

## 2019 - 2020 City Council Goals and Objectives

City Council adopted a strategic planning framework in 2016 in order to create a methodology to prioritize our efforts, while connecting the City's work plans and budget decision-making to the overall community goals. The strategic framework provides a platform for the City to communicate to the community, partners and staff what it is trying to achieve at the high-level. In addition, the framework allows for the City to measure progress toward achieving the important community goals and reporting outcomes to the community.



**The four City Council goals for 2019-2020 are 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**

**Goal #4: Improve Communication and Engagement with Community**

City Council originally adopted 10 goals and 80 objectives in 2016 to help guide its efforts toward meeting the objectives of the strategic framework. Those goals and objectives were refined over the past year, and led to adoption of 4 primary goals this year.

In May 2019, City Council approved the 2019 - 2020 goals, and 26 discreet and measurable action items to drive the work toward achieving the goals. The City intends to accomplish these action items between July 2019 through the end of 2020.

The City has already made significant progress on the goals (click [here](#) to link to summary report). The document below provides an overview of each of the goals and the corresponding action items.



### **Goal 1: Achieve Financial and Economic Sustainability**

The City faces financial challenges in the next several years as it prepares for significant increases in employee pension costs (CalPERS), while also attempting to fund important capital improvements. In addition, the City and partners have embarked on implementing economic development plans to maintain and

enhance the community's overall economic prosperity. The action items around this goal include efforts to boost economic activity, thoughtfully control City expenditures and enhance revenues.

**Action 1:** Complete and implement the fee study and cost allocation plan.

**Action 2:** Review option to revise the City's cannabis ordinance to allow for the sale of adult-use (recreational) cannabis in Morro Bay.

**Action 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.

**Action 4:** Review and make improvements, where feasible, to the permitting process.

**Action 5:** Bring forward a comprehensive set of revenue enhancement options for City Council consideration.

**Action 6:** Conduct outreach on the current opportunity sites within Morro Bay, including, but not limited to the decommissioned power plant.

**Action 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 8:** Continue to pursue locating a new aquarium in the waterfront area, in partnership with CalPoly and Central Coast Aquarium.

**Action 9:** Establish Waterfront Lease site policies and implementation plan.

**Action 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 11:** Review opportunity to include vacation rentals and recreational vehicle parks into the Tourism Business Improvement District (TBID).

**Action 12:** Facilitate coordination and development of a business incubator/co-working space in Morro Bay.

**Action 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.

(CONTINUES ON TO NEXT PAGE)



## Goal 2: Improve Public Infrastructure

The City is focused on improving its streets, transportation infrastructure, water/sewer/stormwater systems, facilities and public spaces. While the City has invested significantly in its streets, parks and restrooms, more work is needed to ensure the longevity of our infrastructure. The action items related to this goal for 2019-2020 include completing permitting and beginning construction of the

[Water Reclamation Facility \(WRF\) project](#) and implementing other components of the [OneWater plan](#), as well as seeking a request for proposals to conduct a feasibility study for bringing a marine services facility (boatyard) to Morro Bay.

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

**Action 3:** Complete and bring to Council a parking management plan to address parking issues in the downtown and waterfront areas.

**Action 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.

**Action 5:** Pursue a public-private partnership to increase business and residential access to hi-speed internet in Morro Bay.

**Action 6:** Implement City Council approved capital improvement projects (CIPs).



## Goal 3: Improve Communication and Community Engagement

The City is working to improve communication and engagement with the community, to ensure that members of the public are informed and that there is a broad community participation in the City decision-making process. Action items for this goal include strengthening partnerships with community groups and stakeholders.

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

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



## **Goal 4: Land Use Plans and Zoning Policies Updates**

“[Plan Morro Bay](#)” is the City's update of its General Plan / Local Coastal Program, as required by California state law. These long-range planning documents, including the Zoning code, guide development and conservation policies within the City, and help set the vision for the community for the next twenty years. In addition, like most other coastal communities in California, Morro Bay is dealing with affordability issues related to housing. This goal includes the update project also includes an update to the Zoning Code.

**Action 1:** Complete the General Plan/Local Coastal Plan rewrite.

**Action 2:** Complete the zoning code update.

**Action 3:** Revise the short-term vacation rental policy.

**Action 4:** Work with San Luis Obispo and cities therein on a regional partnership and solutions to housing issues.

**Action 5:** Pursue grant funding to develop an emergency warming shelter in Morro Bay.