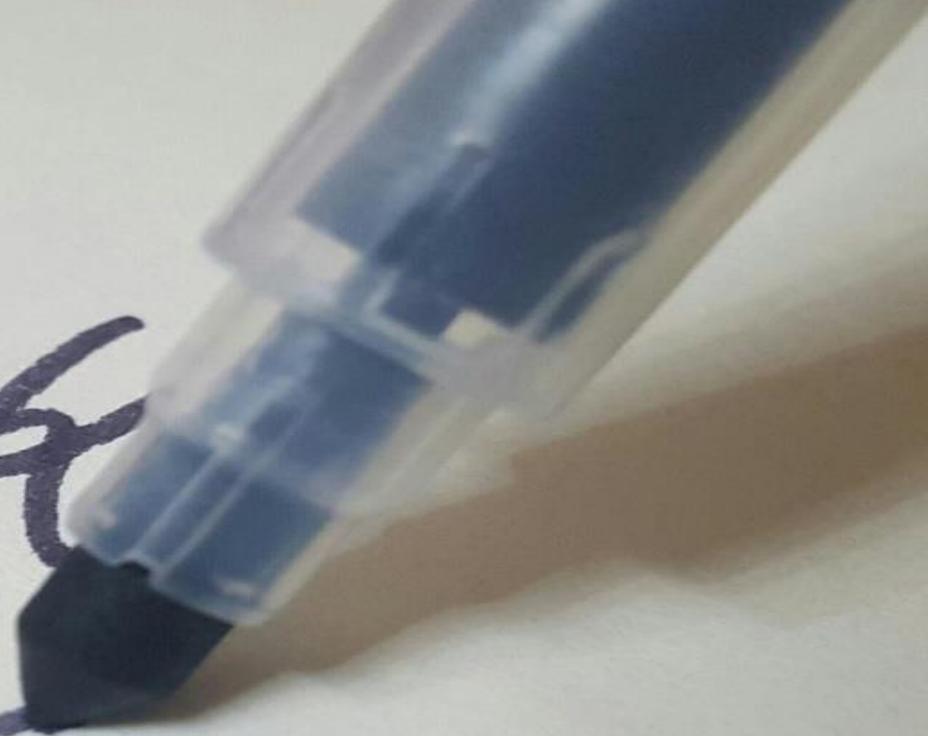
Originally created by Ray Patchett,
cited by Ed Everett in *Community Building: How to Do It, Why It Matters*

New Partnership Wheel



Originally created by Ray Patchett,
cited by Ed Everett in *Community Building: How to Do It, Why It Matters*

Thank
you



Next Steps in Goals Process

- ▶ Complete Goals Workshop - Wednesday, September 29th, 4:00pm
- ▶ Council formally review and adopt Goals and Action Items - October/November 2021
- ▶ November/December - workplans shared with advisory boards and commissions
- ▶ Quarterly progress check-ins with Council